Dear Odis,

Perhaps some of my readers are wondering what is AIFLD and what does Oulahan do. These are questions I get all the time, including from many in the international community.

The American Institute for Free Labor Development was founded in the early 1960s by the AFL-CIO based on the experience of fraternal programs between CWA and Latin American telecommunications unions and on the work of the AFL-CIO's International Department in the region during and after World War II. In later years three more institutes were established to service the needs of Asia, Africa and eastern and southern Europe, including the newly independent nations of the ex-Soviet Union. The AFL-CIO and its foreign institutes assisted the trade unions of many nations in Africa, the Carribean etc. in their fight for independence from colonial rule. (Our funding comes from the U. S. Government's Agency For international Development, the National Endowment For Democracy and U. S. union organizations.)

The main thrust of our work is educational. We assist unions carry out programs on union administration, collective bargaining, leadership training etc. We offer programs on labor management relations, productivity and workers, processes of economic integration in Latin America and economic restructuring, and trade union rights. In the 1960s and 70s we helped many unions establish low cost housing projects in Mexico, Colombia, Argentina, Honduras and other nations. Trade union education programs also encourage participating unions to get involved with small community development and income generating projects. In Honduras, Ecuador, Bolivia etc. one can visit many rural communities where the peasant unions built schools, bridges and access roads with partial assistance from AIFLD. Presently in Ecuador and Bolivia we have rotating funds which finance the purchase of good guinea pig, sheep and pig breed stock. Payment is made in kind which is delivered to a neighboring community by the participating peasant union.

Latin American still has a large rural population and some of its most powerful unions are in the banana and sugar plantations. In 1954 workers from the United Fruit Co., fed up with the abuses of their superiors and the lack of job security, went out on strike.
for 60 days. This started a massive walkout in other industries and was the beginning of the organized trade union movement in Honduras.

Today the importance of plantion unions has declined in relationship to other sectors, including the public sector. Instability in world market prices for bananas, coffee, sugar and other raw materials, along with natural disasters and an increasing tendency by employers to undermine the unions, has taken its toil. More and more these unions are confronting safety and health problems caused by pesticides.

Safety and health is an area needing much more work. I have an extensive library on the subject in Spanish which I make available to interested unions, but neither AIFLD or the unions have tackled the safety and health problems in the most adequate way, perhaps because of its technical nature and because so many Latin American unions are just struggling to stay afloat. (The institute has sponsored several occupational safety and health seminars for high level leaders at the George Meany Labor Studies Center) In an age of serious limits on collective bargaining for monetary and social benefits, improvements in safety and health is one way workers can feel that the union is of use to them.

One example: Recently I was in Cuenca, Ecuador where I visited the General Tire production plant and saw workers splashing benzene onto layer after layer of rubber strips to get them to stick together before going to the hot press which forms the final product. Beside absorption through the skin, the worker also breathes the fumes from the open can at his side. I am sending the union material on benzene and examples of material safety data sheets which union safety committeemen have never seen. I suggested to the company that they ask General in the U. S. to send all the MSDS of materials used in making tires. One other thing: the new machinery for automatizing various processes was from closed tire plants in Ackron, Ohio.

What happened in Chiapas, Mexico should not have surprised us. The inequities in land holdings and access to agricultural production inputs in Latin America reminds one of feudal Europe of the last century. In the 1960s, 70s and at the beginning of the 1980s, there was some movement on land reform in favor of peasant farmers. AIFLD and myself played an important role in these processes in El Salvador and in Honduras. In Bolivia a project directed at peasant colonizers in the Amazon area helped some 15,000 squatters get their land titles. However, land reform is a dirty word today for most governments and international lending institutions because it smacks of expropriation of private property whether or not said private property was stolen from the state or peasants in the past. As is happening to the family farm in the U. S., Latin America agrobusiness has been forcing peasants off their
land. Another Chiapas in Brazil where there are millions of landless peasants or in Honduras etc. is very possible.

A February Wall Street Journal article talks about the World Bank doing more to promote income distribution and perhaps requiring certain distribution schemes as one of the conditions for concessionary loans. But land reform is not on this list of needed economic and social reforms.

Land reform is trickier. The Asians turned thousands of peasants into small farmers by redistributing land seized by Japan during World War II. Land ownership in the Latin countries never went through such an upheaval. Land reform has been talked about perennially but seldom carried out. In many areas, poor- usually Indian - peasants, like those in Chiapas, have been pushed into infertile highlands that can't support them. Their economic options are limited.

Explosive Question
The question of land reform in Latin America is explosive politically. The World Bank and the other international institutions have steered clear of the issue, and remain hesitant to push changes.

It's time the World Bank explicitly treated enlightened income-distribution tactics as one of the conditions for certain concessional loans. It would be consistent with the institution's broader emphasis on "sustainable development."

In the past, talk of better income distribution carried connotations of socialist schemes that were inflationary and punitive to investors. But providing basic education, sanitation, and health services shouldn't be viewed as a socialist subterfuge: It's basic to economic reform.

