

REPORT ON
RESEARCH - TRAINING
AND
COMMUNITY ACTIVITIES
1965

 **INSTITUTE OF INDUSTRIAL RELATIONS**
UNIVERSITY OF CALIFORNIA (BERKELEY)

REPORT ON
RESEARCH • TRAINING
and
COMMUNITY ACTIVITIES

1965

Lloyd Ulman, Director
Margaret S. Gordon, Associate Director

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INSTITUTE OF INDUSTRIAL RELATIONS • UNIVERSITY OF CALIFORNIA • BERKELEY

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FACULTY ADVISORY COMMITTEE

E. T. Grether, Flood Professor of Economics, and Dean Emeritus
of the Schools of Business Administration (Chairman)

Kingsley Davis, Professor of Sociology

Louis E. Davis, Professor of Industrial Engineering

Varden Fuller, Professor of Agricultural Economics

Walter Galenson, Professor of Industrial Relations and Economics

R. A. Gordon, Professor of Economics

Sam Kagel, Professor of Law

Dwight Waldo, Director, Institute of Governmental Studies, and
Professor of Political Science

SUMMARY OF MAJOR DEVELOPMENTS

In view of some innovations and expansions in our activities in the past two years, it might be well to preface this report with a restatement of the major functions of the Institute of Industrial Relations. This Institute was established by act of the California Legislature in 1945. Shortly thereafter, and in keeping with the legislative mandate, a faculty committee on the Berkeley campus recommended that the Institute function "on two levels... (a) community program and (b) campus program." In fact, this directive has been instrumental in shaping three lines of activity. The first is support of faculty research. The second is research training and financial support of graduate students, principally as graduate research assistants. The third consists of offering educational courses and supporting research in the area of industrial relations for groups of trade unionists, industrial managers, and the general public.

In 1963 and 1964, the staff of the Institute, with the assistance of the University, began a comprehensive attempt to improve the quality and expand the scope of its community programs affecting organized labor, the management community, and the general public, while maintaining the Institute's support of research by Berkeley faculty and other senior staff members and increasing its related contributions to the training of graduate students. The report of our activities in these areas is set forth in some detail in the 1962-1964 Report on Research Activities and Community Services. During the year past, the Institute sought to maintain progress in the areas relating to community relations while augmenting its research and training functions.

Our principal incremental efforts in the area of research have consisted of the inauguration of research activities in the Center for Labor Research and Education under the supervision of a permanent staff member and in the development of plans for a group of interrelated studies of entry and job changing in the San Francisco Bay Area. In both cases the Institute's object is to engage in and communicate the results of research which would conform to scholarly standards of competence and objectivity and at the same time be of immediate interest to the nonacademic community. It is hoped that these activities will help us to bridge a "research gap" and relate part of the Institute's research program more closely to its community relations programs, to the enrichment of both. In addition, the development of both of these efforts is being planned so as to provide the opportunity for more independent and advanced research by graduate research assistants. In this connection, it should be mentioned that an early project, the Union Member Attitude Survey, which was largely the product of independent research by two graduate research assistants, was completed and published during the past year.

The Center's research staff, under its new Research Director, has also completed an initial "pathfinder" research project in conjunction

with the San Francisco Labor Council and the San Francisco Association for Mental Health. The community relations activities of the Institute emphasized projects which were devoted to the allied subjects of anti-poverty programs, manpower training programs, and civil rights. The first of these was the national conference on Poverty in America, which was presented jointly by the Institute and University Extension on the Berkeley campus in February 1965. The papers submitted for this conference subsequently appeared in published form, as a book entitled Poverty in America, which was edited by Margaret S. Gordon, the Associate Director of the Institute. Following that conference the Institute's Center for Labor Research and Education joined with the California Office of Economic Opportunity, the State AFL-CIO, and the UCLA Center in presenting a two-day conference on "Labor and the War Against Poverty." In addition, the Institute joined with the Plans for Progress Program of the President's Committee on Equal Employment Opportunity in holding a one-day conference attended by more than 600 employers. The planning for this conference was largely performed by the Coordinator of Management Programs. Another related activity consisted of the Institute's Annual Industrial Relations Conference, which was devoted to Job Training and Industrial Relations. Finally, at the request of President Clark Kerr and Governor Edmund G. Brown, the Institute organized a three-day conference on Employment in California, which was attended by representatives of organized labor, the business community, and the state government.

During the past year the newly organized Center for Labor Research and Education held exploratory meetings with union groups to ascertain their educational needs and the areas in which the University might make additional useful and appropriate contributions. It inaugurated a program for the development of better educational materials, relying primarily on the specialized skills of the Center's newly acquired staff members in the areas of education, journalism, law, and economics. It also began to offer a series of basic courses for union officers and members and, in addition, classes in the training of union staff as instructors.

With the cooperation of faculty members from the Departments of Business Administration, Psychology, and Economics, the Institute's Coordinator of Management Programs began to build programs which were concentrated in two broad areas. The first of these concerned the interaction between the policies of industrial relations management and the social and communal environments in which their firms operate. The second consists of an evaluation of some of the newer techniques of industrial relations management.

FACULTY RESEARCH

Introduction

The major part of the Institute's research program continues to fall in the area of individual research by members of the academic staff, including work supported by grants from foundations and other outside sources. However, two major new developments in the research program of the Institute occurred in 1965. They were (1) the inauguration of research activities in the Center for Labor Research and Education under the supervision of Dr. Sara Behman and (2) the development of plans for a group of interrelated studies of Entry and Job Changing in a Large Metropolitan Area, to be conducted in the San Francisco Bay Area over a five-year period under a research contract involving substantial extramural financial support, for which negotiations are nearing completion. In both cases, our long-term objective is to build a better bridge connecting our activities in professional research, community relations, and the training of graduate students. We hope to do this 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.

Meanwhile, the four-year program on Unemployment and the American Economy, supported by a large grant from the Ford Foundation, has made substantial progress toward achieving its objectives, and a final report on the accomplishments of the five-year Research and Training Program in Comparative Developmental Studies has been sent to the Carnegie Corporation, which provided funds for the support of the program. Early in 1965, the Institute recruited a small research team to begin work on an evaluation project which is being conducted for the Department of Human Resources of the City of Oakland, relating to an adult minority group employment project and to a program aimed at reducing the high school dropout rate. In addition to these group research projects, 17 scholars have been engaged in individual research under Institute auspices, and 26 graduate students are affiliated with the Institute as research assistants or under postgraduate research or work-study appointments.

Earl F. Cheit, who served as Associate Director of the Institute for several years, was appointed Executive Vice Chancellor of the Berkeley campus in August 1965. He continues as a member of the Institute research staff and is currently directing a study of the social and political environment of business under a grant from the Ford Foundation. Arthur M. Ross was granted a three-year leave of absence from the University in September 1965, to accept an appointment as Commissioner of Labor Statistics in the U. S. Department of Labor.

As has frequently occurred in recent years, several visiting scholars have been associated with the Institute research staff in 1965.

Professor Stanley Lebergott of Wesleyan University is spending the academic year 1965-66 on this campus, conducting a study under our research program on Unemployment and the American Economy. Other visitors who were members of the Institute staff in 1964-65 were Professor Joel Seidman of the University of Chicago, Professor F. Graham Pyatt of the University of Warwick (U. K.) and Martin P. Oettinger, Assistant Professor of Economics at the University of California, Davis.

I. 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. An article entitled "Labor Mobility, Increasing Labor Demand, and Money Wage Rate Increases," based on part of the research for Dr. Behman's doctoral thesis, was included in the Institute reprint series.

Reinhard Bendix. Studies of modernization and inequality, with several articles nearing completion. (See also Research and Training Program in Comparative Developmental Studies.)

Earl F. Cheit. The social and political environment of business. Preparations are being made for a workshop of faculty members from various universities, similar to a previous workshop held early in 1964. Papers prepared for this second workshop will be published in a volume tentatively entitled Business and the State, with 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).

Edwin E. Ghiselli. Research on the validation of selection tests, executive compensation, and management perspectives. A volume entitled The Validation of Selection Tests, incorporating the results of research extending over many years, is to be published by John Wiley and Sons. Research on executive compensation and management perspectives has been conducted in collaboration with Mason Haire (see below).

Margaret S. Gordon. Social security and human resources. A comparative study of the development of income-maintenance

policies in industrial countries, with emphasis on the evolution from older concepts of poor relief to modern social insurance and, more recently, to increasing emphasis on investment in human resources, debate over negative income tax proposals, and related developments.

- Mason Haire. Research on executive compensation and management perspectives. Three articles reporting on research on executive compensation, prepared in collaboration with E. E. Ghiselli and M. E. Gordon, have been submitted to a psychological journal and will be included in the Institute reprint series. Haire is also the senior author, with E. E. Ghiselli and L. W. Porter, of a book-length manuscript entitled Managerial Thinking: An International Study, which has been submitted to Wiley for publication. This is a report on a research project, supported by a grant from the Ford Foundation, in which groups of executives in 14 countries were asked to complete identical questionnaires (which had been translated into their own languages).
- Van Dusen Kennedy. Studies of labor relations in India. A volume of essays entitled Unions, Employers, and Government: Essays on Indian Labor Questions has been completed and is to be published in India.
- Clark Kerr. The Economics and Politics of the Labor Market, a second volume of essays, being prepared with the assistance of Dr. Marjorie Galenson. An earlier volume entitled Labor and Management in Industrial Society was published in 1964.
- Raymond E. Miles. Research on management attitudes. A study of leadership attitudes of professional employees in a government agency is nearing completion. Also under way are studies of (1) experimentation with attitude-feedback as a management development device and (2) the impact of manager attitudes on organization decision-structure.
- Lyman W. Porter. Research on management perspectives and attitudes. Porter is co-author of the forthcoming volume on Managerial Thinking: An International Study (see above, under Mason Haire). He is also doing research on the relationship of managerial attitudes to managerial job performance and on communication in management. In addition, during 1965 he prepared a chapter on recent research in the field of personnel management for the Annual Review of Psychology.
- Betty V. H. Schneider. An article on the British Post Office strike of 1964 has recently been completed and will be published in a volume to be issued by the Public Personnel Association. Dr. Schneider's current research is concerned with the negotiation of civil service pay rates in federal employment.

Philip Selznick. Job rights and due process. Work is nearing completion on this volume, and it is anticipated that it will be ready for publication in 1966.

Neil J. Smelser. Research on economic development and on the methodology of comparative analysis. In preparation is a book on the relationship between kinship and economic development, including comparative analysis of the interaction between kinship structure in various countries and (1) economic growth, (2) the formation of an urban-industrial labor force, rates of saving and investment, etc. Also under way is a volume on the methodology of comparative analysis. (See also Research and Training Program in Comparative Developmental Studies.)

George Strauss. (On leave of absence in 1965-66). Research on human behavior in organization and on professional associations. A volume entitled Human Behavior in Organization (with Leonard R. Sayles) is nearing completion. In addition, an article on the AAUP as a professional and occupational association appeared in Industrial Relations in October 1965. (See also Research on Unemployment and the American Economy.)

