The Institute of Industrial Relations (Berkeley), University of California, Berkeley

A Report on:
Research Training
Community Activities
1978-1979
REPORT ON

RESEARCH ● TRAINING

and

COMMUNITY ACTIVITIES

1978–1979

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1978-1979

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**FACULTY RESEARCH**

**Collective Bargaining, Unions, and Public Policy**

**Lloyd Ulman** (Economics) continues, with Robert Flanagan of Stanford University and David Soskice of Oxford University, their nine-country comparative study of wage inflation, institutional change, and consensus policies in Western Europe. This project is sponsored by The Brookings Institution. The quantitative work is being completed and a monograph is now being drafted.

**George Strauss** (Business Administration) has been experimenting with the use of simulations (games) to teach collective bargaining, and has been surveying the use of this technique in major industrial relations centers. He has been looking at the strengths and weaknesses of various forms of games as well as the forms of preparation and debriefing required to maximize their value for students.

**David E. Feller** (Law) continued his exploration of the relationship between the adjudicative processes under a collective bargaining agreement (e.g., arbitration) and those external to it (e.g., through judicial and administrative bodies). One purpose of the research is to study the effect on the institution of arbitration of the increasing amount of legislative regulation of the terms and conditions of employment. Another purpose is to assess the validity and effectiveness of the National Labor Relations Board’s policy of deferring to arbitration. He concludes that the effect on arbitration’s autonomous status and freedom from judicial review will probably be adverse even in those instances in which the public agency, such as the NLRB, adopts a policy of deferral, that the effect is inevitable whatever the parties or arbitrators do, but that efforts to preserve arbitration’s autonomy by abjuring decisions on questions of the external law are probably undesirable.

**Edwin M. Epstein** (Business Administration) has been engaged in three major research projects. The first, “Business Corporations and Labor Unions in American Electoral Politics: An Analysis of the Impact of Federal Regulation,” examines the goals and behavior of business and labor in the American electoral process (particularly in the area of campaign contributions and expenditures), together with the impact upon this involvement of the important legislative, judicial, and administrative developments pertaining to federal campaign financing which have occurred since 1971. This project will continue into the 1980-81 academic year.

“The Political Impacts of the Modern Large Corporation” examines the political behavior, power, and implications of the “mega-corporation” within the American context. It seeks to both describe and analyze corporate political activity and its consequences for the maintenance of social democracy in the U.S. This ongoing project pays particular attention to possible relationships between company size and organizational structure and political power.

Epstein’s third area of research is a “Comparative Analysis of the Social Role of Economic Organizations in Western Industrial Societies, Particularly Great Britain, Israel, and the United States.” This project constitutes an ongoing examination of the social role and impact of the large business enterprise in advanced industrial settings.
Manpower, Employment, and Welfare Policies

Welfare and Income Maintenance

Clair Vickery (Economics) is continuing her research on the impact that women’s entry into paid employment has had on the family’s standard of living. She is measuring how the financial strain of the family has changed in response to its increasing economic dependence on the marketplace and the government. In addition, she finished her research on unemployment insurance, which interrogated the institutional characteristics of the program into an economic analysis of UI during periods of less than full employment. She concluded that the UI program potentially affects the composition of unemployment more than the rate of unemployment, and that current levels of UI payments are not sufficient to cover the financial commitments of most workers.

Michael Wiseman (Economics) continued his work on welfare and welfare-related public policies. His welfare research served as basis for testimony before the Subcommittee on Public Assistance of the Senate Finance Committee in November and a paper on family fragmentation in welfare programs which was given at the June meetings of the Western Economic Association. The regional development work has been done with Professor Pravin Varaiya (Economics) and is still in progress.

Harold L. Wilensky (Sociology) continues his comparative study of the welfare state, which emphasizes the sources, substance, and effects of public consumption expenditures in 19 rich democracies. He has been analyzing (1) the politics of taxing and spending with special attention to explanations of “tax-welfare backlash,” and (2) the impact of social spending on real welfare. He also completed (with Anne T. Lawrence) a study of shifting criteria for job assignment – the tension between meritocratic and egalitarian ideologies and practices. As part of the welfare-state project, Richard M. Coughlin completed a study of public opinion about taxing and spending in eight countries.

Labor Market Behavior

Michael Reich (Economics) is completing his research on racial inequality, focusing on trends in racial inequality in detailed industries and in metropolitan areas, on the distributional effects of racial inequality upon whites, and on theoretical explanations of his empirical findings. His results suggest very little decrease since 1950 in racial income inequality among men and that racial inequality had regressive effects on the white income distribution in both 1960 and 1970. In 1978-79 he completed several articles and the draft of a book on this subject.

Manpower Policy

In addition to his interest in welfare programs, Wiseman continues to study the design and implementation of counter-cyclical public employment programs. He concludes that the net increment to local government employment of programs under the Comprehensive Employment and Training Act – both in the short and long run – is only about 20 new jobs for every 100 jobs subsidized. Wiseman also believes that, despite elaborate rules to allocate public employment in labor market areas suffering the greatest cyclical joblessness, these jobs are in fact allocated in little better than random fashion.
Wiseman completed a report to the Department of Labor in connection with his grant on subsidized employment policy and the CETA jobs program.

**Organizational Behavior**

George Strauss (Business Administration) continues his interest in various forms of workers' participation in management. The range is immense. Even in the U.S., for example, it includes producers' cooperatives, joint union-management efforts to improve the quality of worklife, and the Scanlon Plan. Other countries have experimented with workers' councils, codetermination, worker self-management, kibbutzim, autonomous work groups, and the like. Strauss is concerned with (1) the varying political, social, and economic functions these schemes perform in various societies; (2) the impact of differing participation forms on productivity, job satisfaction, labor-management relations, and power distribution; and (3) the critical conditions necessary for schemes to succeed. He is looking at commonalities extending across a variety of schemes and countries, as well as at critical differences among approaches, regardless of how packaged.

Jeffrey Pfeffer (Business Administration), working with students William L. Moore and J. Richard Harrison, completed much of the analysis of data on university governance and resource allocations. A paper on the average tenure in office of department heads for a sample of 40 departments reported that the level of paradigm development characterizing the department's discipline was the most important predictor. Another paper indicated that the level of paradigm development of scientific fields, previously measured using questionnaire data, could be indexed using archival measures of the level of parsimony of communication in the field (length of dissertations and length of dissertation abstracts) and the level of knowledge integration in the field, indexed by the longest chain of prerequisite courses in the department. In yet another study, it was found that the basic results of the earlier studies of power and allocation at Illinois could be replicated. In addition, the level of paradigm development of departments had an effect on resource allocation outcomes, and differences in the determinants of power and allocation decisions were observed between the Berkeley and Santa Barbara campuses.

In a paper prepared for the National Research Council's Committee on Aging, Pfeffer proposed some theoretical arguments concerning the effects of organizational demography, specifically the age and tenure distribution of the workforce, on variables such as form and type of control structures, change and adaptation, leadership succession, training, and mid-career plateauing and motivation problems. In an empirical study using the university data, it was found that departmental demography, or the length of time faculty had been in the departments, significantly impacted the distribution of influence within the department.

Raymond E. Miles (Business Administration) has continued (with his co-researchers Charles Snow and Alan Meyer) his research on the relationship between an organization's market strategy and its internal structure and process characteristics. Miles' research has now been extended to samples of organizations in eight industries. Recently, the group returned to the textbook industry for a longitudinal analysis of changing organization strategies and structures, and incorporated instruments to measure individual executives' philosophies of management and personal preferences regarding problems and problem solving techniques. In the hospital industry a wide range of objective measures are now being compared with the procedural data gathered in the original study. A number of papers from the group are now in various stages of preparation.
In addition to research focused on strategy-structure linkages, Miles has maintained his 15-year study of managers' theories of management. With his colleague, J.B. Ritchie, he is preparing a 10-year update of their major 1968-69 surveys. A paper by Miles reviewing the past thirty years of managers' attitudes and roles was presented at the International Conference on the Finetuning of Complex Organizations, Berlin, December 1978, and will be incorporated in a book.

Karlene Roberts (Business Administration) continues her work on a cross-national project concerned with utilization of part- and full-time employees. This research analyzes differences and similarities of part- and full-time employees in such areas as commitment to work, perceptions about communication, role conflict and ambiguity, and job satisfaction. In addition, Roberts is working on problems of aggregation in organizational research. Previous publication in this area is being extended through editing a sourcebook on aggregation issues in the social sciences. Roberts is just beginning a large-scale investigation of organizational decision-making. The initial focus of this investigation will be on corporate responses to antitrust legislation.

John Freeman (Business Administration) is continuing his work on organizational demography, with particular emphasis on the differential allocation of resources for administrative and productive personnel over the lifetime of organizations. His previous research in this area on California school districts has been extended to incorporate data from districts in New York, Florida, Kentucky, and North Dakota, and includes considerations of the effects of financial variables (in addition to those of enrollments), particularly as these affect growth and decline processes. Second, Freeman is continuing his research on the variation in failure rates among different kinds of organizations. This research uses mathematical models developed by biologists for the analysis of species populations to study the types of organizations and organizational structures which exist in particular organizational environments and specific product markets. A third project on which Freeman is working is a study of 50 restaurants in each of 18 California cities. He plans to trace their growth and structure over the next several years. Finally, Freeman is beginning research projects on colleges and universities, hospitals, and labor unions. His study of labor unions builds upon his previous work on union merger processes.

Sheldon Zedeck (Psychology) is continuing his research in the area of performance appraisal. Data have recently been collected from 41 managers in the food industry regarding their evaluations of subordinates. The purpose of the study is to determine the effects of training (versus no training) in evaluation, the hierarchical level being evaluated, and the nature of the position (entry level versus management) on the dependent measures of appraisal accuracy and response biases. Further research in this area concerns the appropriate strategies for assessing rater tendencies toward leniency and mid-range evaluations. In addition, Zedeck is interested in test validation strategies, equal employment opportunity, and the law and interviewer strategies for processing information obtained in the interview.

Reinhard Bendix (Political Science) has been working on a project which starts with the observation that modern Western states have typically developed a whole series of interest groups which are regulated internally and must be accommodated in some fashion to make democratic states viable. He is examining three different kinds of accommodation, dealing successively with the German legal profession, the problem of Jewish emancipation in Germany and America, and the position of the American university in relation to the federal government and industry. There is a biographical basis for this choice of topics, but the theme is the more general one of how group autonomy can be preserved when the group is at the same time dependent upon the governmental authorities from which it seeks to remain independent.
FACULTY PUBLICATIONS AND PROFESSIONAL ACTIVITIES
1978-1979

The following is a partial list of publications (some of which appear in the Institute’s faculty reprint series) and professional activities of faculty members and community services personnel.

Janet Bertinuson

Publications


Professional Activities


Delivered address on “The Unseen Hazard: Stress on the Job” at California Food and Drug Council Convention, San Francisco, May 1, 1979.