Linking human and trade union rights to trade and treaties such as GATT, NAFTA, GSP etc. is another area of great concern. In the past several weeks I have been working with the unions in Colombia to get the Colombian government to support the creation of a committee to study the possibility of including a social charter in the GATT Treaty. This would recognize that trade union and worker rights are an issue in foreign trade and that suppression of worker rights could constitute an unfair trade practice.

AIFLD has recently put a representative in Mexico to help coordinate affairs pertaining to NAFTA.

As for me, I have lost Panama which went to the Central American Regional Office and been given responsibility for two more countries: Peru and Bolivia which I plan to visit in a few days.

The Seventh National Labor-Management Conference of the Federal Mediation and Conciliation Service will take place at the Shoreham Hotel, Washington D. C. June 7 - 9. I attach information on this and strongly urge all who can attend to do so.

I also attach a copy of the IRRA Dialogues. Both articles are very good.

I will be in Washington for most of June. My son graduates from West Springfield High School. I will be in touch.

All the best.

Fraternally,
An American Version
Of Co-Determination

Michael H. Belzer
Senior Research Associate,
Institute of Collective Bargaining
Cornell University

(Continued on page 2)

We Really Do Need The New Labor Relations

Ernest J. Savoie
Director, Employee Development Office
Ford Motor Company

(Continued on page 3)

Let’s just all concede that cumulative forces have indeed created a post-industrial society world-wide. This new society hasn’t been adequately named yet, and isn’t nearly as well understood as many observers would have us believe, but it is nevertheless very much the basic external reality shaping labor and management actions.

The golden age of collective bargaining was an era of American dominance on the global stage. On the domestic scene, it was an era of continuing improvement in the standard of living, of steady innovation in the forms of compensation and benefits, and of deep change in the terms of employment...It was an era of high visibility for labor-management relations. Pattern bargaining and other labor relations issues were often headline news...The system generally worked. The old form of collective bargaining served the nation fairly well in that environment of growth. We had stresses and strains, but there seemed always to be a return to normalcy. Both labor and management handled their affairs with a degree of mutual success, if not always mutual approbation. During the 1970s...large segments of American industry [were] hammered by relentless economic and competitive forces...As the decade proceeded, entire markets disappeared. Someone else was making our TVs, our shoes, and our sweaters. Profits withered. Plants closed. Work forces shrank. Many unions and unions reeled under the experience. By the time the 1980s arrived, the requirements of the game had changed, dramatically and immutably.

...Some labor and management leaders began to chart a new course for their organizations. Slowly at first, and sometimes with considerable trepidation and anguish, they started to craft a “new” labor relations.

This new approach to labor-management relations is built on sound principles of cooperation and mutual purpose. In creating it, companies and unions openly share information. They develop processes that result in extensive contacts and increase their understanding of each other. They focus on making joint contributions to the success of the enterprise. They build mutual trust that doesn’t require dotting all the Is and crossing all the Ts. As they share significant aspects of the decision-making process, they also share responsibility and accountability.
of management’s rights to be anathema. Wedded to conventional ideas of adversarial collective bargaining, unions have not wanted to have anything to do with the management of the firm. However, the competitive challenge may leave enterprises with no alternative. In effect, competition may have made works councils the natural choice of a best-practice firm.

Ford and the United Auto Workers (UAW) have more than a decade of experience with new approaches to bargaining. In 1979, Ford and the UAW established Employee Involvement as a formal program, capping several years of experimentation. By 1982, with the auto industry in distress, the parties had established enough trust to restructure several aspects of their relationship...One of the most important gains was a Mutual Growth Forum, designed to bring labor and management together to share business and performance information (BNA 1982). As these forums have expanded and deepened the trust among company, union, and employees, the most important long-range change may have been the least noticed.

The Mutual Growth Forum extends the principle of Employee Involvement to the strategic level. Forums take place at all levels of the company. At the local level, the parties decide the composition of the forum. As the divisional level, key division and operating management people meet with leaders of the UAW National Ford Department. At the national level, the Vice President for Corporate Relations and Diversified Businesses, and the Vice President and Director of the UAW National Ford Department, appoint an equal number of representatives. At least every quarter, company executives give a business report to all plants, sharing information on plant and company performance, financial performance, business strategy, and industry outlook. Information that the company went to great lengths for decades to keep secret, they now share openly with employees and union leaders.

Companies or industries such as Ford, AT&T, BellSouth, Champion, and basic steel have much in common. These companies and unions have designed agreements to facilitate their efforts to modernize by introducing new technology and new work systems. They all involve strategic-level bargaining at all levels of the corporation, including an unprecedented degree of information-sharing. While bargaining styles and approaches vary, the outcomes suggest a reliance on bargaining methods that emphasize integrative over distributive bargains. Problem-solving, once the sole province of management, has become central to the bargaining process, as both companies and their union counterparts recognize the common competitive forces they face. Finally, while some of these corporations have come to accept the participation of the union because they cannot get away from it, some have concluded that the union provides an organizational benefit from which the company can gain a competitive advantage.

While increasingly widespread, these participative relationships still represent a minority of U.S. firms. Most firms and most workers function within a nonunion, non-participative environment, with traditional authoritarian management attitudes. If no structural drivers compel firms using lean production to change their industrial relations systems, traditional authoritarian labor-management relations may remain within those firms.