Lloyd Ulman. Work is beginning on a comparative study of incomes policies and institutional flexibility. This will consist of 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. The study 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. Ulman will also direct the long-range study of the Bay Area Labor Market (described in the next section), along with Margaret Gordon and Sara Behman. In addition, he is editing a volume of essays on the present state of collective bargaining in the United States, which is being prepared for the American Assembly. Completed during the last year was a study of wages and labor mobility which was incorporated in the volume published by the OECD in August 1965 (Wages and Labour Mobility). Also recently completed was a paper on Automation in Perspective, to be published by the Voice of America.

Harold L. 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, and others are in preparation. In addition, Wilensky is serving as co-editor of a volume, The Uses of Sociology, to be published by the American Sociological Association.

Walter Galenson. A study of labor market policy in Eastern Europe. A comparative analysis of the results of postwar labor market policy in five countries of Eastern Europe-- Poland, Czechoslovakia, Yugoslavia, Bulgaria, and Hungary. The exercise is essentially statistical: to see whether there is a relationship between wage changes and employment shifts by economic sector and by industry within manufacturing. In part, this is a companion piece to the recently published OECD volume on Wages and Labour Mobility, and some of the same statistical techniques will be used.

II. Entry and Job Changing in a Large Metropolitan Labor Market Area

This group of inter-related studies of the San Francisco Bay Area labor market will play an important role in the research program of the Institute for the next five years. The project is designed to perform at least three functions: (1) develop significant basic contributions to the literature on labor markets and labor mobility (most earlier labor mobility studies are now badly out of date and did not deal very satisfactorily with such important questions as the relationship between wages and labor mobility), (2) provide an opportunity for participation in survey research and analysis by advanced graduate students who have reached the doctoral thesis stage, and (3) provide data and some degree of financial support for a program of specialized studies to be conducted by the Center for Labor Research and Education, in response to suggestions made by unions.

The interrelated studies which form parts of the overall project will include: (1) analysis based on existing data; (2) a survey of employer labor market policies and practices; (3) a survey of union policies; (4) a survey of employment agencies and placement services, including school placement services; (5) a survey of labor mobility, to be conducted on a household basis under contract with the U. S. Bureau of the Census; (6) studies of the impact of automation on skill requirements, to be conducted in cooperation with Professors Louis E. Davis and E.R.F.W. Crossman of the School of Engineering; and (7) specialized studies to be conducted by the research staff of the Center for Labor Research and Education on such problems as (a) the decentralization of industry in the Bay Area and the impact of this trend on workers in central cities, and (b) changing skill requirements in the building trades.

The first part of the study, based on analysis of existing data, is well under way, centering around the work of advanced graduate students in the research seminar, Economics 250. Working papers are being prepared on such questions as (1) the role of information in labor markets, (2) wage differentials and geographic mobility, (3) unsettled questions in the literature on labor mobility, (4) changes in interarea wage differentials over time, (5) analytical questions to be included in the survey of employer policies, etc.

The project will be directed by Lloyd Ulman and co-directed by Margaret Gordon. Sara Behman will direct the specialized studies. Several faculty members on the Institute staff will be associated with the analysis at appropriate stages of the project, and an experienced research economist will be hired to supervise the field work. Other temporary appointments to the research staff will be made as needed, and arrangements will be made with the Survey Research Center to employ interviewers and coders at relevant stages of the work and to perform key-punching and computer operations.

III. Research on Unemployment and the American Economy

This four-year program, for which the Institute received a large grant from the Ford Foundation in 1962, has been co-directed by Professors Arthur M. Ross and R. A. Gordon. Plans are now being developed by Professor Gordon for the fourth annual conference under the program, which will be concerned with a critical appraisal of U. S. manpower policies and will be held in New York City in June 1966.

Research projects in progress under the auspices of this program include:

A. The Problem of Full Employment

1. Employment Goals for the U. S., by R. A. Gordon
2. Wage Policy, Inflation, and Full Employment, by Joseph W. Garbarino

B. The Outlook for Labor Demand and Labor Supply

1. Underemployment in the U. S. Economy, by W. G. Bowen and T. A. Finegan
2. The Hours of Work Issue, by Myron L. Joseph
3. Employment by Function, by Stanley Lebergott
4. Some Historical Aspects of Structural Unemployment, by Sue Van Atta
5. Nature and Causes of Recent High Unemployment Rates in the American Economy, by Pauline Fong
6. Comparison of Technological Change and Demand Shifts in the 1920's and 1950's, by Leonard Kunin

C. Wages and Unemployment

1. Wage Differentials and Unemployment, by George Hildebrand and G. E. Delehanty

2. Wage Structure and Unemployment: Japan and the U. S.,
by K. Odaka

D. Labor Market and Worker Adjustment Policies

1. A Critical Analysis of Apprenticeship Programs, by George Strauss
2. The Impact of Unemployment on the Unemployed and Their Families, by Paul Jacobs
3. Youth and Unemployment, by David Matza
4. Old and New Uses of the Unemployment Compensation Concept in a Program of Labor Market Adjustment, by Martin Oettinger
5. Policies to Combat Postwar Unemployment in West Germany, by Guenter Wittich

In addition to these projects, a number of studies have been completed under the auspices of the unemployment research program. In addition to those listed under Institute publications, the following studies have been completed in 1965:

Books

Richard A. Lester, Manpower Planning in a Free Society (to be published by the Princeton University Press)

Doctoral Dissertations

Sara Behman, Employment and the Determination of Wages in Manufacturing

Mahmood Zaidi, Unemployment and the Rate of Change in Money Wages in Canada

Articles and Papers (not including those in volumes of papers listed above, or those which have appeared in or been accepted for the Institute Reprint Series)

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

R. A. Gordon, "Employment and Unemployment," to be published in International Encyclopedia of the Social Sciences

R. A. Gordon, "The Changing Pattern of the Labor Force," Financial Times (London), April 12, 1965

Paul Jacobs, "Unemployment and Identity," to be published in proceedings of a conference held at Princeton University, May 1965

IV. Research and Training Program in Comparative Developmental Studies

Supported by a five-year grant from the Carnegie Corporation (1961-1966), the Research and Training Program in Comparative Developmental Studies has been designed to (1) bring together, from a number of social science disciplines, faculty members and visiting scholars for interdisciplinary discussion of theoretical concepts and empirical questions relating to the social and economic development of both industrialized and underdeveloped countries, and (2) to provide stimulation and research training for advanced graduate students interested in specializing in this subject matter area. Some 12 to 15 faculty members have been associated with the program over the five-year period, and 5 graduate students undertaking doctoral dissertations on developmental problems have been awarded grants-in-aid.

Throughout the years 1961-62 to 1964-65, monthly meetings were held at which members of the group or visiting scholars presented research papers. Faculty members associated with the program in 1964-65 included Harvey Leibenstein (Economics), Chairman, David Apter (Political Science), Reinhard Bendix (Sociology--on leave), Albert Fishlow (Economics), Walter Galenson (Economics), Ernst Haas (Political Science), Eugene Hammel (Anthropology), Chalmers Johnson (Political Science), S. M. Lipset (Sociology), Leslie M. Lipson (Political Science), David Mandelbaum (Anthropology), Henry Rosovsky (Economics), and Neil Smelser (Sociology).

It is likely that in the fall of 1966, when a number of faculty members now on leave of absence return to the Berkeley campus, plans will be developed to continue the program on a somewhat revised basis, perhaps with greater emphasis on an interdisciplinary graduate seminar. In the meantime, efforts to stimulate able graduate students to undertake research on developmental problems are continuing.

Many of the papers presented at meetings of the group later appeared as reprints in the series on comparative developmental studies jointly sponsored by the Institutes of Industrial Relations and International Studies. In addition to the 17 items which have been included in this series, five articles are scheduled for inclusion in the near future. Bendix' study of Nation-Building and Citizenship was published by Wiley in 1964, and four volumes by members of the group have been published under the auspices of the Institute of International Studies. Other books associated with this program which have appeared or will be published in the next few years are:

David Landes, Technological Change and Development in Western Europe, 1750 to 1914, in H. J. Habbakuk and M. Postan, editors, Cambridge Modern Economic History of Europe, Vol. 6, Part 1, pp. 274-601.

Seymour M. Lipset and Neil Smelser, eds., Social Structure, Social Mobility and Economic Development

Henry Rosovsky and K. Ohkawa, Japanese Economic Development

Harvey Leibenstein, Studies in the Theory of Economic Development

Neil Smelser, Kinship and Economic Development

Neil Smelser, Methodology of Comparative Analysis

Reinhard Bendix, Modernization and Inequality

V. Research with a Public Service or Community Orientation

A. The Oakland Research and Evaluation Project

The Institute was requested by the Oakland Department of Human Resources (formerly the Oakland Inter-Agency Project) to undertake responsibility for a research and evaluation program relating to two action projects in the City of Oakland--an adult minority group employment project and a high school program aimed at reducing the dropout rate. Funds for this research have been provided partly by the Ford Foundation and partly by the Office of Manpower, Automation, and Training, U. S. Department of Labor.

Early in 1965, Dr. William Woodson and Mr. Robert Moore were appointed to the Institute staff to serve as co-directors of this program. Woodson is concentrating primarily on the minority group employment project and Moore on the youth program. Both have several assistants working with them, and statistical consulting services are being supplied by a University faculty member. Margaret Gordon is exercising general supervision over the program.

B. Papers Prepared for the Governor's Conference on Employment

In connection with preparations for the Governor's Conference on Employment, discussed in the section on General Conferences, the Institute made arrangements for five research papers by faculty members on the Berkeley and Los Angeles campuses, written during the summer of 1965 and circulated to conference participants several weeks before the conference. These included:

State Economic Policies and Their Impact on Aggregate Demand and its Composition, by Richard Holton

Employment and Unemployment in California, by Margaret S. Gordon

Job Training and Unemployment, by George Strauss

Taxes and Services as Factors in Industrial Location, by Harold Somers

Determinants of California's Future Growth, by Werner Z. Hirsch

VI. The Journal

The Institute's journal, Industrial Relations, is now in its fifth year of publication. As implied by the subtitle, "A Journal of Economy and Society," its area of interest is broad, including all aspects of the employment relationship as viewed by scholars in the fields of labor economics, sociology, psychology, political science, and law.

The number of subscribers to the journal is approximately 2400. A recent analysis indicates that they are distributed as follows: (1) firms and managers, 34 per cent, (2) university libraries, 23 per cent, (3) individual scholars, 16 per cent, (4) labor organizations or representatives, 9 per cent, (5) government agencies, 6 per cent, and (6) attorneys, 6 per cent. Eighty per cent of the subscribers are within the United States and twenty per cent are foreign.

It has been the journal's policy to include a symposium on a question of current interest in each issue. Recent symposia have been concerned with comparative community industrial relations patterns, early retirement, and professional and white-collar unionism. Scheduled for publication in the next few issues are symposia on labor education and on forecasting manpower demand.

