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REPORTER

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MEETING THE CHALLENGES OF THE GROWING U.S. CHILD CARE WORKFORCE: SOME LESSONS FROM ABROAD

Leslie Bell

Every morning, in cities, small towns and rural areas across the United States, millions of working women and men make an essential daily stop on their way to work—they drop their kids at day care. With both parents working in more and more families, child care has become one of the fastest growing industries in the U.S. Who are the people who care for so many of America's children? In the last twenty years, the number of people working in child care has increased by 69%—and the vast majority of these workers are women. Federal projections suggest that this growth will continue, with the number of child care workers growing to one million by the year 2005. The typical child care worker in the U.S. is a woman who is poorly paid, without medical or retirement benefits, semi-skilled, and certainly not a member of a trade union. Her employer may be a large child care center with many employees, but more often than not she is employed directly by the parents of the children in her care.

Of those children not cared for by a parent or other relative in the U.S., child care workers in informal settings care for 66% of children under the age of three, and 38% of children between the ages of three and four. The primary means of providing such informal care is through family day care, a system in which workers may care for children in their homes as long as the physical structure is deemed safe by the state—that is, if the worker is licensed, which a significant minority are not. This system has several advantages for workers in that they make their own decisions, may care for their own children at the same time as they care for others, and can have flexible hours. However, the workers are generally isolated from one another and they rely on parents with whom they may have more personal than pro-

fessional relationships for their job security. These factors make labor organizing efforts with these workers a particular challenge in the U.S.

The U.S. is certainly not the only industrialized nation dealing with the dilemmas of child care workers. In fact, if we look at the ways in which various nations approach the issue of child care we begin to see that the conditions we in the U.S. take for granted are not universal and are in fact less favorable for child care workers than are those in most of the industrialized world. Faced with dilemmas similar to ours, other countries have come up with various approaches for dealing with them. Successful examples of such strategies include: setting national wage and benefit standards for child care workers which all employers are required to meet; and/or putting the government in the role of employer, which then provides wages and benefits up to a particular standard for all child care workers.

In a number of nations, the focus of improving working conditions has been the setting of wage standards for licensed child care providers. These standards have tended to benefit child care workers in center settings more than those in more informal settings. Austria, Australia, and New Zealand are examples of countries that have adopted this strategy. In Austria, there are nationally agreed upon minimum wages for child care workers in private child care institutions. In Australia, child care workers, together with the state, develop and maintain standards for child care workers through a process of conciliation and arbitration. Independent industrial tribunals ratify these standards, which provide minimum terms and conditions for most Australian workers. Federal standards do not cover child care workers in all

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**For more information, contact
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territories, so some workers still must negotiate with their employers independently. Australian standards specify wages and benefits, and rank child care workers depending on training and experience. In New Zealand, the New Zealand Educational Institute is the union representing child care providers. It negotiates multi-employer, regional, site and individual contracts for members. The state does not negotiate the wages but the union does so with employers of its members.

In other countries the state has both set wages and become the employer of formal and informal child care providers, so that the workers do not rely on a tenuous personal relationship with parents for their livelihood. The state then provides the benefits enjoyed by all of its other citizens, such as medical insurance, vacation, sick leave, retirement, etc. to both family day care providers and center based providers. Finland, Denmark, and Sweden are examples of this type of solution. In all three of these countries there are specific training requirements for family day care providers and for center based workers. Municipalities generally are responsible for establishing child care locally, for running child care settings and for granting public subsidies. A majority of child care workers are members of unions of public employees in these countries. These unions negotiate centrally with an organization of local authorities to reach a national agreement. This national agreement serves as a minimum agreement, which local agreements can improve upon. All family day care providers are paid and employed by local authorities. As well as being members of unions, these child care workers are also members of day care provider organizations which meet regularly so that workers can provide one another with training, support, and a sense of community. The national agreement, negotiated by the trade union, gives these day care workers a monthly salary which varies depending on the number of children cared for and the number of hours worked.