Individuals also matter, as critical decisions have been made in all cases by influential corporate and union leaders who decided to invest in the cooperative model. Thus, while the institutionalization of information exchange lends stability and continuity to these relationships, new leaders who do not see the value of the process always derail it. In addition, middle management, which generally remains skeptical at best and hostile at worst, can also undermine any relationship that is built on trust.

...In addition, Americans are particularly sensitive to immediate results. If information-sharing does not quickly produce measurable improvements in profits, firms may scrap it and turn to the next fad. Information exchange and participative management require a long-term commitment to organizational change, and impatience can cause its early demise.

...Finally, the success of this experiment depends on trust and honesty. If either side “cheats,” the whole experiment can collapse. For example, for information exchange to succeed, business must develop a reputation for telling the truth and providing accurate information. If the union later finds the company has provided false information or has misled the union, intentionally or unintentionally, the basis for cooperation can be weakened or destroyed.

Will Information Exchange Lead to Co-Determination?

Americans, in their characteristically private way, may be developing a home-grown form of works council system. In a political and legal environment that offers little support, public policy has never encouraged works councils. However, the cauldron of competitive forces seems to be brewing the reform that would not go away.

We can see a works council type of co-determination developing [in the previously mentioned companies or industries], although they continue to develop outside the law. Both Electromation and DuPont suggest the NLRB may disapprove of labor-management cooperation in the nonunion or weak-union environment. If a company has not negotiated a cooperative arrangement with the union, yet has unilaterally implemented labor-management committees or made appointments to such committees, co-determination looks more like co-optation or union domination. However, with the level of union participation in the cases presented in this paper, the Board probably would not support such a charge.

...Competition for customers, the need to produce a quality product or service, and the drive for profits drives participation. Co-determination allows the union to gain employment and union security, while providing training and education for its members. As the union makes the company a better place to work, it also makes the company more competitive, ensuring a larger market share and better pay for its members.

Historical circumstances explain the scarcity of co-determination arrangements within the U.S. industrial relations environment. However, the absence of mandates and either enabling or regulatory legislation has created an environment within which American corporations and their unions might be able to establish a form of co-determination most appropriate for their needs. Whether or not bargaining is driven centrally, the decentralized focus of contract negotiation and implementation allow the parties to create structures appropriate for their unique market and institutional circumstances.

How stable are these changes? The Inland [Steel] agreement has a final letter of understanding that recognizes the company’s right to make all final decisions if the parties deadlock. While this may seem draconian, companies operating within the European works council model ultimately retain similar authority.

What kind of pressure could force the collapse of this cooperation? Are competitive pressures strong enough to sustain it? What happens if individuals and attitudes change?...When labor-management participation programs first began, old habits and a weak competitive imperative made them fragile and difficult to sustain. As the competitive environment intensifies, this reform may earn itself a permanent place in American industrial relations.


The other industries or firms and unions discussed in this paper are AT&T and CWA, BellSouth Corporation and CWA, Champion International and the Paperworkers Union, the basic steel industry and the United Steelworkers of America.
Labor Relations . . .
(Continued from page 1)

But for all of its obvious logic and power—and for all its acceptance by the public at large—the new labor relations has found relatively little favor across the broad spectrum of the labor-management stage. It has been at the center of only a few sustained, large-scale transformations—for example, the UAW and Ford, the Communications Workers and AT&T, the UAW and Saturn, and the Amalgamated Clothing and Textile Workers and Xerox. The success stories that we do have are not nearly enough to fuel a movement that by now should be under full steam. We managed to get the good ship “New Labor Relations” underway, but didn’t give it momentum. There is the real risk that it might stall in the water. That would be a profound tragedy for the nation, for American companies and unions, and for all of us in our profession.

Here, briefly, are the things I believe we can do to bring vigor and energy to the new labor relations:

1. We must convince the labor-management world that the new labor relations is a long-term process for introducing change and creating responsive organizations. It’s not a quick fix, and too much must not be expected in the short run.

2. We should stress that the new labor relations is only one strategy in what needs to be an array of business strategies. It won’t be able to achieve much in the face of poor marketing, outdated technology, lack of capital, excessive regulation, unwise trade policies, or backward management.

3. We need to make it clear to managements and unions that there is no template for the new labor relations. What works in one organization may sputter and fail in another. Patterns, the comfortable stuff of past collective bargaining, are inadequate guides. The new labor relations delves into the way the workforce is managed and into the heart of the business—into quality, the efficient use of resources, the education of the entire workforce, and understanding business results. This is hard work, and for many it is new work. There’s no sure road. Many attempts have been half-hearted, self-serving, or ill-sustained. Ultimately, the successful effort is always created by the parties themselves and is tailored to their individual situation.

4. We need to acknowledge—and to stress to leaders at all organizational levels—that making a transition to the new labor relations will be difficult. It involves the kind of work that many in management and labor unions haven’t done before, and it requires time, money, and energy. Most of all, it requires people to change their thinking—to look at problems, roles, objectives, and responsibilities through different lenses.

5. We need to do more to highlight to company and union leaders, as well as to union members, employees and managements, the accomplishments of the new labor relations. When properly designed and applied, the new ways to do work are powerfully effective...We must go beyond surface understanding to deep internalization.