Eighteen members of the Berkeley and UCLA faculties serve on the Board of Editors. Betty V. H. Schneider is Associate Editor, Joan J. Lewis and Barbara Palmer, Secretaries, and Margaret G. Frantz, Business Manager. George Strauss has served as Managing Editor since 1963. During his leave of absence in 1965-66, Margaret S. Gordon, who served as Managing Editor from 1961 to 1963, is Acting Managing Editor.

VII. Professional and Public Service Activities of Research Staff Members

A number of Institute research staff members serve as consultants to government agencies, officers of professional associations, and the like. In view of the wide range of these activities, we have felt that it would be of interest to assemble information on them for inclusion in this report.

David Apter

Contributed to preparation of Peace Corps Evaluation Report.
Has served as consultant in connection with Peace Corps training programs.

Reinhard Bendix

Served as visiting professor at the Free University of Berlin, 1964-65, and as visiting scholar at St. Catherine's College, Oxford, in the spring of 1965.

Earl F. Cheit

Consultant to Governor Brown's Workmen's Compensation Study Commission (prepared paper on Relationship of Workmen's Compensation Benefits to Economic Loss).

Consultant to Bureau of Labor Standards, U. S. Department of Labor.

Chairman, Wage Board for State Industrial Welfare Commission Order 14, Agricultural Occupations, 1964-65.

Member, Board of Education, Richmond Unified School District.

Walter Galenson

Consultant, International Labour Office.

Margaret S. Gordon

Member, Advisory Committee on Research Development, U. S. Social Security Administration.

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

Member, Personnel Board, City of Berkeley, 1961-65.

Member, Berkeley City Council (elected to four-year term, 1965).

Invited to meeting of State Social Welfare Board, December 1965, to discuss plans for systems analysis of California public assistance program.

R. A. Gordon

Member, Committee on Economic Stability, Social Science Research Council.

Member, Policy and Planning Committee, Social Science Research Council.

Annual participant in consultants group arranged by California Department of Finance to advise on projections of state economic activity.

Mason Haire

Member, Board of Trustees, Foundation for Research on Human Behavior.

Member, Advisory Council, American Foundation for Management Research.

Van D. Kennedy

Spent the year 1964-65 on sabbatical leave in India. Among other activities, participated in the first national seminar on labor relations policy, sponsored by Shri Ram Centre for Industrial Relations, and led the discussion at a national workshop sponsored by the new Indian Academy of Labor Arbitrators.

Raymond E. Miles

Participant in various management training programs coordinated by the Institute.

Speeches before one academic association and several management societies.

Lyman W. Porter

Member, Program Committee, Division of Industrial Psychology, American Psychological Association.

Member, Program Committee, Western Division of the Academy of Management.

Member, Organization Development Advisory Council of the National Association of Manufacturers.

Neil J. Smelser

Member, Committee on Economic Growth, Social Science Research Council, 1964-65.

George Strauss

Member, Management and Personnel Committees, Consumers Cooperative of Berkeley.

Member, Nominating Committee, Industrial Relations Research Association.

Lloyd Ulman

Consultant, Council of Economic Advisers, Washington, D. C.

Member, National Defense Executive Reserve, U. S. Department
of Labor.

Member, Personnel Board, City of Berkeley, 1965-

Harold L. Wilensky

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

Advisory Editor, Trans-Action.

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

PUBLICATIONS

Publications Issued, November 1964 to Date

BOOKS:

Employment Policy and the Labor Market, edited by Arthur M. Ross
(Berkeley and Los Angeles: University of California Press, 1965).
\$7.50.

The Negro and Organized Labor, by Ray Marshall (New York: John Wiley &
Sons, Inc., 1965). \$6.95.

Poverty in America, edited by Margaret S. Gordon (San Francisco:
Chandler Publishing Company, 1965). \$5 (clothbound), \$2.50 (paper-
bound).

Retraining and Labor Market Adjustment in Western Europe, by Margaret S.
Gordon (Washington, D. C.: Superintendent of Documents, Government
Printing Office, 1965). \$1.75.

PERIODICALS:

Industrial Relations: A Journal of Economy & Society. Published three
times yearly. Single copies, \$1.50; one year, \$4.50; three years,
\$10.

Industrial Relations Bulletin. Published two or three times a year.

PROCEEDINGS OF CONFERENCES:

Long-Term Manpower Projections, proceedings of a conference conducted
by the Research Program on Unemployment and the American Economy,
University of California, Berkeley, held in Washington, D. C.,
June 25-26, 1964 (1965). \$1.

POPULAR PAMPHLETS:

The Business Agent and His Union, by Van Dusen Kennedy and Wilma Rule
Krauss, revised edition (1964). \$.75.

REPORT:

Inventory of Research on Automation and Manpower Problems in California,
by Lewis J. Perl (1965).

PAMPHLETS ISSUED BY CENTER FOR LABOR RESEARCH AND EDUCATION:

Labor and the War Against Poverty, by Hyman Minsky, presented at a conference held in San Francisco, April 19-20, 1965 (1965).

Extending Mental Health Services to Blue-Collar Workers and Low-Income Groups in San Francisco, by John Simons (1965).

Union Member Attitude Survey, report of a survey conducted by George E. Johnson and Stephen W. Welch (1965).

REPRINTS:

Obtainable from the Institute of Industrial Relations. Single complimentary copies are available as long as the supply lasts. Additional copies may be obtained for 20 cents each. However, for a few unusually lengthy and costly reprints, a special price, which is specified beside the title of the reprint, is charged for all copies issued. A complete list of reprints may be obtained from the Institute.

- No. 244. "Political Cleavages in 'Developed' and 'Emerging' Polities," by Seymour Martin Lipset. Reprinted from Cleavages, Ideologies and Party Systems, edited by Erik Allardt and Yrjö Littunen (1964).
- No. 245. "Labor Courses: The Need for Radical Reconstruction," by Arthur M. Ross. Reprinted from Industrial Relations (1964).
- No. 246. "Nation-Wide Job Evaluation in the Netherlands," by Martin P. Oettinger. Reprinted from Industrial Relations (1964).
- No. 247. "Hoffa's Impact on Teamster Wages," by Ralph and Estelle James. Reprinted from Industrial Relations (1964).
- No. 248. "Conflicting Elements in Managerial Ideologies," by Raymond E. Miles. Reprinted from Industrial Relations (1964).
- No. 249. "U. S. Manpower and Employment Policy: A Review Essay," by Margaret S. Gordon. Reprinted from Monthly Labor Review (1965).
- No. 250. "National Retirement Policies and the Displaced Older Worker," by Margaret S. Gordon. Reprinted from Age with a Future (1965).
- No. 251. "The Canadian Full Employment Goal," by David C. Smith. Reprinted from The Canadian Banker (1965).
- No. 252. "Labor Organizations and the Labor Movement in Advanced Industrial Society," by Arthur M. Ross. Reprinted from Virginia Law Review (1965).

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BOOKS:

The Validation of Selection Tests, by Edwin E. Ghiselli (John Wiley & Sons).

A Study of West Coast Collective Bargaining Systems, by Harold Levinson (John Wiley & Sons).

Management Thinking: An International Study, by Mason Haire, Edwin E. Ghiselli, and Lyman W. Porter (John Wiley & Sons).

Prosperity and Unemployment, edited by Robert Aaron Gordon and Margaret S. Gordon (John Wiley & Sons).

Jobs and Race, edited by Arthur M. Ross (Harcourt Brace and Co.).

PAMPHLETS ISSUED BY CENTER FOR LABOR RESEARCH AND EDUCATION:

Sky Full of Storm, by David F. Selvin (University of California Press)

REPRINTS (will be obtainable from the Institute of Industrial Relations):

"Job Attitudes in Management: V. Perceptions of the Importance of Certain Personality Traits as a Function of Job Level," by Lyman W. Porter and Mildred M. Henry. To be reprinted from the Journal of Applied Psychology.

"Job Attitudes in Management: VI. Perceptions of the Importance of Certain Personality Traits as a Function of Line vs. Staff Type of

- Job," by Lyman W. Porter and Mildred M. Henry. To be reprinted from the Journal of Applied Psychology.
- "The Comparative Experience with Retraining Programmes in the United States and Europe," by Margaret S. Gordon. To be reprinted from proceedings of a conference on Unemployment Problems of Automation and Advanced Technology, held July 1964 at Geneva, Switzerland.
- "Shortages and Surpluses in Education in Underdeveloped Countries: A Theoretical Foray," by Harvey Leibenstein. To be reprinted from Education and Economic Development.
- "Full Employment as a Policy Goal," by R. A. Gordon. To be reprinted from Employment Policy and the Labor Market.
- "Income Policy and Income Behavior," by Joseph W. Garbarino. To be reprinted from Employment Policy and the Labor Market.
- "Seasonal Unemployment and Economic Conditions," by David C. Smith. To be reprinted from Employment Policy and the Labor Market.
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SUPPORT AND TRAINING OF GRADUATE STUDENTS

The Institute of Industrial Relations contributes to the education of graduate students in two ways: through financial support and through research training. 26 students are associated with the Institute during the present academic year as research assistants or on post-graduate research or work-study appointments. The number of graduate students holding such appointments has tended to increase in recent years--a rise which has been made possible in part by the large research grants made available by foundations and government agencies. A number of graduate students have also been awarded grants-in-aid (essentially fellowships) in recent years, to prepare their doctoral dissertations under the auspices of the Research and Training Program in Comparative Developmental Studies or the research program on Unemployment and the American Economy. No new awards of this type have been made during the current academic year, but in 1964-65 seven graduate students held such awards, bringing the total number of students associated with the Institute to 32 in that year. It is anticipated that the extra-mural funds which we hope to receive to support the research program on Entry and Job Changing in a Large Metropolitan Labor Market Area will also play a significant role in providing appointments for graduate students.

Another source of support for students which has recently become available is the work-study program of the Office of Economic Opportunity. Two of the students associated with the Institute during the current academic year hold appointments under this program.

The majority of the present research assistants are assigned to help individual faculty members with their own research; and this type of training--and the personal contact associated with it--undoubtedly constitutes the most important contribution to the students' maturation which this Institute helps to provide. In addition, we have recently been experimenting with the assignment of a few graduate research assistants to the Center for Labor Research and Education and to the Coordinator of Management Programs for such research projects as our Community Services activities engage in. We attempt to maintain high standards of quality on this research through the supervision afforded either by faculty staff or by the Director of Research in the Center for Labor Research and Education, who is a highly competent economist. Moreover, this type of assignment frequently involves the graduate student in more independent research than does the more conventional research assignment. In addition, it is our intention to develop our research program so as simultaneously to serve the legitimate interests of the affected community and the scholarly interests of some of our faculty. To date, this has entailed two fairly extensive research programs. The first of these was a survey of the attitudes of union members, which was requested by the Central Labor Council of Alameda County. This work was done under faculty supervision by two graduate research assistants who did a great deal of independent work on the project, ranging from research design through interviewing at union

meetings through helping to write the final published report. This past year, we have begun work on the large-scale study of the Bay Area labor market. Four graduate students are working on this project with the Director, Associate Director, and the Research Director of the Center for Labor Research and Education. The more academic parts of this project are discussed in a research seminar; and it is our intention that this project will yield and include several Ph.D. theses.