Clearly these different approaches to improving the working conditions of child care providers are the result of different histories, different forms of government, and different labor movements than we in the U.S. have experienced. In particular, the U.S. faces the problem of improving working conditions for day care providers who are isolated from one another, whose conditions of work are unregulated, and who are nominally self-employed—although it would be more accurate to view them as employed by individual parents. This is a different challenge than those faced by other countries where more child care is provided through formal day care centers. What lessons can we in the U.S. learn from the approaches used in other countries as we search for

solutions that will make sense here at home?

The most important lesson we should take from the experience of the other countries mentioned is that building connections between workers and organizations through which they can advocate for themselves is crucial for achieving broad improvements in working conditions. Given the fact that in the U.S. most child care workers are widely scattered across communities and are extremely isolated from each other, it is not surprising that few are presently members of trade unions. However, a number of organizing successes and efforts have benefited child care workers in the U.S., taking the first steps towards building the kinds of institutions the industry so badly needs.

In Rhode Island, the efforts of Direct Action for Rights and Equality (DARE) won the provision of fully paid health care benefits for family day care providers in state funded day care programs. Efforts such as those waged by the Worthy Wage Campaign have raised public awareness of the need for higher wages for child care providers in order to provide the high quality care that parents want. Such efforts may lead to wage standards such as those enjoyed by child care providers in Australia, Austria, and New Zealand. In addition to such educational and lobbying campaigns, U.S. organizations have focused on organizing family day care providers, providing support, solidarity, and reducing the sense of isolation of child care workers who do not work in centers. These organizations are similar to those found in the Scandinavian countries, which provide education and a sense of professionalism to family day care providers there. Still others have focused on obtaining union representation for center based child care workers. Through efforts such as these, child care providers have begun to experience success in winning better working conditions and, in some cases, union representation.

While the challenges facing this rapidly growing workforce in our country are very great, organizing efforts show great promise in improving the working conditions of those who care for our nation's children. Meanwhile, the examples of other countries stand before us as models of how much better our solutions can be. As the child care industry continues to grow and change, organized labor's role can be pivotal in building on the best solutions of other countries to create unique and effective solutions of our own.

Leslie Bell is a graduate student in the Sociology Department at the University of California, Berkeley.



MANAGEMENT LITERATURE: A GUIDE FOR THE PERPLEXED

Terence K. Huwe

Although the theories and goals of management researchers vary, management literature is an often-overlooked and valuable resource for the Labor Movement. Since business administration is itself inter-disciplinary, the literature of the field touches on a variety of viewpoints, so a quick review of what's new in management will be helpful to any research strategy.

Management literature is *vast*. It encompasses both "trendy" ideas and strategies, as well as empirical research. Such research can be dry at times, but it's not unusual to find fascinating (and well-substantiated) conclusions buried in academic tomes. Empirically-supported conclusions about workplace issues may find new life at the bargaining table, or as guides to individual career paths.

It's not possible to produce a guide to the entire field here, but it is possible to suggest some starting points for a lay readership. The Institute of Industrial Relations Library staff recommend the following reading, organized by topic.

A list of the principal periodical indexes follows the topical guide. For help in finding books like these (as well as electronic databases for research), contact the reference staff at the Institute of Industrial Relations Library (510-642-1705), or visit your public library.

General Interest

Adams, Scott. *The Dilbert Principle*. New York: HarperBusiness, 1996.

The view from cubicle-land has taken business schools by storm. Watch out for perfect characterizations of your boss--and perhaps yourself.

Belous, Richard S. and Lemco, Jonathan, Ed. *NAFTA as a Model of Development*. Albany: SUNY Press, 1997.

NAFTA was the arena for a major political battle led by Labor. For a better understanding of NAFTA's mixed record, take a look at some of the underlying issues.

Bernstein, Peter L. *Against the Gods: The Remarkable Story of Risk*. New York: John Wiley, 1996.

Bernstein explains how risk shapes markets, politics and personal lives. Far from dismal or dull, it's a fascinating read and a bestseller in the executive suite.

Hammer, Michael. *Reengineering the Corporation: A Manifesto For Business Revolution*. New York: HarperBusiness, 1993.

The original bestseller lays out the reengineering revolution. The word strikes fear in the hearts of many, but follow Hammer's reasoning--it's an interesting viewpoint on problem-solving. Then take a look at the numerous restatements (many bestsellers) that follow this one.