...I’m convinced beyond any doubt that we must focus increasing attention on leadership development [in order to make the new labor relations work]—and on leadership issues. Leadership has much to do with creating the future, enlisting human hope and commitment. As we grapple with wrenching change and seek to redesign our organizations in the 1990s, good leadership, [management and union], will be the deciding difference. The organizations that have it will win. Those that don’t will lose. In the end, it’s always the quality of the leadership that provides the vision, inspires the hope, and wins the commitment of people.

Employee Representation: The German Model

Kirsten Wever
Assistant Professor, HRM
Northeastern University

(Continued from page 4)
The German Model . . .
(Continued from page 3)

of the councils and to the fact that they were legally mandated in virtually all workplaces. The unions objected to the fact that the councils were formally separate institutions, which were seen as potentially competing with the unions for workers' loyalty and allegiance. Over time it became clear that in order to be effective, most works councils needed close de facto ties with the unions. The employers too came to change their views about the councils.

German employers value works councils because they are versed in the concrete issues facing the enterprise, because they ease and manage the conflict of interest between employees and employer, and because they are particularly helpful in gaining employee acceptance of and involvement in organizational change. Two policies in particular could help expose American employers to some of the benefits of employee representation.

The first is the creation of an institutional mechanism for articulating employee interest at the workplace, particularly those interests that conflict with the interests of individual employers. Obviously unions can perform this function. What is needed is a more widely available form of worker representation. A body loosely patterned after the German works councils, representing both blue- and white-collar employees, including professionals and low- and middle-level managers, could provide the needed channel for collective employee voice. This council could institutionalize employee voice in management decisions about a specified range of human resource issues and increase the importance companies attach to their human resources.

These policies would require significant changes in current labor law. Evidence makes clear that about 90% of the U.S. workforce desires collective representation and that the competitiveness of American companies suffers from a lack of the "productivity of democracy" (Rogers and Streeck 1993). Moreover, and perhaps more importantly, labor and product markets by themselves have been unable to solve these problems. In the absence of political intervention, economic forces will not be able to do so.


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At one time, labor-management cooperation was perceived as a lofty goal worthy of pursuing in an ideal world. The hard reality of economic competition is changing this perception. Today, the ability of unions and businesses to work together is viewed as a critical factor in meeting the challenges of global competition. In the public and federal sectors, such cooperation is seen as pivotal in allowing government to provide improved service under increasing financial constraints. We are offering you a unique opportunity to hear and see what leading companies, agencies, and their unions are doing together to change their course.

On June 7-9, 1994, the Federal Mediation and Conciliation Service and its co-sponsoring organizations will host the Seventh National Labor-Management Conference in Washington, DC. This gathering will examine such issues as health care reform, reinventing government, total quality management, continuous quality improvement, collaborative and coordinated bargaining, productivity, corporate restructuring, developing the high performance workplace, and other workplace innovations.

The 35 workshops will cover both basic topics and “how to” sessions as well as more detailed case studies examining the problems and pitfalls encountered in cooperative efforts. There will also be one session devoted exclusively to Federal resources available to assist cooperation efforts in private, public, and Federal sectors. In addition to the workshops and plenary sessions, we will also offer optional “group discussions” at the end of Tuesday’s and Wednesday’s sessions for public and private sector participants to engage in more in-depth conversations of issues raised earlier in the day.

Our last conference, held in 1992, drew over 1,500 participants from almost every state in the nation and over a dozen foreign countries. We believe you will find this conference the most important and informative meeting you will attend in 1994. This opportunity, together with the special hotel and airline discounts we have negotiated, will make this event the most affordable of its kind anywhere.

Labor-Management Cooperation is an idea whose time has come. It is an imperative in today’s competitive environment. We hope you will join us for what will be the largest, and we believe, the best industrial relations gathering in the United States. Conference registration, hotel reservation, and airline discount information can be found on the following pages. If you need any additional information, please call (202) 737-2620.

The following organizations have helped make this conference possible through their participation on the Interagency Conference Planning Committee:

AFL-CIO  
American Arbitration Association  
Association of Labor Relations Agencies  
Association of Quality and Participation  
Federal Labor Relations Authority  
Industrial Relations Research Association  
Maryland Center for Quality and Productivity  
National Association of Manufacturers  
National Mediation Board  
National Planning Association  
Society of Federal Labor Relations Professionals  
Society of Professionals in Dispute Resolution

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FEDERAL MEDIATION AND CONCILIATION SERVICE  
National Labor-Management Association  
Office of the American Workplace (DOL)  
State and Local Government Labor-Management Committee  
(composed of 20 public sector organizations)
WORKSHOPS:

(1) Interest-Based Bargaining in the Service and Manufacturing Sectors
A look at two experiences in win-win bargaining and the far reaching effect they have had beyond bargaining itself.

