Chapter V

General Observations

Several common themes emerged in the testimony and the evidence presented to the Commission, beyond the three separate questions raised in the Mission Statement discussed in the previous three chapters. This brief chapter summarizes several of these themes which need to be recognized when addressing the issues considered in the individual chapters.

1. Growing Diversity in Worker-Management Relations

Chapter I reported the wide variety of employment relations found in firms of different sizes and in different industries. Earnings have become more unequally distributed in recent years, separating those with and without the education, training, and ability to use modern technologies and to participate effectively in workplace problem-solving. This raises the question of whether the American workforce is adequately prepared to meet the demands of international and domestic competition, changing technologies, and new patterns of work organization that put a premium on education, skill, and problem-solving abilities. The move away from the stereotypical model of a male wage earner in a stable long term job with a wife and family at home poses the question of whether existing private and public policies are flexible enough to fit the diverse workforce and circumstances encountered in the contemporary labor market.

Diversity characterizes the distribution of human resource policies and practices of employers and labor organizations. Chapter II, for example, focused on the innovative practices found in many firms that provide employees a voice in decisions that affect their jobs and the performance of their enterprises. American employers have been world leaders in introducing some of these workplace innovations. Some American firms have served as benchmarks for employers around the world, while others have learned from the practices of leading firms in other countries. These innovations are helping
American employers be competitive on world markets. A number of unions have initiated broad ranging partnerships with employers that extend from the workplace to the highest levels of decision-making in an effort to enhance both enterprise performance and democracy at the workplace. Chapters III and IV showed that the diversity reported in Chapter I has contributed to the inability of government regulators to enforce the laws governing individual and collective worker rights. The variation and complexity in administrative and enforcement procedures and penalties add significant costs to the workplace and divert time and resources to litigation that could be more effectively put to use in preventing problems from arising, resolving disputes quickly and close to their source and making the promised rights accessible to their intended beneficiaries. This leads to the question of whether alternative dispute resolution techniques, mediation, and arbitration can be utilized to provide better tailored approaches to workplace dispute resolution; the issue also arises whether the present methods of determining regulations and administering them can be improved.

2. **Interdependence of Issues Presented to the Commission**

A diverse workforce requires variation in methods and procedures for employee participation, representation, and dispute resolution. Sustained labor-management cooperation requires acceptance of labor representatives as valued partners in existing worksites under collective bargaining and respect for workers' rights to choose whether or not to be represented in new facilities. Cooperation cannot be sustained in an environment of bitter, prolonged, and inflammatory debates over the process of worker representation. Collective bargaining relationships that follow long battles over union recognition cannot be easily transformed into cooperative and highly participative workplaces.

Alternative dispute resolution procedures cannot take on a broader role at the workplace in enforcing workplace justice unless the parties affected participate in both the design and oversight of the system.

The issues and the parties to the workplace no longer fit the traditional labels of "worker" versus "supervisor" or "manager," or "exempt" versus "nonexempt." The issues of concern in the modern workplace transcend those covered by a traditional collective bargaining contract. Thus, participation in the design and oversight of workplace dispute resolution must also transcend these traditional labels and boundaries between employee groups.

The success of any formal dispute resolution system requires effective workplace policies and institutions that both prevent problems from arising in the first place and resolve as many as possible informally before they escalate into formal complaints or lawsuits. The evidence presented in Chapter II suggests that workplaces that have been successful in developing the trust needed to foster and sustain employee participation and cooperation are more likely to have these types of policies and the capability to resolve these problems that do arise. The question is whether it is possible to take advantage of existing labor-management relationships and employee participation processes to fulfill some of these workplace justice roles.

3. **Mismatch of Policy and Practice**

The evidence presented to the Commission reflected a degree of mismatch between some aspects of the legal framework regulating worker-management relations and the emerging workplace and workplace
practices necessary to be competitive and to meet workers' needs in the modern economy.

Chapter II reported how some of the more advanced forms of employee participation are put under some uncertainty by interpretations of the National Labor Relations Act. Chapter III documented the obstacles some employees experience in exercising their right to choose whether or not to be represented and to bargain collectively if faced with determined employer opposition. Chapter IV described the growth in regulatory burdens on the workplace and the exploding levels of litigation related to statutes and regulations that workers and employers find hard to use or manage because of their high costs, long delays, and unresponsiveness to non-standard employment relationships. The mismatch between law and practice may grow in the future given the trends of increased international and domestic competition, technological innovation, rising education levels and growing labor force diversity.

