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## IWS briefing, Summer 2005 Volume 5 Issue 2

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## IWS briefing, Summer 2005 Volume 5 Issue 2

### **Abstract**

[Excerpt] A newsletter on workplace issues and research from the School of Industrial and Labor Relations at Cornell University.

### **Keywords**

ILR, Institute for Workplace Studies, IWS, labor, market, employee, managers, Harry Katz, Kevin Hallock, John Hausknecht, Rebecca Givan, Michelle Williams

### **Comments**

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## Four Join Faculty

As preparations begin for the new academic year, ILR welcomes one of its largest cohorts of new hires.

The four professors joining the faculty bring the total research and teaching staff to 51 and enhance the breadth and depth of ILR's workplace expertise.

Two new colleagues are joining the Human Resource Studies department, ILR's largest academic unit. Kevin Hallock comes to ILR from the University of Illinois as an associate professor and will teach primarily in the areas of compensation and managerial finance. His research applies a labor economics perspective to HR topics, such as compensation in corporate and nonprofit organizations and the economics of human capital and employment discrimination. John Hausknecht, most recently an assistant professor of psychology at DePaul University, studies staffing, organizational justice, and work attitudes. Initially, he will teach an introductory HR management course for graduate students, as well as a staffing course at the undergraduate level.

The newest member of the Collective Bargaining, Labor Law, and Labor History department also pursues interdisciplinary research. Rebecca Givan will make her home in the CB department as an assistant professor and maintain affiliations with the Human Resource Studies and Organizational Behavior departments. Her research centers on public sector labor relations, with a particular focus on the National Health Service in

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## New ILR Dean Sets His Course

**H**ARRY KATZ, RECENTLY APPOINTED the 10<sup>th</sup> dean of the ILR School, has an ambitious agenda. He is gearing up for the forthcoming capital campaign, looking forward to hiring more faculty, thinking about enrichments to the undergraduate experience, and considering ways to expand the scope of ILR's outreach activities. All this he expects to accomplish by building on the strong foundation assembled by his predecessors.

The dean's energy and credibility will be invaluable assets as he presses ahead with his goals for the school. "We're not broken," Dean Katz says. "But we have to stay in front of the changes rippling through the world of work."

A long-time professor of collective bargaining at ILR, Dean Katz is not one to take his insider status for granted. He has been around long enough to know what needs immediate attention and what can be left to flourish on its own. He is confident that the outside review of ILR requested by the Cornell administration will lead to improvements in programs and strategic direction. And while Dean Katz is banking on the goodwill he has earned with his colleagues over the years to help him get the job done, he will not hesitate to make what might be unpopular decisions when he perceives the school's long-term interests are at stake.

Already, Dean Katz is actively engaged in relationship building with ILR constituents. He is calling on alumni and on friends in the corporate, labor, and political worlds both to introduce himself and to discuss issues of relevance to the school. A key element of those conversations concerns the need for additional faculty and resources for faculty, including endowed chairs, research accounts, and support for new initiatives. By way of example, Dean Katz notes that Asia's increasing economic importance means recruiting a China specialist is high on his list of priorities.

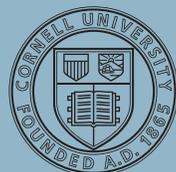
So, too, is infusing the undergraduate program with a more global perspective. The dean wants to ensure that students are well prepared to enter a working world that has become truly internationalized. He envisions changes in the curriculum and new internship and research opportunities that would expose students to a wider array of workplace systems, cultures, and issues. Inserting international themes into courses, using distance learning technology to reach across the

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*A newsletter on workplace issues and research from the School of Industrial and Labor Relations at Cornell University*



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## Dean Katz

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oceans, and inviting foreign visitors to campus are some of the ideas Dean Katz wants to explore. He is also committed to finding the resources that would enable students who could not otherwise afford to participate in international activities, such as internships, to do so. "This shouldn't just be for upper middle-class students," he notes.

Another item on the dean's agenda is reinvigorating **ILR's** outreach mission. Although the Extension division has largely assumed responsibility for bridging the divide between research and practice, Dean Katz will promote greater involvement by research faculty in activities linking the academy with the workplace. His own research on the auto and telecommunications industries impressed upon him the value to be gained from direct contact with policymakers, managers, and workers, and he is convinced that extension and research faculty alike would benefit from greater cross-fertilization among their teaching, research, and outreach duties.