DON BAUER  BUD GOLDSMITH  JOHN HEILLE  TOM SCHNEIDER  JEREMIAH CAHILL  DUANE MCCRARY  JOHN PETERSON
MINN, MN  MICHIGAN  UAW LOCAL 683  UAW  OPEIU LOCAL 99  OPEIU LOCAL 99  MADISON, WI  MADISON, WI

(2) Implementing Key Concepts of the Saturn Philosophy in a Small Company
An examination of how a new style of labor relations in a new and large plant with well trained and "empowered" employees was introduced into a small and older plant with traditional relationships.

MICHAEL HASLER  ROBERT MERINGA  DAWN O'BRIEN  MERLE POLLITT  PHIL STICKNEY
PETERSON SPRING  UAW LOCAL 1253  UAW LOCAL 1253  PETERSON SPRING  PETERSON SPRING
THREE RIVERS, MI  THREE RIVERS, MI  THREE RIVERS, MI  THREE RIVERS, MI  THREE RIVERS, MI

(3) The Miami Story: The Pros and Cons of the Cooperative Process
A candid discussion about the risks, pitfalls, and benefits experienced in Miami's attempt to move to a cooperative culture in 16 departments represented by 4 unions.

WILLIAM BRYSON  CHARLES COX  ELLIE HAYDOCK
IAFF LOCAL 587  AFSCE LOCAL 1907  CITY OF MIAMI
MIAMI, FL  MIAMI, FL  MIAMI, FL

(4) Creating Federal Labor - Management Partnerships
Reviewing their own experience in working together over the last eight months, members of the tri-partite National Partnership Council will discuss their efforts to "reinvent" government.

TOM GLYNN  JEAN MCKEE  SHEILA VELAZCO  JOHN CALHOUN WELLS
DOL  FLRA  NFFE  FMCS
WASHINGTON, DC  WASHINGTON, DC  WASHINGTON, DC  WASHINGTON, DC

(5) Employee Ownership - The Ultimate in Employee Involvement and Participation
A detailed study of one of America's oldest fully employee-owned companies and their almost half-century attempt to remain on the cutting edge of cooperative efforts.

JACQUELINE BLANCHARD  BUREAU OF NATIONAL AFFAIRS
WASHINGTON, DC  WASH - BALT NEWSPAPER GUILD
WASHINGTON, DC

(6) Two Approaches for Helping the Construction Industry and Its Workers
Monitoring compliance with public works construction contracts and monitoring construction workplace injuries has improved the lot for both contractors and workers.

WILLIAM AGEE  BRUCE ALKIRE  RICK PORTER  MIKE DIOCCO  JIM SWEENEY  JIM MARTIN  RONALD ZINZER
OPRI U LOCAL 649  NE FINCH CO.  IL FOUND. FOR FAIR CONTRACTING  BBF LOCAL 13  BP OIL  BUILT - RITE  NOOTER CONSTRUCTION
PEORIA, IL  PEORIA, IL  PEORIA, IL  PHIL, PA  PHIL, PA  PHIL, PA  PHIL, PA

(7) National Health Care Reform and its Impact on Industrial Relations
A state-of-the-art update on the Administration's and congressional proposals for health care reform, the likelihood of action, and their impact on the cooperative process. [will be repeated in the afternoon]

BILL HEMBERE
HEALTH RESEARCH INSTITUTE
WALNUT CREEK, CA

TUESDAY  JUNE 7  MORNING

LUNCH:  HONORABLE RICHARD A. GEPHARDT (INVITED)
U.S. HOUSE OF REPRESENTATIVES

WORKSHOPS:

(8) Target Specific Bargaining - A Proactive Approach to Negotiating Under Adverse Conditions
Using a non-traditional path to bargaining, this session will examine how a company in the midst of defense conversion went from a strike in 1990 to winning a quality award through joint efforts in 1993.

DAVID GARNER  JIM POSEY  TOM RUST  J. D. SONS  JOHN STUBBS  ANTHONY TAYLOR
AEMTC  SSI, INC  IGMA  AEMTC  SSI, INC  SSI, INC
ARNOLD AFB, TN  ARNOLD AFB, TN  ARNOLD AFB, TN  ARNOLD AFB, TN  ARNOLD AFB, TN  ARNOLD AFB, TN

(9) The Evolutionary Process of Establishing a High Performance Work System
An analysis of the evolution of joint efforts begun in 1989 at Scott Paper-Mobile to the High Performance Work System redesign in operation today.

PETE BLACK  MAURICE LOPER  A. C. LUCKE  PHIL MONROE  JOHN SHARP
SCOTT PAPER  UPRI U LOCAL 423  UPRI U LOCAL 1421  SCOTT PAPER  SCOTT PAPER
MOBILE, AL  MOBILE, AL  MOBILE, AL  MOBILE, AL  MOBILE, AL

(10) Implementing Statewide Bargaining and Cooperation at the Local Level
An overview of a unique collective bargaining and cooperative effort where over 50,000 employees at both the state and local levels are covered by the same law.

RHODA HIROKAWA  JOAN LEE HUSTED  SHARON MAHoe  MITSUGI NAKASHIMA  DAE OSORNO  PATRICK SEELY
HI DEPT. OF ED  HI STATE TEACHERS ASSOC.  HI STATE TEACHERS ASSOC.  HI BOARD OF ED  HGEA/AFSCME  HGEA/AFSCME
HONOLULU, HI  HONOLULU, HI  HONOLULU, HI  HONOLULU, HI  HONOLULU, HI  HONOLULU, HI

TUESDAY  JUNE 7  AFTERNOON
Creating a Total Quality Federal Organization
A detailed look at how one agency and its unions are building on past cooperative efforts to create a total quality culture.