Kay, J. A. *Why Firms Succeed*. New York: Oxford University Press, 1995

Kay studies the characteristics of success and its methods at work.

Levine, David I. *Reinventing the Workplace: How Employees and Business Can Both Win*. Washington, D.C.: Brookings, 1995

UC Berkeley professor David Levine looks at the high-performance workplace, balancing the methodologies of management theorists with the stories of working people.

Levine, David I. et al. "What Works at Work". *Industrial Relations* 35 (no 3).

Dr. Levine edited this special issue of the IIR scholarly journal, the leading one in the field. Besides the usual empirical studies, look for some exciting successes in labor-management cooperation.

Moore, James F. *The Death of Competition: Leadership and Strategy in the Age of Business Ecosystems*. New York: HarperBusiness, 1996.

U.S. and international business are tightly linked, and we're in sore need of new strategies that balance local prosperity with global forces. Moore challenges managers to see the forest instead of the trees.

Samuelson, Robert J. *The Good Life and its Discontents: The American Dream in the Age of Entitlement, 1945-1995*. New York: Times Books, 1995.

Ah, the Dismal Science prevails in *Newsweek* contributor Samuelson's "lighten, up, America" pep talk. One worries that he may not have been south of the median income line; his conclusions might have differed.

Senge, Peter. *The Fifth Discipline: The Art and Practice of the Learning Organization*. New York: Doubleday, 1990.

Senge's description of the "learning organization" may seem obvious, but it's had an enormous impact on management thinking. Notably, he understands the importance of equitable treatment of employees and the high value of their "common sense" abilities.

Teams and Teamwork

Kotter, John P. *Leading Change*. Boston: Harvard Business School Press, 1996.

Kotter makes change management accessible here. It's a useful look at how managers view the challenge of building *esprit de corps* when change is so rapid.

Mankin, Don, et al. *Teams and Technology: Fulfilling the Promise of the New Organization*. Boston: Harvard Business School Press, 1996.

Understanding how technology and teamwork interact could help workers to prepare for the team-driven philosophy that's coming their way, and to make sure it transcends the "corporatism" of past change strategies.

Mintzberg, Henry, et al. "Some Surprising Things About Collaboration--Knowing How People Connect Makes It Work Better." *Organizational Dynamics*, Summer, 1996, p. 60.

Surprise! *The people who study collaboration don't know how to do it themselves*. The fact that a team of organization studies folks have come up with this conclusion about their own colleagues lends strength to the charge.

Pfeffer, Jeffrey. *Competitive Advantage Through People*. Boston: Harvard Business School Press, 1996.

Overdue and well-stated, this book suggests plenty of ways to boost productivity and morale in partnership with plain old folks in the office in the wake of "downsizing" and "rightsizing".

Reichheld, Frederick F. (with Thomas Teal). *The Loyalty Effect: The Hidden Force Behind Growth, Profits, and Lasting Value*. Boston: Harvard Business School Press, 1996.

Another exploration of the lost promise of loyalty--and the hope of restoring it in the post-downsizing world.

Technology and the Workplace

Cusumano, Michael J. "The Limits of Lean". *Sloan Management Review*, Summer 1994, p. 27.

You've heard about lean production, maybe more than you care to. Now follow up on the logical limits to "Just in Time."

Lacy, Don. *From Grunts to Gigabytes: Communications and Society*. Urbana: University of Illinois Press, 1996.

A history of communication. Interesting background reading on technological change.

Nohria, Nitin and Eccles, Robert G. Ed. *Networks and Organizations: Structure, Form, and Action*. Boston: Harvard Business School Press, 1992.

The impact of networks on office work is the most important change in work since mass production. Read up on the larger issues here to get a sense of your own fate in the days to come.

Schrage, Michael. *Shared Minds: The Emerging Technologies of Collaboration*. New York: Random House, 1990.

Fascinating, iconoclastic, and provocative, Schrage makes the rhetoric of collaboration understandable. This title won the National Book Award.

Spruill, Lee. *Connections: New Ways of Working in the Networked Organization*. Cambridge: MIT Press, 1991.

Spruill maps the forces that govern day-to-day work in the networked office. During the 1996 school year, this was one of the most requested titles at the IIR Library.