During the fall semester of 1965, the Institute obtained by questionnaire the following quantitative data on the academic status of 24 of its 26 graduate research assistants:

Year in University residence:	<u>No.</u>
One	3
Two	14
Three	3
Four or more	4
Preliminary exams completed?	
Yes	5
No	19
Thesis topic decided?	
Yes	8
No	16
Number with publications:	7

These data reveal that, currently, the typical research assistant is a first- or second-year graduate student who has not yet completed his preliminary examinations. In some departments, students often can acquire experience as teaching assistants after having completed two years as research assistants at the Institute. It is gratifying that nearly one-third of the research assistants in 1965 have had work published under their own names.

The questionnaire also elicited, on a confidential and anonymous basis, present and former students' overall reactions to the assistantship program as well as suggestions for improvement. These comments, which appear in the appendix to this section, were generally strongly favorable. At least three specific suggestions emerge. The first is that assignments be rotated. The second is that there be more contact between research assistants and the faculty staff. The third is that the Institute provide dissertation fellowships. As is our practice, these and other suggestions will probably be discussed with representatives of the Institute unit of Local 1570 of the American Federation of Teachers, AFL-CIO, as well as with other interested research assistants.

Appendix to Support and Training of Graduate Students

(The following are replies received on a questionnaire sent to present and former graduate research assistants in the fall of 1965.)

Question: Please indicate, if you care to, what contribution your work as a research assistant has made to your development as a scholar and in what ways the effectiveness of the Institute's assistantship program might be improved to this end.

Perhaps the most important aspect of my work in the Institute is that I am (finally) establishing a close rapport with faculty members. This, at the University, is no easy task. Apart from the rapport with faculty, my closeness with current economic research is tending to justify my choice of economics as a profession.

Having the privilege of working for Professor ___ gave me a great deal of insight into problems and techniques in the development of empirical research design, which will be useful to me throughout my academic career. I sincerely feel that the opportunity to discuss my ideas with Professor ___ and other members of the IIR staff gave me a depth and breadth of ideas that would have been difficult to obtain without such an assistantship.

My interests in problems of unemployment are a direct result of my work as a research assistant for the Institute. Since then I have written and published several articles on the subject. Most important has been the skills I've developed in regard to the interpretation and manipulation of Census and Bureau of Labor Statistics data. The use of these skills will constitute an essential component of my future work.

Through my work as a research assistant at the Institute, not only has flesh been put on the skeleton of experimental design and methodology, but I have been exposed to the practical problems of research, so necessary in my training as an industrial psychologist. In addition, I hope the assistantship will continue to afford me the opportunity for further exposure to disciplines which are both related and relevant to my field of interest as well as to interdisciplinary research.

I enjoyed my work, but I didn't learn any research or analytical skills (I annotated hundreds of articles). I did learn a great deal about Communism in the 1930's, however--the value of which will have to be determined at a later date.

To improve, don't let the research assistants and the professors get acquainted by chance. Do bring them (at least the assistants) together in discussion groups, where some research problems can be talked over. Also, let us former assistants keep contact with the Institute in some way; let us know what research is done, what professors are participating, etc.; give us the chance to come back some years later on a higher level.

I had an opportunity to do research on a wide variety of practical problems which enabled me to relate my theoretical work to concrete affairs. The

Institute's Unemployment study stimulated me to choose my thesis topic. I would suggest frequent meetings at which GRA's discuss their own research with each other and where professors would talk about their research.

With specific reference to [two large-scale Institute projects], I had the opportunity to observe a research project from its inception, to be aware of its overall scope, to work on numerous specific problems, and lastly, to see it completed. This is considered a unique experience which does give the GRA an idea of the problems confronting a research task, how he should properly approach his own work, and the calibre of work expected of him. Experience gained on such projects cannot be achieved by work on a term paper. As a result, the GRA clearly has an advantage over his non-GRA counterparts in graduate school when it comes time for the dissertation. Only one suggestion comes to mind, one which has not arisen from personal experience but which has been triggered by conversations with other GRA's. Many of them know what they should do--that is, read this or that book and write a review, or run this or that regression. But some do not know what the "Big Picture" is. The professor has not taken the trouble to inform them as to what he is ultimately aiming for and how the student's research will be utilized within the whole. Both the student and professor could gain from a discussion of the project in its entirety.

My experience as a GRA under Professor _____ was most important for teaching me the hazards of undertaking primary research. The experience, so unlike that of doing secondary or "library" research, was immeasurably productive for me personally. I think that the supervisors should be induced to work more closely with the GRA's while at the same time giving them the freedom to develop individually. There must be some middle ground between the imposition of clerical chores on the GRA, and the granting to him of complete autonomy.

My own development has been furthered by my work for the Institute because I have had a chance to work with problems outside of the usual course confines. In a mechanical sense, I have learned how to use source and other technical tools as well. Certainly the scope of the work I myself have done (or attempted) and the breadth gained from contact with others in the same relative position but at work in other areas and problems, have done more to prepare me for independent scholarly work than any other aspect of the University. The only suggestion I feel necessary concerns the difficulty, sometimes, of finding adequate contact with professors in charge of work--both Institute and private. This varies from person to person and from time to time, of course, and I am aware of the reasons for time constraints. Other than this, I have no complaints!

I took the research assistantship because I was interested in working closely with an experienced faculty member. To this extent my job has been satisfactory. The material is also related to my interests in labor economics. I think there might be more effort made to let GRA's know what work is being carried on in the Institute other than the projects they themselves are working on. This would be particularly valuable in

allocating people to those areas in which they are most interested.

Invaluable in getting an idea of the spectrum of activities under the generic heading of Industrial Relations. GRA's should have an opportunity to participate in as many facets of activity here as is possible. GRA assignments should be rotated to this latter end.

Most important was the opportunity to make mistakes in an environment which made it possible for me to know how to profit from mistakes. A working relationship with recognized scholars in the field is a much better opportunity to learn than is a relationship in a course with the same man. One suggestion: if funds are available, I would suggest that the Institute provide funds for suitable dissertations in industrial relations, under a special program beyond the usual GRA program. (In other words, those who had served for two years as a GRA before their dissertation stage would still be eligible for funds under the suggested dissertation program.) The time limit would presumably be 12 to 18 months, and the cost per student \$4000-\$5000. Further, if the student were good enough, and his topic of sufficient interest, he would be able to contribute to the Institute's program: the Institute might publish parts of the dissertation (or papers drawn from it), as the student's work progresses--articles or brief monographs. Presumably, a student good enough to be awarded aid under this suggested dissertation program would be good enough to produce material worth publishing.

It is difficult at this time to provide an answer to this question, since my role as assistant to ___ is slightly different from that of most assistants in the Institute. The experience I have gained relates perhaps more to the development of administrative skills rather than to my "development as a scholar," although such experience has not been confined to this end.

If I had not been a research assistant and had been a T.A. or received a fellowship, I would be less capable than I am at present. The aspect of the job that has been most important in this respect is my contact with faculty, one in particular. Also of importance has been the contact with other GRA's. Probably I have been more fortunate than most GRA's, because for some the faculty contact is not especially valuable. I don't see how anything could be done about this, however.

Work in the Institute has helped to improve my research technique: efficient gathering of data. The program could be improved by organizing research assistants with similar interests as teams to study a particular problem with one or more professors supervising. This may not be appropriate for first or even second year GRA's but might be a worthwhile investment for students with a number of years of research experience.

Primary benefit of GRA work was a thorough introduction to sources and limitations of wage data. A second major advantage was that one "kept current" easily on research projects in progress within the Institute. Rotation of assignments from one time period to another might represent a mutual net gain.

COMMUNITY EDUCATION AND RESEARCH**Labor Research and Education**

The Center for Labor Research and Education began its second year of activities in September 1965 with the commencement of the current academic year. During the first year of its existence and the subsequent few months, the Center has taken a number of significant steps to meet more effectively the education and research needs of the trade union movement in accord with the "Guidelines for Expansion of Labor Programs" developed jointly by the University and the state AFL-CIO. (These "Guidelines," which led to the creation of Centers on both the Berkeley and the Los Angeles campuses of the University, were reviewed in the last report of the Institute.)

From its inception, it was recognized by the Center that the development of an effective program of services would require a careful re-assessment of the needs of the labor movement in our increasingly complex industrial society. While the "Guidelines" indicated the general direction of expansion, the priority and details of program development were left to the establishment of effective avenues of communication with the labor community. In this connection, the Statewide Joint Labor-University Committee, composed of nine University members and nine labor representatives, has been of invaluable assistance. Since its formation in November 1964, the Committee has met on seven occasions to advise the University and help establish the priorities of program development. The burden of specific program development, however, has been the function of the Center's staff in its day to day relationships with labor leaders at the local level.

Working within this framework, the Center has been guided by the following primary considerations:

1. Expansion of the Center's staff, as program needs become identified, with highly competent individuals who have experience in the labor movement, merit the confidence of its leadership, and who accept the challenge of innovation where this is necessary to improve the effectiveness of labor programs.
2. Building high quality standards into programs as they are developed.
3. Extension of programs beyond the immediate confines of the San Francisco Bay Area to outlying areas in Northern California.
4. Establishment of a closer relationship between research and labor education activities in an effort to bridge the "applied research" gap between the more academic research of faculty members and the adversary research of union staff officials.

Program Development and Staff Expansion

The Center was launched in the fall of 1964 under the chairmanship of Don Vial, former Director of Research and Education for the state AFL-CIO, with the assistance as Coordinator of Labor Programs of Herbert A. Perry, who came to the Center from the University of Connecticut where he directed a similar labor program. The immediate task before the Center was to acquaint labor leaders with the fact of its existence and the desire of the University to expand and improve labor programs. Despite the prolonged discussions that preceded the formation of the Center, we soon discovered that many local leaders were completely unaware that a major step had been taken to assist those labor organizations willing to give some priority to labor education. Accordingly, letters describing the Center, and enclosing a copy of the "Guidelines," were sent out to international representatives, central labor councils, craft bodies, and similar groups in Northern California with the request that they give careful consideration to the functions of the Center in terms of their own specific needs. Over a period of several months, a systematic effort was made to meet with as many labor leaders as possible with the same objective in mind. Again, the primary purpose was not to "promote" services, but rather to discuss needs, assess the commitments of various organizations to labor education, and gain a better understanding of priorities.

The education directors of international unions were also contacted along with other university labor centers and institutes, in an effort to collect various teaching aids and materials that might be usable in the development of programs. We have sought to make the Center a depository for such materials, not only for instructional purposes, but also to help recruit instructors who might be encouraged to undertake teaching assignments in programs tailored to meet the needs of cooperating labor organizations. Labor programs have long suffered from the lack of adequate reading materials and teaching aids. The Center's objective is to supplement available materials with those prepared by the Center as progress is made with program development.