TOM SCHNEIDER
RESTRUCTURING ASSOCIATES, INC
WASHINGTON, DC

Reinventing the Workplace I: What?
A description of the value-based, new systems of work, partnership organizations that are achieving 30-40% improvements in operating performance.

TOM SCHNEIDER
RESTRUCTURING ASSOCIATES, INC
WASHINGTON, DC

Working Together to Strengthen the Industry: Examples from Health Care and Printing
On local and national levels, unions have joined their management counterparts in developing industry-wide strategic plans as well as joint approaches to total quality management and mutual interest bargaining.

JAMES NORTON
WILLIAM SOLOMON
BETTY BEDNARZ
JUDY DOMNING
SHERYL GRAMS
MARY KEARNEY
BONNIE ULMAN

GCIU
GRAPHIC ARTS EMPLS
SEIU LOCAL 113
MN LPN ASSOC
FAIRVIEW HOSPITAL
METRO HEALTHCARE
METRO HOSP LMC

WASH, DC
ALEXANDRIA, VA
MINN, MN
MINN, MN
MINN, MN
MINN, MN
MINN, MN

National Health Care Reform and Its Impact on Industrial Relations (repeat of session 7)

OPTIONAL DISCUSSION GROUPS

WEDNESDAY JUNE 8 MORNING

PLENARY SESSION: TOM DONAHUE
SECRETARY TREASURER
AFL-CIO

WORKSHOPS:

Two Approaches to Improving Quality: Boeing and John Deere
The experiences of two very different companies working with two locals of the same international union in overcoming obstacles in their efforts to improve the quality of their products.

JOHN DRYER
BOEING CO
SEATTLE, WA

GARY JACKSON
IAM LOCAL 751
SEATTLE, WA

CHUCK EVANS
JOHN DEERE
HORICON, WI

DAN HILBERT
IAM LOCAL 873
HORICON, WI

How Far Can You Go with the "Interest Approach?" The California Public School Experience
A comprehensive discussion of success factors and pitfalls to avoid in moving from non-adversarial labor relations to a wide range of cooperative successes.

CHARLES CANNIFF
CA FED. OF TEACHERS/AFT
SACRAMENTO, CA

JAN DOLLE
CA SCHOOL EMPLOYMENT ASSOC.
SACRAMENTO, CA

LINDA GUBMAN
SAN JUAN TEACHERS/NEA
CARMICHAEL, CA

MIKE ROBERTS
SAN JUAN SCHOOLS
SACRAMENTO, CA

JANET WALDEN
CA FOUND. FOR IMPROVE. OF EMPLOY RELS
SACRAMENTO, CA

Total Quality Management Experiences in Ohio and New York
State government initiatives in TQM as experienced through a comprehensive approach in Ohio to a very specific approach in the New York State Department of Motor Vehicles.

PAUL GOLDBERG
OCSIA/AFSCME LOCAL 11
COLUMBUS, OH

STEVE WALL
STATE OF OHIO
COLUMBUS, OH

STEVE GULYASSY
STATE OF OHIO
ALBANY, NY

STEVE FRANCE
PEF
ALBANY, NY

KAREN PELLEGRINO
PEF
ALBANY, NY

ROBERT WATERS
DEPT. OF MOTOR VEHICLES
ALBANY, NY

Giving a Dam About Partnership
The evolutionary change involved in going from Unfair Labor Practices and grievances to a very specific approach in the New York State Department of Motor Vehicles.

BLAINE HAMANN
DEPT. OF INTERIOR
BOULDER CITY, NV

DAN JENSEN
DEPT. OF INTERIOR
BOULDER CITY, NV

MAURECE MULLENBURG
AFGE LOCAL 1978
BOULDER CITY, NV

HALL WITT
AFGE LOCAL 1978
BOULDER CITY, NV

FARRELL WEST
DEPT. OF INTERIOR
BOULDER CITY, NV

Reinventing the Workplace II: How To
The different steps involved in converting a traditional unionized organization into a value-based, new system of work, partnership organization.

JOHN STEPP
RESTRUCTURING ASSOCIATES, INC.
WASHINGTON, DC

The Twenty Commandments of Labor - Management Cooperation
Twenty tips on establishing and maintaining labor-management committees based upon research results and observations of over 175 committees.

PETER REGNER
FEDERAL MEDIATION & CONCILIATION SERVICE
WASHINGTON, DC

The Pennsylvania Approaches to Health Care Cost Containment
Examples of how labor, management, and the State of Pennsylvania have used timely and accurate information to deal with the cost and quality of health care.