Conducted workshop on “Women and Stress” at Stress and Shiftwork Conference at School for Workers, University of Wisconsin, Madison, April 24-26, 1979.


Conducted workshop on “Stress on the Job” at CLUW Executive Board Meeting, Denver, March 10, 1979.


Member, American Industrial Hygiene Association; Coalition of Labor Union Women; AFT 1474; Western Regional Representative, University and College Labor Education Association Professional Council; California Department of Health Advisory Committee on MOCA.
Bonnie G. Bogue

Publications


Professional Activities


Presentation on “Alternatives to the Affirmative Action Conflict with Seniority Systems,” Assembly Committee on Public Employment and Retirement Committee hearing, December 1978.


Moot Court Judge, University of San Francisco Law School (September 1978).

Hearing Officer, University of California, Berkeley.

Member: American Bar Association, Labor Law Section; American Arbitration Association; Industrial Relations Research Association; Int’l Society for Labor Law and Social Legislation; State Bar of California; California Women Lawyers.

Molly Coye

Professional Activities


Lecture on “Biological Monitoring,” California State Hayward Industrial Health class, November 1978.


Lecture on “Occupational Medicine Training and Careers,” University of California, Davis, School of Medicine, May 1979.

Morris E. Davis

Publications

“Ethical Conduct and the Occupational Physician” (with D. Whorton), Bulletin of the New York Academy of Medicine, 54:9 (September 1978), 733-741.


Professional Activities

Delivered address on “Financing Treatment of Occupational Disease” to American Public Health Association Annual Meeting, Los Angeles, October 1978.


Member, Iowa Bar Association; American Arbitration Association; National Health Lawyers Association; National Lawyers Guild; American Federation of Teachers, 1474; American Public Health Association; Hearing Officer, U.C. Berkeley Campus.

Edwin M. Epstein

Publications


Professional Activities


Elected Chairman of the Policy Council, Center for Ethics and Social Policy, Graduate Theological Union, Berkeley, Fall 1978.

Spoke before the Bay Area Labor Studies Seminar (IIR); the Executive Program (School of Business Administration); and the Northern California Public Affairs Council, all on the subject of Business and Labor Political Action Committees and the Impact of Federal Regulation.

Testified before the Subcommittee on Antitrust and Monopoly of the Senate Committee on the Judiciary on the Merger Act of 1979, April 1979.

David E. Feller

Professional Activities

Participated as lecturer and/or faculty member in the following:


Workshop on Grievance Administration and Arbitration, sponsored by the Department of Labor, American Nurses Association, November 1978.


Elected to Board of Governors, National Academy of Arbitrators, April 1979.

John Freeman

Publications


Professional Activities


Completed term of office as Associate Editor of the American Sociological Review; continues as member of the board of Administrative Science Quarterly.


John K. Hislop

Professional Activities

Member, Northern California Industrial Relations Council; chairperson of its College Relations Committee and member of its Board of Directors.

Alternate Chairperson for Wage Board Order No. 6, State Industrial Welfare Commission.

Member of the Executive Board and University/College Coordinator, Region XIX, American Society for Personnel Administration.

Andrea M. Hricko

Publications


Professional Activities

Participant, 2nd Annual Lead Conference, United Steelworkers of America, St. Louis, November 1978.


Workshop leader, Executive Board meeting of the Coalition of Labor Union Women, Denver, March 1979.

Testified at meeting of Industrial Welfare Commission, Wage Board No. 4, April 1979.


Member, National Advisory Committee on Occupational Safety and Health.

Member, AFT 1474; Coalition of Labor Union Women; Advisory Panel, Advisory Board, Philadelphia Committee on Occupational Safety and Health.

Raymond E. Miles

Professional Activities

Jeffrey Pfeffer

Publications


“Uncertainty, Secrecy, and the Choice of Similar Others” (with G.R. Salancik), Social Psychology, 41 (September 1978), 246-255.

Professional Activities

Program Chairperson, Organization and Management Theory Division, Academy of Management, August 1978.

Faculty member in the Doctoral Consortium, co-presenting session on Motivation in Organizations, Academy of Management, August 1978.

Presented colloquia at the University of Washington, Indiana University, and Washington University.

Member, Editorial Boards of Academy of Management Journal and Industrial Relations.

Michael Reich

Publications


Professional Activities

Presented colloquia at University of Washington and U.C. Riverside.


Karlene Roberts

Publications


“Some Correlates of Communication Roles in Organizations” (with C.A. O'Reilly), Academy of Management Journal, 22, 1979, 42-57.

“Cross-Situational Replicability of Instrumentation” (with W.H. Glick), Proceedings, International Applied Congress of Psychology Meetings, Munich, Germany, 1978.

Professional Activities

Member, Fellowship Committee to the Division of Industrial and Organizational Psychology, American Psychological Association.

Consultant, National Institute of Education, Research Advisory Panel, School Capacity for Problem Solving.

Chair, Organization and Management Evaluation Panel for the National Caries Program, National Institute of Dental Research.

Participant, Workshop on Government Performance, National Science Foundation.

Fellow, American Psychological Association.

Member, Academy of Management.


B.V.H. Schneider

Publications


Professional Activities


Advisor, Committee for Economic Development on “Enhancing the Role of Employees in State and Local Government.”

Hearing Officer, U.C. – Berkeley.

Nominations Committee, Society of Professionals in Dispute Resolution, 1978-79.

Member, Industrial Relations Research Association.

Member, International Society for Labor Law and Social Legislation.

Editorial Board, Industrial Relations.


Clara Stern

Publications


Professional Activities


George Strauss

Publications


**Professional Activities**


Member, Program Committee, Industrial Relations Research Association.


**Marla Taylor**

**Publications**


**Professional Activities**


Member, Industrial Relations Research Association.
Lloyd Ulman

Publications


Professional Activities


Clair Vickery

Publications


Professional Activities

Expert witness, Title VII case against A.C. Transit, November 1978.


Donald Whorton

Publications


**Professional Activities**

Participant, Palo Alto Medical Clinic, First Annual Meeting on Occupational Medicine.


Testified at arbitration hearing on exposure to heat for BART employees, May 1979.

**Harold L. Wilensky**

**Publications**


**Professional Activities**


Presented paper on "Job Assignment in Modern Societies: A Re-examination of the Ascription-Achievement Hypothesis" to the thematic panel at American Sociological Association meetings, September 1978.

Host for lectures and discussions on comparative politics, visit of Jerzy Wiatr, Dean of Social Sciences, University of Warsaw, November 13-14, 1978, Berkeley.


Member, Social Policy Group of Council of European Studies.
Michael Wiseman

Publications


Professional Activities

Member, National Advisory Committee for the Continuous Longitudinal Manpower Survey.

Field Associate for The Brookings Institution's national CETA evaluation study.

Sheldon Zedeck

Professional Activities

Presented paper on "Capturing and Assessing Interviewer Policies for Interview Decisions" to the University of California, Irvine, Graduate School of Administration, May 1978.

Presented two papers: (1) "Moderator Variables" and (2) "Current Trends in American Psychology" to the University of Sheffield (England), Medical Research Council's Social and Applied Psychology Unit, June-July 1978.


Member, Workshop Committee of the Division of Industrial/Organizational Psychology, American Psychological Association.

Member, Ad Hoc Committee of the Division of Industrial/Organizational Psychology, American Psychological Association, to revise the "Principles for the Validation and Use of Personnel Selection Procedures."

Member of the editorial boards of *Journal of Applied Psychology* and *Industrial Relations*; occasional reviewer for *Applied Psychological Measurement* and *Personnel Psychology*.

Participated in the development of, and was moderator for, three conferences sponsored by the IIR:

The Bay Area Labor Studies Seminar completed its fifth year and continued to attract widespread interest in the academic and professional industrial relations communities in the Bay Area. The following is a list of the seminar sessions held during the year.

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Discussion Leader(s)</th>
</tr>
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<tbody>
<tr>
<td>Oct. 3, 1978</td>
<td>Codetermination at the Corporationwide and at the Plant Levels — and the German Employers’ Constitutional Challenge to Codetermination</td>
<td>Herbert Wiedemann, Professor of Law, University of Cologne</td>
</tr>
<tr>
<td>Jan. 16, 1979</td>
<td>The PAC Phenomenon: Business and Labor Political Action Committees</td>
<td>Edwin M. Epstein, Professor of Business Administration, U.C. Berkeley</td>
</tr>
<tr>
<td>Feb. 27, 1979</td>
<td>Can We Fight Inflation and Unemployment with the Same Policy?</td>
<td>Gösta Rehn, Professor of Economics, University of Stockholm</td>
</tr>
<tr>
<td>Apr. 24, 1979</td>
<td>Union Impacts on American Business: Evidence for an Assessment</td>
<td>David Lewin, Associate Professor of Business, Columbia University</td>
</tr>
</tbody>
</table>
CENTER FOR LABOR RESEARCH AND EDUCATION

One of the most significant achievements of the Center for Labor Research and Education in 1978-79 was in the occupational health and safety field. Six years ago, the Center prepared a grant proposal for the Ford Foundation which created the Labor Occupational Health Program. After five years of funding by the Ford Foundation, the program is now funded by the Occupational Safety and Health Administration of the U.S. Department of Labor. The projection for funding by OSHA is also for a five-year period. The ultimate goal is to institutionalize the program as a community service of the University. A complete report of LOHP activities is included in a special section of the Labor Center report, (p. 28).

The regular labor education programs of the Center for Labor Research and Education were reduced somewhat by the loss of one coordinator from the staff of four, John Sloan, who left to become director of the Labor Education Center at the University of Iowa. Forty-one programs were offered, compared to fifty-five in 1977-78. In March, the University administration granted the Center for Labor Research and Education an exemption from the hiring freeze and a new coordinator, Joan Braconi, was hired, returning the Labor Center to its normal staffing. In 1978-79, the Center’s various programs attracted 1,435 participants.

The diversity of the labor education programs is one of the Center’s unusual features. Last year’s program offerings included doctors, longshoremen, engineers, railroad workers, nurses, school counselors, postal workers, utility industry employees, clerical employees and government employees from local, state and federal agencies. A great amount of special preparation is necessarily involved with such a variety of programs. There are eight different basic labor laws with which a coordinator must be familiar in terms of the groups noted above. Two new legislative acts — the Berman Bill at the state level, and the Civil Service Reform Act at the federal level — were enacted in the past year which will result in a continuous need for the Labor Center to update its curriculum offerings and to prepare new materials.

There is also considerable variety in the educational formats which are utilized by the Labor Center in order to accommodate the needs of workers in the various unions. These included week-long residential institutes on a particular subject; one-day workshops, usually on a Saturday, primarily for union stewards; one- to three-day conferences and evening courses of eight to ten weeks duration.