In these early contacts, it soon became apparent that there was a great deal of concern about training for emerging leadership in many labor organizations as older leaders retire or pass away. In addition to a continuing interest in summer schools, conferences and various seminars, particular interest was focused on the basic trade union curriculum consisting of courses designed to meet the particular needs of sponsoring groups. This might include such subjects as the history and philosophy of the labor movement, shop stewards training, union administration, grievance handling, collective bargaining, labor law, leadership skills, communications problems, etc. It was recognized that programs in these "grass fire" areas of labor education make it possible to sustain training at higher levels and to develop long-term programs with a measure of continuity and progression. The Center proceeded with the development of a basic trade union curriculum, which in turn became the basis for presenting individual programs through co-sponsoring organizations.

Almost immediately, the gaps and inadequacies of available materials for use in the Center's courses and programs presented a major problem. Oliver McMillan was added to the staff of the Center late in April for the primary purpose of helping to meet this gap, and also to carry some of the overload in the coordination and development of programs. His strong journalistic background, which includes employment as labor editor of a major metropolitan daily, special writing in areas of major labor interest, and staff work with the Bay Area Newspaper Guild, has greatly increased the Center's competency in teaching and course development in the field of communications. In turn, this has stimulated interest in courses to improve communications between officers and union members. Growing concern about communications problems in the labor movement will give these courses prominence in the basic trade union curriculum of the Center. This is also indicated, as discussed below, by the formation of a California Labor Press Association and the efforts of labor press editors to improve their professional competency.

Following the completion of summer programs, Herbert Perry resigned his position with the Center to accept a full-time teaching appointment in economics at Sacramento State College. A painstaking search was undertaken to recruit a person of exceptional experience and ability who would enhance the type of programs being developed by the Center. This effort culminated with the appointment of William E. Rentfro, long-time General Counsel of the Oil Workers, to the staff of the Center, effective November 1, 1965. His appointment strengthened the Center's resources for teaching and course development in the basic trade union curriculum and advanced courses and seminars in contemporary collective bargaining and industrial relations problems. Beyond his special ability in the field of labor law, his background in the labor movement includes a wide range of experiences--organizing, grievance handling, arbitration, general trouble-shooting at all levels in an international organization, collective bargaining, etc. Mr. Rentfro's activities combine research with course development and teaching.

On the research side of the Center's activities, the availability of the services of Dr. Sara Behman has made it possible to begin work on the design of major research projects in areas of immediate concern to organized labor. Dr. Behman joined the Institute staff in September and is devoting a substantial portion of her time to the direction of research activities of the Center. As a fully trained economist with many years of labor market experience, one of her most important contributions to the work of the Center concerns the maintenance of high standards in the development of applied research projects. Dr. Behman is supervising the work of three graduate research assistants and two work-study students. At this time the focus of their research activities is on the design of special projects to be undertaken as part of a broader San Francisco Bay Area labor market study. These special projects are discussed below.

Basic Trade Union Curriculum

Programs in the basic trade union curriculum have taken a variety of forms, reflecting the needs of co-sponsoring and cooperating labor organizations. As indicated above, these programs are designed to improve the effectiveness of local trade union officers and stewards, and are the foundation of the Center's broader program of education and research. Typically, a course may run from six to eight weeks in duration, meeting one night a week for two hours. Others may involve a series of weekend schools or a single, week-long session. Basic programs are not offered to the labor community at large without the sponsorship of a labor organization. This is in keeping with the intent of the courses to meet specific needs and may involve a central labor council, a craft body, a large local or group of locals, or international organizations.

Increasing demand for programs in the basic trade union curriculum has come from public employees. Among federal employees in particular, President Kennedy's Executive Order covering organizational and representational rights stimulated extensive training needs for shop stewards and local union officers. Three such programs were conducted in cooperation with the American Federation of Government Employees: a shop stewards' training program for AFGE Lodge 1533 at the Alameda Naval Supply Depot concentrated in two day-long Saturday sessions on February 13 and 20 on the Berkeley campus; a weekend leadership training session sponsored by the Northern California Council of the AFGE on July 16-18, at the Marine Cooks and Stewards Training Center above Santa Rosa; and a similar weekend conference at the El Rancho Motel in Sacramento, September 17-19, sponsored by the Superior California Council of the AFGE in cooperation with the union's national office.

The Center has also been involved in leadership training programs for federal employees at the Mare Island Naval Shipyards at Vallejo under the sponsorship of the AFL-CIO Metal Trades Department and the national AFL-CIO Education Department. At the state level similar assistance has been given to the State Employees Local 411 of the Building Service Employees International Union in the development of a shop stewards training program for civil service employees under the state Brown Act of 1961. A series of three one-day shop stewards training sessions were conducted by the union in the spring on April 7, 14, and 28 in San Francisco. Reflecting the nature of collective bargaining in public service, the emphasis in programs conducted by the Center for public employees has been on the development of effective grievance systems, the importance of grievance machinery to the union and grievance handling. These programs pose special problems in course preparation because of wide variations in the procedures of the many agencies and levels of government involved, and, in the federal service, variations in the level of recognition won by the union. The Center is attempting to overcome this through development of a core public employees course with specialized case supplements.

In another area of white-collar employment, the Center has assisted the Department Store Local 1100 of the Retail Clerks in developing and conducting quarterly leadership training conferences for shop stewards. Day-long sessions were held on Sundays, March 21, May 16, and September 19. This program will be on a continuing basis.

Other basic courses have followed the pattern of weekly sessions for a set period. Examples include:

- An eight-week, 16-hour course in labor law co-sponsored by the Marin Central Labor Council and taught by Victor Van Bourg, a prominent San Francisco labor attorney. Sessions were held in San Rafael, and concluded on November 16.
- An eight-week course conducted on campus one night a week in cooperation with CWA Local 9415 in Alameda County. This course was specially designed for shop stewards of the local and was taught by Dr. Richard Liebes, Research Director of the Bay Area Council of Building Service Workers. Classes were started in late October and concluded in December.

The role of the Center in this area of training varies greatly among labor groups, depending upon the needs of individual organizations and the amount of training undertaken directly by organized labor. In addition to providing basic courses, the Center is undertaking the training of union staff as instructors to enable them to conduct their own programs where they feel it more appropriate.

Along these lines, the Center conducted a week-long school at the Marine Cooks and Stewards Training Center, September 19-24, for the Ninth District Office of the IBEW. The purpose of this experimental school--an important "first"--was to help the 19 international representatives in the district office acquire the necessary skills to conduct leadership training programs among local union leaders, using a leadership training manual developed by the IBEW in cooperation with the AFL-CIO Education Department. The school was divided between teaching theory and its application. Morning sessions were devoted to lectures and discussions on working with adults and the afternoons to the development and practice of specific techniques in lecturing, use of audio-visual aids, and leading discussion groups. The Center plans to extend this type of training program to other labor organizations which are attempting to develop their own education programs.

Outlying Areas

The "Guidelines" stress the need to extend labor education programs to the outlying areas of Northern California. In many instances labor leaders find it impossible to participate in programs presented in the Bay Area, with the result that they are frequently "starved" for programs that could be offered through the University. The Center has moved in the direction of meeting these needs with a pilot program in the Redding area.

Early this year arrangements were made through the Five Counties Central Labor Council (Modoc, Siskiyou, Tehama, Trinity, and Shasta Counties) for a meeting between the Center's staff and representatives of the various labor organizations in the area to discuss the services of the Center and assess the specific needs of the labor community. Faculty members of state and junior colleges were also invited since it is recognized that the extension of services to outlying areas should make maximum use of the potential of these institutions of higher learning in labor education programs. The enthusiasm expressed for a wide range of education programs resulted in the appointment of an Education Committee of the Five Counties Council which met with the Center to work out the details of a communications course offered as the first of a series of courses presented through the Council.

The course--Communications for Labor Leaders--was started on October 22 and included eight two-hour weekly sessions, meeting on Fridays. Because of a large registration, it was necessary to conduct two classes--one in the morning and the other in the afternoon. The subject areas covered included: communication barriers, motivation, persuasion, rumor and its role in the communications process, the public press and other mass media, union publications, and the use of films in union education programs.

The course was taught by Oliver McMillan on the Center's staff because of his special competency in the communications field. The Redding experience indicated quite clearly that, while it is desirable to use local instructors as much as possible to hold down costs, this is not possible for many courses.

Present plans call for projecting the Center's activities to these additional areas outside the immediate Bay Area: the Monterey Peninsula, the Stockton-Sacramento area, and the Fresno area. Because of the geography of the Bay Area itself, considerable separate attention must be given to the San Jose area, the Vallejo-Napa area, Marin County, and Santa Rosa.

Labor Press Programs

During the past year, the Center has enjoyed an increasingly close working relationship with the California Labor Press Association (CLPA), an organization of labor press publications and their editors which was established in April with the assistance of the Center in cooperation with the California Labor Federation, AFL-CIO. This has been one of the primary sources of demand for the expansion of the Center's activities in the field of communications.

Formation of the CLPA--a long-standing goal of California labor press editors--was the outgrowth of a California Labor Press Conference held January 22-24, 1965, under sponsorship of the state AFL-CIO and the Centers at both Berkeley and Los Angeles. The conference program provided focus on major problems besetting the labor press editors and technical workshops to discuss labor press readability problems from the

standpoint of improving both layout and communications skills. A chapter formation committee representative of labor press editors and the state AFL-CIO was selected to (1) draft a proposed constitution for a founding convention and (2) develop an action program for consideration of the convention to establish a continuing relationship with the state AFL-CIO and the Centers for Labor Research and Education at UCLA and Berkeley.

The CLPA founding convention was held in San Diego, April 23-24, 1965. As part of its program of activities, the convention established the Labor Press Editors Conference as an annual event to be held in conjunction with CLPA conventions in cooperation with the state AFL-CIO and the Centers. The purposes of the annual conferences are to (1) facilitate the discussion of issues and problems confronting the labor press and labor movement, (2) advance the professional standards of the labor press, providing technical workshops, symposiums, discussion groups, etc., and (3) provide for an annual program of awards to labor papers and their editors. Beyond this, provision was made for appointment by the CLPA executive council of a statewide education committee with northern and southern sections to work with the respective Centers in the development of program activities along the following lines:

(1) Regional Activities

- Conduct periodic regional meetings and seminars for labor press editors to discuss problems and issues of current interest.
- Develop classes or workshops to improve the technical competency of labor press editors. Courses are to be tailored to meet the needs of editors of various types of publications, recognizing the wide diversity in competency between editors. Particular attention will be given to part-time editors who have no professional training.

(2) Research Informational Services

- Utilize the labor press to disseminate information on university research of interest to labor. Informational services of this nature are to be developed by the Center in close consultation with labor editors.

(3) Impartial Evaluation of Labor Publications

- Develop standards and procedures for a continuing, impartial critique of labor press publications as part of the program for making annual awards at the statewide Labor Press Editors Conference.

