

May 1970

INSTITUTE OF INDUSTRIAL  
RELATIONS LIBRARY  
MAY 18 1970  
UNIVERSITY OF CALIFORNIA

## SHULTZ, HENNING TO SPEAK MAY 27

Institute Announces  
25th Annual Conference

**George P. Shultz**, U.S. Secretary of Labor, will give a major address at the Institute's 25th annual spring conference, May 27 at the St. Francis Hotel, San Francisco.

The all-day meeting will deal with **Rising Expectations and Lagging Opportunities: Critical Issues in Industrial Relations.**

**John F. Henning**, newly appointed Secretary-Treasurer of the California Labor Federation (AFL-CIO), will speak at the luncheon on **Labor's Stake in California's Economic Outlook.**

Formerly Dean of the University of



Shultz

Chicago's Graduate School of Business, **Shultz** is a nationally recognized expert on industrial relations, economics, and manpower matters. He has been on arbitration panels in such industries as electrical equipment, farm implements, textiles, chemicals, food products, and metal fabricating. Since the mid-fifties he has served three Presidents and three Secretaries of Labor in a variety of capacities. He is the author of several books and articles on labor problems.

Before his recent appointment to the California Labor Federation, **Henning** was American Ambassador to New Zealand for two years. He served as Research Director of the State Federation from 1949 to 1959, as Director of the California Department of Industrial Relations from 1959 to 1962, and as Under-Secretary of Labor in Washington from 1962 to 1967.

Following registration in the Mural Room at 8:30 a.m., Institute Director Lloyd Ulman will open the conference at 9 a.m. He will introduce **Harold L. Buma**, Vice President and Manager, Economics Department, Wells Fargo Bank, San Francisco, who will speak on **California's Economic Outlook.**

The morning session will continue with a panel. **Yvonne W. Brathwaite**, Assemblywoman, 63rd Assembly District (Los Angeles), will speak on **Rising Ex-**

**pectations and Lagging Opportunities—Women and Minorities on the March.** She will be followed by two speakers on **The Profits-Inflation**



Henning

**Crunch at the Bargaining Table: Nat Weinberg**, Special Assistant to the President of the United Auto-workers, and **Douglas H. Soutar**, Vice President—Industrial Relations, American Smelting and Refining Co., New York City.

Three discussion sessions will be held in the afternoon: **Women in the Labor Force—Equality or Sufferance? Income Maintenance Programs—The New and the Old; and Construction Industry—Political, Economic, and Legal Pressures.**

Secretary of Labor **Shultz** will follow at 4 p.m.

The fee for the conference, which is open to all interested persons, is \$15, including lunch. Checks should be made payable to The Regents, University of California, and sent to Mrs. C. Williams, Institute of Industrial Relations, 2521 Channing Way, University of California, Berkeley, California 94720. Further information may be obtained by phoning 642-0323.

Institute Cosponsors  
O.D. Conference

A two-day Western Organization Development Conference was held in San Francisco on April 16 and 17. Sponsored by the Management Programs Section of the Institute of Industrial Relations and the Foundation for Research on Human Behavior in Ann Arbor, Michigan, the conference was attended by more than one hundred business and industry leaders and attracted participants from the Midwest and the East, as well as representatives from the western states.

University of California, Berkeley, faculty who played a major role in organizing and developing the conference pro-

(Continued on p. 4)

Peevey to Coordinate  
Manpower Studies

Michael Peevey, Research Director of the California Labor Federation, AFL-CIO, from 1965-69, has joined the Institute as Coordinator of Community Programs.

Peevey received his A.B. and M.A. degrees in Economics from the University of California.

From 1961 to 1965 he was employed as a manpower specialist at the U.S. Department of Labor in Washington, D.C. He served from 1965 to 1969 on the Research Advisory Committee of the State Assembly Committee on Agriculture, and in 1968 was appointed to the U. S. Secretary of Labor's Foreign Farm Labor Procedures Review Panel.

Peevey fills a newly created position at the Institute. He will be concerned with applied research and program design, working in concert with community groups to identify project needs and translate them into workable programs.

Since arriving, he has been working with low income groups, chiefly farm workers in the San Joaquin Valley, providing technical assistance in the creation of a nonprofit community development corporation.