Womack, James P. *Lean Thinking: Banish Waste and Create Wealth in Your Corporation*. New York: Simon & Schuster, 1996.

The author of *The Machine That Changed the World* tackles lean production practices.

Yoffie, David B. "Competing in the Age of Digital Convergence." *California Management Review* 38 (no. 4), p. 31.

The convergence here has to do with the "bitstream"--if all information can be moved around as "bits," then formerly separate tasks (like buying, building, or paying for things) can be manipulated in altogether new ways.

Organizations and People

Handy, Charles. "On the Future of Work and an End to the Century of the Organization." *Organizational Dynamics*, Summer 1996, p. 15.

Handy is articulate, visionary and compassionate. Read this interview to get a sense of where he sees work going in the future, but be ready to be worried for the lowest 30 percent of the unskilled workforce.

Kramer, Roderick M., and Tyler, Tom R. *Trust in Organizations*. Thousand Oaks: Sage, 1996.

Very technical and highly footnoted, but interesting--and, in light of the new interest in worker loyalty, perhaps there's something to learn here about trust in the changing organization.

Leach, Joy. *A Practical Guide to Working With Diversity: The Process, the Tools, the Resources*. New York: AMACOM, 1996.

AMACOM's titles are designed to be desktop aids to the manager. Here's one on diversity that captures the growing belief that workplace diversity can be a tool for effective management.

Moore, Michael. *Downsize This!* New York: Crown, 1996.

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Anyone who loved the movie "Roger and Me" will like this book. Vitriolic at times, Moore nonetheless captures for workers "what's goin' on."

Pfeffer, Jeffrey. "When It Comes To 'Best Practices'—Why Do Smart Organizations Occasionally Do Dumb Things?" *Organizational Dynamics*, Summer 1996, p. 33.

Workers will be shocked! Shocked! To learn that even the high-performance organization can make a goof every now and then. One of the leading scholars of the field takes a look at the less-than-shining moments we all have lived through at the office.

Tushman, Michael, et al. *Winning Through Innovation: A Practical Guide to Leading Organizational Change and Renewal*. Boston: Harvard Business School Press, 1997.

The contributors explore the ways firms can deal more effectively with major change processes.

The Future

Institute for the Future. "Twenty-First Century Organizations: Reconciling Control and Empowerment". Menlo Park: Institute for the Future, 1995.

This privately-commissioned report was a source for many later studies. The authors declare that managers must learn how to balance centralized control with employee empowerment, or else fail utterly. They offer six models for future organizations.

Ohmae, Kenichi, Ed. *The Evolving Global Economy: Making Sense of the New World Order*. Boston: Harvard Business School Press, 1995. Ohmae offers a look at the whole wide world, and how corporate leaders should approach it.

Wilms, Wellford W. *Restoring prosperity: how workers and managers are forging a new industrial culture*. New York: Times Business Books, 1996.

Wilms offers his view of the successes and failures of the high-performance workplace, and the effects of new work practices on traditional settings, such as factories and white collar firms.

Indexes and Guides

ABI/Inform. This database is the best starting place and has excellent subject indexing plus abstracts, and a great deal of full text, too.

Academic Index. Comprehensive access to all fields; good coverage of business literature.

Alternative Press Index. The only thorough index of alternative literature.

Business Literature Index. Not as popular as ABI/Inform, but easy to use (following the format of the Readers Guide to Periodical Literature).

Econlit. This database covers all economic literature and provides good coverage of the impact of economics on management strategy.

PAIS International. PAIS indexes books as well as periodical articles.

Work-Related Abstracts. This index-abstract guide covers union journals as well as standard business resources.

Terence K. Huwe is director of Library and Information Services at IIR. Before joining IIR, he worked for private law firms in San Francisco. He is a frequent contributor to the Labor Center Reporter.

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LESSONS FROM THE UNION MANAGEMENT PARTNERSHIPS TASK FORCE:

How Public Sector Partnerships work (And Don't Work) And Some Thoughts on How To Improve Them. Written by Kirsten Snow Spalding, Dennis Toseland and Members of the Labor Management Partnerships Task Force.