In 1978-79, the Sacramento labor movement requested the Labor Center to conduct another series of evening classes, similar to a series presented in the late 1960’s and early ‘70’s. After an initial class on labor law, a grievance arbitration class was offered, both of which had a high enrollment and continued enthusiastic participation by the students. Long-range plans of the Labor Center are to develop continuing labor education programs in a community college in the Sacramento area. This follows the pattern of the Labor Studies Programs established by the Labor Center in community colleges in Oakland, San Francisco, San Jose, and San Mateo and it represents the most efficient use of educational resources.

Program Highlights in 1978-1979

Local Union Financial Administration. During the past few years some local unions have begun to use various types of computer technology in the operation of their offices. Other local
unions have begun to consider the possibilities. Most international unions have had computer operations at the national level for many years. The Labor Center sponsored a special workshop for local unions interested in the costs, advantages, and problems of utilizing computers in the operation of a local union. The program was enthusiastically received and plans are underway for future workshops next year for those unable to attend this year's program. In addition to the discussion of financial operations, the workshop covered the possible application of computers in contract administration, grievance handling, and collective bargaining.

**Collective Bargaining for Doctors.** In 1972, 1975, and again this year, the Labor Center sponsored conferences on collective bargaining for physicians and dentists. This year's program reflected the changes which are coming about in the employment relationships of doctors. Attending were private practitioners, doctors who are government employees, doctors working for HMO's (Health Maintenance Organizations), doctors in group practices, residents, and interns. The highlight of this year's conference was an address by Dr. J. D. J. Havard, M.A., M.D., LLB, Principal Deputy Secretary of the British Medical Association. He pointed out that the British Medical Association is now a registered labor organization under British labor law; reviewed the historical development of that situation; listed some of their current and past problems in the relationship with the British government under National Health Insurance; and discussed the strategies used by the BMA in their collective bargaining relationship.

**Internship Program.** In response to a suggestion from Dean Cofer, Business Manager of Local 1245 of the International Brotherhood of Electrical Workers and a member of the Executive Committee of the Institute of Industrial Relations, a program of part-time employment for University students studying industrial relations was begun on a trial basis, with Local 1245. The success of the program has resulted in a decision to expand it and seek to place students in other unions. The students are compensated by the local union at a rate of pay equivalent to that of regular Institute research assistance for a period of one quarter and are working from 15 to 20 hours per week. Their work is primarily in the research field, utilizing the skills and knowledge acquired in their university education. This gives the students a unique opportunity to learn the internal workings of a union and adds a very practical component to their academic studies.

**Conflict Resolution.** Last year the Center for Labor Research and Education presented a special program in the organizational behavior field called Problem Solving Techniques. This year, coordinator Peter Guidry developed materials for a new program called Conflict: Nature, Management, and Resolution. The three-day program is based upon a scenario which depicts a typical communications workers' union local and the types of conflict which would pose problems for the local union leadership. After an academic discussion of the techniques for dealing with conflict situations, the participants are involved in a considerable amount of role playing where they can practice the techniques. The programs, which were presented in San Mateo, Portland, and Sacramento, were attended by local union leaders of the Communications Workers of America from the three Pacific Coast states. The education department of the CWA international union plans to utilize the materials developed in the seminars on conflict resolution and problem solving techniques on a national basis.

**Cooperative Programs with the George Meany Center for Labor Studies.** Three well-attended, week-long residential institutes for full-time labor officials were presented jointly by the Labor Center and the George Meany Center for Labor Studies located in Washington, D.C. The George Meany Center chose Berkeley for its West Coast activities several years ago and a good working relationship has developed. Presenting the programs on the West Coast results in a considerable
savings for western participants over the costs for travel and lodging for a week in Washington, D.C. This year's institutes covered pension bargaining, labor law, and grievance arbitration.

**Worker Exchange Program.** Another successful Ford Foundation-sponsored worker exchange was completed by the Labor Center in 1978-79. Previously the Labor Center had arranged for six American nurses to go to London for four weeks to work in a foreign situation. This was followed by a delegation of six longshoremen from San Francisco who were employed on the Rotterdam docks doing the same work they would perform in San Francisco. The experiences were recorded in articles for the Ford Foundation and are to be included in a book being published by the MIT Press.

In this year's project, three American seamen were placed on a Norwegian ship for a 49-day voyage from the West Coast of the United States to Europe. The work facilities and environment of this Høegh Line ship were designed in part by the Work Research Institute in Oslo and introduced new ideas in concepts of quality of work life studies, such as industrial democracy, restructuring of work roles, and participation in decision-making by the crew members. The three seamen worked side by side with their Norwegian counterparts. Included were an American captain who sailed as a mate, an able bodied seaman, and an unlicensed engineer. Sid Roger accompanied the group as the reporter and prepared a detailed report on the experience for the Ford Foundation.

**Labor Education in Public Schools.** In cooperation with the Alameda County Central Labor Council, the education department of the AFL-CIO, and the Oakland School District, the Labor Center has been participating in the development of a program to introduce new elements of labor education into various parts of the Oakland School District curriculum for grades 8 through 12. Most of the labor education will be developed in two-week units which will be adapted to existing courses in the curriculum; however, a full semester course on labor relations will also be developed as a 12th grade option. Funding is being sought for (a) the curriculum development work; (b) the cost of all materials to be used by students; (c) a program of teacher training in use of the new material; (d) a two-year trial run to iron out any problems in actual delivery of the new labor education units; and (e) a thorough evaluation of the program and its possibilities for full and permanent incorporation in the Oakland School District curriculum.

**Firefighters Health and Safety Standards.** Since firefighters have special occupational hazards— and very high rates of occupational disability, injury, and death— a course on safety standards for their jurisdiction was organized and taught through the Labor Center several years ago. As a project undertaken during the course, a committee representing all the state's professional firefighting organizations developed a set of recommended OSHA standards. These recommendations were then further refined by a statewide advisory committee established by the Division of Industrial Safety (State Department of Industrial Relations). More hearings on the recommended standards were then held by the California OSHA Standards Board before they were finally approved in the fall of 1978. Thus the firefighters, with Labor Center coordination and support, became the first labor group in California to develop their recommendations for a safer work environment into a "vertical" standard, applicable specifically to their jurisdiction, and now subject to all enforcement powers of CAL/OSHA.

**Research on Teacher Bargaining in 1976.** As a result of a new law passed by the state legislature granting collective bargaining rights to school employees in California, collective bargaining became an established fact for California Schools. In an effort to find out what the bargaining
concerns of teachers were, the Labor Center made a detailed study of the collective bargaining agreements negotiated in six school districts and published the results in a monograph entitled *Initial Agreements for Teachers Under a Collective Bargaining Statute*. The districts selected were San Francisco, Oakland, Berkeley, Richmond, San Diego, and Hayward. Twenty bargaining subjects were reviewed and the results laid out in parallel columns for easy reference by practitioners. It has proven to be a popular publication because of the considerable amount of data which it provides for those involved in collective bargaining for educators.

A previous publication of the Center, *Grievance Arbitration in Public Employment*, continued to sell well and was reprinted in 1978-79. A workbook for use in teaching grievance writing to stewards and union officers gained national attention and is being widely utilized in labor education classes.

*Foreign Visitors.* The Labor Center continues to be a high priority place to visit by foreign trade unionists and scholars who are sponsored by the International Relations Section of the Department of Labor or by the State Department. One such visitor from Portugal, Rui Amaral, subsequently received a grant from the Ford Foundation and returned to the Labor Center for nine months of study in 1978-79. He has now returned to the University of Porto where he will be the director of a new Institute of Industrial Relations, designed to assist in the development of a free trade union movement in Portugal.

Another visitor representing a new group of union workers was Jose Antonio Mendizabel from San Sebastian, Spain. He is director of research and education for the Solidarity of Basque Workers Trade Union. The union has enrolled over 100,000 workers in the past two years, since being freed from the restrictive practices of the Franco regime. The union's rapid growth has resulted in the need for a major educational effort for these new trade unionists. Mr. Mendizabel anticipates using materials and ideas from the Labor Center almost immediately in his programs.

Visitors to the Center included trade unionists from New Zealand, Britain, France, Luxembourg, the Scandinavian countries, Mauritius, Italy, Germany, Zaire, and several South American countries (see section on Visitors, p. 49).

*Consulting and Counseling.* The Labor Center professional staff are all engaged in continuing consultation work with the labor community and the general public. This consultation ranges from simple requests for where to go for information to explanations of the intricacies of pension schemes or cost-of-living agreements in collective bargaining agreements. The Center's consulting work is not for remuneration and also complies with the original guidelines which require that the Center's activities be "non-adversary." In addition, the staff counsels and gives direction to many students, both graduates and undergraduates, who are studying or doing research in industrial relations. Contacts with labor unions are often not easy to establish for students, and the assistance which the Labor Center can give in clearing projects or providing introductions to labor officials has been very helpful. In addition, labor studies students from the four community colleges with labor studies programs utilize Labor Center staff services for advice on research efforts and career planning.

*Other Activities.* Again this year the Labor Center carried primary responsibility for judging several thousand examinations for some 35 scholarships offered to California high school seniors by the California Labor Federation.
An Alumni Association, open to all persons who had been students, instructors, or sponsors of programs at the Center for Labor Research and Education was formed, primarily for social purposes and class reunions.

A Labor Education Day was cosponsored on Saturday, March 31, with a group called Environmentalists for Full Employment, which is based in Santa Cruz.

The Labor Center continued to hold program responsibility for the monthly luncheons of the Industrial Relations Research Association which feature leading figures on the local and national scene in the area of industrial relations.

Staff. The professional staff of the Labor Center includes Norman E. Amundson, Chairman, and three Coordinators of Labor Programs, Joan Braconi, Peter Guidry, and Bruce Poyer. On the support staff side, Carolyn Williams, who has been the Center's administrative assistant for 10 years (and a staff member of the Institute for 15 years), left during the year and was replaced by Mona Purifoy. Janet Nexon is program representative, and Cathy Proctor, secretary.

Labor Occupational Health Program

The Labor Occupational Health Program (LOHP), now ending its fifth year of operations, grew out of the union education programs of the Institute's Center for Labor Research and Education after passage in the early 1970's of the federal and California Occupational Safety and Health Acts. New interest in job health and safety by Northern California local unions and their members prompted the establishment of LOHP within the Labor Center as an educational and technical resource.

Initial funding for the program came from a Ford Foundation grant. In 1978, LOHP applied for and received a "New Directions" grant from the U.S. Department of Labor, Occupational Safety and Health Administration. During this grant period LOHP has continued to expand and develop its education and training programs for workers in the field of occupational safety and health. These activities have taken the form of conferences, introductory sessions, workshops, and long-term training sessions on health and safety. Training programs have been provided for worker groups in such industries as foundries, construction, chemicals and allied product manufacturing, longshore, and agriculture food processing, as well as for workers exposed to selected serious health hazards such as lead or asbestos.