4. De-escalation of Workplace Conflicts

The agreement of management and labor on the principle that workers should have the right freely to choose whether or not to be represented by a union and the cooperative labor-management relations found in many settings conflicts with the confrontational process of union organizing and management campaigning to prevent organization that takes place in many other situations. The latter is what was referred to as the "dark side" of labor relations in Chapter III. Caught in the midst of these conflicts are workers who want a voice on their job but fear the tensions, risks, and adversarial climate that sometimes accompany efforts to exercise those rights. All participants -- employees, management, and unions -- would benefit from reduction in illegal activity and de-escalation of a conflictual process that seems out of place with the demands of many modern workplaces and the needs of workers, their unions, and their employers.
APPENDIX A

Historical Perspective on the Work of the Commission

1. The United States enacted in the past 75 years four major statutes that govern labor-management relations - the Railway Labor Act (1926) now applicable to the railroad and airline industries; the Wagner Act, the National Labor Relations Act, (1935), the Taft-Hartley amendments, Labor-Management Relations Act, (1947), and the Labor-Management Reporting and Disclosure Act (1959).

- The 1926 Railway Labor Act was passed with full agreement of railway managements and railway unions.

- The other three pieces of legislation were enacted in bitter controversy between business and organized labor, in sharply divided partisan political conflict, and each reflected short term antecedents in conflicts in the periods preceding the legislation.

2. The labor law reform attempt on the part of the Carter Administration in 1978 and 1979 ended with passage of legislation in the House but a failure to muster the 60 votes required to break a filibuster in the Senate.

3. In this century, there have been two Congressional Commissions and two extended Congressional Committee hearings, that lasted over several years, that have been influential in developing information that shaped Congressional views and legislation on labor-management relations:


- The 1898-1901 Commission was comprised of five members of Congress from each body and nine private citizens appointed by the President with a large technical staff. The Commission submitted 19 volumes of materials, ten of which related to the problems of labor, and the Commission also submitted recommendations. The substantive content of the volumes rather than the recommendations were noteworthy.¹

- The 1912-1915 Commission was comprised of three representatives of organized labor, three of employers, and three public members. Frank P. Walsh was named chairman; Professor John R. Commons of Wisconsin was also a public member. The work of the Commission was carried on both by public hearings and by research reports done by a large and distinguished staff. The Commission held 154 days of hearings in which 740 witnesses testified. The final report consisted of 11 volumes with 253 pages of recommendations.²

- The extensive hearings conducted by Senator McClellan, 1957-60, detailed the influence of organized crime in some unions, the abuse of some union officers of their members and finances

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¹ Mark Perlman, Labor Union Theories in America, Background and Development, Evanston, IL, Row, Peterson and Company, 1958, pp. 264-79.
² Mark Perlman, pp. 279-301.
and improper conduct of some management representatives. The Committee produced 46,150 pages of testimony, heard 1,525 witnesses and employed 104 staff as its peak.

4. There have been two occasions in the past 75 years in which Presidents of the United States, after World War I and World War II, have assembled labor and management representatives in formal conferences to seek a consensus on vital issues of post-war labor-management relations. Organized labor and the business community had supported the government in wartime, and business and labor had worked cooperatively with government agencies in the wartime for full production and resolution of disputes.

- President Wilson called an industrial conference that convened in October 1919 with 50 representatives drawn from organized labor, business and public members. The main difference arose on a resolution on collective bargaining in which employers would only endorse collective bargaining unless at the same time the resolution endorsed shop councils and similar organizations, outside of unions. No agreement was possible between these views.

- President Truman opened the Labor-Management Conference on November 5, 1945. It was designed in part to seek agreement on a reconversion policy - from wartime to peace and from wage controls to free bargaining and wage setting. Labor and management were unable to reach agreement. In the view of George Taylor, however "the Labor-Management [conference] of 1945 goes down on the books as the session where American industry for-
mally accepted collective bargaining in principle." The Conference did agree on a few matters, most notably, arbitration as the final step in a grievance procedure under a collective bargaining agreement.

- In commenting on the 1945 Conference, George Taylor who played a role in organizing the Conference, wrote: "Labor-management conferences, both national and regional in scope, can be and should become a standard part of the American industrial-relations pattern."[3]

5. Two Presidents since the end of World War II established ongoing labor-management committees comprised of national leaders of organized labor and business. They met regularly for periods of a year or two.