LABOR IN THE GLOBAL ECONOMY, WORKING IN THE AMERICAS

This working paper provides a summary of our Global Conference held on November 20-22, 1996. The report includes remarks by speakers from Canada, the United States and Latin America. Issues covered include: NAFTA, immigration, women in the global economy, the Maquiladoras, cross-border cooperation and organizing, and strategies and solutions for labor cooperation. A videotape of the conference is also available.

SERVICE CONTRACTING IN THE BAY AREA

This is a study prepared by the Labor Center of Local Government Contracting Out. The research includes the City and County of San Francisco, the Cities of Oakland, Berkeley and Richmond, and BART. Issues covered include the extent of contracting out of municipal services and the trends in contracting out from 1989-1995.

THE UFW MARCH IN WATSONVILLE

David Bacon

Watsonville is a town of 35,000 inhabitants, with one foot in Mexico and one in California. A big part of the people of the Pajaro Valley are farmworkers with roots across the border.

Once the strawberry season starts, people breathe a sigh of relief, looking forward to their first paycheck after a long trip from the south, or a hard winter here without much work. When the strawberries are ready, Watsonville comes alive.

Since this year's season started, tension and energy have run like an electric current through the town's barrio. This is the year of the big campaign, when the United Farm Workers is finally going to make its bid to organize the berry pickers. The union spent all last year preparing the ground - organizing the committees, agreeing on workers' demands, and weathering its first confrontations with the growers. 1997 is the make-it-or-break-it season.

On the second Sunday in April, Watsonville's population doubled as people poured in from all over California and beyond. Even with the out-of-towners, strawberry workers were a sizable, visible presence, accounting for about 4000 of the 30,000 participants claimed by the union. The total Pajaro Valley strawberry workforce at the peak of the season is about 15,000.

This year's march was designed to convince the growers of the union's strength - among the workers and in the supermarkets. Just before it got underway, organizers announced that over 1000 stores, including the Ralph's chain, had signed the union's "5¢ for Fairness" pledge. The pledge makes a commitment of general support for better wages and conditions for farmworkers. Growers know the union can turn it into a strawberry boycott if class war breaks out in the fields.

That's not unlikely. Already growers have refused to rehire workers this season like Jose Rojas, who were active in organizing union committees. Last year Rojas was written up for having included a few unripe berries among the ripe ones he picked. This year, when he went to get his job back at Gargiulo Company, which he's held for the past six years, he was told he wasn't being rehired because of that.

After Sunday's march, big-name UFW supporters, including Rev. Jessie Jackson, actor Martin Sheen, feminist Eleanor Smeal and AFL-CIO President John Sweeney called on the companies, especially the Monsanto Corp. which owns Gargiulo, to stop blacklisting union supporters.

Cleansing the crews of Chavistas isn't the only tactic growers are likely to use. Last season some of the foremen and higher-paid, permanent workers organized a march of their own against the union. The group they put together, called the Pro Workers Committee, is rumored to be resurfacing this year as an anti-UFW company union.

The Watsonville march marked one other historic step in California agriculture. UFW President Arturo Rodriguez and Teamsters President Ron Carey not only marched together, but held a press conference the day before to announce a joint organizing effort in the strawberries. Historically, the growers used the Teamsters as a tool to fight UFW organizing drives, and memories of that old history still make some workers uneasy. Both leaders announced their hopes that cooperation in Watsonville would set a pattern for further joint action in Washington State, where 40,000 workers harvest and process apples.

It was a day when even white coal miners and African-American ministers learned a little Spanish. And amid the TV cameras, and the banners borne by visitors from as far as Texas and Wisconsin, strawberry workers, at least for a day, had the sense that the world could really see them.

David Bacon is a labor journalist and photographer. He writes for the Pacific News Service.

Isaac Mankita

I was honored and excited to be part of one of the largest shows of solidarity for workers in recent history. UC Berkeley sent seven busloads of students, faculty and families to Watsonville for the march. The march kicked off the campaign to organize strawberry workers, many of them immigrants returning to the area for the strawberry season. While every kind of music from ranchera to rap filled the air, people waited their turn to join what became a 30,000-person line that snaked its way two miles through the residential streets near downtown. Between the chants, led by "cheerleaders" on the sidelines, workers, including Teamsters, Steelworkers, Autoworkers, Meatcutters, Ironworkers, and academic workers, from states across the nation talked with one another about what this campaign meant to them.