LOHP has also provided ongoing technical assistance to workers in the form of health hazard recognition and abatement, medical screening evaluation, assessment of legal rights, collective bargaining proposals, and to union safety and health committees. LOHP activities have also included consultation with other university labor centers, developing health and safety programs, expanded research in occupational health policy, and continued cooperative efforts to work with government agencies in the areas of occupational health and safety.

In addition to federal funding, LOHP is partially funded by the Northern California Occupational Health Center. This Center is a joint activity of the Berkeley, Davis, and San Francisco campuses of the University with the purpose of providing within the University a coordinated, interdisciplinary focus on the health of the worker and the environmental quality of the workplace.
Publications and Educational Materials

As a part of LOHP’s Apprenticeship Program, funded by the U.S. Department of Labor, two manuals were published in 1977 — *Occupational Health and Safety: A Manual for Foundry Workers*. A third, *Occupational Hazards of Construction: A Manual for Building Trades Apprentices*, was completed in 1979. This manual describes the numerous chemical, physical, and safety hazards to which building trades workers may be exposed. It also contains information on recognizing and controlling hazards, health standards, the OSHA law, and documentation of health and safety problems. Possible chemical exposures, their effects on the body, and trades at risk are listed for quick pinpointing of hazards on a particular worksite.

As companion volumes to the manuals, instructors’ guides have been developed which contain expanded notes and lesson plans as well as suggestions for teaching methods and cross-references. Both the manuals and the instructors’ guides are in official use in the California Apprenticeship Council’s formal training program in the respective trades. Large quantities of the *Floorcovering* and *Foundry* manuals have also been distributed by the federal Bureau of Apprenticeship Training. Primary work on all these publications was performed by LOHP staff members Janet Bertinuson and Sidney Weinstein.

Two other publications were completed in 1978-79. *Toxic Substances Regulated by OSHA: A Guide to Their Properties and Hazards*, compiled by Donald Whorton, M.D., is an 80-page, alphabetical reference guide to over 400 OSHA-regulated toxic substances and contains information on their properties, uses, bodily effects, and physical hazards. Appended is a glossary of related terms and definitions.

*A Workers’ Guide to Documenting Health and Safety Problems*, by Morris Davis, is based on the experiences of union representatives and safety committees with which LOHP has worked. This 68-page guidebook provides examples of documenting procedures and outlines methods of identifying and evaluating job-related health hazards, illnesses and injuries. It also discusses the function of health and safety committee activities and outlines the process for effectively involving federal and state authorities in job-related health and safety actions.

Since the fall of 1974 LOHP has published a regular health and safety newsletter, *Monitor*, which reaches over 1,200 local unions in California and is distributed to individual subscribers throughout the U.S. and abroad. Many local unions subscribe in bulk for their key leadership and members. In the summer of 1978, *Monitor* became a bi-monthly publication and changed its format to allow for expanded news coverage, including more in-depth feature articles and improving its photographic coverage.

Other LOHP publications include a 200-page handbook, *Working for Your Life: A Woman’s Guide to Job Health Hazards*, by Andrea Hricko; the pamphlets *Seven Steps to Hazard Identification*, *California Negotiated Clauses for Occupational Health and Safety*, and “Electronics Hazards,” a special *Monitor* insert on the electronics industry which is distributed separately.

Audiovisual Materials

Under the Apprenticeship Program, LOHP has completed a series of four slide modules with accompanying synchronized tapes and scripts which were developed concurrently with the building trades materials.
Health and Safety Hazards of Construction is an introduction to the potential hazards of construction work and how these might affect exposed workers' health. The module highlights potential hazards of construction site operations and presents possible control measures. 29 minutes.

Hazards of Noise in Construction describes general hazards of noise exposure, how noise affects the body, significant sources of noise in construction, and noise control measures for use in construction sites. 13 minutes.

Chemical Hazards for Building Trades Workers explores in detail specific chemical hazards that may be generated in the course of construction, demolition, or remodeling work. It describes how chemicals may enter and affect the body and makes suggestions for protective and preventive measures. 24 minutes.

Walking/Working Surfaces describes potential hazards of ladders, scaffolds, and stages in construction work and discusses ways to insure they are safe. 9 minutes.

LOHP has recently completed production of Working for Your Life, a 55-minute documentary film co-produced by Andrea Hricko and Ken Light with Charles West. This film focuses on the hazards faced by women on their jobs, and the action that women workers have taken to correct these hazards. Begun in 1978 with an initial grant from The Film Fund and contributions from other sources, including numerous unions, the film will be ready for distribution in the summer of 1979. It is intended for use in educational sessions by union, community, and women's groups.

Another LOHP documentary film, Working Steel, presents the hazards and health effects associated with foundry work. This film has been widely used by union groups and labor studies programs, and has been shown on public television in a number of U.S. cities.

Conferences, Educational Workshops, and Technical Assistance

LOHP is continuously involved in presenting intensive conferences, educational workshops, and assistance of various types for workers requiring in-depth analysis of specific health and safety problems. Participants have included construction, oil refinery, chemical processing, longshore, agricultural, pressmen, hospital workers, food processing, flight attendants, and electronics workers. Selected examples of such sessions include:

Conferences. A two-day general health and safety conference was held in October 1978, sponsored in cooperation with the Division of Occupational Safety and Health, California State Department of Industrial Relations. This conference covered a broad spectrum of topics such as health and safety laws, identifying hazards, workplace surveys, collective bargaining, and documentation. Speakers included state health and safety officials, occupational health professionals, and representatives from union health and safety committees.

A two-day West Coast Lead Conference was held in February 1979 in cooperation with several local unions and labor centers as well as federal OSHA Region IX. Attended by over 150 union representatives from around the country, the conference included discussions of the health effects of lead, implications of new medical surveillance requirements, explanations of the new lead exposure limits, monitoring and engineering controls, medical removal and re-entry
provisions, and employer training requirements. Speakers included LOHP staff, Labor Center representatives, union health and safety representatives, and state and federal health and safety professionals.

**Education and Training Sessions.** Four one-day sessions at Occidental Chemical Company, Lathrope, California, explored general health and safety concepts and their application, sponsored by OCAW Local 1-5, January 1979.

One-day sessions with IAM Local 1781 (United Airlines) covered workplace surveys, hazards recognition, Cal/OSHA, and the role of union health and safety committees, November 1978.

A two-day workshop on pesticide hazards and farmworkers included hazards of working with pesticides, identification of hazardous materials, medical problems related to pesticide exposure, sponsored by the United Farmworkers, September 1978.

Three-hour sessions with Tool and Die, Plumbing, Carpenter, and Electrical Apprentices, in which Cal/OSHA law, rights and responsibilities, workplace survey, and hazards recognition were discussed, held in cooperation with the Joint Apprenticeship Training Council, March 1979.

Ten one-evening-per-week shop steward training sessions for foundry workers covered health hazards of foundry work, noise hazards, toxic substances characteristic of foundry work such as silica and resins, sponsored by the Molders and Allied Trades International, Local 164, November 1978.

**Technical Assistance.** Major technical assistance was provided by LOHP to the recently established Video Display Terminal Coalition. The staff provided technical information and research to the San Francisco-Oakland Newspaper Guild and Office and Professional Employees union regarding stress and fatigue as it relates to the use of video display terminals (VDT’s).

Other technical assistance included (1) walk-through, Pacific Telephone, to assess stress hazards for Communications Workers of America; (2) assistance to acoustical engineers for Web pressmen regarding noise hazards and corrections; (3) workplace survey for Cannery Workers Teamsters, assessing injury rates of frozen food processors; (4) assistance to Office and Professional Employees local in developing findings of hazards due to stress, lifting, and shift work; (5) assistance to Salinas farmworkers in assessing pesticide hazards and development of fact sheets on these hazards; (6) assistance to ILWU regarding rock dust hazards.

In addition, technical assistance was provided by LOHP to PHASE (Project on Health and Safety in Electronics) and to a panel of Northern California trade unionists who presented testimony at a federal OSHA hearing supporting worker medical records access rights in December 1978. The panel’s testimony at the hearing was moderated by LOHP staff.

**Policy Research**

LOHP staff members have conducted policy research in areas involving ethics in occupational medicine, occupational health problems of women and minority workers, workers’ compensation, reproduction hazards of work, and state pesticides and carcinogen regulations. Staff members have been requested by government agencies to present their views on scientific and
public policy matters before state administrative agencies and at OSHA hearings on promulgating occupational health and safety standards.

Other Activities

LOHP is engaged in a study to evaluate the medical and legal aspects of work-related cardiovascular and pulmonary diseases; the results will be released to the California Workers’ Compensation Board. A grant from the California Department of Industrial Relations has been received for this project, and LOHP biostatistician Miguel Lucero is primarily responsible for the conduct of the study.

In addition, LOHP assists University students with their research in the fields of law, public health, nursing, medical sociology, conservation and natural resources, and health sciences. LOHP staff has lectured to various University departments, at state and national scientific meetings, at other universities and colleges throughout the state and nation, and at numerous local labor group meetings. The staff also has worked closely with a wide variety of labor centers in other universities.

An Audio-Visual Resource Center has been developed which contains current and historical photographs, films, and slide shows related to health and safety, as well as a reference library containing a wide variety of journals and publications specifically related to the field. These resources are available to the public on a limited basis for research and reference purposes.

Staff

Morris Davis, J.D., MPH, is Executive Director; Janet Bertinuson, M.S., Associate Director; Paul Chown, M.S., Labor Coordinator; Molly Coye, M.D., Medical Staff; Andrea Hricko, MPH, Health Coordinator; Ken Light, Staff Photographer; Sidney Weinstein, Program Coordinator; Donald Whorton, M.D., Medical Director.

Support staff includes Kate Caldwell, Program Assistant; Eugene Darling, Editorial Assistant; Miguel Lucero, Biostatistician; and Susan Salisbury, Librarian. Research associates and interns during the year were Nancy Garcia, Mitchell Genser, Jeannie Lum, and Andy Rowland.
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<th>Subject Matter</th>
<th>Organization or Target Group</th>
<th>Attendance</th>
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**Labor Occupational Health Programs**

1978-1979

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<td>Weinstein Bertinuson</td>
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<td>Weinstein</td>
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<td>12/7-8</td>
<td>Health and Safety</td>
<td>OCAW Program on Health and Safety</td>
<td>Coye</td>
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<td>12/14</td>
<td>Liability</td>
<td>Annual Convention of American Society of Mechanical Engineers</td>
<td>Whorton</td>
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<td>Davis</td>
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<tr>
<td>1979</td>
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<td>1/9,16</td>
<td>Health and Safety</td>
<td>Oxy Chemical Company OCAW Local 1-5, Joint Training Program</td>
<td>Whorton</td>
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<td>Bertinuson</td>
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<tr>
<td>1/10</td>
<td>Hazards and Women Workers</td>
<td>UCSF Nursing School and NIOSH</td>
<td>Hricko</td>
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<td>1/12</td>
<td>Hazard Recognition</td>
<td>Wisconsin School for Workers, Int'l. Brotherhood of Boilermakers</td>
<td>Bertinuson</td>
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<td>Staff</td>
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<td>Health and Safety</td>
<td>Clinica de la Raza</td>
<td>Davis Whorton</td>
<td>25</td>
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<tr>
<td>1/29</td>
<td>Women's Rights Under OSHA</td>
<td>University of San Francisco, Law School</td>
<td>Hricko</td>
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<td>2/3</td>
<td>Health and Safety Negotiation</td>
<td>Molders Training Session, Local 124</td>
<td>Chown Hricko Weinstein</td>
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<td>2/13</td>
<td>Health and Safety</td>
<td>Labor Education and Research Center, University of Oregon</td>
<td>Davis Bertinuson</td>
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<tr>
<td>2/16</td>
<td>Collective Bargaining in Health and Safety</td>
<td>National Lawyers Guild Convention</td>
<td>Hricko Davis</td>
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<td>3/6</td>
<td>Health and Safety</td>
<td>Apprentice class: Tool and Die Apprentices</td>
<td>Bertinuson Weinstein</td>
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<tr>
<td>3/9-11</td>
<td>Stress: Reproductive Hazards</td>
<td>Executive Board Meetings: Coalition of Labor Union Women (CLUW)</td>
<td>Bertinuson Hricko</td>
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<td>3/14</td>
<td>Health and Safety, Law</td>
<td>Safety Committee Training Session, Amalgamated Transit Union Local 265</td>
<td>Chown Bertinuson</td>
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<td>3/20</td>
<td>Reproductive Effects of Pesticide Exposure</td>
<td>UCSF</td>
<td>Coye</td>
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<td>3/21</td>
<td>Ethics and Occupational Medicine</td>
<td>San Francisco State University</td>
<td>Coye</td>
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<td>Health and Safety, Law</td>
<td>Shop Steward Training Session, IBEW Local 1245</td>
<td>Chown</td>
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<td>4/8-10</td>
<td>OSHA and Minorities</td>
<td>Urban Environmental Foundation, Inc.</td>
<td>Davis</td>
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<td>Cancer</td>
<td>Northern California Cancer Conference, American Cancer Society/WIEOS</td>
<td>Davis Chown Coye</td>
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<td>Health and Safety; Women and Reproduction</td>
<td>Conference on Reproductive Risks in the Labour Environment, National Federation of Social Democratic Women, Stockholm</td>
<td>Hricko</td>
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<td>Flight Attendants Health and Safety Conference</td>
<td>Coye</td>
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<td>Organization or Target Group</td>
<td>Staff</td>
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<td>Medical Clinics and Occupational Medicine</td>
<td>S. F. County Medical Association</td>
<td>Coye</td>
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<td>Cancer</td>
<td>Cal State Hayward Health Sciences Department</td>
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<td>6/1</td>
<td>Reproductive Effects of Chemicals and Drugs</td>
<td>State Legislature Hearings</td>
<td>Coye</td>
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<td>Reproductive Rights and Women</td>
<td>Committee for Medical Rights of Women</td>
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<td>OCAW</td>
<td>Coye</td>
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MANAGEMENT PROGRAMS

Conferences

"The Uniform Guidelines on Employee Selection Procedures" was the subject of a large special statewide conference held in Oakland on November 14, 1978. Mary Tenopyr, American Telephone and Telegraph Company, New Jersey, discussed the significant changes incorporated in the new guidelines. The probable areas of particular attention by the EEOC and pending and prospective legal issues under the new guidelines were described by Jules H. Gordon, EEOC Regional Litigation Center, San Francisco, and Bruce A. Nelson, attorney-at-law, Morrison and Foerster, San Francisco, respectively. Lewis E. Albright, Kaiser Aluminum and Chemical Corporation, Oakland, reviewed important considerations for employers in making decisions regarding the use of tests.

The national administration's anti-inflation program, launched late in 1978, was the basis for a statewide one-day conference, "The New Policy of Wage and Price Restraint," held in Oakland on February 5. Lloyd Ulman served as conference chairman. The national administration's anti-inflation program was set forth by Robert Russell, Deputy Director of the Council on Wage and Price Stability, and Robert J. Flanagan, Senior Staff Economist, Council of Economic Advisers, Washington, D.C. Clark Kerr, former Director of the Institute, addressed the conference luncheon session on "Wage and Price Restraint: A Perspective on the New Program." Commentators during the morning session included Richard A. Liebes, Bay Area Council of Service Employees; Elmer H. Luthman, Hewlett-Packard; and Ned A. Find, Morrison and Foerster. In the afternoon session, the panel on wage restraint was moderated by Assistant Professor Clair Vickery (Economics); the price restraint panel moderator was Professor George Strauss (Business Administration). Wage panel participants included William H. Smith, Federated Employers of the Bay Area; Dean Cofer, IBEW Local 1245, and Glen Slaughter, an employee benefit plans administrator. George J. Wyllie, Chevron U.S.A.; Pat Mason, California Labor Federation; Richard Hartmann, California Farm Bureau Federation, and Elmer Luthman, Hewlett-Packard, were the members of the panel on price restraint. The conference concluded with a discussion of the European experience with wage and price restraint policies by David Soskice, Fellow, University College, Oxford University.

A series of two interrelated conferences focusing on the linkages between job analysis and performance appraisal were arranged in cooperation with Professor Sheldon Zedeck (Psychology), who served as conference chairman for both. The first, "Four Approaches to Job Analysis," was held in San Francisco on February 20 and 21 and included a half-day workshop on each of four job analysis techniques. Conference addresses were given by Edwin A. Fleishman, President, Advance Research Resources Organization, Washington, D.C.; Richard Biddle, President, Biddle & Associates, Inc., Sacramento; Lawrence Fogli, Personnel Research Manager, Safeway Stores, Inc., Oakland; and Walter W. Tornow, Executive Consultant and Director, Corporate Personnel Research, Control Data Corporation, Minneapolis, Minnesota. The conference summary and critique was provided by Lewis E. Albright, Director, Training and Development, Kaiser Aluminum and Chemical Corporation, Oakland.

Second, an all-day conference on "Performance Appraisal" featured major addresses by Professor Zedeck; James F. Carey and John H. Zenger, management consultants; and Professors Kenneth Waxley and Nicholas Imparato, University of Akron and University of San Francisco, respectively.
Social Science-Management Seminars

At the first seminar, held in November 1978, Roland Jones, Western Region Human Relations Director for the Dillingham Corporation, described an innovative program his organization had designed and was carrying out to assist employees and their spouses in personal financial planning. He noted the close interrelationships such planning has with employment-related employee benefits. In March a visitor to the Berkeley campus, Roger Bennett, Research Coordinator and Head of Research Group, The Thames Valley Regional Management Centre, addressed the seminar group on the changing nature of management training in Great Britain and the current and projected roles for regional training centers in that country. A discussion by Professor Charles A. O'Reilly III (Business Administration), in which he reported on some of his research into the effects of differing frames of reference upon job attitudes, was the topic for the May seminar. Based upon his research findings to date, Professor O'Reilly suggested employers could usefully re-examine projected cost/benefit ratios before embarking on complex, long-term job enrichment programs.

Berkeley Campus Industrial Relations Council

Sponsored by the Northern California Industrial Relations Council and chartered by the American Society for Personnel Administration, the BCIRC is made up of students planning for a career in some aspect of OBIR. Now in its fourth year, current membership totals 22 students, three of whom are at the graduate level. Hislop coordinates the activities of the student group. Professor F.T. Malm (Business Administration) serves as faculty advisor.

Six meetings of the BCIRC have been held during the current school year. Representatives from the business community and the public sector who have met and talked with the student group include Darlene Goulding, U.S. Steel; David Manning, Pacific Gas and Electric Company; Kathleen Heller, Contra Costa County; Ernest J. Griffes, Levi Strauss & Company; and Patricia Madigan, McKesson Chemical Company.

Two student internships were offered by NCIRC member companies in the Spring of 1979. Levi Strauss provided a twelve-week (2 full days per week) internship, giving working experience in various sections of that organization's corporate personnel office. Lori L. Lash, a senior, was the internee. The second internship was offered by Administration/Finance, a San Francisco executive recruiting firm. The internship, which involved a significant amount of independent research, was suitable for a mature student at the graduate level, but went unfilled. A ten-week, full-time summer internship, jointly financed by Levi Strauss and the NCIRC, will begin the latter part of June. Substantial efforts are under way by the Northern California Industrial Relations Council to expand the student internship program, thus providing interested student members with "on site" work experience in the personnel/industrial relations field.

During the year several students took advantage of the opportunity to attend the NCIRC monthly dinner meetings and the pre-meeting discussion sessions. The NCIRC subsidizes all the costs for each student member in excess of $5.00 per student.
Public Service and Other Outside Activities

Hislop is a member of the Northern California Industrial Relations Council. He currently is serving his second term as a member of that organization’s Board of Directors and also is chairperson of its College Relations committee. He was a member of the steering committee responsible for organizing and holding a large two-day conference in October 1978, “Personnel and the Law.”

In connection with the activities of the State Industrial Welfare Commission, Hislop agreed to serve as the Alternate Chairperson for Wage Board Order No. 6. At the request of Professor Margaret B. Vaughan, California State College, Sonoma, he is serving as a member of her doctoral committee. Upon satisfactory completion of her dissertation, Professor Vaughan will receive her doctorate from the University of Iowa.

As a member of the American Society for Personnel Administration, Hislop is active in the Region XIX (California, Nevada, and Hawaii) affairs of that organization. He is a member of the Executive Board and University/College Coordinator, Region XIX of ASPA.

Assistance to Graduate Students and Faculty

Each year a number of students at both the graduate and undergraduate levels seek assistance in making contact with organizations in connection with their research projects. This assistance ranges from providing the names and addresses of companies and individuals who will likely cooperate, to actually making or arranging personal contacts for the students. In connection with faculty research, Hislop is currently contacting a variety of companies and organizations in an effort to enlist the participation of approximately 150 managers in a study of managerial styles and their relationships to performance on each of several dimensions. The study is being made by Professor Zedeck and Hossein Shokrkon, Visiting Research Associate, Psychology.

Visitors

In addition to Roger Bennett and Hossein Shokrkon (see above), Management Programs made arrangements for two visitors from Portugal. The visitors were Manuel Marques Barriero, Director, Personnel Department, Telephone Company of Lisbon; and G. Santos Monteiro, Director, Personnel Department, Telecommunications Companies of Portugal. Arrangements were made for these two visitors to interview Charles Harper, Sectional Director, Employee and Labor Relations, U.S. Postal Service, San Francisco; and Frank Herbert, Staff Director of Labor Relations, Pacific Telephone Company, San Francisco. The visitors also met with Professor F.T. Malm (Business Administration) and Rui B. Amaral, Visiting Research Associate at the Institute.
MANAGEMENT PROGRAMS
1978-1979

1978

October 10 Berkeley Campus Industrial Relations Council (organizational meeting)
October 18 Berkeley Campus Industrial Relations Council (guest speakers)
November 2 Social Science-Management Seminar, San Francisco
November 8 Berkeley Campus Industrial Relations Council (guest speaker)
November 14 Conference on Uniform Guidelines on Employee Selection Procedures, Oakland
November 15 Berkeley Campus Industrial Relations Council (guest speaker)
December 6-7 Workshop on Applied Creativity in the Business Organization, San Francisco

1979

January 31 Berkeley Campus Industrial Relations Council (mini-cases on unemployment compensation principles)
February 5 Conference on The New Policy of Wage and Price Restraint, Oakland
February 20-21 Conference on Four Approaches to Job Analysis, San Francisco
March 14 Social Science-Management Seminar, San Francisco
April 11 Conference on Performance Appraisal, San Francisco
April 18 Berkeley Campus Industrial Relations Council (guest speaker)
May 10 Social Science-Management Seminar, San Francisco
May 16 Conference on The Expanding Roles for Work Pattern and Career Flexibility: The New Statutory Limitations on Age as a Basis for Forced Retirement, San Francisco
The California Public Employee Relations Program experienced a dramatic shift in emphasis in 1978-79 owing to the passage of Proposition 13 in June 1978 and the subsequent impact of revenue reduction on public sector employment relations. Grants were received from both the Ford Foundation and the U.S. Civil Service Commission to pursue research in this new problem area. Meanwhile, the staff (1) moved toward completion of a major contract analysis project with the State Department of Industrial Relations, and (2) continued to meet its basic research and publication obligations regarding public sector collective bargaining generally, and implementation of the state and higher education employment relations acts in particular.

The California Public Employee Relations Program

The CPER Program provides the only service of its kind in the nation. An integrated program of data collection, research, publication, and training, the service was introduced in 1969 in response to a rapidly increasing demand for information and assistance by public sector management and labor representatives throughout the state. The program has been continually revised over the years in response to changing needs in the field. In recent years CPER publications have become an important resource for academic researchers and public sector administrative agencies, as well as practitioners, throughout the United States.

The Ford Foundation Project

Early in 1979, the CPER Program received a grant from the Ford Foundation to monitor and analyze the early impact of Proposition 13 on public sector jobs, compensation, and collective bargaining.

A specific goal of the project is to produce information which will be useful in both California and other states. The effect of across-the-board, long-term revenue reductions on public services, public administration, unemployment, intersectoral labor shifts, and the character of collective bargaining are as yet unknown. Whatever the effects may be, their measurement and documentation will be valuable tools for policymakers and labor-management practitioners.

The project concentrates on (1) a series of case studies of agencies directly impacted by Proposition 13 -- cities, counties, and school districts -- and (2) collection and analysis of general statewide data on such trends as employment changes by level of government, sex, and minority status. Results will be published over the 1979-80 year.

The U.S. Civil Service Commission Project

Immediately following the passage of Proposition 13, a small grant was awarded CPER by the State Intergovernmental Programs unit (U.S. Civil Service Commission). Its purpose was to fund the publication of two extra issues of the CPER Special Reporting Series to provide immediate information to the public sector community on the revenue shift legislation and litigation on the constitutionality of those portions of the law which forestalled pay increases in 1978-79.
The Department of Industrial Relations Project

Part of the year was spent completing the contract data collection and analysis project with the State Department of Industrial Relations. Funded by a grant from the U.S. Civil Service Commission under the Intergovernmental Personnel Act, this joint project involved collection of local government contracts, development of a master coding structure, and creation of a computer-based information delivery system at DIR. The objective is to make available to practitioners and academicians the kinds of information which have been accessible to the private sector for some years.

CPER's separate role included training DIR staff in public sector contract analysis, a survey of data systems in other states, and consultation on coding and indexing. In addition, in June, final work was done on a special publication — a CPER Review — which contains the first analyses of the data collected. Three subjects were selected for their particular interest to bargaining practitioners: comprehensiveness of agreements, duration of agreements (including data on re-openers and COL provisions), and grievance procedures.

CPER's Ongoing Research and Publication Program

CPER's ongoing program of services included the following:

1. Publication of CPER, a quarterly magazine; two issues of the CPER Review; the CPER Special Reporting Series, an expedited news service; and the CPER Index.

2. Continued acquisition, organization, and storage of information in CPER's library of public sector data and publications, which is open for reference and research by subscribers, academicians, students, and other interested parties.

3. A telephone reference service.

4. Education and training programs presented through the Institute's Management Programs and Labor Center.

5. Cooperation with academic and research organizations, visiting scholars, faculty, students, public policymakers, and the news media.

Research and Publication

The California Public Employee Relations quarterly, published since 1969, continued to offer comprehensive, nonadversary coverage and analysis of developments in California public sector labor relations. Included in each issue are analytical articles, case studies, legal analyses, news reports, a log of arbitration and factfinders' awards indexed by subject matter, an open forum section for the expression of readers' views, and reprints of documents. CPER has earned a national reputation among practitioners and scholars alike over the years. The magazine is regularly used as authority in litigation, research, negotiations, and as source material for university and adult education programs as well as numerous specialized training programs.
Major articles in the quarterly by CPER staff and other experts in 1978-79 focused on problems arising in employee relations following the passage of Proposition 13. All four issues carried detailed information on relevant legislation and litigation and the varied effects on collective bargaining relationships at all levels of government. In addition, with the cooperation of the State Department of Finance and the Employment Development Department, CPER was able to collate employment, layoff, and attrition data for each level of government; the results were published in March and June. Other major articles of particular interest dealt with the State Supreme Court's decision on strike injunctions and a preliminary assessment of bargaining process costs in public schools.

A decision was made to issue special Reviews in 1978-79 in order to treat two subjects in greater depth. The first – *A Symposium on California's Higher Education Employer-Employee Relations Act of 1978* – was published in December and included articles by David J. Bowen, CPER Education Editor; Donald H. Wollett, Professor of Law, McGeorge School of Law, University of the Pacific, and former Director of Employee Relations for the State of New York; and Joseph W. Garbarino, Professor of Business Administration and Director of the Faculty Unionism Project, Institute of Business and Economic Research, University of California, Berkeley. These analyses of the new act stimulated considerable interest both in the state and nationally where there is currently a movement to re-evaluate the status of collective bargaining in higher education.

The second Review – *A Statistical Analysis of Contracts in California Local Government* – represents the final phase of the DIR-CPER joint IPA project (mentioned above). It is scheduled to be published in June.

The *Special Reporting Series* continued to provide a popular supplement to the quarterly. Six issues were published, allowing immediate dissemination of information on such matters as the *Bakke* decision, PERB actions on state units, and legislative and court response to Proposition 13. IPA funds made it possible to distribute copies of the State Supreme Court's ruling on the unconstitutionality of the post-13 restriction on local government and public school pay increases to all subscribers.

Because of popular demand it was decided to continue the comprehensive indexing of the quarterly and to publish what has become an annual supplement to the *CPER Index*. The 39 issues which had been indexed by December 1978 represent a unique source of organized data on the development of public sector employment relations. No other state has such a record.

**Reference and Consultation Services**

CPER staff are frequently called on for assistance in specific research projects. Approximately 275 telephone and personal reference questions were handled last year from practitioners involved in bargaining or litigation, and students and academicians engaged in research. CPER also regularly assists government agencies and legislators who are involved in developing or administering legislation covering public employment relations. For example, the staff gave extensive assistance to Senator Jerry Smith and the several parties negotiating S.B. 858, the proposed local government collective bargaining bill. The Public Employment Relations Board was also a regular user of CPER services as it has been since its establishment in 1976. But by far the heaviest demands in 1978-79 were by practitioners requesting assistance in interpretation of Proposition 13-related legislative and court actions.
The media have consistently consulted CPER and use increased in 1978-79 because of the complications of Proposition 13; for example, Bonnie Bogue acted as a consultant and film participant for KPBF-TV, San Diego (public television), for a documentary on collective bargaining in the public sector; other staff members were frequently consulted by newspapers, particularly the *Los Angeles Times*, *Sacramento Bee*, and *Sacramento Union*.

Similar post-13 research assistance was requested from and delivered to the Public Employment Relations Service (a national publication funded by the Carnegie Corporation), the Labor Relations Press (Pa.), and the Rand Corporation.

Two special requests from abroad were met: the Secretary General of the National Staff Side of the British Civil Service asked for materials on merit pay systems in the U.S. civil service; most of the professional staff was involved in consultations on public sector impasse resolution techniques with a joint delegation of officials from Northern Ireland and the Irish Republic.

CPER staff also regularly contribute to the educational programs and conferences of other institutions. During the past year, B.V.H. Schneider participated in two conferences on post-13-related research sponsored by the University. Marla Taylor presented a paper on “Escalator Clauses in the Public Sector” at a UCLA conference. Bonnie Bogue testified before the Assembly Committee on Public Employment and Retirement on affirmative action conflicts with seniority systems; spoke on “The Disparate Impacts of Fiscal Retrenchment on Women: Economic and Legal Implications” at a conference at U.C.-Berkeley; was a workshop participant on “The Impact of Proposition 13 on Employment and Affirmative Action” at a conference at U.C.-Berkeley; acted as a moot court judge at Boalt School of Law and University of San Francisco Law School; and assisted in the planning of an arbitration workshop at Hastings College of the Law.

**Acquisition and Storage of Information**

Under the direction of Librarian Clara Stern, CPER maintains a specialized reference library which provides a unique service to students, academicians, practitioners, attorneys, media representatives, and citizen groups. Its collection includes court decisions and accompanying briefs involving public employee relations litigation in California since 1969; state laws and legislative bills; employee relations policies of public employers; arbitration and factfinding awards; tabulations of strikes, negotiated grievance arbitration procedures, and union security provisions; negotiated agreements; and periodicals and bulletins of public agencies and employee organizations. Major state newspapers are clipped for daily use by the professional staff and for future research purposes.

**Education Programs and Conferences**

As the field of public employee relations becomes more complex, the need for information and training grows. The Institute’s Center for Labor Research and Education and the Management Program respond to the needs of practitioners, academicians, and students with a wide variety of training programs and conferences. CPER data, analyses, and news reports support practical instruction, and CPER staff frequently participate in the programs. CPER staff have also directly assisted several graduate students specializing in public sector problems.
Staff

Betty V. H. Schneider is Editor of CPER and Director of the CPER Program, assisted by Bonnie Bogue, Associate Editor; Marla Taylor and Dave Bowen, Assistant Editors; Clara Stern, Librarian; Sharon Melnyk, Circulation Manager; Shizuko Okino, Staff Assistant; and Nancie D. McGann, Associate.
STUDENT ACTIVITY

Twenty-three graduate students were employed as Research Assistants in the Institute during 1978-79. In all but three cases, they worked directly for Institute faculty members, an arrangement which has proven to be mutually satisfactory. The Research Assistants were enrolled in the following departments: Business Administration, 6; Economics, 5; History, 3; Law, 1; Political Science, 2; Psychology, 2; Sociology, 4. An additional 10 graduate students were members of the Institute staff, occupying office space but having no formal connection other than a mutual interest in employment problems. The interdisciplinary exposure which these students receive has been beneficial in their studies and doctoral dissertation work.

No doctoral dissertations were completed by students connected with the Institute during 1978-79; however, several are in the final stages of completion.

The following is a list of graduate students who were affiliated with the Institute during 1978-79.

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
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<tr>
<td>Jack Brittain</td>
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<td>Susan Carter</td>
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<td>Anne Lawrence</td>
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<td>Steve Cecchetti</td>
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<td>Jeanne Logsdon</td>
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<td>Theodore Crone</td>
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<td>Barbara Loomis</td>
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<td>Jean Lum</td>
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<tr>
<td>Charles Jeszeck</td>
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Through its comprehensive publications program, the Institute seeks to disseminate research by its faculty and staff members to the academic community and the general public. Publications include two journals, a newsletter, a faculty reprint series, proceedings of Institute conferences, and, less frequently, books and pamphlets. A complete listing of all Institute publications is issued regularly and may be obtained on request.

Inquiries regarding the Institute's publications program come from students, faculty, libraries, unions, business firms, government, and interested individuals throughout the world. In addition, the publications are used as required reading in a number of courses taught in colleges around the country and in various courses and seminars sponsored by the Institute.

Because the Institute views its publications program as an important public service, no charge is made for single copies of most articles in the faculty reprint series. Charges for periodicals and conference proceedings vary with the size of the publication.

During the year, the publications program was staffed by Katherine Mello, circulation manager for the Faculty Reprint Series; with Marilyn Hanson and Steve Diamond, circulation assistants for Industrial Relations.

I. Periodicals

*Industrial Relations: A Journal of Economy & Society*

Articles and symposia on all aspects of the employment relationship with special attention given to developments in the fields of labor economics, sociology, psychology, political science, and law.

Published three times yearly, in Winter, Spring, and Fall.

Subscription Rates:

<table>
<thead>
<tr>
<th></th>
<th>Annual Subscription</th>
<th>Three-Year Subscription</th>
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<td>Institution</td>
<td>$13.00</td>
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</table>
California Public Employee Relations

A research and publication program concerned with labor force, compensation, and collective bargaining developments in the California public sector. The service for 1978-79 consisted of: CPER Magazine (4 quarterly issues containing analytical and descriptive articles, news coverage of recent events in the field, abstracts of decisions of the Public Employment Relations Board and arbitration decisions of third-party neutrals, reprints of major court decisions); CPER Special Reporting Series (interim bulletins); CPER Index (general index, statutory index, table of cases, index of neutrals' decisions). In the 1978-79 fiscal year two special CPER Reviews were published, A Symposium on California's Higher Education Employer-Employee Relations Act of 1978 and A Statistical Analysis of Contracts in California Local Government.

Subscription rate: $60 a year.

Monitor

A health and safety newsletter covering medical, union, and workers compensation questions, women's issues, film and book reviews, and current labor-related issues. Published 6 times a year.

Subscription rates: $5.00 (individuals), $10.00 (institutions).

II. Faculty Reprint Series 1978-79


### III. Miscellaneous Publications


*Governor's Conference on Employment*, proceedings of a conference sponsored by the Institute of Industrial Relations in Monterey, September 30 to October 3, 1965 (proceedings reissued). No charge.
THE JOURNAL

*Industrial Relations*, the Institute's academic journal, is completing its eighteenth year of publication. The journal continues to attract articles from a variety of disciplines and from institutions all over the world. The editorial board, originally composed of tenured faculty members associated with the Berkeley and Los Angeles Institutes, now includes individuals from other UC campuses and from institutions in other parts of the country. A new addition to the board this year was John C. Anderson, an Associate Professor at Queen’s University in Ontario, Canada.

Articles of particular interest last year included a rebuttal to neoclassical criticism of the Unemployment Insurance Program (Clair Vickery); a case study of municipal pay determination in San Francisco (Harry Katz); an assessment of the growth of European managerial unionism (Howard Gospel); a regression analysis of the impact of unions on wage inflation (Larry Kahn); and an exploratory study of the causes of union decertification (I. Chafetz and C.P.R. Fraser).

No symposia were published in 1978-79, but much progress was made on an international symposium to be published next fall. Its focus will be on empirical work which compares various worker participation schemes both here and abroad. The topic is particularly timely, as evidenced by the high rate of submissions received for consideration.

The journal's circulation remains fairly stable; latest tallies show approximately 2,400 subscribers, down about 50 from last year. Two small promotions were carried out in the winter and spring, which resulted in 30 new subscriptions. A large international mailing is scheduled for next fall.

The international appeal of the journal shows no signs of flagging; about 20 per cent of our submissions and 25 per cent of our published articles this year came from individuals at institutions outside the United States. Total submissions this year numbered about 190, a slight increase over last year. A total of 34 articles and research notes were published, compared to 37 in 1977-78. This equates to a rejection rate of about 85 per cent.

The journal's costs increased substantially this year, owing principally to a jump in printing costs of nearly 20 per cent. Efforts to discourage the use of symbolic formulations, equations, and the like, which are more costly to print, have helped somewhat, as has the journal's decision to move to the conventional system of printing references at the end of an article rather than as footnotes on each page.

Over the years, the journal has had the practice of using students as part-time assistant editors. This practice not only greatly benefits the journal, but also allows these students to develop skills in evaluating and editing scholarly works while at the same time exposing them to recent work in the field. Katherine Mooney, a Ph.D. student in Sociology, has completed her second year in this capacity and continues to provide excellent editorial assistance. Barbara Porter served as Managing Editor during the year. She was assisted by Marilyn Hanson and Katherine Mello, who shared circulation duties until January, at which time Steve Diamond was appointed to the post of Circulation Manager. The journal is edited by David Bowen. George Strauss and Raymond Miles jointly chair the editorial board.
THE LIBRARY

If any one theme dominated the year in the Library, it was the theme of “adjustment.” State legislative interest in greater cooperation among libraries within the state has resulted in a need for closer alignment between our Library’s procedures and those of other campus libraries. Purchasing procedures have been changed and an inventory is currently under way with a view to adjusting statistical compilation. Major changes in cataloging and serials recording procedures are in the planning stage.

New and developing focuses of interest have, as usual, been reflected in the Library’s acquisitions. Federal efforts to change or abolish mandatory retirement have renewed interest in subjects such as retirement counseling and planning, retirement procedures, and economic effects of retirement policy changes on the labor market and on retirement income plans. Another new focus of interest is the effect of various unemployment compensation and job creation schemes on the demand for jobs and the demand for labor. Again, these new interests supplement rather than supplant the Library’s on-going concerns with labor-management relations, human resource management and labor market policy, labor unions, wages, etc.

The Institute’s faculty and staff and a burgeoning number of visiting scholars continue to form the Library’s primary clientele, but Law, Economics, and Business Administration faculty and students are also frequent users, as are members of the labor, management, and general communities. Among more than 1,900 reference questions answered this year have been a number from students with majors as seemingly far afield as architecture, energy and resources, and civil engineering.

Again the Institute’s faculty, alumni, and friends were generous, donating over 120 volumes to the Library. In addition, donations in honor of D. Gwendolyn Lloyd, Institute Librarian for 29 years until her retirement in 1977, enabled the Library to add another 16 volumes to its collection. This brings the total purchases on the Lloyd Fund to 43 volumes. The Library currently has about 40,000 cataloged items and 4,250 uncataloged pamphlets, plus approximately 900 serial titles received on a continuing basis.

Staff

David Zaehringer serves as the Institute’s Librarian, ably assisted part time by Associate Librarian Clara Stern. Opal Pannell, Library Assistant, retired June 30, 1979, after 18 years of cheerful and devoted service on the Library staff. Successive part-time student Library Assistants during the year were Andrew Joron and Charles Buderi.
VISITORS

The following is a partial list of visitors to the Institute during 1978-1979:

Visiting Scholars (in residence for all or part of the year)

Rui Barrados do Amaral  
Professor of Economics  
University of Porto  
Porto, Portugal

David Brody  
Professor of History  
University of California  
Davis, California

Neil Fraser  
Department of Economics  
University of Edinburgh  
Edinburgh, Scotland

Giorgio Gagliani  
Lecturer in Economics  
Universities of Rome and Calabria  
Italy

David Lewin  
Associate Professor of Business  
Columbia University  
New York, New York

Yasuhiro Mihara  
Associate Professor of Economics  
Nagasaki University  
Nagasaki, Japan

Gösta Rehn  
Professor of Economics, and  
Director, Institute for Social Research  
University of Stockholm  
Stockholm, Sweden

Joseph Rose  
Associate Professor of Business  
University of New Brunswick  
Fredericton, N.B., Canada

Samuel Rosenberg  
Assistant Professor of Economics  
Williams College  
Williamstown, Massachusetts

David W. Soskice  
Fellow, University College  
Oxford University  
Oxford, England

Other Visitors

Pierre Ameline  
Secrétaire General  
Union des Industriels du Jura  
Dole, France

Odd Aukrust  
Director of Research  
Central Bureau of Statistics  
Oslo, Norway

Brendan Barber  
Assistant Secretary  
Trade Union Congress  
United Kingdom

Einar Birkeland  
Secretary (Education)  
Norwegian Iron and Metal Workers Union  
Oslo, Norway

Jacques Bodet  
Regional Delegate  
Fédération des Enterprise a Commerces Multiples  
Lyon, France

Michel Briard  
Secretary General  
Fédération des Syndicats Patronaux de l’Eure  
Evreux, France

C. Chijiwa  
Tokyo Local Labor Relations Commission  
Tokyo, Japan

Yves Cohen-Hadria  
Centre de Recherche en Gestion  
Paris, France
Jean Collombet
President
Union Patronale de la Drôme
Valence, France

Nieves Roldan Confesor
Division Chief
Institute of Labor and Manpower Studies
Government of the Philippines
Quezon City, Philippines

Maurice P. Cosgrave
Chairman, Labour Court
Dublin, Ireland

Åke Dahlberg
National Labor Market Board
Division of Research and Planning
Stockholm, Sweden

Han Emanuel
Social Security Council
The Hague, The Netherlands

Rainer Erd
Institute für Sozialforschung
Frankfurt, Germany

Franz Euler
Executive Council Member
German Metalworkers Union (I.G. Metall)

Antonio Nunes Fuitado Fernandes
Member of Parliament
Domaia, Portugal

G. W. Ford
Associate Professor of Organisational Behaviour
University of New South Wales
Kensington N.S.W., Australia

John Froines
Deputy Director
National Institute of Occupational Safety and Health
Washington, D.C.

Seamus Gaffney
Secretary
Department of Public Service
Dublin, Ireland

Ferruccio L. Gambino
Faculty of Political Science
University of Padua
Padua, Italy

Brendan G. Harkin
Chairman and Chief Executive
Labour Relations Agency
Belfast, Northern Ireland

Ruchan Isik
Professor of Labor and Social Security Law
Ankara University
Ankara, Turkey

Vernon Jones
Head, International Department
National Union of Mine Workers
United Kingdom

John A. Kiammer
Field Officer
New Zealand Workers Union
Motenka, New Zealand

Philippe Latil
Secretary General
Central Committee of Social Institutions
Paris, France

George Lawson
Director of Studies
Governmental and Municipal Workers Union Training College
United Kingdom

Ing-Marie Lindquist
Science and Technology Attache
Swedish Embassy
Washington, D.C.

Claude Martin
Director General
Union des Industries Chimiques
Paris, France

Anthony Mazzocchi
Vice President
Oil, Chemical and Atomic Workers International Union
Denver, Colorado
Jose Antonio Mendizabal  
Director, Research Department  
Solidarity of Basque Workers Trade Union  
San Sebastian, Spain

Dennis Mendoza  
Trade Union Congress of the Philippines  
Bangkal, Makati  
Philippines

Jacques Monier  
Secretary General  
Fédération française des Sociétés d’Assurances  
Paris, France

Gillian Morris  
Department of Law  
University of Nottingham  
Nottingham, England

Thomas Moseson  
Swedish LO (Landsorganisation)  
Stockholm, Sweden

J. A. Newall  
School of Management and Business Studies  
Plymouth Polytechnic  
Plymouth, Devon, England

Ulrich Pagelsdorff  
Executive Council Member  
Union of Salaried Employees in Trade  
and Commerce, Banking and Insurance  
Germany

Martin Scott  
Director, Staff Council  
National Health and Services Agency  
Belfast, Northern Ireland

Raymond Shuttleworth  
Officer of the Civil and Public Service Association  
United Kingdom

Keith Sonnet  
Senior Assistant Organizer Officer  
National and Local Government Offices Association  
United Kingdom

Aremanda Venkata Subbarao  
Associate Professor of Human Resource Management and Industrial Relations  
University of Ottawa  
Ottawa, Canada

Kaarina Suonio  
Finnish Parliament Member  
Helsinki, Finland

Roland Svensson  
Head, Swedish Working Life Center  
Stockholm, Sweden

William Tynan  
Officer of the Amalgamated Union of Engineering Workers  
United Kingdom

Dieter Wagner  
International Section  
German Trade Union Federation (DGB)

Basil Whiting  
Deputy Assistant Secretary (OSHA)  
U.S. Department of Labor  
Washington, D.C.
## THE FACULTY

### 1978-1979

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Principal Fields of Research</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reinhard Bendix</td>
<td>Political Science</td>
<td>Organizational and political sociology</td>
</tr>
<tr>
<td>Earl F. Cheit</td>
<td>Business Admin.</td>
<td>Economics of higher education</td>
</tr>
<tr>
<td>Edwin M. Epstein</td>
<td>Business Admin.</td>
<td>Business and labor political activity</td>
</tr>
<tr>
<td>David E. Feller</td>
<td>Law</td>
<td>The law of collective bargaining; collective bargaining in higher education</td>
</tr>
<tr>
<td>John Freeman</td>
<td>Business Admin.</td>
<td>Organizational behavior; personnel allocation; organization-environment interaction</td>
</tr>
<tr>
<td>J. W. Garbarino</td>
<td>Business Admin.</td>
<td>Faculty unionism, public employee labor relations; labor economics with particular attention to fringe benefits and incomes policy</td>
</tr>
<tr>
<td>Samuel Haber</td>
<td>History</td>
<td>History of the professions</td>
</tr>
<tr>
<td>Clark Kerr</td>
<td>Business Admin. (Emeritus)</td>
<td>Economics of higher education</td>
</tr>
<tr>
<td>Raymond E. Miles</td>
<td>Business Admin.</td>
<td>Organization behavior and development, with particular attention to management theory, leadership, and organization-environment interaction</td>
</tr>
<tr>
<td>Jeffrey Pfeffer</td>
<td>Business Admin.</td>
<td>Organizational sociology, organization-environment interactions, with particular interest in inter-organizational relations</td>
</tr>
<tr>
<td>Michael Reich</td>
<td>Economics</td>
<td>Labor Market segmentation; racial discrimination, and income differentials</td>
</tr>
<tr>
<td>Karlene H. Roberts</td>
<td>Business Admin.</td>
<td>Organization psychology, with particular attention to communications issues, leadership, and motivation</td>
</tr>
<tr>
<td>George Strauss</td>
<td>Business Admin.</td>
<td>Organizational behavior and industrial relations, with particular attention to job satisfaction, employee and management training and development, job design and organizational development</td>
</tr>
<tr>
<td>Lloyd Ulman</td>
<td>Economics</td>
<td>Collective bargaining, especially its impact on wages and prices; multinational unionism; incomes policies from an international perspective; manpower policies</td>
</tr>
<tr>
<td>Jan Vetter</td>
<td>Law</td>
<td>Equal employment in higher education; law of union-management relations</td>
</tr>
<tr>
<td>Clair Vickery</td>
<td>Economics</td>
<td>Unemployment insurance; economics of discrimination</td>
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<tr>
<td>Harold L. Wilemsky</td>
<td>Sociology</td>
<td>Welfare systems in an international perspective</td>
</tr>
<tr>
<td>Michael Wiseman</td>
<td>Economics</td>
<td>Public employment programs</td>
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<tr>
<td>Sheldon Zedeck</td>
<td>Psychology</td>
<td>Industrial and organizational psychology, with particular attention to employee and management selection, appraisal, and development</td>
</tr>
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</table>
# THE PROFESSIONAL STAFF

**1978—1979**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position and Roles</th>
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<tbody>
<tr>
<td>Norman E. Amundson</td>
<td>Chairman, Center for Labor Research and Education</td>
</tr>
<tr>
<td>Janet R. Bertinuson</td>
<td>Associate Director, Labor Occupational Health Program</td>
</tr>
<tr>
<td>Bonnie G. Bogue</td>
<td>Associate Director, California Public Employee Relations Project</td>
</tr>
<tr>
<td>David J. Bowen</td>
<td>Editor, <em>Industrial Relations</em>, and Associate, California Public Employee Relations Project</td>
</tr>
<tr>
<td>Joan M. Braconi</td>
<td>Coordinator of Labor Programs</td>
</tr>
<tr>
<td>Molly Coye</td>
<td>Medical Staff Associate, Labor Occupational Health Program</td>
</tr>
<tr>
<td>Paul Chown</td>
<td>Labor Coordinator, Labor Occupational Health Program</td>
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<tr>
<td>Morris E. Davis</td>
<td>Executive Director, Labor Occupational Health Program</td>
</tr>
<tr>
<td>Peter Guidry</td>
<td>Coordinator of Labor Programs</td>
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<tr>
<td>John K. Hislop</td>
<td>Coordinator of Management Programs</td>
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<tr>
<td>Andrea M. Hricko</td>
<td>Health Coordinator, Labor Occupational Health Program</td>
</tr>
<tr>
<td>Nancie D. McGann</td>
<td>Associate, California Public Employee Relations Project</td>
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<tr>
<td>Raymond E. Miles</td>
<td>Associate Director of the Institute</td>
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<tr>
<td>J. Bruce Poyer</td>
<td>Coordinator of Labor Programs</td>
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<tr>
<td>Betty V. H. Schneider</td>
<td>Director, California Public Employee Relations Project</td>
</tr>
<tr>
<td>Clara S. Stern</td>
<td>Associate Librarian, California Public Employee Relations Project, and IIR Library</td>
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<tr>
<td>George Strauss</td>
<td>Associate Director of the Institute</td>
</tr>
<tr>
<td>Marla Taylor</td>
<td>Associate, California Public Employee Relations Project</td>
</tr>
<tr>
<td>Lloyd Ulman</td>
<td>Director of the Institute</td>
</tr>
<tr>
<td>Sidney Weinstein</td>
<td>Program Coordinator, Labor Occupational Health Program</td>
</tr>
<tr>
<td>Donald Whorton</td>
<td>Medical Director, Labor Occupational Health Program</td>
</tr>
<tr>
<td>David Zaehringer</td>
<td>Librarian, IIR Library</td>
</tr>
</tbody>
</table>
THE ADMINISTRATIVE AND CLERICAL STAFF

1978—1979

Charles Buderi
Library assistant in IIR Library (second part of year)

Catherine Caldwell
Secretary and publications manager for the Labor Occupational Health Program

Eugene S. Darling
Editorial assistant for the Labor Occupational Health Program

Ethel L. Davis
Technical assistant for California Public Employee Relations and assistant bookkeeper for the Institute

Stephen F. Diamond
Circulation manager for Industrial Relations and main office secretary (second part of year)

Judith Elkins
Secretary in main office

Hazel M. Grove
Circulation manager for California Public Employee Relations (first part of year)

Marilyn Hanson
Circulation manager for Industrial Relations and main office secretary (first part of year)

Leslie S. Jaeger
Secretary for Management Programs

Andrew Joron
Library assistant in IIR Library (first part of year)

Joan J. Lewis
Senior administrative assistant for the Institute

Kenneth Light
Photographer for the Labor Occupational Health Program

Katherine Mello
Circulation manager for publications

Sharon A. Melnyk
Circulation manager for California Public Employee Relations (second part of year)

Janet Nexon
Program representative in the Labor Center

Shizuko Okino
Circulation assistant for California Public Employee Relations

Opal K. Pannell
Library assistant in IIR Library

Barbara E. Porter
Managing editor of Industrial Relations

Mary Catherine Proctor
Secretary in the Labor Center

Mona Purifoy
Administrative assistant for Community Services (second part of year)

Susan Salisbury
Secretary for the Labor Occupational Health Program

Carolyn J. Williams
Administrative assistant for Community Services (first part of year)
The Institute of Industrial Relations occupies the building at 2521 Channing Way. We have found that this building, which is a small, self-contained unit close to the campus but still in the outer community, has helped very greatly in intangible ways to provide a physical focus for the Institute's activities. There is classroom space which is utilized for both graduate and undergraduate classes, as well as for community programs. With respect to the latter, community members have become accustomed to taking courses in the Institute's building and afterward to dropping in on us to discuss problems of interest to themselves and our staff.