- President Johnson established a Committee jointly chaired by the Secretary of Labor and Secretary of Commerce in the mid-1960s.

- President Ford established a Committee chaired by the Secretary of Labor that met monthly during 1975. The President met with the Committee for an hour each session.

6. The previous experience outlined above provides some perspective on the scale of the work of the present Commission. It also necessarily raises the question whether a major Congressional Commission is in order and whether a continuing Labor-Management Committee of top level national business and labor representatives is appropriate.

- Previous Commissions have been much more elaborate than the present

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effort, and Congressional authorization and involvement historically appear to have been a vital ingredient.

- Continuing direct discourse between top level national business and labor representatives is essential to changing circumstances and to the long-term adaptation of the public framework for constructive worker-management and labor-management relations in the changing environment described in Chapter I.

- The problems of the workplace confronting workers and their organizations and management are not susceptible to simple or once-and-for-all solutions.
APPENDIX B

NATIONAL MEETINGS--Washington, D.C.

May 24, 1993 -- Initial Meeting

FOCUS: Nature of the American Workforce and Workplace

COMMISSIONERS

John T. Dunlop, Chair
Paul A. Allaire
Douglas A. Fraser
Richard B. Freeman
William B. Gould IV
Thomas A. Kochan
Juanita M. Kreps
F. Ray Marshall
William J. Usery, Jr.
Paula B. Voos

Paul C. Weiler,
Counsel to the Commission

June M. Robinson,
Designated Federal Official

Introduction of Commissioners

REMARKS/PRESENTATIONS

Thomas S. Williamson, Jr.
Solicitor (then nominee)
Department of Labor

Robert A. Shapiro
Associate Solicitor
Legislation & Legal Counsel
Department of Labor

William G. Barron
Acting Commissioner
Bureau of Labor Statistics

Robert B. Reich
Secretary of Labor

Ronald H. Brown
Secretary of Commerce

Chair Dunlop --
Commission Plans & Procedures

JUNE 21, 1993

FOCUS: Presentation on American Workforce and Further Workplace Committee Reports

PRESENTATIONS

William G. Barron
Acting Commissioner
Bureau of Labor Statistics

George L. Stelluto
Associate Commissioner
Office of Compensation & Working Conditions
Bureau of Labor Statistics

Edwin R. Dean
Associate Commissioner
Office of Productivity & Technology
Bureau of Labor Statistics

Everett W. Ehrlich
Special Advisor to the Secretary
Department of Commerce

David C. Cranmer
Associate Director
National Institute of Standards & Technology
Department of Commerce

REPORTS OF COMMISSION WORKING PARTIES

Paul A. Allaire
Workplace Committees

F. Ray Marshall
Foreign Experience

Thomas A. Kochan
Regional Meetings of the Commission

Richard B. Freeman
Focus Groups

William B. Gould IV
Litigation

Chair Dunlop presided at all meetings of the Commission held in Washington, D.C.
FOCUS: Employee Participation Programs

PRESENTATIONS -

Manufacturing Sector

Peter J. Pestillo
Executive Vice President
Corporate Relations
Ford Motor Company

Ernest Lofton
Vice President
United Auto Workers
Director, Ford Department

Health & Safety

Lisa Trussell
Manager, Human Resources
Norpac Foods

Irv Fletcher
President, Oregon, AFL-CIO

Jack Pompei
Administrator, Oregon OSHA
Oregon Occupational Safety & Health Division

Harry Featherstone
CEO & Chairman
The Will-Burt Company

Services Sector -- Small Enterprise

Cheryl Womack
CEO
VCW, Inc.

Michael Howe
Human Resources Officer
Healthspan Corporation

Betty Bednarczyk
Local 113
Service Employees International Union

Vickie Cloud (and Others)
Personnel Division Administration
Federal Express Corporation

SEPTEMBER 15, 1993

FOCUS: Workplace Committees & Employment Involvement

PRESENTATIONS -

Manufacturing Sector

Ronald Doerr
President & CEO
National Steel

Lynn Williams
President,
United Steelworkers of America

Harry Lester
Director, District 29
United Steelworkers of America

Barry W. Davis
Director, District 34 (Retired)
United Steelworkers of America

Services Sector

Morton Bahr
President
Communications Workers of America

William K. Ketchum
Vice President, Labor Relations
AT&T

Tunja Gardner
Sprint Employee Network
Representative/CWA

Juan Castillo
Supervisor, Atlanta Mini-Computer Maintenance & Operations Center
MMOC/AT&T