JAMES Mc GEE
PA HEALTH CARE COST CONT. COUNCIL
HARRISBURG, PA

STEVE TILLEY
HERSEY FOODS
HERSEY, PA

DENNIS BOMBERGER
BCTWU LOCAL 494
HERSEY, PA

DENNIS SARNOWSKI
LABORERS WELFARE FUND
PITTSBURGH, PA

LUNCH: Interim Findings of the Commission on the Future of Worker-Management Relations

PROFESSOR THOMAS KOCHAN
MASSACHUSETTS INSTITUTE OF TECHNOLOGY
CAMBRIDGE, MA
WORKSHOPS:

(22) Two Federal Resources to Assist the Cooperative Process
An overview of financial and technical assistance available at no charge to labor - management practitioners from the DOL Office of the American Workplace and the Federal Mediation and Conciliation Service.

LEE BUDDENDECK
FMCS
WASHINGTON, DC

JOHN WAGNER
FMCS
WASHINGTON, DC

TONI RILEY JONES
OFFICE OF THE AMERICAN WORKPLACE (DOL)
WASHINGTON, DC

STEPHANIE SWIRSKY
OFFICE OF THE AMERICAN WORKPLACE (DOL)
WASHINGTON, DC

(23) Joint Efforts in Creating Gainsharing and Profit Sharing Programs
A look at both gainsharing and profit sharing models created by two Ohio companies and their empowered employees.

JOYCE BELL
UPIU LOCAL 893
CINCINNATI, OH

ROBERT FREY
CIN - MADE CORP
CINCINNATI, OH

HOWARD WELLS
UPIU
CINCINNATI, OH

QUENTIN SKRABEC, JR.
LSE COMPANY
CLEVELAND, OH

TOM ZIDK
USWA LOCAL 9126
CLEVELAND, OH

(24) Reinventing Local Government Together
An explanation of the paradigm shift from the traditional hierarchical organization to a new structure and its focus on collaborative problem solving.

JUDITH BERZON
UNION SANITARY DISTRICT
FREMONT, CA

DAVID DRAKE
UNION SANITARY DISTRICT
FREMONT, CA

STEPHEN HAYASHI
UNION SANITARY DISTRICT
FREMONT, CA

(25) Federal Experiences in Interest - Based Bargaining
Two unusual experiments involving multi - regional and multi - unit bargaining using the win - win approach.

WILLIAM QUIRKY
AFGE LOCAL 2040
AURORA, CO

JAN VAN BUREN
DEFENSE FINANCE & ACCOUNTING
WASHINGTON, DC

JUNE MARSHALL
WASHINGTON, DC

MICHAEL WALSH
SEATTLE, WA

(26) Reinventing the Workplace III: Labor - Management Relations and the Collective Bargaining Process
An examination of the roles of unions and management in value - based, new systems of work, partnership organizations and how they evolve in a problem solving - based collective bargaining process.

BILL HOBGOOD
RESTRUCTURING ASSOCIATES, INC.
WASHINGTON, DC

(27) Integrating Cooperation with Continuous Quality Improvement
The development of a "Co-sponsorship Agreement" and other steps needed to implement a new quality culture in a 15,000 person organization represented by six unions.

JACK DOBIER
HEALTHSPAN HEALTH SYSTEMS
MINNEAPOLIS, MN

LYNDA LASKOW
HEALTHSPAN
MINNEAPOLIS, MN

JOYCE GONIER
SEIU LOCAL 113
MINNEAPOLIS, MN

DARLENE VOLTIN
IUOE LOCAL 70
ST. PAUL, MN

(28) Taking Health Care Off the Bargaining Table - It Plays Well in Peoria!
A radical change in health plan design developed by labor and management together through politics, managed care and preferred provider networks.

JERRY BELCHER
AFSCME
PEORIA, IL

BILL HEMBREE
WALNUT CREEK, CA

THOMAS JACKSON
PEORIA, IL

DAVID KOEHLER
PEORIA, IL

PATRICK PARSONS
PEORIA, IL

OPTIONAL DISCUSSION GROUPS

THURSDAY JUNE 9 MORNING

WORKSHOPS:

(29) The Transition to the High Performance Organization
The trials and tribulations of transitioning, in a union setting, from a traditional organization managed by control to one with high employee involvement.

STEVE BRUNNER
QUIKER OATS
DANVILLE, IL

PHIL BEYER
AFGM LOCAL 347
DANVILLE, IL

KAREN DUVALL
QUAKER OATS
DANVILLE, IL

JOYCE INGRAM
QUAKER OATS
DANVILLE, IL

JOHN PIGG
AFGM LOCAL 347
DANVILLE, IL

DAVE QUICK
AFGM LOCAL 347
DANVILLE, IL

RANDY SMITH
AFGM LOCAL 347
DANVILLE, IL

(30) Coordinated and Alternative Bargaining Experiences
A look at a 30-year old living agreement negotiated seven times since 1964 without a work stoppage as well as another agreement reached following a "bloody" history of labor relations.

JOSEPH BOCK
AMERICAN HOME PROD
MADISON, NJ

PHIL IMMESOTE
WASH, DC

ROBERT WHITE
WASH, DC

DONALD NORMAN
GROTON, CT

MEL OLSSON
GROTON, CT

JOAN SIENKIEWICZ
GROTON, CT

(31) Innovative Strategies for Job Redesign
Three models will be presented covering the restructuring of an entire vocational education program and the redesign of office work through job enrichment, multi skilling, and job rotation.

EDWIN ESPIALLAT
AFT
NEW YORK, NY

KAREN GALLAGHER
UNIVERSITY OF CINCINNATI
CINCINNATI, OH

DIANA ROOSE
CLEVELAND, OH

DEBBIE SCHNEIDER
SEIU DISTRICT 925
CLEVELAND, OH

(32) From PATCO to NATCA: The Air Traffic Controllers Story
The evolution of the cooperative process from a disastrous "command/demand" model to cautious partnership.

KAI PETER KOENIG
NATCA
WASH, DC

MICHAEL MCNALLY
NATCA
WASH, DC

RUSS SHED
NATCA
WASH, DC

DENNIS ANDERSON
SEARS MANUFACTURING
DAVENPORT, IA

DWAYNE ANDERSON
SEARS MANUFACTURING
DAVENPORT, IA

(33) Employee Involvement in the Small and Medium - Sized Company
Case studies of successful cooperative efforts which illustrate that big benefits can result even in smaller plants.

PAUL FARDIN
VALEO ENG. COOLING
JAMESTOWN, NY

DIXIE SWEENEY
VALEO
JAMESTOWN, NY

DAVID HARDNISH
IAM LOCAL 2105
JAMESTOWN, NY

RONALD BRAKE, JR.
IAM LOCAL 2105
JAMESTOWN, NY

SHARON DEFRIEZE
QUAD-CITY AREA LMC
MOLINE, IL

DWAYNE ANDERSON
SEARS MANUFACTURING
DAVENPORT, IA

DWAYNE ANDERSON
SEARS MANUFACTURING
DAVENPORT, IA
CLOSING SESSION: THE WORKPLACE OF THE FUTURE

JIM IRVINE  JACK BERRY  BILL KETCHUM
CWA  IBEW  AT&T
WASH, DC  WASH, DC  BASKING RIDGE, NJ

HOTEL RESERVATIONS

The OMNI Shoreham Hotel special conference rates are $98 single (plus taxes) and $111 double occupancy (plus taxes). For those wishing to extend their stay before or after the conference, the Shoreham has agreed to make these rates available to participants from June 4 through June 12, 1994. All reservation requests must be accompanied by one night's deposit or credit card guarantee. As we expect the hotel to be sold out well before the conference begins, we urge participants to make reservations early. These special rates will only be offered on a space available basis after May 5, 1994. Once all rooms are booked, Shoreham reservation agents will refer all callers to a nearby overflow hotel offering similar conference rates. The Shoreham's phone number is (202) 234-0700.

Please note that the Hotel Reservation Request Form is mailed directly to the Omni Shoreham Hotel, while the Conference Registration Form is mailed to Ms. Pam Gowland, our Conference Administrator.

REGISTRATION INFORMATION

This year's conference registration fee is $195 per person ($220 after May 23). The fee covers admission to all sessions, conference materials, two lunches, and the conference reception (including round-trip transportation) at the Smithsonian National Museum of Natural History. The number of participants will be limited to capacity, and registrations may have to be cut off without advance notice. Cancellations received in writing before May 31 will receive full refunds after the conference is over, less a $25 processing fee. No refunds will be given for cancellations received June 1 or later. The conference will permit substitutions in the event a registered participant cannot attend.

Conference sessions will begin at 9 a.m. daily and continue until 4 p.m. on June 7 and 8. At 4 p.m. on those dates, one-hour optional "Discussion Groups" will be held for those interested in discussing concepts or experiences raised earlier in the day. On June 9, the conference will end by noon. Those individuals arriving on Monday, June 6 are urged to pickup their conference materials between 1 p.m.-10 p.m. that day at the Shoreham's registration area in order to avoid the congestion expected between 8-9 a.m. on June 7. Need more information? Call the National Labor-Management Conference Headquarters at 202-737-2620.

PARKING

Parking is expensive and available only on a limited basis at the Shoreham Hotel or across and down the street at the Washington Sheraton Hotel. Local attendees are encouraged to use taxis or the Metro (Woodley Park - National Zoo Station).

RECEPTION INFORMATION

The official reception for the Seventh National Labor-Management Conference will be held in one of Washington's most popular tourist attractions: The Smithsonian National Museum of Natural History. The museum is the guardian of one of the world's largest collections of our natural history heritage. Participants will be able to visit several exhibit areas of the museum. Among the many interesting items on display will be one of the nation's most exciting dinosaur exhibitions, fascinating presentations of life in the sea and in the air, and an outstanding display of precious gems including the world famous Hope Diamond, Marie Antoinette's earrings, a necklace that belonged to Napoleon Bonaparte, and much more.

The reception will be held 7:30-10:30 p.m. (tentative schedule) on Tuesday, June 7. Chartered busses will begin leaving the Shoreham Hotel at 7 p.m. and continue to depart the hotel periodically until 8:45 p.m. Shuttle return service to the Shoreham will run from 8:30 until the reception ends. The National Museum of Natural History is located on Constitution Avenue at 10th Street in downtown Washington. Business attire is suggested for the reception which will feature live music, heavy hors d'oeuvres and open bar. Conference badges must be worn to gain admission into the museum.