For an accomplished and active academic researcher, the demands of a deanship often conflict with the demands of more scholarly pursuits. Dean Katz has written, co-written, or edited more than 14 books as well as numerous peer-reviewed journal articles; he is considered a leading contributor to the field of labor relations and is highly regarded by colleagues worldwide. He recently completed several long-term research projects, and the fourth edition of an undergraduate text he co-authored is due out shortly. But unlike the previous **ILR** dean, who maintained an active research program while leading the school, Dean Katz is planning to take a break. He will, however, continue teaching: he expects to lead a freshman colloquium this fall and plans to periodically teach the undergraduate collective bargaining course.

To his good fortune, the new dean will launch his administration from a position of strength. Edward Lawler, who just stepped down as dean and returns to the Organizational Behavior department in fall 2006 after a yearlong sabbatical, dealt with challenges and scored successes during his eight-year tenure. The former dean calmly managed the erosion of financial support from New York State and mitigated its effect on staffing and programming even as he kept the school moving forward. Dean Lawler presided over the hiring and retention of excellent faculty, sponsored and guided an overhaul of the undergraduate curriculum, allocated more resources to the professional MILR program, supported the development of a part-time master's in professional studies program in New York City, oversaw the renovation of the Conference Center complex, secured state funding for the planned renovation of the main faculty building, and solidified relations with alumni.

These achievements are a legacy that will serve the school well as Dean Katz begins staking out his own vision for **ILR's** future.

For details about Dean Katz's career and expertise, go to <http://www.ilr.cornell.edu/directory/hck2/>.

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## New Faculty

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the United Kingdom. Prof. Givan's first teaching assignment at **ILR** will be introductory collective bargaining.

Michelle Williams will arrive at **ILR** in January as an assistant professor of organizational behavior. Prof. Williams specializes in social networks and interpersonal processes, trust and cooperation, and team-based relationships. She is currently an assistant professor at MIT, where she has been teaching courses on negotiations.

More information about the work of these faculty will be featured in future newsletters.

## *Iraqi Labor Leader Visits ILR in NYC*

**A senior Iraqi union leader came to call on ILR recently.** Adnan Al Saffar is part of a delegation of six fellow labor leaders touring the United States. He stopped by the New York City office in June to speak about the union movement's role in helping to build a democratic and peaceful Iraq.

The presentation to a breakfast forum of 85 local union officers and senior staffers from the metropolitan area focused on living and working conditions in a war-torn country. Mr. Saffar, an executive officer of the Union of Mechanics, Printing and Metal Workers and also of the Iraqi Federation of Trade Unions (IFTU), warned that high unemployment in his country is leading to social disruption and that forging a stable democracy is difficult when people lack jobs. Speaking in Arabic through two translators, he also said the occupation is fueling anger towards America but that the general public disapproves of the violent militants.

A coalition of U.S. unions that disagrees with American policy in Iraq organized the labor leaders' national tour. Inviting Mr. Saffar to **ILR** does not mean, however, that the school is taking a political stand. "**ILR** has no position on the war," explains Gene Carroll, a senior Extension associate and director of the Union Leadership Program, which co-sponsored the event with **ILR's** Global Labor Institute. "Rather, we brought Mr. Saffar to Cornell University for dialogue and discussion about an incredibly important but largely unheard story."

During his visit, Mr. Saffar also shared information about the IFTU. One of three labor federations in Iraq, the IFTU is secular in orientation and allows women to hold leadership posts. Its official policy states support for a political solution to Iraq's current dilemma and opposition to the takeover of Iraqi resources by multinational corporations that exploit the U.S. position favoring privatization.

Mr. Saffar is an appealing and charismatic speaker, according to Mr. Carroll, and travels with impressive credentials. His biography includes membership in the Iraqi trade union underground during the rule of Saddam Hussein and subsequent exile in Syria. Mr. Saffar returned home after Saddam's downfall.

## ILR-Smithers Researchers Study Retirees' Drinking Behavior

**T**HE ONSET OF RETIREMENT shines like a beacon for many older Americans. For others, it can be a time of darkness, full of stress and loneliness. Researchers have long wondered whether this life-changing transition affects how much and how often retirees consume alcohol.

Ongoing research by ILR faculty and associates affiliated with the R. Brinkley Smithers Institute for Alcohol-Related Workplace Studies offers new insight into this nagging question. In an emerging series of papers based on data collected over time from a cohort of blue-collar retirees, investigators Samuel Bacharach, McKelvey-Grant Professor at ILR and director of the Smithers Institute, Peter Bamberger, senior research scholar at Smithers, and William Sonnenstuhl, associate professor at ILR and associate director of Smithers, report that distinctions in the drinking behavior of older Americans depend on a variety of person- and context-specific factors.