Bill Cosens
Communications Technician
MMOC/CWA

Kathi Bond
Communications Technician

John P. Nee
Vice President
Scott Paper Company
Donald L. Langham
International Vice President & Regional Director
United Paperworkers International Union, AFL-CIO

Robert J. Reid
Chief Legal Officer
TOYOTA

PRESENTATION/DISCUSSION OF LESSONS LEARNED

Jerome M. Rosow
President
Work in America Institute

OCTOBER 20, 1993

FOCUS: Issues Under the Railway Labor Act

PRESENTATIONS -

Patrick Cleary
Member, National Mediation Board

William Gill
Executive Director, National Mediation Board

Panel I

Walter J. Shea
President, Transportation Trades Department, AFL-CIO

Airline Labor Panel

Captain J. Randolph Babbitt
President
Airline Pilots Association

John F. Peterpaul
Vice President
International Association of Machinists

Marvin Griswold
Director, Airline Division
International Brotherhood of Teamsters

Nancy Segal
Attorney
American Flight Attendants

David Borer
Director, Collective Bargaining Department
American Flight Attendants

Rail Labor Panel

James M. Brunkenhoefor
National Legislative Director
United Transportation Union

Donald C. Buchanan
Director of Railroad Division
Sheet Metal Workers' International Association

149
Mark Filipovic
Railroad Coordinator
International Association of Machinists

Ronald P. McLaughlin
President
Brotherhood of Locomotive Engineers

Joel Parker
International Vice President
Transportation-Communications
International Union

Panel II
Charles I. Hopkins, Jr.
Chairman
National Railway Labor Conference

Edwin L. Harper
President & CEO
Association of American Railroads

Panel III
Robert J. DeLucia
Vice President
General Counsel & Treasurer
Airline Industrial Relations Conference

Panel IV
Victoria Frankovich
President
Independent Federation of Flight Attendants

Alice Saylor
General Attorney & Director
of Public Relations
Transtar, Inc. (for)
Regional Railroads of America

Captain Robert M. Miller
President
Independent Pilots Association

NOVEMBER 8, 1993

FOCUS: Issue of Organization and
Representation for Collective Bargaining

PRESENTATIONS
Lane Kirkland
President
American Federation of Labor - Congress
of Industrial Organizations

Jerry Jasinowski
President
National Association of Manufacturers

William D. Marohn
President & CEO
Whirlpool Corporation

Bruce Carswell
Senior Vice President
GTE Corporation
Chairman, Board of Directors
Labor Policy Association

Howard V. Knicely
Executive Vice President
TRW and
Vice Chairman, Board of Directors
Labor Policy Association

Clifford J. Ehrlich
Senior Vice President of Human Resources
Marriott Corporation

Charles F. Nielson
Vice President of Human Resources
Texas Instruments
DECEMBER 15, 1993


PRESENTATIONS

William Stone
Chairman & CEO
Louisville Plate Glass and
Chairman, Labor Relations Committee
U.S. Chamber of Commerce

Diane M. Orlowski
President
JFD Tube & Coil Products, Inc.

Wendy Lechner
Research Director
National Federation of Independent Businesses

Karen Nussbaum
Director, Women's Bureau
U.S. Department of Labor

John J. Sweeney
President
Service Employee's International Union,
AFL-CIO

Robert A. Georgine
President
Building & Construction Trades
Department, AFL-CIO

Albert Shanker
President
American Federation of Teachers and
Chairman of the Board
Department of Professional Employees,
AFL-CIO

John D. Ong
CEO
B.F. Goodrich Company and
Chairman
The Business Roundtable

JANUARY 19, 1994

FOCUS: The Legal Framework of Workplace Employee Participation Plans

PRESENTATIONS

Views of Management and Labor Organizations

Daniel V. Yager
Assistant General Counsel
Labor Policy Association

Howard V. Knicely
Executive Vice President of
Human Resources, Communications
and Information Sources

TRW

Judith Scott
General Counsel
International Brotherhood of Teamsters

Larry Cohen
Organizing Director
Communications Workers of America

PRESENTATIONS

Perspectives of research & Academic Lawyers

Richard A. Beaumont
President
Organization Resources Counselors, Inc.