This program of activities is well under way. A continuing monthly seminar for northern California labor press editors was started on the Berkeley campus November 4. The format of the seminar is like that of the Trade Union Seminar on Economic Policy for staff officials, now in its

third year. Faculty members and others are invited to lead intensive discussions in areas of immediate professional interest and on economic and social issues with which the labor press editors must deal. The seminars begin at 4:30 p.m. and end about 9:00 p.m. with provision for an informal group dinner.

To begin development of basic training programs for the labor press, the Center is conducting a survey of labor press editors to determine the kind of professional training needed. The survey, being conducted in cooperation with the CLPA, is statewide in nature. Information obtained from it will be used by the CLPA to sponsor courses in labor journalism through the Centers at Berkeley and Los Angeles. Efforts will also be made to offer courses in some of the outlying areas.

Exploratory work is in progress on the development of standards for evaluating labor publications. The problem is a difficult one, since limitations under which labor press editors operate preclude the application of the same standards used to evaluate the daily press. An effort is being made to interest scholars in the field of journalism in the project.

As a result of the cooperative relationship established with the CLPA, the Center was also able to provide educational services for the ILPA convention, which was held in December just prior to the opening of the AFL-CIO convention in San Francisco. Arrangements were made for the presentation of three afternoon workshops on: (1) Formation of Public Opinion; (2) Measuring Public Opinion; and (3) Manipulation of Public Opinion.

Antipoverty Activities

Many of the programs and activities of the Center, as suggested in the "Guidelines," are problem-oriented in that they are designed to help labor come to grips with socio-economic issues confronting the nation and the labor movement. While this approach cuts across numerous programs offered by the Center, particularly noteworthy during the past year have been the activities of the Center concerned with the "war on poverty."

One of the first actions taken by the Statewide Joint Labor-University Committee was to appoint a subcommittee to review labor's role in the antipoverty programs and indicate how the University might help labor fulfill its historic mission in combating poverty. As a matter of priority, it was agreed that educational programs at both the state and local levels were necessary for labor to gain a better understanding of the war on poverty and how its weapons might be used effectively.

In this connection, the national conference on Poverty in America presented by the Institute and University Extension on the Berkeley campus, February 26-28, 1965, was most timely. By focusing on the dimensions of poverty, the conference provided the background necessary for

follow-up conferences concerned with the problems of implementing anti-poverty programs.

The Center joined with the California Office of Economic Opportunity, the state AFL-CIO and the UCLA Center in presenting a two-day conference (April 19-20) on "Labor and the War Against Poverty." This was an operational conference designed to analyze the component parts of major antipoverty programs and to specify how labor could participate effectively through community action and as project sponsors. Attention was given to Community Action Programs, Job Corps programs, the Neighborhood Youth Corps, Work-Study programs, and the functional role of the state in the war against poverty. Detailed analysis of these programs was combined with workshop sessions on ways and means of developing effective labor participation.

The statewide conference was geared to central labor councils, state and local craft bodies, industrial councils, and international representatives in California. It helped to encourage labor interest at the local level, where the Center is frequently called upon to discuss problems connected with the development and implementation of antipoverty programs. On various occasions, the Center has been asked by government agencies and other private organizations concerned with job training to provide information relating to labor and the antipoverty programs. These contacts have helped labor maintain closer relations with agencies and groups involved in the development of projects.

The first of a series of bi-monthly education programs at regular meetings of the San Francisco Labor Council was devoted to labor's role in the San Francisco Community Action Program. Special materials were prepared to present the nature of San Francisco's poverty problem along with the scope and limitations of the city's Community Action Program.

The Center conducted a five-week experimental class for trainees and regular employees of the City of Pittsburg, under Title V of the Economic Opportunity Act (Work-Experience and Training Programs). The program was co-sponsored by Local 1675 of the AFSCME in Contra Costa County, in cooperation with the City of Pittsburg. During five three-hour sessions, the Center worked with a class of sixty-five, both regular employees and trainees, to acquaint them with the history and philosophy of the labor movement, discuss labor's basic interest in job training programs, and analyze the relationship of trainee positions to regular employment. These were down-to-earth discussions designed to realistically acquaint the trainees with the problems of securing placement upon completion of training and the role of unions in the functioning of the labor market. The program was concluded on September 8, and drew considerable attention among various officials involved in the administration of the Economic Opportunity Act. It has been suggested that this type of training should be incorporated in all job-training programs where there is a basic education component.

Summer Schools

Labor interest in summer school programs shows signs of increasing as the services of the University become more readily available. Generally, these summer schools are sponsored by international unions, run about a week in duration, and are residential in nature. The Center helps plan the schools and assumes responsibility for selecting competent instructors from among the faculty, the Center's staff, and the labor community. Many of the summer schools are rotated north and south, requiring cooperative arrangements between the Berkeley and UCLA Centers in planning and staffing. The staffs of the Centers often undertake heavy teaching responsibilities on an exchange basis to hold down program costs.

Summer school subject matter ranges from basic instruction for shop stewards and part-time officers to advanced discussions and courses for full-time officers. The advanced courses cut across the various academic disciplines and focus on issues and problems confronting the labor movement. In some instances, both basic and advanced schools are offered to provide for progression from one year to the next.

Summer programs in 1965 involved the Center's staff in teaching and/or coordination roles in five week-long summer schools of international unions:

- An IAM Business Representatives' and General Chairmen's Leadership School held at the Marine Cooks and Stewards Training School above Santa Rosa, May 19-24. Subjects included collective bargaining, arbitration, union administration and leadership skills, and the national labor-management relations act.
- An "Advanced" Machinists' school on the Berkeley campus, July 11-16. Courses were restricted to intensive instruction in leadership skills and the psychology of leadership, along with some general sessions on issues.
- A United Steelworkers of America summer school on the UCLA campus, July 18-23. Instruction in the legislative process and legislative issues was provided by the Center.
- An IAM "Basic" school on the Santa Barbara campus of the University, July 25-30. Members of the Center's staff taught courses in communications and union administration.
- A Communications Workers of America summer school on the UCLA campus, August 22-27. Staff members of the Center provided instruction in leadership psychology and problems of the labor movement.

A significant exception to the above pattern of international union schools was the California Labor Federation, AFL-CIO, summer school held in Santa Barbara, August 1-6. In the past, the Federation has

cooperated with the University in sponsoring summer institutes developed around a single issue or program--pensions, health and welfare plans, workmen's compensation. The 1965 state AFL-CIO summer school was the first in a new series of residential type of school designed to meet the varied needs of organizations in the state that do not have the opportunity to participate in schools sponsored by international unions. Planning of the summer school was done in close cooperation with the national AFL-CIO Education Department and the state AFL-CIO. Both the UCLA and Berkeley Centers provided instructors.

The format combined morning lectures and discussion groups with afternoon workshops. Lectures and discussion groups were built around a core of social and economic problems confronting workers: The Economy and Jobs; Taxes and the Needs of Workers; Social Insurance and Family Security; Union Goals and Civil Rights; and The Unorganized. Afternoon workshops allowed individual selection of courses--History and Philosophy of the Labor Movement; The Labor Movement Today; Methods of Communication in Local Union Administration; The "How" of New Member Orientation; Union Programs for White-Collar, Public and Professional Workers; Developments in Labor Legislation; and Principles of Grievance Handling--the Role of the Unions. In this way, the school was able to accommodate a wide variety of interests and leadership experience among participants.

The anticipated expansion of summer school activities poses a major problem regarding the availability of facilities at reasonable rates. At present, campus residential facilities, although fairly adequate, are available only in July and August. As the University moves into the quarter system, there may be problems in securing residential facilities even during these months.

Research Activities

The great potential for improving the quality of labor programs lies in the expansion of applied research activities and in the closer coordination of research with labor education. This applies as much to research that is related to program development as it does to research that is problem- or issue-oriented. Both are time consuming and expensive, but essential.

During the past year, and for the immediate period ahead, maximum staff time has been budgeted for course development research in order to assure the relevance of labor education courses to the kinds of problems unions are confronted with in today's increasingly complex industrial society. Communications is but one example. The ABC's of communications between union leaders and their membership has little relevance outside a frame of reference that takes into account the forces in society that shape attitudes and public opinion. This dimension is being added to the Center's communications courses. In the same way, instruction in collective bargaining must take into account the viability of the system itself under conditions which, for example, may have modified the relative strength of the parties and the effectiveness of the strike weapon. These considerations make research and course development inseparable.

A Union Member Attitude Survey conducted among locals of the Central Labor Council of Alameda County has significance in this context. The survey was initiated by the Council as a joint project in 1964 to get a clearer picture of membership opinion on union performance, democracy, and current issues facing the labor movement. As such its greatest value lies in its use as an educational tool for the development of leadership training programs.

The findings of the survey were first discussed with the sixteen unions that were part of the survey's sample. A weekend conference was held to (1) study the survey's findings, (2) bring focus on its limitations as well as strong points, with particular emphasis on leadership problem areas, and (3) explore the implications of the survey for policy implications at the local union level. Late in November the Survey Report was published and distributed to all the affiliates of the Central Labor Council. A series of three one-day conferences will be scheduled to review the findings with the membership of the Council and explore the survey's use as a guide for the development of education programs. The survey confirmed the existence of a wide communications gap between union leaders and their members and it is anticipated that strong emphasis will be given to this area of training.

Another area of research activity involves the Center's "pathfinder" services. In problem areas where the labor movement is seeking a course of action, the pathfinder function combines background research with the organization of community assistance to help union leaders determine a course of action.

As an initial pathfinder project, the Center has been working with the San Francisco Labor Council and the San Francisco Association for Mental Health. The purpose of the project is to develop an demonstration project which would extend mental health services to blue-collar and low-income groups within the framework of community mental health programs. As the first step in this project, the Center prepared a background paper summarizing (1) the nature of the problem, (2) the resources available to the community, and (3) the experimental efforts by labor to provide mental health services under various health and welfare plan approaches. On behalf of both the Council and the Mental Health Association, a broadly based community committee was organized by the Center to discuss the background paper and work out a course of action. The committee first met on October 26, and has given strong encouragement to a demonstration project. As the community committee moves forward along a feasible course with effective labor, community, and professional support, the Center will take responsibility for drawing up a specific demonstration project proposal and seeking a grant to fund it through the National Institute of Mental Health and/or other public and private sources.

Beyond these research activities, we have been deluged with many research suggestions, most of which exceed both the financial and staff resources of the Center. In order to utilize the Center's limited resources most effectively, steps were taken in the spring to appoint a Research Advisory Committee composed of several trade union staff members

engaged in labor research. The main functions of the Committee are to: (1) help the Center screen research proposals, so that the broadest possible spectrum of the labor movement may be served; (2) advise the Center on the design of research projects in order to maintain high standards of quality and practical value; and (3) discuss and evaluate research in progress through an effective two-way communication system with faculty and staff researchers. The Committee has met on several occasions and its individual members have been available to the Center's staff for frequent consultation. They are: Norman Amundson, Alameda County Central Labor Council; Lincoln Fairley, International Longshoremen's and Warehousemen's Union; Clive Knowles, California State Council of Carpenters; Richard Liebes, Building Service Employees; L. D. Mathews, Marine Firemen's Union; Harry Pollard, Neyhart and Grodin; Bruce Poyer, Western Conference of Teamsters; David Selvin, editor of San Francisco Labor; Michael Peevey, California Labor Federation, AFL-CIO; and Ann Hollingsworth Willis, Office and Technical Employees' Union, Local 29.

Because of the Center's limited resources, heavy reliance has been placed on outside grants for financing major research projects. Thus some of the requests received from labor organizations will be financed as special projects under a long-term grant which the Institute expects to receive for extensive study of the San Francisco Bay Area labor market. These programs are being incorporated as sub-units of the overall project.

The Research Advisory Committee has been consulted on both the plans for the broader labor market project and the design of special sub-units to be included in the study. The Center is now working on the design of two special sub-units. One, developed in cooperation with the Bay Area Council of Carpenters, will study technological advancements in the construction industry with special attention to their impact on the structure of the industry, production methods, the use of new materials, employment opportunities, regularity of employment, skills, and job training programs. The other special project will study the movement of industry within the metropolitan complex. Special attention is being given to the impact of land use policies and other economic considerations on employment opportunities for blue-collar workers in the two central cities of the Bay Area--namely, San Francisco and Oakland. Work on the design of these projects is proceeding with care under the Center's Research Director, assisted by several graduate research assistants and work-study students who are currently doing the necessary background research.

It should be noted that labor interest in the research project on employment in the central cities was stimulated in large measure by the bi-monthly education programs which the Center has been conducting on an experimental basis for delegates to the San Francisco Labor Council. These sessions have entailed the development of special research materials and their coordination with the Council's education program in specific problem areas. The first session, as noted earlier, was on labor's role in the San Francisco Community Action Program. The second session reviewed the changing patterns of employment in San Francisco, based on a

preliminary analysis by the Center of currently available employment data covering the past five years. Both these sessions brought focus on the employment problem in the central city, and contributed to the interest in the broader research project.

Among other research projects in progress is a study of the effect of negotiated dental plans on the utilization of dental services. The results of a survey conducted by John Simons, a graduate research assistant, will be available in the relatively near future.

Other Activities

Additional program activities have involved the Center's staff on other fronts, including the following:

--A seminar on middle-income housing conducted in cooperation with the Central Labor Council of Alameda County on February 25. The purpose of this seminar was to explore the opportunities available to organized labor to sponsor non-profit rental and cooperative housing at below market interest rates under direct government financing.

--A conference on the Far East arranged in cooperation with the AFL-CIO Departments of International Affairs and Education, the State AFL-CIO, and Foreign Affairs Association, March 11-12, in San Francisco. Discussion sessions were conducted on Japan, China, and South East Asia. The Center arranged for faculty speakers and resource experts in each of the discussion sessions, and staff members served as discussion leaders.

--An education program on the Outlook for Housing Construction, presented at the quarterly meeting of the State Council of Carpenters held in Fresno, January 2.

An important phase of the Center's work concerns the availability of staff members to labor leaders and union staff officers for immediate consultation covering the whole spectrum of labor interests. In most instances this consultation is on an informal basis by phone or office meetings, but on other occasions it may be through more formal arrangements. An example of the latter is the Council for Health Plan Alternatives, on which the Center's Chairman serves as an advisory member. Membership on the Council is representative of a cross-section of major labor organizations in the state seeking effective means of controlling costs and improving the quality of medical care under negotiated health and welfare plans. The Council is being organized on a permanent basis with full-time staff and is contemplating extensive research along these lines, starting with an evaluation of the performance of negotiated programs over the years.

On other occasions the Center's staff is called upon to assist public agencies and groups with which the labor movement has a close association. Examples of this in the past year have included: partici-

pation in training sessions for consultants of the state Division of Apprenticeship Standards; planning and coordination of an education program to review the state's six years of experience with consumer representation in government; consultation with the research committee of the state's automation commission and presentation of testimony before the commission at public hearings; participation in vocational education conferences at the request of labor organizations working with public agencies. Numerous requests for help are made by groups interested in consulting various labor organizations on matters of immediate and vital interest to the labor movement, such as civil rights, expansion of employment opportunities, job training programs, etc.

Staff time is also given to meetings with foreign labor leaders visiting the country under various exchange programs. These are arranged either through the campus International Visitors Service or by direct referrals to the Center from labor leaders in the community.

Finally, it should be noted that the Center's staff also works with the Coordinator of Management Programs on community service programs of the Institute which cut across labor and management interest. During the past year, these have included the following: the Conference on Poverty in America, held on campus February 26-28; the annual Industrial Relations Conference held this year at the St. Francis Hotel in San Francisco on May 26, on the subject of "Job Training and Industrial Relations"; a one-day conference on Automation, sponsored by the Northern California-Nevada Council of Churches on campus, May 8; and a four-day Governor's Conference on Employment held in Monterey, September 30-October 3.

Management Programs

Introduction

In reviewing the management portion of the Institute's community services activities during the past year, several characteristics relating to the content of the programs and to the management levels for which the programs were designed deserve some comment. In addition, the types or group or organization for which the programs were arranged suggest some guidelines for future activities.

Management's increasing interest in the problems indigenous to the field of industrial relations can be viewed as having two facets. One of these facets has to do with the internal aspects of industrial relations; that is, the multitudinous relationships between employees and their management in an industrial setting. The industrial relations problems arising from these internal relationships were the focal point of such programs as the Personnel Administration Seminars, the sessions on administrative attitudes of supervisors toward their subordinates, and the establishment and operation of a philosophy of equal opportunity for employment and promotion; the last being the subject of the Plans for Progress Northwest Conference.

The external facet of industrial relations, what management sometimes calls the "social" aspects of its tasks, is perhaps best exemplified in the Philosophy of Management seminars, held for a limited number of senior management executives in the Bay Area. The theme of these seminars--management's perceptions of its own nature and the dynamics of the relationships between it and the society in which it is embedded--is clearly outside the how-to-do-it aspects of management. Additional facets of the "social" concerns of management are exemplified in the issues inherent in multiple land uses and their relationships to rights-of-way problems, a subject discussed in the P. G. & E. conferences, and in the public policy aspects of the Plans for Progress Northwest Conference.

In terms of the subjects or issues around which the various programs were built, the emphasis fell in the area of how to manage people constructively and effectively. Examples of subjects covered include techniques of communication and motivation, leadership styles, and organizational structure. In addition, and closely related to this area, were sessions on some operational techniques, for example, work scheduling and quality control.

Although any classification tends to over-emphasize the nature and magnitude of the differences among the subjects of concern to management, it is clear there is a growing awareness on the part of management as to the "social" and internal industrial relations aspects of its technical functions.

Emphasis on Middle Management

Personnel ranked as being at the middle management level comprised the substantial majority of those participating in the various management programs. The two notable exceptions to this pattern were the participants in the "Predicting Managerial Success" seminar, co-sponsored with the Foundation for Research on Human Behavior, and the Philosophy of Management Seminar referred to earlier. Inasmuch as middle management personnel substantially outnumber senior management, it appears reasonable to anticipate that the bulk of the management programs in the future, as well as in the past, should be designed for the middle management level. This also indicates that the technical aspects of management will continue to be stressed, though increasingly in a context of their "social" implications.

Company Oriented Programs

In terms of the number of sessions, it is clear that company oriented, rather than management level oriented, programs are seen as the most effective arrangement for training and education purposes. Although principles are by their nature general, problems tend to be viewed as being specific and as being amenable to solution only within the framework of the policies and procedures of the particular organization. Furthermore, certain areas are of major concern to only a particular kind of enterprise; two good examples being rights-of-way problems and the substantial use of the proceeds from the sale of bonds to finance capital investment, both of which are major items in the public utility industry, but are of little more than academic interest to many other business enterprises.

University Non-Academic Personnel

Although programs for non-academic supervisory personnel of the University have been given from time to time, the past year has been characterized by a substantial expansion of this activity. These programs, which are discussed briefly in the following pages, deal almost exclusively with the personnel aspects of management and are designed as a broad treatment of the fundamentals of good supervisory practices. It appears that the widespread interest in this kind of a program for personnel at the supervisory level will result in a further significant expansion of this activity in the years ahead.

Governmental Units

Agencies at all levels of government have shown an increasing interest in the management programs of the Institute, chiefly in the areas of the techniques of management and in the faculty research having relevance to the managerial problems of governmental agencies. The Middle Management seminar, organized under the auspices of Travis Air Force Base and referred to later in this report, was devoted almost entirely to the acquisition and utilization of management skills and tools. The Society for Personnel Administration, which is composed in large part of

personnel people from governmental agencies, has as its major interest applicable research in the personnel and industrial relations areas. In addition, inquiries have been received from several other units of governmental employees asking about services and programs which the Institute is prepared to offer.

Conclusion and Forecast

1. The expanding demand for middle management training, chiefly in the area of management techniques, seems destined to continue, and the major portion of the resources of the management programs activities will be allocated to this area. In most, but not all, cases the programs will be relatively specialized in nature, and the participants for any particular program will be from a single company or a single industry.

2. The "social" aspect of management will continue to grow in importance and interest to senior management as both it and society in general become increasingly aware of the external effects of management's internal decisions.

3. Although limited in scope, the dialogue between the academic and the business communities appears to rest on sound footings. The continuation of this dialogue through the Philosophy of Management Seminar is assured for the coming year. Major efforts will be undertaken to expand its content and scope.

4. Better liaison between faculty research and those in the management community for whom the research is relevant is an important objective of the Institute's management programs. Although various forms of communications are used to apprise individuals of research activities of interest to them, there is nonetheless a relatively low level of awareness on the part of the business community in this area.

Summary of Programs

Philosophy of Management Seminars. These seminars, led by Mason Haire and designed for a limited number of senior management executives in the Bay Area, were devoted to the four following areas: (1) constraints on freedom in a free economy; (2) the ideal of individualism in business; (3) the magnitudes and nature of relationships between government and business; and (4) the changing business ideology. Four sessions were held during the year. Background reading done by the participants included The Business Establishment, edited by Earl F. Cheit; Milton Friedman's Capitalism and Freedom; Economic Development in Perspective, by John Kenneth Galbraith; and McGregor's The Human Side of Enterprise.

Plans for Progress Northwest Conference. More than six hundred employers from states in the Northwest participated in this one-day conference on June 10. The conference, which was designed to enlist

affirmative support and actions by employers in hiring and promoting solely on the basis of merit, was co-sponsored by the Plans for Progress Program of the President's Committee on Equal Employment Opportunity and the Institute. Work sessions included discussions of recruitment and hiring practices, training, and methods of evaluating merit. The conference closed with a dinner session addressed by Vice President Hubert Humphrey.

Middle Management Seminar. A one-week seminar for approximately twenty personnel of both military and civilian federal installations was given in June at Travis Air Force Base. Staffed by faculty from the Schools of Business Administration, the subjects covered during the seminar included communications and motivation, statistical quality control and PERT, automatic data processing and operations research, and centralized and decentralized organizational structures.

Personnel Administration Seminar. Four meetings of the group were held during the year. At the first session Charles A. Roumasset, Deputy Regional Director, U. S. Department of Labor, discussed labor force, employment, and skills projections for the next ten years. Professor Louis E. Davis talked about his research work in the field of automation; Professor Ben Roberts, Department of Industrial Relations, London School of Economics, described industrial relations developments in Japan; and Richard Obrochta, Ernst & Ernst, reported on recurring management problems as seen from the point of view of a management consultant organization.

Supervisory Training Program for Library Personnel. In cooperation with management and personnel officers of the Berkeley campus library, a series of sessions on problems and techniques of supervision was scheduled. Approximately fifty individuals from various units of the library participated. A series of four sessions was held for each group, with the participants being divided into two groups of twenty-five each. The discussions included types of control, problem solving techniques, individual and organizational goals, and motivational problems.

Dymo Industries, Inc. In an experimental set of programs worked out with the company, the Institute began a series of sessions with middle management in the area of case studies devoted to supervisory problems. The program then moved into the administrative attitude survey and a full discussion of the implications of the survey results in terms of supervisory and managerial styles and procedures. In October the group began a business game which is played by four middle management teams from the company. The game simulates in realistic fashion the conditions to be found in a given industry and provides practice and training for the individuals in information analysis, marketing skills, financing, and production management and scheduling.

Campus Personnel: Supervisory Training and Employee Appraisal and Development. In cooperation with the Personnel Office of the Berkeley campus the Institute developed a four-session program covering

fundamentals in communication and motivation, scheduling and work planning techniques for supervisors, the handling of personnel problems, and employee performance appraisal and development. Each group of twenty-five participants is drawn from various units on the campus. Two groups were scheduled, one beginning in October and the second in November. Because of the wide interest shown in the program, additional groups will probably be scheduled for early 1966.

Industrial Relations Alumni Association. Members of this group held nine meetings during the year to hear speakers on various aspects of industrial relations problems. The group is made up of individuals who have completed the Industrial Relations Certificate course or have completed the minimum number of units of work in this field.

"Predicting Managerial Success." In October 1965 the Institute co-sponsored with the Foundation for Research on Human Behavior a two-day conference on some of the techniques and procedures developed by such companies as American Telephone and Telegraph, E. I. Du Pont de Nemours and Company, and others on early identification of personnel within the organization who appear to have high levels of managerial potential. Participants were limited to twenty-five representatives of California business enterprises.

Society for Personnel Administration. An on-campus luncheon and meeting were arranged for the members of the Society, the purpose of which was to discuss some of the research recently completed and currently in the planning stage relevant to the needs and interests of people active in personnel work. Professors Raymond E. Miles and Lloyd V. Blankenship, School of Business Administration, and Professor Lyman Porter, Department of Psychology, were the discussants.

Pacific Gas and Electric Company Conferences. Eighteen two-day conferences for personnel of the company were held during the year. These sessions, arranged for middle management personnel, covered economic theory as applied to corporate financing and the applications of financing theory to the public utility industry. Other subject areas included in the conferences were Critical Path Scheduling, multiple land uses and their relationships to rights-of-way issues, and supervisorial attitudes toward subordinates and superiors. Professors Frederick Morrissey, Robert Goshay, George Strauss, and Raymond Miles participated extensively in the conferences, as did John Denton and John Van Gigch, both Lecturers in the School of Business Administration.

General Conferences

Conference on Poverty in America

The President's declared "war on poverty" provided the impetus for a national Conference on Poverty in America on the Berkeley campus, February 26-28, sponsored jointly by the Institute with the Center for the Study of Law and Society, the Departments of Economics and Political Science, the Institute of Governmental Studies, the Schools of Law and Social Welfare, and University Extension. The timing of the three-day meeting contributed significantly to the sharpening of issues during a crucial period when the antipoverty programs were being launched.

Specially invited scholars, public officials, and representatives of business, labor, and other groups met in general and discussion sessions to analyze and evaluate the problems of poverty and propose public policies. The opening general session took a close look at "The Nature of Poverty in the United States" from the perspective of an economist, a sociologist, and a social reformer. This was followed by a series of concurrent meetings to bring focus on "Economic, Education, and Welfare Policies: Their Roles in an Attack on Poverty." Separate meetings were held on Income Distribution Policies; Labor Market Adjustment Policies; Urban Renewal Policies; Role of the Poor; Education's Role; Income Maintenance Policies, Welfare Services and Rehabilitation; and Area Redevelopment and Rural Poverty. A concluding session dealt with "A Program to Combat Poverty in America," and was addressed by Gunnar Myrdal, Director, Institute of International Economic Studies in Stockholm, and Fritz Machlup, Professor of Economics at Princeton, with John T. Dunlop as chairman.

Other principal speakers included R. A. Gordon, Professor of Economics, U. C., Berkeley; Michael Harrington, author of The Other America"; Nathan Glazer, Professor of Sociology at U. C., Berkeley; Joseph A. Kershaw, Provost of Williams College; Marion B. Folsom, Director of Eastman Kodak Company; Daniel P. Moynihan, Assistant Secretary of Labor; Frank Fernbach, Research Economist, AFL-CIO; and many others who delivered papers at the conference.

The major addresses and papers have been published in a volume, Poverty in America, edited by Margaret S. Gordon and published by Chandler Publishing Company.

Annual Industrial Relations Conference

The Annual Conference of the Institute, held at the St. Francis Hotel, San Francisco, May 26, 1965, was devoted to Job Training and Industrial Relations. The all-day conference, attended by representatives of management and labor, was designed to examine the industrial relations implications of the vastly expanded training programs which have been

initiated by governmental action; to discuss the relationships of these new programs to the well established programs, such as apprenticeship training and the substantial training programs many business enterprises have developed within their own organizations; and to attempt to predict the principal directions of future developments in this rapidly growing area.

A panel symposium on "Evaluating Training Programs" with Curtis Aller, Professor of Economics, San Francisco State College, serving as chairman surveyed the effectiveness of job placement of trainees, the employment durability of skills developed, and the experience with retraining programs, both in this country and abroad.

At the luncheon session Francis S. Quillan, Senior Vice President, Prudential Insurance Company of America, described a unique experiment in which his company and five other business enterprises in Newark, New Jersey are involved. Initiated by the corporations, the project was developed jointly by the companies and the Board of Education and provides for 100 full-time jobs in the companies on a week-of-work, week-of-education schedule for school dropouts who have returned to complete their high school education.

The conference concluded with a dinner session at which Stanley Ruttenberg, Manpower Administrator, U. S. Department of Labor, spoke on "New Horizons in Manpower Programs." In addition to describing the various governmental policies and actions designed to effect full and efficient utilization of the nation's manpower resources, Ruttenberg pointed out the work now under way by his office in developing new kinds of jobs suitable to the talents and skills of the unemployed and useful in a rapidly changing society.

Governor's Conference on Employment

As the result of a request made of President Clark Kerr by Governor Edmund G. Brown for a thorough exploration of the major facets of employment and unemployment in California, the Institute undertook the organizing of an American Assembly type Conference on Employment in California, held in Monterey, September 30 to October 3.

Conference participants were drawn from the top ranks of organized labor, the business community, and from government. Divided into three working sections, the participants spent two and a half days discussing three major areas: State Economic Policies and Their Impacts on Aggregate Demand and Its Composition; The Structure of Employment and Unemployment; and Determinants of Business Investment in California. At the concluding plenary session all the participants met to discuss and adopt a final report which included the major findings and recommendations resulting from the three-day deliberations.

Background papers prepared by faculty members from both the Berkeley and Los Angeles campuses of the University (see page 11),

together with The Economic Report of the Governor 1965, provided the major source materials on which the Conference discussions were based.

The Conference was under the general direction of Professor Lloyd Ulman, Director of the Institute of Industrial Relations, Berkeley. Professors Robert A. Gordon and Joseph W. Garbarino each served as Chairman of a working group. Ulman chaired the third section.

On the final evening of the Conference the participants heard an address by Gardner Ackley, Chairman of the President's Council of Economic Advisers. Dr. Ackley discussed the policy objectives of the national administration in maintaining a vigorous and expanding economy. Governor Brown and President Kerr also spoke briefly on this occasion.

The final report of the Governor's Conference on Employment has been published in the December 1965 issue of the Institute of Industrial Relations Bulletin.

LIBRARY

The Collection

The Institute Library continues to be a selective collection of publications and statistical materials relating to industrial relations and allied topics, plus other materials needed to support the research and community service programs of the Institute. The collection policy is flexible, responding to changes in subjects covered by the Institute's programs. For example, the collection originally concentrated on economics, industrial relations and labor, while in recent years the scope has been expanded to include industrial sociology and psychology, social psychology and organization. Books and journals have been purchased for the use of the staff of the Research and Training Program in Comparative Developmental Studies. Selected publications of the Organization for Economic Cooperation and Development, the European Economic Community, and additional foreign and international materials are now being acquired to provide comparative information on foreign economic, labor, and employment policies and conditions.

The library depends heavily upon gifts and exchanges for new acquisitions. Some books, most pamphlets, and probably three fourths of the serials are received free of charge. During 1964/65 there was a net gain of 604 volumes, 77 serial titles and 2270 pamphlets. As of June 30, 1965 the active library collection totaled 6822 volumes, plus 117 file drawers of pamphlets arranged by subject. Serial titles currently received number 828. This count includes periodicals; union and employer papers; bulletins, reprints, and research series; annual reports, etc.

The Clientele

Service to the Institute staff -- faculty, research, graduate student, and community service personnel -- remains the primary function of the library. In addition to usual loan and reference service, lengthy reference searches are conducted and bibliographies are compiled requiring the use of other library collections.

The library also provides reference, loan and information services to a growing clientele outside the Institute. A recent survey of library patrons indicated that during 1965 the library was used by at least 444 university patrons outside the Institute from 32 fields as diverse as architecture, criminology, economics, education, engineering, librarianship, mathematics, nursing administration, public health, social welfare, and space sciences. The six fields most heavily represented were: business administration, 40 per cent of the patron count; economics, 12.3 per cent; engineering, 8 per cent; psychology, 6 per cent; history, 5 per cent; and sociology, 4.5 per cent.

In addition, there were 109 known off campus users during 1965. This does not reflect the total library service to the community. Much

service is rendered indirectly as Institute staff members are assisted in securing information for dissemination to individuals and groups in the community.

The Staff

The Institute Library is staffed by a full time librarian, Gwendolyn Lloyd; a half time assistant librarian, Clara Stern; one full time and two part time non-professional assistants.

In June 1965, Gwendolyn Lloyd participated in the annual conference of the Committee of University Industrial Relations Librarians at Princeton University, and attended the Special Libraries Association Convention in Philadelphia. Both she and Clara Stern attended meetings throughout the year of the local chapter of the Special Libraries Association.