The extant academic literature exploring the relationship between retirement and drinking is ambivalent. Some research suggests retirees drink more because they have more free time. Other studies conclude retirees drink less because they are liberated from stressful situations and/or peer pressure to drink. The work by professors Bacharach, Bamberger, and Sonnenstuhl goes in an entirely new direction in its generalized assertion that the past is a good predictor of the future — at least in the near term. The findings to date suggest that people who were sober while holding down full-time jobs are more likely to remain sober after leaving the workforce. Conversely, people who

drink heavily before retirement are likely to continue doing so in the early stages of retirement. For some recently-retired problem drinkers, however, the distance from an alcohol-permissive work culture has a positive effect, prompting a drop in alcohol consumption. Other nuanced insights into retirees' drinking behavior are slowly emerging from the data.

Different methodology partially explains the breakthrough results reported by the ILR-Smithers research team. According to Professor Bacharach, most alcohol-and-retirement studies relied on cross-sectional data comparing retirees to active workers in the same occupation, or evaluated the impact of aging on retirees' drinking behavior. The Bacharach-Bamberger-Sonnenstuhl approach involves ongoing interviews with the same 1,100 workers over a period of years. The first set of interviews were conducted in the fall of 2000, six months before participants became eligible for retirement. Follow-up interviews were conducted a year later (i.e., six months after retirement eligibility) and again 12 months after that. Renewed funding from the National Institute of Alcohol Abuse and Alcoholism will allow the project to enlarge the survey population and query the panel three more times — four, six, and eight years after the initial interviews.

Another innovation was the study's effort to identify and integrate perspectives, or "pathways," that might explain changes in drinking behavior.

Professor Bacharach says the questionnaire elicits answers that allow the researchers to discern the impact of social isolation, social control, social marginalization, and stress on retirees' alcohol consumption. In order to better understand the varying effects of these perspectives on individuals, the researchers are now analyzing the roles played by person-specific "moderating factors," such as occupation, gender, ethnicity, and level of material support.

Underlying the project is a large and well-accepted body of research indicating that alcohol and substance abuse are serious problems for senior citizens. Not surprisingly, then, the ILR-Smithers line of inquiry is of

interest to labor and management. Employers worry because heavy drinkers tend to have health

**The work by the ILR-Smithers team goes in a new direction in asserting that the past is a good predictor of the future.**

problems, which add to the cost of employer-subsidized health benefits. Unions are concerned because they care about the health and well-being of retired members as well as retirees' ability to serve as mentors and role models for younger colleagues. Indeed, nine unions representing workers in transportation, manufacturing, and construction are cooperating with the researchers. All parties expect the data and analysis emerging from this 10-year longitudinal study will lead to the design and implementation of prevention and intervention strategies.

"The goal," Professor Bacharach says, "is to develop a clear and efficient explanatory model that could inform policies and programs aimed at helping retirees."

For more information, contact the Smithers Institute at <http://www.ilr.cornell.edu/smithers>.

### → News Flash

ILR recently launched a redesigned Web site. The address remains the familiar <http://www.ilr.cornell.edu/>. Also visit Cornell's new site at <http://www.cornell.edu/>.

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## Recent Books by ILR Faculty

- Samuel B. Bacharach. *Get Them on Your Side: Win Support, Convert Skeptics, Get Results* is an easy-to-read and user-friendly primer for organizational change. (2005. Platinum Press. Cloth, \$19.95.)
- Nick Salvatore. *Singing in a Strange Land: C.L. Franklin, the Black Church, and the Transformation of America* explores the significant, though underappreciated, impact of this minister from Detroit, whose sermons combined socio-political analysis with deep spirituality. (2005. Little, Brown and Company. Cloth, \$27.95.) See the article about Professor Salvatore's research in *IWS briefing*; winter 2003, volume 3, issue 1.
- Lance Compa, principal contributor (with ILR graduate student research assistants). *Justice for All: The Struggle for Worker Rights in China* compares the status of workers' rights in China against international labor standards. (2004. American Center for International Labor Solidarity.) Available on the Web at [http://www.solidaritycenter.org/publications/jfa\\_china.cfm](http://www.solidaritycenter.org/publications/jfa_china.cfm).
- Ileen DeVault. *United Apart: Gender and the Rise of Craft Unionism* analyzes the effect of shop floor gender segregation on the evolution of the American labor movement. (2004. Cornell University Press. Cloth, \$49.95; paper, \$19.95.) More details about Professor DeVault's research can be found in *IWS briefing*; winter 2005, volume 5, issue 1.
- James A. Gross, editor. *Workers' Rights as Human Rights* is a collection of essays that critique U.S. labor law through the lens of international human rights principles. (2003. ILR Press, an imprint of Cornell University Press. Cloth, \$35.)