The march was spirited with people chanting, "Que viva Cesar Chavez!" (long live Cesar Chavez) and "Si se puede" (Yes, it can be done). Along the way, volunteers handed out bottles of cold water

to those in the line. Town residents came out into the sun to watch us - many, I'm certain, annoyed by our presence, although just as many had planted UFW yard signs in support of the strawberry workers.

As we turned on to Main Street, about half-way through the march, the street widened, and so did the column of marchers. As we approached the tallest building in town located across from the largest shopping mall in Watsonville we noticed several supporters on top of it shouting. Suddenly, they unfurled a gigantic red and black flag, bearing the proud UFW eagle, draping down the sides of the building, inspiring cheers from everyone close enough to see what was happening. It was as if the farmworkers, backed by 30,000 fellow workers and supporters, were announcing: "Here we are, in a show of strength. We care about strawberry workers, and we care about farm workers. We are here to organize workers and to improve working conditions and raise standards of living. We are committed to the success of this campaign."

Isaac Mankita is a doctoral student at the University of California and a member of AGSE, UAW Local 2165.

Here we are, in a show of strength. We care about strawberry workers, and we care about farm workers.

C A L E N D A R

For more information on these upcoming events contact:
Kirsten Snow Spalding, 510.643.6815 or Bob Redlo at 510.643.7213.

BAY AREA LABOR STUDIES SEMINAR

Between August and May, BALSS meets on the second Tuesday of the month from 4:30 to 6 p.m. at the Directors' Lounge, Institute of Industrial Relations. Please contact the Labor Center to receive announcements of upcoming BALSS seminars.

HIGH PERFORMANCE PENSIONS: MULTI-EMPLOYER PLANS AND THE CHALLENGES OF FALLING PENSION COVERAGE AND RETIREMENT INSECURITY

The Labor Center will host a conference for pension trustees, investment professionals and pension policy makers on September 4-5, 1997 at the Clark Kerr Conference Center. Proposed speakers include Bill Christ from CALPERS, Bob Georgine from Building and Construction Trades, Richard Trumka from the AFL-CIO, Tom Croft from the Steel Valley Authority and academics from UC Berkeley and Notre Dame presenting new pension research. Registration is \$200.

AN EDUCATIONAL FORUM ON ORGANIZING

The Labor Center will present a half-day conference for organizers from the Building and Construction Trades at the Faculty Club, UC Berkeley on June 5, 1997 from 8:30 to 1:15. Speakers include Richard Walker and Harley Shaiken. \$45 registration fee.

LABOR AND WELFARE "REFORM" SUMMIT

On Saturday September 27, 1997, the Labor Center joins the California Federation of Labor, the National Lawyers Guild and Fair Share in hosting a summit for labor leaders and rank and file, welfare rights organizations and welfare recipients, academics and policy makers to discuss the impact of changing welfare laws, labor's response and strategies for organizing.

IRRA/NLRB SEVENTH ANNUAL CONFERENCE ON LABOR LAW

The Labor Center will co-sponsor the annual IRRA/NLRB Conference at the ANA Hotel in San Francisco on September 26, 1997. This year the conference will have two primary panels: "9 to 5: Comp Time? Overtime? Flex time?" and "An Identity Crisis: Who's the Employer? Who's the Employee? Organizing, Benefits, Pay and Hiring." Both panels will consider changes in the law and the implications for practitioners.

A DIALOGUE WITH CUBA

On November 6-8, 1997, the Labor Center will join the Center for Latin American Studies and other Campus and Community Groups in sponsoring speakers from Cuba in discussions on trade union issues, the environment, women, economics, literature, film, sports, science, medicine, tourism, and issues of race. The sessions will be located on the Berkeley campus.

LABOR IN THE GLOBAL ECONOMY, WORKING IN THE PACIFIC RIM

The Labor Center is joining with other Campus Organizations and Labor Organizations in the Bay Area as well as Universities from Japan, Australia and New Zealand in sponsoring our second global conference on economic, political and social issues relating to workers in the Pacific Rim, Mexico and the United States. Speakers from Korea, China and Japan will be in attendance. The conference is scheduled for January 29-30, 1998.

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