Concurrently, work is under way to expand the Institute's role in the manpower field. It is expected that, under Institute sponsorship, there will be community forums on job training and new approaches to manpower utilization, as well as an examination of the manpower implications of changing federal and state policies and programs. An example of this is the recently held conference sponsored by the Institute, in cooperation with Stanford University, on "Planning for Peace: Economic Conversion in the Bay Area."

It is also anticipated that the Institute's research and program activities in the health care field will be expanded as demand increases for such services among low income consumer groups.



Peevey

# A New Education Program: Leadership Training for Minority Group Union Members

By Don Vial, *Chairman, Center for Labor Research and Education*

April 1, 1970, marked the beginning of a new "era" in the Institute of Industrial Relations' 25th year of existence and operation of community programs in cooperation with organized labor. On that date, 22 minority trade unionists began six months of full-time study on the Berkeley campus in a specially developed curriculum for labor union leadership.

This pioneering union leadership training program—the first of its kind to be undertaken by a major university in the U. S.—is designed to help minority union members assume more active roles in both their unions and communities. One of its broader objectives is to help labor organizations in the Bay Area improve their ability to work with minority groups on pressing urban problems. Viewed from an academic perspective, the program is also part of the Institute's continuing effort to work with the labor movement and other community organizations in the development of new approaches to higher education which will bring the University into closer contact with issues and problems confronting our modern society.

In its current pilot phase, the landmark program is being supported by a Ford Foundation grant to the Institute's Center for Labor Research and Education. A major feature of the grant is the provision of scholarship aid to the trade unionists during their six months on campus. The assistance is intended to defray necessary living expenses so that the students may pursue the course of study on a full-time basis while on leave of absence from their regular employment.

All of the 22 currently enrolled individuals were assisted in obtaining leave from work by the Labor Center and their respective unions. In one instance, however, the student's financial support is

being provided through a grant to the Labor Center by the San Francisco Joint Board of the International Ladies Garment Workers Union. A 23rd student from the Janitor's Union on the Berkeley campus is also being allowed time off by the University to participate.

## Labor-Community Support

The design, content, and structure of the program reflect the thinking of an ad hoc committee of minority union members who were consulted by the Labor Center over a period of several months in the early stages of development of the program. From its inception, the program received a very favorable reception from the community. Funding was made possible by the endorsement and support of the AFL-CIO, the California Labor Federation, the Joint Labor-University Advisory Committee to the Labor Center, the Western Conference of Teamsters, the Alameda County Central Labor Council, and numerous affiliated and independent labor organizations, along with other community groups like the Bay Area Urban League who urged the Labor Center to undertake the program.

Behind this support was a meeting of minds on the basic premises of the training program. They are:

1. That the tendency toward separatism in the society is threatening the survival of the nation's democratic institutions;
2. That the trade union movement, as an institution which has committed itself to reversing the trend toward separatism, can and indeed must play a major role in moving itself and the nation closer to the ideal of a fully integrated, free, and open society; and
3. That the University, in this instance through the Center for Labor Research and Education in the Institute of Industrial Relations, can help both the trade

unions and the wider community by equipping promising union minority members in this area to function effectively as union leaders and, in that role, as progressive and constructive civic leaders.

## Program Advisory Committee

A 21-member Program Advisory Committee, composed of representatives of labor, the community, and University faculty has played a major role in launching the program. Its overall responsibility is to advise the Labor Center and Program Director Pete Guidry on all matters related to the development, operation, and evaluation of the program.



Guidry

The functioning of the Program Advisory Committee has been greatly enhanced by the strong support received from the Alameda County Central Labor Council and its Executive Secretary, Richard K. Groulx. In the design of the program it was decided that, although the students would be recruited from the greater San Francisco Bay Area, the first group of students should be concentrated in the East Bay. The Central Labor Council's interest in the program was a vital consideration in this decision.

Almost immediately following the Ford Foundation's approval of the grant, the Program Advisory Committee moved into action. A subcommittee to select a program director helped with the recruitment of applicants for the position and participated in all the interviews which led to the ultimate selection of Guidry. Another subcommittee worked with Guidry and other members of the Labor Center's staff on student recruitment and selection procedures. In addition to helping with the development of an information brochure, an application form, and the selection criteria, members of the committee spent long hours on week nights and weekends interviewing applicants. Carl Jaramillo, Bill Burks, C. D. Parker, and David Florence carried the major burden, along with the Center's staff, in paring down the long list of qualified applicants to the 22 students eventually selected.