Eileen Applebaum
Associate Research Director
Economic Policy Institute

David Brody
Associate
Institute of Industrial Relations and
Professor Emeritus of History
University of California at Berkeley

Samuel Estreicher
Professor of Law
New York University School of Law

Joel Rogers
Professor of Law
University of Wisconsin School of Law
FEBRUARY 24, 1994

FOCUS: Procedural and Substantive Issues of Representation

PRESENTATIONS

Views of Management and Labor Organizations

William J. Kilberg
Gibson, Dunn and Crutcher

Clifford J. Ehrlich
Senior Vice President of Human Resources
Marriott Corporation

Allison Porter
Director, Recruitment & Training
AFL-CIO Organizing Institute

Bruce H. Simon
Cohen, Weiss and Simon

PRESENTATIONS

Reports of Research by Academics

Matthew Finkin
Professor of Law and Professor in Industrial and Labor Relations
University of Illinois College of Law

Jack Getman
Professor of Law
University of Texas School of Law

Henry S. Farber
Professor of Economics
Industrial Relations Section
Princeton University

Jack J. Lawler
Associate Professor of Law and Industrial Relations
Institute of Labor and Industrial Relations
University of Illinois at Urbana-Champaign
March 16, 1994

Focus: The Foreign Experience in Labor-Management Relations

Summary of March 14 and 15 Conference on Industrial Evidence

F. Ray Marshall
Commissioner and Convener of Conference

Presentations

Experience of Selected Countries

Germany

Wolfgang Streeck
Professor of Sociology
University of Wisconsin and Senior Fellow
Berlin Institute for Advanced Studies

Japan

Hironari Yano
Manager, Yokohama Works
Toshiba Electric

France

Jacque Rojot
Professor and Dean of Industrial Relations and Management
University of Paris I, the Sorbonne

Australia

Bill Kelty
General Secretary of Trade Unions
Australian Council

Bruce Charles Hartnett
Vice President
National Australia Bank and Formerly with ICI Australia

Margaret Gardner
Head of the School of Industrial Relations
Griffith University, Brisbane

Comments on Presentations from Selected Countries

United States of America

Charles F. "Chuck" Nielsen
Vice President, Human Resources
Texas Instruments

Peter Stirling
Vice President, Human Resources
TI Europe and formerly
Personnel Manager, Pfizer Consumer Products
Pfizer, Inc.

Jack Sheinkman
President
Amalgamated Clothing and Textile Workers Union

Thomas F. Flynn
Consultant to the National Association of Manufacturers and Organization Resources Counselors, Inc.
APRIL 6, 1994

FOCUS: Alternative Dispute Resolution
Litigation and Regulations

PRESENTATIONS

Views of Management and Labor Civil Rights
and Civil Liberty Organizations

Charles G. Bakaly, Jr.
Attorney
O'Melveney and Myers

Douglas S. McDowell
Partner
McGuiness and Williams

Marsha S. Berzon
Attorney
Altshuler, Berzon, Berzon, Nussbaum
and Rubin

Lewis Maltby
Director
National Task Force on Civil Liberties
in the Workplace
American Civil Liberties Union

Mary P. Rowe
Adjunct Professor of Management
Massachusetts Institute of Technology
Designated Neutral and Ombudsperson
Co-founder and former President
The Ombudsman Association

Paul H. Tobias
Attorney
Founder, Plaintiff Employment
Lawyers Association

Pay Equity and Related Issues

Susan Bianchi-Sand
Chair
Council of Presidents

Research Reports by Academics

Clyde Summers
Jefferson B. Fordham
Professor of Law Emeritus
University of Pennsylvania

Katherine Stone
Professor of Law
University of Michigan Law School

Comment

Leroy D. Clark
Professor of Law
Catholic University School of Law
REGIONAL HEARINGS --
Commission Working Parties

SEPTEMBER 22, 1993

Louisville Regional Hearing
Centers for the Arts

COMMISSIONERS
John T. Dunlop, Chair
Juanita M. Kreps
Thomas A. Kochan
F. Ray Marshall

REMARKS/PRESENTATIONS
Carol M. Palmore
Secretary of Labor
Commonwealth of Kentucky

David Armstrong
Jefferson County Judge/Executive

Jerry Abramson
Mayor
City of Louisville

Panel 1: Community Infrastructure

Laramie L. Leatherman
Greenebaum Doll & McDonald
Vice President
The Gheens Foundation, Inc. and
Chairman Elect
Greater Louisville Chamber of Commerce

Regina M. J. Kyle
President
The Kyle Group
JCPS/Gheens Professional Development
Academy

Patt Todd
Jefferson County Public Schools

Steve Neal
Jefferson County Teacher's Association
Kentuckiana Education & Workforce
Institute

Kathryn Mershon
Vice Chair
Kentuckiana Education & Workforce Institute

Jack Will
Executive Director
Greater Louisville Chamber of Commerce

Panel 2: Innovative Practices in Large Companies

Stephen A. Williams
President & CEO
Alliant Health Systems

Rodney Wolford
President & CEO
California Health Systems
Former CEO, Alliant Health Systems

Ron Gettlefinger
Director
Region 3, United Auto Workers
Ford Motor Company

Tom Ryan
Regional Manager of State Government Relations
Denver Region

Terry Smith
Employee Relations Manager
Louisville Assembly Plant

Al Kirkpatrick
Director
Industrial Relations
Louisville Gas & Electric Company

Gary W. Klinglesmith
President/Business Manager
Local Union 2100, IBEW

Frank Crowe
Manager, Labor Relations
Philip Morris

Wayne Purvis
President
16T, BCTW

Panel 3: Innovative Practices in Smaller Companies

Robert Taylor
Dean
College of Business
University of Louisville
OCTOBER 13, 1993

East Lansing Regional Hearing
Michigan State University

COMMISSIONERS

Douglas S. Fraser
Thomas A. Kochan
Paula B. Voos

REMARKS/PRESENTATIONS

M. Peter McPherson
President
Michigan State University

Randall Eberts
Executive Director
W.E. Upjohn Institute for Employment Research

Industry and Labor Organizations

Frank Garrison
President
Michigan AFL-CIO

David Zurvalec
Vice President
Industrial Relations, Michigan Manufacturers

Panel 1: Innovations in Worker-Management Relations

Miller Brewing Company and United Auto Workers, Local 2308

Jim Neal
President
UAW Local 2308

Bill "Red" Green
Plant Chairperson
UAW Local 2308

Dennis Puffer
Plant Manager

Ron McClaron
Human Resources Manager
Herman Miller Company
Craig Schotelenboer
Vice President for People Services

Dave Cotter
Rehabilitation Service Team Leader

Donnelly Corporation
Kay Hubbard
Advocate for Human Resource Development

Shelly Appel, Lee Keuvelaar, and
Tony Spalding
PVC Operations Technicians
Johnson Controls and International
Association of Machinists Local 66

Paul Sivanich
Plant Manager

Doug Curler
Shop Committee Chair

Panel 2: Non-traditional Methods of Resolving Dispute Problems

David Hammar
Mead Paper Company

Bill Brower
President
United Paperworkers International Union, Local 110

Joe Moberg
President
United Paperworkers International Union, Local 209

Rita Shellenberger
Manager of Diversity
Dow Chemical Company

Janet S. Dillon
Advisor, Diversity, Management, IBM United States International Business Machines Corporation

Rochell Habeck
Professor of Counseling, Education Psychology, and Special Education
Michigan State University

Michael Taubitz
Assistant Director of Occupational Safety, General Motors Corporation

Panel 3: Legal Issues in Labor-Management Relations

Tom Woodruff
President
Service Employees International Union District 1199, Columbus, Ohio

Joe Crump
Food and Commercial Workers, Local 951

Gene Holt
Vice President
Graphic, Communications International Union Local 577 M

Rita Ernst
International Representative, Amalgamated Clothing and Textile Workers Union Midwest Regional Board

Leonard Page
Associate General Counsel
International Union, UAW

Kent Vana
Attorney, Varnum Riddering, Schmidt and Howlett

Theodore St. Antoine
University of Michigan, Law School
JANUARY 5, 1994

Boston Regional Hearing
Gardner Auditorium, The State House

COMMISSIONERS
John T. Dunlop, Chair
Richard B. Freeman
F. Ray Marshall
Thomas A. Kochan
Paula B. Voos

Paul C. Weiler,
Counsel to the Commission

REMARKS/PRESENTATIONS
IM (Mac) Booth, President & CEO
Polaroid Corporation

Ann G. Leibowitz
Senior Corporate Attorney
Polaroid Corporation

Kenneth B. Krohn, PhD.
Charla Scivally
Polaroid Employee

Honorable Edward M. Kennedy
U.S. