

UCLA INSTITUTE OF
INDUSTRIAL
RELATIONS

REPORT ON ACTIVITIES
2002-2004

TABLE OF CONTENTS

Historical Background	page 1
Administrative Structure	page 3
IIR Colloquia and Public Programs	page 4
Research Grants and Fellowships	page 7
<i>The State of California Labor</i>	page 10
Extramural Grants	page 11
Visiting Scholars	page 12
Teaching Initiatives	page 12
UCLA Center for Labor Research and Education	page 15
Labor Occupational Safety and Health Program	page 20
Human Resources Round Table	page 23

HISTORICAL BACKGROUND

The UCLA Institute of Industrial Relations (IIR), together with its counterpart on the UC Berkeley campus, was first established by the California State Legislature in 1945, upon the recommendation of then-Governor Earl Warren. In the immediate aftermath of World War II, when organized labor in the U.S. was at the peak of its political power and influence, similar Industrial Relations units were established at universities across the country. As the late Clark Kerr, founding Director of the Berkeley IIR, recalled in a reminiscence published a few years before his death, “We came in as the very first effort of this big university to make contact with the trade unions. It was Earl Warren’s way of saying that the unions were recognized as an important part of California society.”¹

The two IIRs initially functioned as an integrated statewide unit, with a “Northern Division” at Berkeley and a “Southern Division” at UCLA. They jointly engaged in research, teaching and community service from the outset, under the leadership of Kerr at Berkeley, and Paul Dodd, the first director of the IIR at UCLA. A statewide coordinating committee included representatives from both campuses, and both Institutes played a major role in the intellectual life of the university, as well as contributing to the national dialogue on employment and labor issues. Particularly in the early years, they captured considerable attention from the wider public as well. The very first IIR conference, held in 1947 as a joint event on the two campuses, attracted over 10,000 people.²

The two IIRs have a long history of sponsoring (and, in many cases, publishing) distinguished scholarship in the industrial relations field, as well as a long record of service and teaching in this area. From the outset, they offered specialized educational services to the organized labor movement as well as to the management community, including extension courses, courses in the regular campus curriculum, and special educational programs designed to meet the needs of both management and labor.

Over the years, the two IIRs became increasingly autonomous, with far less joint, statewide work than had been undertaken in the 1940s and early 1950s. In 1964 each Institute added a Center for Labor Research and Education (CLRE), once again as a result of legislative action. This further expanded the labor outreach and labor education work of the two IIRs. The CLREs were established in response to appeals from the California Labor Federation (AFL-CIO), reflected in a resolution at its 1962 convention, which articulated the case for an expansion of UC-based labor education and research, with an arrangement that would provide some autonomy for labor-oriented programs in the context of the more neutral labor-management “industrial relations” agenda that had

¹ Clark Kerr, “Fireside Chat,” *Arbitration 2000*, Proceedings of the 53rd Annual Meeting, National Academy of Arbitrators, San Francisco A, June 1-3, 2000 (Washington: Bureau of National Affairs). See also Kerr’s recent memoir, *The Gold and the Blue* (Berkeley: University of California Press, 2001) for discussion of the early history of the IIRs.

² Institute of Industrial Relations, *Annual Report 1947* (University of California, Berkeley and Los Angeles)

come to guide the work of the IIRs. The CLREs flourished in the years that followed and have established ongoing relationships with organized labor in both Northern and Southern California.

At UCLA, the IIR also added two more sub-units in later years: The Labor Occupational Safety and Health (LOSH) program, founded in 1979, and the Human Resources Round Table (HARRT), established in 1986.

Starting in the late 1970s, and especially during the 1980s and early 1990s, the power of organized labor nationally as well as in California was sharply diminished. This development, combined with an often unfavorable economic environment, eventually led to major budget cuts affecting both IIRs. Academic interest in the field of industrial relations also declined during this period. The cuts were especially severe on the UCLA campus, where in the early 1990s the IIR suffered a cut of more than 50 percent.

Not surprisingly, the result was a period of relative inactivity. Between 1994 and 2001, the IIR at UCLA had no permanent Director. A serious disparity between the IIRs on the two campuses, which previously had moved along parallel tracks, now emerged. By the end of the 1990s, the UCLA IIR's permanent budget was only about half that of the UC Berkeley IIR, and the activities of the Institute – especially in the research area – declined precipitously.

A new, happier chapter in the history of the IIRs opened on July 1, 2000, when the California State legislature once again intervened. On that date the legislature appropriated funding for the new UC Institute for Labor and Employment (ILE), a statewide Multicampus Research Program. The ILE built on the past work of the two IIRs while extending their scope to the statewide level and reaching out to all the other UC campuses (none of which existed in 1945 when the IIRs were first established).

Five years prior to the legislation that established the ILE, organized labor had enjoyed a burst of revitalization. In 1995, a new leadership came to the helm at the national AFL-CIO; and in California too, the labor movement enjoyed a period of increased influence during the late 1990s. As in the 1940s, it was labor's resurgence that led the legislature to enhance the resources available to the university to support research, teaching and service in the labor and employment field.

The ILE's founding reinvigorated both IIRs as well as each of their CLREs, and for the next several years (including the period covered by this report) the work of all these entities was closely coordinated, with overlapping staffing and programs. As a result there are frequent references in the pages that follow to ILE activities and programs. At the same time the IIR has retained some autonomy and, since April 2001, when Ruth Milkman became its Director (after seven years of administration by Acting Directors without normal appointments), has worked to build a presence on the campus through a variety of research, teaching and service initiatives. Milkman simultaneously became ILE Director, and in that capacity launched some joint ILE/IIR initiatives, alongside various separate initiatives for the two units. In addition, the UCLA Labor Center

(CLRE), which received a major infusion of resources with the establishment of the ILE, has launched numerous new initiatives in this period.

In the state's midyear budget cuts announced in late 2003, the ILE's budget was cut dramatically, by \$1.4 million (out of a total of \$4 million for Fiscal Year 2003-04), forcing the suspension of a number of activities which would otherwise have occurred in this period. Meanwhile cuts to the IIR budget (as part of cuts to all the UC Organized Research Units) over the two years covered by this report reduced the funds available on the campus level as well.

However, ILE funding was restored in the state budget for Fiscal Year 2004-05. At this writing, plans are underway for decentralization and restructuring of the activities conducted since July 1, 2000 under the auspices of the ILE. Although the details are yet to be determined, the plans involve allocating a portion of what were formerly ILE funds to each of the two CLRES and IIRs (at UCLA and at UC Berkeley), while preserving the major statewide activities as "joint ventures" between the two. This should allow the UCLA IIR to continue to develop, building on the foundation laid in the past few years, despite the severe budget cuts it has suffered at the campus level.

ADMINISTRATIVE STRUCTURE

In the period covered by this report, the IIR was administered by the Director (Ruth Milkman) with the assistance of the Associate Director (Christopher Erickson, Management in 2002-03 and Jacqueline Leavitt, Urban Planning in 2003-04), as well as a Faculty Advisory Committee, appointed by Social Sciences Dean Scott Waugh and chaired by Sanford Jacoby (Management). The Committee members for 2002-2004 included: Gary Blasi (Law), Karen Brodtkin (Anthropology), E. Richard Brown (Public Health), Janet Currie (Economics), Susan Ettner (Medicine), Miriam Golden (Political Science), Jacqueline Leavitt (Urban Planning), Reynaldo Macias (Cesar Chavez Center), Don Nakanishi (Asian-American Studies), Vilma Ortiz (Sociology), Jan Rieff (History), Beate Ritz (Public Health), Abel Valenzuela (Urban Planning), and Roger Waldinger (Sociology). The Committee meets approximately twice a year and helps disseminate information about IIR activities as well as offering valuable advice and feedback to the Director. In 2004-05, Professor Gary Blasi is serving as Acting Director of the IIR, while Milkman is on leave; she will return to the Directorship for the subsequent two years.

The IIR has a highly effective administrative staff (some of it shared with the ILE in the period covered here), depicted in the organizational chart appended to this report.

IIR COLLOQUIA AND PUBLIC PROGRAMS

Following several years of limited program activity, starting in the fall of 2001 the IIR launched a high-profile series of lectures, conferences and colloquia on labor and employment topics, bringing prominent scholars from around the U.S. and the world to the campus. These events have been consistently well attended and have put the IIR back “on the map” among faculty and graduate students in the campus community. Below is a list of all the colloquia and related events held over the 2002-03 and 2003-04 academic years. Some of these visitors also spoke to community audiences in downtown L.A. under the auspices of the UCLA Labor Center. Those are marked with an asterisk (*) below. Although the IIR was the primary sponsor of all these programs, some were co-sponsored (at our invitation) by other units on campus, as indicated below.

Fall Quarter 2002:

October 15, 2002 Colloquium
Paul Osterman, MIT
Politics, Power and Organizing: The Struggle for Economic Justice
UCLA Faculty Center

November 19, 2002 Annual Ben Aaron Labor Law Lecture
Fred Feinstein, University of Maryland and Former General Counsel, NLRB
The Limits of Reform at the NLRB and Alternative Strategies for Labor
Biltmore Hotel (downtown L.A.), dinner with evening program.
Co-sponsored by the Labor and Employment Law Section, L.A. County Bar Association

December 3, 2002 Colloquium
Nelson Lichtenstein, UC Santa Barbara
Postwar Intellectuals and the Demise of ‘the Labor Question’
UCLA Faculty Center

Winter Quarter 2003:

January 28, 2003 Colloquium
Teresa Ghilarducci, University of Notre Dame
The U.S. Labor Movement’s (Surprising) Economic Impact: How Unions Challenge Consumerism and Corporate Governance
UCLA Faculty Center

February 11, 2003 Colloquium
**David Arian, Harry Bridges Institute &
Peter Olney, UC Institute of Labor and Employment**
Perspectives on the 2002 Port Lockout and the Future of Longshore Unionism
UCLA Public Policy Building

February 25, 2003 Colloquium
Rose Batt, Cornell University
The Call Center Industry: Consumers and Workers in the Information Age
UCLA Faculty Center

Spring Quarter 2003:

April 7, 2003 Colloquium
Nelson Lichtenstein, UCSB; Robert Brenner, UCLA; and Ruth Milkman, UCLA
An "Authors meet Critics" session on *Judith Stephan-Norris and Maurice Zeitlin's book: Left Out: Reds and America's Industrial Unions*
Bunche Hall.
Co-sponsored by the Center for Social Theory and Comparative History and the Political Sociology Working Group.

April 10, 2003 The Irving Bernstein Memorial Lecture
Robert Reich, (Brandeis University; former U.S. Secretary of Labor)
The World's New Work
Fowler Museum of Cultural History.
Co-sponsored by the Department of Political Science

April 15, 2003 Colloquium
Steve Rosenthal, (former AFL-CIO Political Director)
America's Unions: Building to Win, Building to Last
UCLA Faculty Center

April 29, 2003 Colloquium
Joel Rogers, University of Wisconsin
Strategies for Labor
UCLA Faculty Center

May 6, 2003 Colloquium
John Laslett, UCLA
Devising a Framework for Los Angeles Labor History
Bunche Hall
Co-sponsored by the Department of History

May 20, 2003 Colloquium
Dana Frank, UC Santa Cruz
Banana Union Feminism: Women's Networks, International Solidarity and the Transformation of the Labor Movement in Honduras/Central America
Kinsey Hall
Co-sponsored by the Center for the Study of Women

Fall Quarter 2003:

October 2, 2003 2003 Annual Ben Aaron Labor Law Lecture
Cynthia Estlund, Columbia University School of Law
Working Together: How Workplace Bonds Strengthen a Diverse Democracy
Biltmore Hotel (downtown L.A.), dinner with evening program
Co-sponsored by the Labor and Employment Law Section, L.A. County Bar Association

October 14, 2003 Colloquium
Jennifer Klein, Yale University
The Politics of Economic Security: Community Activism, Health Care, and the Privatization of New Deal Liberalism
Public Policy Building.

October 30, 2003 *Forum on the Future of the Labor Movement*
Featuring: Stephen Lerner, SEIU Building Trades Division; Kate Bronfenbrenner, Cornell University ILR School; Dan Clawson, University of Massachusetts, Amherst; and Jane Slaughter, Labor Notes
UCLA Faculty Center*

November 18, 2003 Colloquium
David Montgomery, Yale University
American Workers and War in the Twentieth Century
UCLA Faculty Center

Winter Quarter 2004:

February 5, 2004 Colloquium
Jefferson Cowie, Cornell University
Hard Hats and NASCAR Dads: The Cultural Politics of the White Male Working Class from Nixon to Bush
UCLA Faculty Center

March 9, 2004 Colloquium
Eileen Appelbaum, Rutgers University and Annette Bernhardt, Brennan Center for Justice, NYU Law School
Low-Wage America
UCLA Faculty Center

Spring Quarter 2004:

April 27, 2004 Colloquium
Marcia K. Meyers, University of Washington
The Earner-Carer Society: How Government Can Support Families That Work
Bunche Hall. Co-sponsored by the UCLA Center on Everyday Lives of Families

Emily Abel Linda Delp	School of Public Health Labor Center	Collaborative Research in the Homecare Arena: A Proposal to Expand and Disseminate Findings of the Homecare Working Group	\$15,000
Kent Wong (with Richard Appelbuam, UCSB; Edna Bonacich, UCR; and Katie Quan, UCB)	Labor Center	Assessing the Impact of the Elimination of Export Quotas on the Apparel Industry	\$10,000
Gary Blasi Richard Abel	School of Law School of Law	Implementing Both a School of Law Course on the Special Problems of Workers in the Low-Wage and Contingent Labor Markets and Structured Opportunities for Students to Work with Community-based Organizations	\$11,366
Raul Hinajosa	North American Integration Center	Labor Unions and Immigrant Networks in Los Angeles: A Systematic Approach To Dialogue And Cooperation	\$15,000
James Lubben Mary Wehrli	Social Welfare Public Policy	Social Workers and Labor Unions	\$6,000
Jacqueline Leavitt Larry Frank Neal Richman (with Steve Pitts, UCB)	Urban Planning Labor Center Urban Planning	Working Group on Labor and Affordable Housing	\$10,000
Evelyn Blumenberg Paul Ong (with Margaret Weir, Martin Wachs, and Elizabeth Deakin, UCB)	Urban Planning Lewis Center	Building Community Transportation Partnerships: Sharing Data and Linking Constituencies	\$20,000
Evelyn Blumenberg	Urban Planning	The Long and the Short of It: Low-Wage Workers, Commute Distance, and Earnings	\$5,915
Judy Branfman	Center for the Study of Women	The Land of Orange Groves and Jails: Research and Curriculum on L.A.'s 1920s Labor and Free Speech Movements	\$6,000
William Clark	Geography	Measuring the Immigrant Professional Labor Force	\$10,000
Sanford Jacoby	Management	Human Resources Executives in Japan and the United States	\$8,000
Mike Rose	Education	The Cognition of Physical Work	\$5,451
Maurice Zeitlin	Sociology	Rival Unionism and Workers' Interests in America, 1935-55: The AFL vs. the CIO	\$12,000

(b) Academic Year 2003-04

Christopher Erickson	Management	Labor Supply and Labor Demand of "Independent Contractor" Port Truck Drivers: Enhancing the Ability of "High Road" Employers to Compete in Harbor Drayage"	\$17,500
David Runsten	Public Policy	Los Angeles Living Wage Impact Survey	\$25,000
Judy Branfman	Center for the Study of Women	The Land of Orange Groves and Jails: Curriculum Development on LA's 1920s Labor and Free Speech Movements	\$5,000

Marianne Brown Emily Abel	Institute of Industrial Relations-LOSH School of Public Health	Workplace Safety and Health in California: Labor's Role	\$10,000
Yehekel Hasenfeld Mary Brent Wehrli	Public Policy Public Policy	Social Workers for Social and Economic Justice	\$8,000
William Kramer	Center for Labor Research and Education	US-Mexico Apparel Trucking and Logistics	\$10,000
Jacqueline Leavitt	Public Policy	Spreading the Knowledge: the UCLA Community Scholars Program	\$13,500
Neal Richman Larry Frank Jan Briedenbach	Public Policy Labor Center Public Policy	Developing the Alliance between Affordable Housing Developers and the Building Trades	\$15,000
Kent Wong	Center for Labor Research and Education	Seminars Between U.S. and Chinese Labor Scholars and Labor Leaders	\$20,000
Richard Abel Carol Bank	Law Labor Center	The Impact of Social Security No- Match Letters on Workers in California	\$14,828
Corinne Bendersky (with Calvin Morrill, UCI)	Anderson School	Making Sense of Workplace Conflict: Legal Structures, Workplace Activism, and Employee Cognitive Models	\$14,684
Paul Devereaux	Economics	The Effects of Industry Growth and Decline on Earnings and Wages	\$8,000
Maurice Zeitlin	Sociology	Rival Unionism and Workers' Interests in America, 1935-55: The AFL vs. the CIO	\$10,000

II. GRADUATE STUDENT FELLOWSHIPS

(a) Academic Year 2002-03

EN-ROUTE MASTERS AND PRE-DISSERTATION FELLOWSHIPS (\$5,000 each)

Recipient	Department	Project Title
Teresa Lingafelter	Urban Planning	Research for and by Workers: A Participatory Action Research Program at SEIU Local 434 B in Los Angeles
Gregory Martin	Education	Laboring to Learn: A Case Study of Learning and Labor/Community Organizing
Kristen Schilt	Sociology	(Trans)sexuality in the Workplace: The Experience of Changing Sex on the Job
Matthew Wiswall	Economics	Adapting to Change: Human Capital Investments and Technological Change

PROFESSIONAL MASTERS THESIS GRANTS (\$10,000 each)

Recipient(s)	Department	Project Title
Suzanne Foster and Francisco Garcia	Urban Planning	Unions' Perspectives on Worker Centers: Possibilities for Collaboration
Judy Marblestone	Law	Public Policy Analysis of Labor Standards and Protections for State Contracted Service Workers: A Comparative Analysis of California's Statutory Provisions vis a vis State Contractor Accountability Policies Across the U.S.
John Marshall	Management	Unionization and Firm Leverage

I-Ling Shen	Policy Studies	Organizing Asian-Language Newspaper Workers in California: The Necessity and The Reasons
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DOCTORAL DISSERTATION FELLOWSHIPS (\$15,000 plus in-state remission)

Recipient	Department	Project Title
Oscar Mitnik California	Economics	Wage Dynamics Effects of Welfare Policies in

(b) Academic Year 2003-04

EN-ROUTE MASTERS AND PRE-DISSERTATION FELLOWSHIPS (\$5,000 each)

Recipient(s)	Department	Project Title
Cheol-Ho Lee	Urban Planning	Where are IT Workers? Their Geographical and Industrial Location in California
Wenfei Wang	Geography	Urban-Rural Labor Return Migration in China: A Case Study of Sichuan and Anhui Provinces

DOCTORAL DISSERTATION FELLOWSHIPS (\$21,000 plus in-state remission)

Recipient	Department	Project Title
Rachel Cohen	Sociology	Going Somewhere Nice for your Holidays? Employment Relations and Workers' Control in Hairdressing
David Fitzgerald	Sociology	A Nation of Emigrants? Nation-State Building in Mexican Migrant Sending Communities
Matthew Wiswall	Economics	Adapting to Change: Technological Change and Post-Schooling Human Capital Investments in the U.S.

THE STATE OF CALIFORNIA LABOR

Another large-scale research initiative in which several IIR-affiliated faculty have been active is the new publication, *The State of California Labor*. In 2001 the two IIRs (UCB and UCLA) jointly published and distributed the first edition of this publication, with special funding from UCOP. The volume was edited by Paul Ong, then IIR Director at UCLA, and James Lincoln, then IIR Director at UCB and jointly published by the Institutes.

The 2002 edition of the *State of California Labor* brought the publication to a wider audience, by virtue of a publication agreement with the University of California Press' Journals Division, which distributed and published the annual volume starting with this issue. The 2002 volume was edited by Ruth Milkman (UCLA IIR Director and statewide ILE Director) with Christopher Erickson (IIR Associate Director) acting as an Associate Editor (along with two UCB faculty members).

The 2002 volume included six chapters, three of which were authored by UCLA faculty and graduate students:

Ruth Milkman (IIR and Sociology) and Rachel Dwyer, "Growing Apart: The 'New Economy' and Job Polarization in California, 1992-2000"

Limor-Bar Cohen and Deanna Carillo (Public Policy), “Labor Law Enforcement in California, 1970-2000”

Daniel J.B. Mitchell (Management), “California Labor Relations: Background and Developments Through Mid-2002”

The 2003 volume, with the same editorial direction, also included three chapters by UCLA faculty, postdoctoral fellows, and graduate students:

Ruth Milkman (IIR and Sociology) and Daisy Rooks (Sociology), “California Union Membership: A Turn-of-the-Century Portrait”

John Logan (ILE postdoctoral fellow), “Innovations in State and Local Labor Legislation: Neutrality laws and Labor Peace Agreements in California”

Daniel J.B. Mitchell (Management), “Recent Developments in California Labor Relations”

And the 2004 volume, currently in press, with the same editorial direction, includes two UCLA-authored chapters:

Ruth Milkman (IIR and Sociology) and Eileen Appelbaum, “Paid Family Leave in California: New Research Findings”

Daniel J.B. Mitchell (Management), “Recent Developments in California Labor Relations”

EXTRAMURAL GRANTS

The IIR is also increasingly active in obtaining extramural research grants. In 2003 we received a grant of \$45,000 from the Sloan Foundation for research on paid family leave (Ruth Milkman, Principal Investigator); a grant of \$55,000 from the Ford Foundation and another for \$19,500 from the Los Angeles World Airports for a research project on the effects of the L.A. Living Wage ordinance (David Runsten, Principal Investigator).

The IIR’s subunits also received a number of grants. Those associated with LOSH are discussed below (see pp. 20-23 below). The Labor Center was awarded several grants for educational projects: Kent Wong received a grant of \$15,000 from the U.S.-China Legal Cooperation Fund for a labor law exchange between Chinese and American labor leaders and labor scholars, as well as another grant of \$25,000 from the California Endowment for a Health and Safety educational program. Linda Delp received a \$9,965 grant from the California Policy Research Institute in this period as well. In addition, the Department of Water and Power awarded \$150,000 to the IIR over this period for a labor-management cooperation project, with Joel Fadem and June McMahon as the two P.I.s.

VISITING SCHOLARS

In 2002-03 the IIR hosted two visiting scholars:

Ki-Gon Nam, an Associate Professor of Economics at Hanbat National University in South Korea who chose to spend his sabbatical leave here. Professor Nam is a labor economist who has a particular interest in the working poor and in contingent workers.

Sheba George received her Ph.D. from UC Berkeley in Sociology in 2000 and does research on gender, class, and migration.

In addition, we hosted John Logan, a postdoctoral fellow sponsored by the ILE. Dr. Logan, a UC Davis trained historian who is a Senior Lecturer at the London School of Economics and who has published extensively on twentieth-century labor history, with an emphasis on labor law. Logan was in residence from July 2002 until December 2003.

In 2003-04 the IIR hosted two additional visiting scholars:

Christina Cregan, Senior Lecturer in Industrial Relations, Department of Management, University of Melbourne, visited during the Winter and Spring Quarters of 2004

Dr. Young-Sun Ra, Research Fellow, Korea Research Institute for Vocational Education and Training (KRIVET), of South Korea, is visiting for Calendar Year 2004.

TEACHING INITIATIVES

The IIR's role in teaching on the UCLA campus is another key area in which new initiatives have been launched in recent years. As the institutional home for the Interdisciplinary Program (IDP) in Labor and Workplace Studies, the IIR offers a selection of courses and sponsors an undergraduate program in Labor and Workplace Studies, which completed the transition from a specialization into a minor in 2002.

In 2002-03 and 2003-04 a faculty team based at the Institute taught a new year-long General Education Cluster course on "Work, Labor and Social Justice in the U.S." The course, which enrolled 120 first-year undergraduates each year, is cross-listed in Labor and Workplace Studies. The cluster course teaching team includes Ruth Milkman (IIR Director), Kent Wong (Labor Center Director) along with Abel Valenzuela (Urban Planning), an active participant in many IIR/ILE activities, and Geraldine Moyle (Writing Programs), along with three Teaching Fellows. The IDP co-sponsors other courses as well (see p. 16 below), including a Summer School offering, launched in 2004, which offers service learning opportunities to UCLA undergraduates as well as an intensive exposure to the field. 12 students were enrolled in the summer 2004 program.

The Labor and Workplace Studies minor aims to acquaint students with workplace-related issues and how these are addressed by employees, unions, employers, community

organizations, and public policies. It has grown over the period under review, from 10 students enrolled in 2002-03 to 18 in 2003-04.

During 2002-03, the Faculty Advisory Committee for the program consisted of:

Daniel J.B. Mitchell, Anderson and Policy Studies
Ruth Milkman, Sociology
John Laslett, History
Christopher Erickson, Anderson (Chair)
Sanford Jacoby, Anderson, History, Policy Studies
Karen Orren, Political Science
Paul Ong, Urban Planning

In 2003-04, the Committee was comprised of:

Christopher L. Erickson, Anderson
Sanford M. Jacoby, Anderson, Policy Studies, and History
Jacqueline Leavitt (Chair), Social Welfare
Ruth Milkman, Sociology
Daniel J.B. Mitchell, Anderson and Policy Studies
Karen Orren, Political Science
Abel Valenzuela, Urban Planning

In addition, the following faculty are affiliated with the program:

Professors: Gary Blasi (Law); Karen B. Brodtkin (Anthropology); Samuel A. Culbert (Management); Janet Currie (Economics); Miriam A. Golden (Political Science); Jeffrey T. Grogger (Policy Studies); V. Joseph Hotz (Economics, Policy Studies); Arleen Leibowitz (Policy Studies); Gillian L. Lester (Law); David Lewin (Management); Christine A. Littleton (Law); Reynaldo F. Macias (Chicana/Chicano Studies); Kenneth L. Sokoloff (Economics); Roger Waldinger (Sociology); Maurice Zeitlin (Sociology)

Professors Emeriti: Benjamin Aaron (Law); Nancy M. Henley (Psychology); Archie Kleingartner (Management, Policy Studies); John Laslett (History)

Associate Professors: Susan Ettner (Medicine and Public Health); Kathleen M. McGarry (Economics); Vilma Ortiz (Sociology); Janice L. Reiff (History); Michael A. Stoll (Policy Studies); Mary A. Yeager (History)

Assistant Professor: Corinne Bendersky (Management)

Lecturers: June McMahon (Institute of Industrial Relations); Kent Wong (Institute of Industrial Relations)

The minor includes students with a variety of majors, with the largest number coming from Psychology and Sociology, as shown in the table below.

Enrollment in Labor and Workplace Studies Minor, 2002-04

Year	2002-03	2003-04
Total Enrollment	10	18
Graduates	9	11
MAJORS:		
Psychology	4	4
Sociology	3	3
Asian-American Studies	--	3
Political Science	2	2
Latin American Studies	--	2
Economics	1	--
History	--	1
International Development	--	1
Biology	--	1
Undeclared	--	1

The IIR includes three important sub-units: The Center for Labor Research and Education (CLRE, or the “Labor Center”), the Labor Occupational Safety and Health Program (LOSH), and the Human Resources Round Table (HAART). The recent activities of each of these units are reviewed in the following sections.

UCLA CENTER FOR LABOR RESEARCH AND EDUCATION

The UCLA Labor Center plays a unique role as a bridge between the University and the labor community in Los Angeles and the wider Southern California region. Its importance has grown in the past few years, as the Los Angeles area has become a national focal point for the new American labor movement. By developing extensive relationships with prominent labor and community leaders and generating a wide array of activities within the University, the Labor Center has become a national center of excellence in the area of labor education and research.

The Labor Center's community service efforts primarily focus on labor unions and the broader Southern California workforce, especially new immigrants and the changing multi-cultural environment. As part of the University, the Labor Center also serves as an important source of information about unions and workers for interested scholars and students. At the same time, it is a key point of access for the labor community to the University's resources and programs.

The staff of the Labor Center over the period under review includes Director Kent Wong, Staff Director Larry Frank, Project Directors June McMahon, Linda Delp, Carolina Bank Munoz, and Victor Narro, Financial Analyst Beverly Lau, Administrative Specialist Julie Monroe and Program Assistants Jazmin Ochoa, Jose Torres and MyMy Lu. Kent Wong has been the director for thirteen years, and previously served as staff attorney for the Service Employees International Union, Local 660. With the exception of June McMahon and Julie Monroe, all of the other staff have been hired since 2001.

The Labor Center's Advisory Committee meets on a quarterly basis to provide advice and support to the Center's activities. The committee consists of thirty-seven Southern California labor leaders, representing more than one million union members in the private and public sector. David Sickler, who previously served as regional director of the AFL-CIO (for California, Nevada, and Hawaii) and is currently Southern California director of the Building and Construction Trades Unions, chairs the advisory committee. Also on the advisory committee is Miguel Contreras, the executive secretary-treasurer of the Los Angeles County Federation of Labor, AFL-CIO, representing over 800,000 members.

The year 2004 marks the 40th anniversary of the founding of the Labor Center. On May 22, 2004, about 600 people celebrated this occasion at an awards banquet held at the Wilshire Grand Hotel in downtown Los Angeles. The event honored four individuals: legendary co-founder of the United Farm Workers of America Dolores Huerta, civil rights veteran and nonviolence theorist Rev. James Lawson Jr., California Federation of Labor President Tom Rankin, and Southern California Building Trades Director and UCLA Labor Center Advisory Committee Chair David Sickler. Speakers at the event included State Senator Gilbert Cedillo, State Assembly members Paul Koretz and Karen Bass, City Council members Antonio Villaraigosa and Martin Ludlow, and L.A. County Federation of Labor President Miguel Contreras. An original poster was designed for the event, and copies were distributed to all of the guests present. In addition, a special

journal was published for the occasion, featuring brief biographies of the honorees, a history of the Labor Center, and messages from contributors. The event raised \$120,000.

The current work of the Labor Center is divided into three major areas of work: campus initiatives, labor education, and labor policy and research.

Campus Initiatives. The Labor Center plays a major role in the Labor and Workplace Studies IDP (see p. 12 above), and regularly staffs courses for both graduate and undergraduate students. Kent Wong has been on the teaching team for the GE Cluster Course, “Work, Labor and Social Justice” for both of the years under review here; and he along with Carolina Bank Munoz and Larry Frank have taught the spring seminars that are part of the cluster. In addition, June McMahon regularly teaches a course on labor-management cooperation, also offered through the Management school. And Larry Frank and Victor Narro taught the new summer school course offered in 2004.

In addition, the Labor Center and the Urban Planning Department have jointly sponsored the “Community Scholars” class for the last twelve years. Taught by Urban Planning Professor Jackie Leavitt, the Community Scholars program has been recognized nationally as an innovative program that brings together labor and community leaders and urban planning graduate students to engage in participatory research on the Los Angeles community. The 2002–2003 Community Scholars class focused on the state budget, and published a poster highlighting the main sources of revenues and expenditures that are part of the budget, as well as the various labor and community interests involved. The poster has been broadly distributed and enthusiastically received by dozens of labor and community organizations. The 2003-2004 Community Scholars class focused on the Figueroa Corridor, and the labor-community coalition that was organized to negotiate with developers around a community agenda of high-quality jobs and human services.

In Spring 2003 and Spring 2004, the UCLA Labor Center, in partnership with the African-American and Chicano Studies Department, offered a two-quarter class with Rev. James Lawson on “Non-Violence and Social Movements.” The course was supported by funding from the Office of Instructional Development. Rev. Lawson is a leading civil rights figure who worked closely with Dr. Martin Luther King Jr., and played a pivotal role in introducing the philosophy of non-violence to the civil rights movement. The class attracted about 100 students each year.

The UCLA Labor Center also sponsors many student internship opportunities for UCLA graduate and undergraduate students. The most ambitious of these initiatives was the Summer Internship Program offered in 2003 and 2004. In 2003, dozens of students were placed for seven-week internships in labor and community organizations, as well as participating in weekly educational seminars. The seminars included educational bus tours of the city, and meetings with key labor and community leaders. Several students who participated in the program were later offered and accepted jobs with the placement organizations, either full-time positions (in the case of students who have already graduated from UCLA) or part-time jobs that they performed during the school year. In

addition, the Labor Center works with numerous graduate and undergraduate student interns during the academic year.

Labor Education. The UCLA Labor Center has also offered a series of union leadership schools for California's diverse workforce. In 2002, three such leadership schools were offered: one for Spanish-speaking immigrant workers, one for Asian-American union leaders, and one for African-American union leaders. A second Spanish-language union leadership school was offered in January 2004, along with Spanish-language computer training classes for immigrant union leaders.

The Labor Center also regularly offers customized educational programs for individual unions. Among the most successful have been a series of labor-management cooperation programs for the Department of Water and Power and the Electrical Workers Union (IBEW); and for Kaiser Hospital and the Service Employees Union (SEIU).

The Labor Center also sponsors the Collective Bargaining Education Project, which provides educational opportunities for thousands of high school students to learn about labor relations and contract negotiations. This Project received initial funding from the Federal Mediation and Conciliation Service, and has now been funded by the Los Angeles Unified School District and the United Teachers Los Angeles. Two high school teachers, Linda Tubach and Patty Litwin, have trained high school teachers in virtually every public high school in Los Angeles in a dynamic, participatory curriculum. This project has been hailed as a model of labor education, and is being replicated nationally.

The Labor Center also played a crucial role in developing the educational materials and resources for the "Immigrant Worker Freedom Ride" that took place in Fall 2003. Over ten cities across the country organized bus rides and convened immigrant rights events in 100 cities. The buses eventually arrived in Washington D.C. for congressional visits, and then proceeded to New York City for an immigrant rights rally with 100,000 participants. Carolina Bank Munoz participated in the Immigrant Worker Freedom Ride. In January 2004, the UCLA Labor Center hosted a national follow-up meeting of all of the leaders of the Freedom Ride to discuss plans for "Freedom Summer" activities in 2004.

In July 2004, the UCLA Labor Center hosted the Summer School for Union Women, which attracted 150 women from throughout the Western United States, as well as participants from 10 different countries, for a weeklong residential program on UCLA campus. The classes included topics ranging from women in the global economy, health care, leadership, communication, and health and safety.

Labor Center Director Kent Wong serves on the California State Assembly Speaker's Commission on Labor Education, established by former Assembly Speaker Bob Herzberg, and now staffed and supported by the current Speaker Fabian Nunez. The commission's charge is to discuss ways to strengthen the field of labor education throughout public education and higher education in California.

The Labor Center's most ambitious project in the labor education area is the Downtown Labor Center, which opened in 2002 in the MacArthur Park neighborhood of Los Angeles. Part of the "UCLA in L.A." initiative, the Downtown Center features a computer lab, a resource library, and classroom space for two hundred people. On September 3, 2002, before a crowd of a thousand people, Governor Gray Davis and Jesse Jackson led the ribbon-cutting ceremony. Others in attendance included Mayor James Hahn; Congresswomen Hilda Solis and Lucille Roybal-Allard; numerous members of the California State Senate and Assembly; members of the Los Angeles City Council, SEIU President Andy Stern; UNITE President Bruce Raynor; and California Federation of Labor leaders Art Pulaski and Tom Rankin.

The UCLA Downtown Labor Center provides unprecedented opportunities for more union members and workers to access the resources and facilities of UCLA. The Labor Center now has a visible presence in an important center-city neighborhood that serves needs of union members, workers, and immigrants.

Another educational initiative originally launched by the Labor Center is "Labor Review," the only radio show by and for working people in Los Angeles. "Labor Review" is on KPFK Radio 90.7, and is broadcast each Thursday evening from 7:00 to 8:00 P.M. Henry Walton, who serves on the Advisory Committee of the Labor Center, is the host.

Labor Policy and Research. The UCLA Labor Center has been involved in numerous research initiatives on a broad range of topics. One important area here is research on immigration and immigrant workers. The Labor Center set up a task force comprised of dozens of union leaders in Los Angeles with large numbers of immigrant members. On August 27, 2002, a major conference on immigration and immigrant workers was sponsored by the UCLA Labor Center, featuring immigration attorneys, community leaders, and union leaders who have been involved in immigration policy nationally.

On May 1, 2003, the UCLA Labor Center convened a hearing on the impact of the Social Security Administration's "no-match" letters, which alert employer that have employees who may have used erroneous social security numbers. This policy has caused tremendous disruption for immigrant workers, many of whom have been wrongfully accused of violating immigration laws. In addition, unscrupulous employers have used these "no-match" letters as a pretext for harassment and unjust termination of immigrant workers. Senator Richard Alarcon spoke at the hearing. Carolina Bank Munoz has also conducted research on the impact of "no-match" letters on union members.

The Labor Center has also done research on issues of housing and labor, and convened a conference in the summer of 2003 that for the first time brought together labor leaders from the building trades and leaders from the affordable housing community to discuss a common agenda. The group addressed the growing housing crisis in Los Angeles, one that requires a coordinated response from government, labor, and the broader community.

The Labor Center has also been involved in research on the home care industry, and has

participated in conferences of researchers, union leaders, policy makers, and public health officials to discuss the challenges facing this large and growing work force. The Labor Center has also conducted research on the issue of secession in the city of Los Angeles, preparing a comprehensive audio-visual presentation that was circulated throughout the nation.

In May 2002, the Labor Center assisted in the preparation for the first California State Assembly hearing on Asian Pacific Islander workers. Assembly member Judy Chu chaired the proceedings, and three other members of the California State Assembly participated in the hearing. Kent Wong was the first featured speaker. The Labor Center published the proceedings from the hearing, in cooperation with the Asian Pacific American Labor Alliance.

These various research initiatives have also generated publications. In 2003, Linda Delp and Kent Wong published an edited volume entitled *Teaching for Change: Popular Education and the Labor Movement*, highlighting the role of popular education in unions. The George Meany Center/National Labor College of the AFL-CIO co-published this book with the UCLA Labor Center, as a result of which it has had national distribution.

Other Labor Center publications have enjoyed continuing distribution in this period. Kent Wong and Ruth Milkman's co-edited bilingual book *Voices from the Front Lines: Organizing Immigrant Workers in Los Angeles*, originally published in 2000, has been reprinted; and Kent Wong's 2001 edited book *Voices for Justice: Asian American Organizers and the New Labor Movement*, has been translated into Chinese and distributed in China, Hong Kong, and Taiwan. In 2003 excerpts from both these books were translated into Japanese. Kent Wong visited Japan for a series of talks and book-signing events in November 2003.

Kent Wong has also published articles in *Unions and Learning in a Global Economy* (Thompson, 2002), *The State of Asian Pacific America* (UCLA Asian American Studies, 2003), *Trade Union Rights Education Worldwide* (International Federation of Worker Education Associations, 2003), and *The New Labor Forum* (Queens College, 2004). He serves on the editorial board of *The New Labor Forum*, published by Queens College, City University of New York. He has also written articles for *Asian Week* newspaper, the American Federation of Teachers magazine, *UCLA Today*, the UCLA Magazine, and other Asian American community and labor union newspapers.

The Labor Center publishes a newsletter, "Labor Education News," three times a year. About 2,000 copies are distributed in California and throughout the country.

From 2000–2002, Kent Wong served as national president of the United Association for Labor Education, the national professional association of labor educators, representing fifty university-based labor centers throughout the country. Mr. Wong also serves on the International Federation of Worker Education Associations. He was elected as one of two U.S. delegates, to the nineteen-member Executive Committee in Helsinki, and has served in that role since the year 2000.

In the period under review, Kent Wong has been invited to lecture at the Southwest Labor Studies Conference, San Francisco State University Labor Archives, UC Santa Cruz, Pitzer College, UC Riverside, and Queens College. Mr. Wong was the commencement speaker at the West Los Angeles Community College graduation in June 2002, and the commencement speaker for the Asian Pacific Islander Graduation at UCLA in June 2004. In this period he also addressed the national conference of the AFL-CIO Civil Rights Department, the national civil rights conferences of the United Food and Commercial Workers and the Communication Workers of America, the national convention of the Asian Pacific American Labor Alliance, the national Immigrant Worker Freedom Ride conference, and state conferences of the California Faculty Association, and the American Federation of State County and Municipal Employees

The UCLA Labor Center has also been involved in various international initiatives. From 2002 to 2004, the Labor Center hosted scholars and trade union leaders from the following countries: Mexico, Canada, Brazil, England, Germany, France, Spain, Italy, China, Hong Kong, Taiwan, Japan, Korea, the Philippines, and Vietnam. Staff from the Labor Center has participated in conferences in Mexico, Canada, Japan, and China. The Labor Center has also been instrumental in arranging for two study tours of China and Vietnam, and in facilitating relations between scholars and labor unions in those countries and the United States.

LABOR OCCUPATIONAL SAFETY AND HEALTH PROGRAM (LOSH)

The Labor Occupational Safety and Health (LOSH) Program is a nationally recognized center for Spanish and English worker training, educational materials development, technical assistance and policy information in the area of workplace health and safety. With a multi-ethnic, Spanish-bilingual staff of fifteen, including professionals with backgrounds in public health, education, social work, public policy, psychology and sociology, the LOSH Program operates on a yearly budget of about \$1 million. In order to maximize impact with the resources available, the LOSH training model emphasizes a train-the-trainer approach that prepares workers to go back to the workplace and train other workers. LOSH celebrated its 25th anniversary in November 2003.

During the period under review, LOSH was supported almost entirely by extramural funds. These funds were concentrated in three major projects and two smaller ones, all with a focus on populations most vulnerable to workplace health and safety hazards – youth and immigrant workers.

Hazardous Waste Worker Training Project (\$355,025 for 2002-03 and \$368,379 for 2003-04 from the National Institute of Environmental Health Sciences)

As the lead agency of the California-Arizona Consortium (CAC), LOSH offered 40 classes under this program, training 655 people in 6,867 hours of classroom

instruction between September 1, 2002 and May 31, 2004. Under this grant, besides offering training to people who assess and remediate hazardous wastes, we provide hazard awareness trainings in Spanish for day laborers through the Coalition for Humane Immigrant Rights of Los Angeles (CHIRLA) and the Pomona Day Labor Center and for janitors from the Maintenance Cooperation Trust Fund. We also train industrial hygiene students from UCLA annually during their Spring Quarter break.

Youth Project (funded by the California Wellness Foundation [\$80,000 -- 01/03-12/04]; the Center for Occupational and Environmental Health (COEH) [\$16,493 in 2002-3 and \$13,843 from 01/04-6/04]; the Institute for Labor and Employment [\$9,000 -- 04/03-09/03]; the California Network for Young Workers' Health and Safety [\$17,475 from 2002/03 through 07/04]; and the L.A. City Attorney's Office [\$20,000 in 2003-04].)

The Youth Project (YP) is part of an innovative collaboration with the Service Learning Program within the Los Angeles Unified School District (LAUSD). In March 2003 the YP conducted a "Best Practices Forum" for more than 40 curriculum innovators in Southern California in order to examine how they have succeeded in getting curricula adopted in public schools. This event was co-sponsored by the COEH and the Southern California Environmental Health Sciences Center. As an outcome, the Director of High School Programs in the LAUSD endorsed LOSH's curricula (*Safe Jobs for Youth* and *Peer Education: A Curriculum Unit Teaching Youth to be Educators*) as meeting the requirements of the Service Learning Curricula for the District.

In April 2003 the YP Assistants (Alumnae of the Project) recruited and trained 25 youth at Manual Arts High School to conduct a school assembly on workplace safety for more than 300 students. In May 2003 they held a Labor Center-funded Town Hall meeting for approximately 650 Adult School students at Manual Arts.

LOSH, the COEH, and the California Commission on Health and Safety and Workers' Compensation (CCHSWC) co-sponsored an exhibit, "Let Children be Children – a Crusade Against Child Labor," comprised of photographs by Lewis Hine, at Los Angeles City Hall from May 17 to June 25, 2004.

In 2002, the University of Toronto's Richard Volpe and John Lewko selected LOSH's Youth Project as a case study for inclusion as a "Best Practice" for its *Preventing Neurotrauma – A Casebook of Evidence Based Practices*. Published in 2004, the conclusion from the case study on LOSH states: "The LOSH Youth Project contributes to the creation of a safety conscious, proactive workforce who are at the beginning of their careers and have the potential to change their work environments and individual behaviors throughout their lives."

Worker Occupational Safety and Health Training and Education Program (WOSHTEP) (Commission on Health and Safety and Workers' Compensation -- \$194,000 from 07/03-06/04; and \$278,000 from 07/04-06/05)

The Worker Occupational Safety and Health Training and Education Project (WOSHTEP) is a new California initiative to train workers to become “WOSH Specialists” who gain skills through a standardized health and safety training curriculum in order to become leaders who will promote health and safety back in their workplaces. This project is funded by a permanent assessment on all paid out indemnity claims as a result of a Workers’ Compensation reform bill in 2002 (Labor Code section 6354.7), and administered by the California Commission on Health and Safety and Workers’ Compensation (CHSWC) in the State’s Agency for Labor and Workforce Development.

In Spring 2003, the CHSWC contracted with LOSH to conduct a preliminary needs assessment with stakeholders in Southern California that would frame the design of the worker illness and injury prevention program and to design and conduct a preliminary back injury prevention pilot training in Spanish for a light manufacturing plant in East Los Angeles. Subsequently, in July 2003, the CHSWC contracted with LOSH to conduct an ongoing training needs assessment with various stakeholders in Southern California; develop and pilot a standardized 24-hour training curriculum addressing competencies for effective participation in workplace illness and injury prevention programs; and establish multilingual health and safety resource libraries with a system for distribution. Two 24-hour training pilots (one in English and one in Spanish) were conducted from April through August 2004. Four additional courses, with a special focus on delivering the training in Spanish to workers in high-hazard industries, are being scheduled in Southern California for Fall 2004.

Voices from the Plant Floor (\$6,261 from COEH in 2002-2003)

In November 2002 LOSH completed its qualitative research project, *Voices from the Margins: Immigrant Workers’ Perceptions of Health and Safety in the Workplace*. This was a two-year research project that involved eight UCLA graduate students as well as three UCLA faculty members: Karen Brodtkin (Anthropology), Marjorie Kagawa-Singer (Public Health), and Eli Lieber (Neuropsychiatric Institute). The purpose of this project was to document what workers themselves – in six industries in Southern California – perceived as the health and safety conditions in their workplaces. Numerous studies of health and safety exist. However, there are few qualitative studies that document such workers’ experiences and perceptions. The Voices Project generated three documents which begin to fill this gap:

Marianne P. Brown, Alejandra Domenzain, and Nelliana Villoria-Siegert, *Voices from the Margins: Immigrant Workers’ Perceptions of Health and Safety in the Workplace*, available online at www.losh.ucla.edu

California’s Immigrant Workers Speak Up About Health and Safety in the Workplace, available in Spanish and English online at www.losh.ucla.edu

Marianne P. Brown, "Immigrant Workers: Can They Fear Workplace Injuries More Than They Fear Their Employers?" *Race, Class, Gender and Health*, eds. Amy Schulz and Leith Mullings, University of Michigan Press, forthcoming.

Workplace Health and Safety in California: Labor's Role (\$10,000 from ILE, 7/03 – 9/04)

This project is an historical analysis of the role California labor unions have played in the development of workplace health and safety policy since the California Labor Federation was founded in 1900. Future plans include a popular bilingual publication summarizing the findings. Professor Emily Abel (Public Health) is collaborating on this project.

HUMAN RESOURCES ROUNDTABLE (HARRT)

The Human Resources Round Table (HARRT), has expanded its membership in the period under review, and now includes 37 public, private, and nonprofit organizations. Under the leadership of Professor Archie Kleingartner and Managing Director Linda Newton, HARRT has worked successfully to increase membership, develop its programs and expand its outreach to the greater academic and business communities in Southern California. HARRT faculty and senior executives provide an important link to management for the IIR. Not only do academics provide resources for practitioners of human resource management, but also member companies provide access for faculty and student research.

Membership Growth. HARRT is a membership-based organization of academics and Human Resource executives. Membership, the main source of HARRT's financial support, grew from 23 companies in 2001-2002 to 37 in 2003-2004. Industry representation of senior HR executives in the region has grown from electronics, aerospace, defense, construction, computer services, broadcasting, utilities and food manufacturing to include education, entertainment, energy, county government, healthcare, bioscience, hospitality, toy manufacturing, technology, retail, and emergency response. Member companies for 2004 include: The Aerospace Corporation; American Medical Response; Art Institute Los Angeles; Avery Dennison; Baxter BioScience; Boeing Corporation; the Capital Group; City of Los Angeles; CBS Broadcasting; Computer Sciences Corporation; County of Los Angeles; Digital Insight; Dole Foods; Farmers Insurance Group; Guitar Center; Health Net; Health Care Partners Medical Group; IHOP Corporation; International Rectifier; Loyola Marymount University; Mattel; MMC; Northrop Grumman; Oakwood Worldwide; PacifiCare Health Systems; Parsons Corporation; Quest Diagnostics; Sempra Energy; Southern California Edison; St. Joseph Hospital; St. Jude Medical Center; UCLA; the Walt Disney Company; Warner Brothers; Washington Mutual; Westfield Corporation; and Zenith Insurance.

Programs. HARRT disseminates academic research in Round Table Presentations, Seminars and a Distinguished Speaker Series, and a Quarterly Newsletter. Round Table and Retreat programs for 2003-2004 focused on such topics as "Valuing and Developing Talent," "How Intangibles Drive Business Performance," "Leadership and HR Strategy in Uncertain Times," "Planning for Economic Recovery," "Corporate Governance

Effectiveness,” “Embedding Continuous Improvement for Organizational Efficiency,” “Aging Workforce: Issues for Employers,” “Creating Dynamic Organizations,” “Managing Diversity for Organizational Effectiveness,” “Transformational Leadership,” “How Global Trends Impact HR Strategy,” and “Workplace Planning.”

Research. In 2003 a grant to study the demographics of the Southern California work force was provided by the Aerospace Corporation. HARRT engaged the Lewis Center for Regional Policy Studies and its director, Professor Paul Ong, to produce a written report and oral presentation on issues and trends associated with aging, diversity, education and skills. The results were shared at the Annual Retreat in October 2003. At this Retreat, Professors Ruth Milkman and Eileen Appelbaum presented an overview of the recent state paid family leave legislation and a preview of their California Family Leave Research Project. Several HARRT member executives and their companies were contacted for interviews during the first phase of the research project, providing a baseline against which to measure the impact of the legislation on turnover, productivity, and costs to employers.

Structure. HAART has a Faculty Advisory Committee comprised of faculty from the UCLA Anderson School of Management, the School of Public Policy and the School of Education. This committee advises HARRT on policy, programs and standards with particular emphasis on academic rigor and faculty and doctoral student involvement. In addition to faculty who serve on the advisory committee, a larger group retains affiliated status and works collaboratively to share research and topics for academic and professional audiences. There is also an Executive Committee, made up of HAART’s chair, the managing director, and selected UCLA and HAART alumni. This group meets semi-annually to provide input to the programs and strategic objectives of HARRT. Program Planning Committees develop topics and suggestions for program format and speakers. In addition, Special Issue Committees have formed to address particular issues, such as aging and the workforce.

Program Staff consist of the Chair and Founder, Archie Kleingartner; the Managing Director, Linda Newton; and several part-time administrative assistants. Students also help with administrative and special event tasks. Both student assistants and interns are under the supervision and mentorship of the managing director who actively coaches them to develop knowledge and skills applicable to the business and not-for profit communities. Doctoral and MBA students are also encouraged to attend meetings and to write articles for the HARRT Quarterly newsletter.

In addition, HR executives, CEOs and HR specialists are invited on a regular basis to make substantive presentations at HARRT-sponsored events and programs. HARRT also helps provide guest speakers in the classroom at UCLA. This past year, for example, Julia Stewart, CEO and President of IHOP (a HARRT member organization), was invited to speak to students at the Anderson School. Organization Development professionals from Mattel were invited by the Human Capitalists student organization at the Anderson School to speak to students interested in organization development as a career.

Each year, HARRT members and faculty are invited to participate in international executive programs offered through the Center for International Business and Education Research with executive MBA students from Chile (University of Adolfo Ibanez) and France (HEC).

HARRT also engages in cooperative arrangements with the UCLA Anderson School Forecast, the Center for International Business Education and Research (CIBER), the UCLA Lewis Center for Regional Policy Studies, the Center on Aging, the Anderson School Executive Education Programs; and USC's Center for Effective Organizations (CEO). Collaboration includes joint sponsorship of events, discounts on programs to HARRT members, and an expanded pool of experts to involve in programs.

In fall of 2003, graduate students from the Anderson School revived the human resources student organization at the Anderson School renaming it the Human Capitalists Club. Its mission is to bring together students, faculty and leading HR professionals. Members in the full-time and fully employed MBA programs focused on establishing opportunities to learn from leading HR practitioners such as HARRT executive members to effectively pursue a career in HR by establishing a series of HR career development and general HR management programs for club members and the Anderson School. Events included a discussion of the cultural transformation at Mattel led by Director of Management Development, Ken Goldstein and Director of Organization Development and Anderson alumnus John Dupre, a salary negotiations workshop and a human resources consulting panel discussion. Graduate students from Public Policy are also involved. In 2004-05, graduate students in Law will be invited to join as well.