## National Visiting Committee

As a new and challenging undertaking in the field of labor education, the program has stimulated a great deal of interest and discussion among labor educators

## PROGRAM ADVISORY COMMITTEE

Albert Brown, *Chairman*, Secretary-Treasurer, Joint Council No. 7, International Brotherhood of Teamsters; Carl Jaramillo, *Vice Chairman*, Business Representative, Paintmakers, Local 1101; Joseph Angelo, District Director, United Steelworkers of America; William L. Becker, Director, San Francisco Human Rights Commission; Gus R. Billy, Vice President, United Auto Workers; Bill Burks, Area Manpower Representative, Human Resources Development Institute; Bill Chester, Vice President, International Longshoremen's and Warehousemen's Union; Russell Crowell, President, Laundry and Dry Cleaning Workers; David Feller, Professor of Law, U.C.; Claude Fernandez, President, Retail Store Employees Union; Alfred Figone, Secretary-Treasurer, Bay Counties District Council of Carpenters; David Florence, Associate Director, Educational Opportunity Program; Richard K. Groulx, Executive Secretary, Central Labor Council of Alameda County; Frank S. Levy, Acting Assistant Professor of Economics, U.C.; Orville Luster, Executive Director, Youth for Service; C. D. Parker, Business Manager, Local 1088, Industrial Iron and Metal Processing Workers; Nelson Polsby, Professor of Political Science, U.C.; Percy Steele, Executive Director, Urban League of the Bay Area; Wilmont Sweeney, Attorney and Berkeley City Councilman; Staten W. Webster, Associate Professor of Education, U.C.; Harold Wilensky, Professor of Sociology, U.C.

## UNION MEMBER PARTICIPANTS

Angelita Alarcon, Assembler, Lynch Communications Systems, IBEW Local 1969, Redwood City; Dale Anders, Double Die Press Operator, American Can Company, Steelworkers Local 7616, Oakland; Patrick Apodaca, Switchman, Southern Pacific, United Transportation Workers Local 158, Oakland; Gwyneth Arnold, Employee, IBEW 1245, member of Office and Professional Employees Local 29, Oakland; Edward Billie, Bus Driver, Alameda-Contra Costa Transit District, Amalgamated Transit Union, Carmen Division 192, Oakland; Isaiah Brown, Fork Lift Operator, Longview Fibre Co., Printing Specialties and Paper Products Local 382, Oakland; Henry Cano, Production Worker, U.S. Steel Corporation, Steelworkers Local 1440, Pittsburgh; David Caravantes, Cashier, White Front Stores, Retail Clerks Local 1100, San Francisco; Jesse Cooksey, Clothes Presser, Marshall Steel Co., Cleaners & Dyers Union Local 3009, Oakland; James Driver, Heavy Duty Truck Driver, Safeway Stores, Teamsters Local 315, Richmond; Esperanza Farr, Sewing Machine Operator, Koret of California, ILGWU Local 101, San Francisco; Willie Huey, Warehouseman, Oakland Naval Supply Center, AFGE Local 1533, Oakland; Julius Jefferson, Equipment Repairman, Pacific Telephone and Telegraph Co., CWA Local 9415, Oakland; Willie March, Cutter, Lorrie Deb, ILGWU Local 213, San Francisco; Arthur Martinez, Parts Depot Employee, Ford Motor Co., Richmond, UAW Local 560, Milpitas; Earlie Mays, Assembly Line Worker, General Motors, UAW Local 1364, Fremont; Henry Murphy, Custodial Worker, University of California, AFSCME Local 371, Berkeley; Charles Nash, Grocery Checker, Q.F.I. Stores, Retail Clerks Local 648, San Francisco; Junius Porter, Carpenter, Trans-Bay Engineers & Builders, Carpenters Local 36, Oakland; Leon Reed, Machine Operator, Sunshine Biscuit Co., Bakery and Confectioner Workers Local 124-A, Oakland; Veodis Stamps, Electrician, City of Oakland, IBEW Local 1245, Walnut Creek; Robert Turner, Taxi Driver, Yellow Cab Co., Teamsters Local 923, Oakland; Arthur Vigil, Fork Lift Operator, Owens Illinois Glass Co., ILWU Local 6, Oakland.

across the country. With this in mind, a National Visiting Committee has been designated from among nationally prominent individuals in organized labor, minority movements, and various universities to give special attention in the evaluation of the program to its possible application and extension on a national scale. Under the Chairmanship of Clark Kerr, this committee is to receive ongoing progress and evaluation reports, and its members will make "on-site" visits while the program is in progress.

### Student Selection Procedures

Interested union members from minority groups were able to apply for enrollment in the program either through their union or by direct application to the Labor Center under guidelines developed with the Program Advisory Committee. More than a thousand information brochures and application forms were distributed through labor unions in the Bay Area over a two-month recruitment period during December and January. Approximately 200 applications were received from minority union members in 84 locals of 41 international unions.

Each applicant's leadership potential, his ability to benefit from the program, and his commitment to the goals and aspirations of the labor movement were primary considerations in selection. During the selection process, some 170 personal interviews were conducted by interviewing panels composed of members of the Center's staff and the Program Advisory Committee. In the end, those who survived the rigorous selection procedures were chosen because the level of their union involvement, their experience, and their leadership potential were such that the program, coming at this particular

time, could be a decisive factor in the students' advancement to leadership positions.

The students come from 22 locals in 16 international unions. They include 3 women and 19 men, ranging in age from 21 to 50, with an average age in the early thirties. Fifteen are black and the other 7 are brown.

### Curriculum

The program curriculum is specially designed for trade union leadership. Its focus is on the development of practical skills required by union leaders in both the traditional areas of industrial relations and the broader community functions of labor unions. Particular emphasis is being placed on skills and knowledge required by labor leaders at regional and local levels to confront issues and problems arising out of the urban crisis.

Specifically, the program's curriculum is divided into three subject areas:

1. Courses traditionally provided for labor leadership education on such subjects as labor history, collective bargaining, labor law and legislation, grievance handling, arbitration, communications, union administration, and economics for trade unionists;

2. Courses designed to gain a better

understanding of contemporary socio-economic problems, the forces underlying the tensions and conflict in society, and the role of organized labor in developing and pursuing viable alternatives in the search for solutions to such problems as job development and training, housing, transportation, education, health care, and environmental pollution;

3. Courses designed to develop communications skills, study and research techniques, and other skills affecting the trainee's ability to function effectively in a leadership capacity.

The course of study is being individualized as much as possible, based on the formal training of the students, their intellectual development, work history, and trade union experience. As the program progresses, classroom hours will be adjusted to the needs of the students to allow ample time for organized group activities, for tutorial assistance as required, and for research projects.

In general, as the program goes forward, the course work will progress from the more traditional industrial relations subjects to courses dealing with the study of contemporary issues and programs. Thus, most of the last two months will emphasize a series of courses, special seminars, and individual and group research projects designed to identify the underlying issues in specific problem areas of major national concern and to examine alternative solutions in the context of programs advocated by liberal-labor groups, along with those enacted by the Congress. Emphasis will be on the study of requirements and problems related to the implementation of national programs at the local and regional levels (where labor's community links are weakest), giving attention to organized labor as a possible catalyst in initiating action.

Another important feature in the curriculum will be the arrangement of joint sessions and frequent contacts with officers and other persons in leadership positions from the labor organizations in which the students are members.

### Follow-Up and Evaluation

The six-month residential training pro-  
(Continued on p. 4)

## NATIONAL VISITING COMMITTEE

Clark Kerr, *Chairman*, Professor of Industrial Relations, U.C.; I. W. Abel, President, United Steelworkers of America; Lisle C. Carter, Jr., Vice President for Social and Environmental Studies, Cornell University; The Honorable Jeffery Cohelan, House of Representatives; Walter Davis, Education Director, AFL-CIO; John Dunlop, Professor of Economics, Harvard University; John F. Henning, Secretary-Treasurer, California Labor Federation; Einar O. Mohn, International Director, Western Conference of Teamsters; The Honorable Joseph M. Montoya, U. S. Senate; Thos. L. Pitts, Secretary-Treasurer, Emeritus, California Labor Federation; Bayard Rustin, Executive Director, A. Philip Randolph Institute; Gus Tyler, Assistant President, International Ladies Garment Workers Union; Arnold R. Weber, Assistant Secretary for Manpower, U. S. Department of Labor; Jerry Wurf, President, American Federation of State, County, and Municipal Employees; Whitney Young, Director, National Urban League.

# Report on Management Programs

## Workshops With Cornell

Early in 1970, the Management Program cosponsored with Cornell two three-day workshops, "Handling Interpersonal Conflict in Management" and "Management by Objectives." The workshops are a continuation of a cosponsorship arrangement begun in 1968. Professor Raymond E. Miles of U.C., Berkeley, was the instructor for both workshops.

## Minority Opportunity Conferences

In the summer of 1969, the Management Program held an all-day conference, "The Minority Community and the Economic Mainstream," which explored the various forms of the ghetto plant, franchising opportunities for minority members, and related aspects of developing increased economic opportunity for the minority community. The conference was planned with the help and participation of leaders from the Bay Area's minority business community and representatives of governmental agencies concerned with the development of business enterprise in the ghetto communities.

A second project, the "National Conference on Increasing Opportunities for Minority Contractors," was undertaken on a cooperative basis with the General and Specialty Contractors Association, Inc., of San Francisco and the Los Angeles Association of General, Sub-, and Specialty Contractors, both associations of minority contractors. The outgrowth of this conference was the establishment of a national organization to assist and to help upgrade the skills and capacities of minority contractors.

## Public Sector Negotiations

The 1969-70 series of programs and workshops on public employer-employee relations elicited widespread response from governing bodies and administrators in public agencies. The programs were designed on a "workshop" basis to

provide opportunity for the participants to explore in depth the various aspects of unit determination, the techniques of "meeting and conferring," handling of grievances, and related issues.

Three one-and-one-half-day programs were held for representatives from local political instrumentalities, largely the cities and counties. A fourth program was conducted for representatives of special districts. All these agencies are subject to the provisions of the Meyers-Milias-Brown Act.

In addition, special programs were conducted for the Social Services Department of the County of Contra Costa and for the Merit System Unit of the State Department of Social Welfare.

In October 1969, a statewide program for administrators of Merit System School Districts was held in Fresno.

## Recent and Continuing Programs

On May 2, the Institute, in cooperation with the Science and Society Symposium of Stanford University, held a one-day conference in Palo Alto on "Planning for Peace: Economic Conversion and the Bay Area." Kenneth E. Boulding, Professor of Economics at the University of Colorado, spoke on "Economic Conversion, Reordering our Priorities, and the Challenge of Peace" at the luncheon session.

The Social Science-Management seminars, started in the spring of 1967, are continuing during the current academic year. Every six to eight weeks the seminars bring together interested members of the business community and scholars in the social sciences to discuss research findings applicable to the organization and its management.

A five-session program for first- and second-level supervisors of the Alameda plant of the American Can Company was concluded in March. Subjects covered included a survey of attitudes towards administrative policies, lateral relationships within the organization, the organiza-

tional and work-group environment that enhances the motivation of employees, and the uses and limitations of disciplinary procedures.

## 1970-71 Activities

Discussions currently are taking place with a local municipality for a 13-session program for division and department heads. The program will include a wide range of subjects, covering both interpersonal relationships and managerial skills and techniques.

"The Principles of Labor Law and Negotiation" will be offered on a one-session-a-week basis for six sessions beginning in the fall of 1970.

## Minority Leadership

(Continued from p. 3)

gram on the Berkeley campus will be followed by six months of additional educational and evaluation activities with the students on a group and individual basis. During this evaluation and follow-up period, each student will be assigned a counsellor from among outstanding leaders in the minority and trade union communities who will help the students direct their activities and extend their leadership potential within their organizations and within their communities.

## O.D. Conference

(Continued from p. 1)

gram were Professors Raymond E. Miles and George Strauss, both of whom are faculty members of the School of Business and closely associated with the Institute. Other U.C. faculty participants were Professors Robert Dubin and Lyman W. Porter, Irvine campus. Major conference addresses were given by Professor Rensis Likert, Director of the Institute for Social Research at the University of Michigan; Warren G. Bennis, Vice President of the State University of New York at Buffalo; and Robert R. Blake, President, Scientific Methods, Inc., Austin, Texas.

## INSTITUTE OF INDUSTRIAL RELATIONS BULLETIN

Published by the  
Institute of Industrial Relations  
University of California  
Berkeley, California 94720  
Address correction requested  
Director: Lloyd Ulman  
Editor: B. V. H. Schneider

Nonprofit Organization  
U. S. Postage  
PAID  
Berkeley, Calif.  
Permit No. 1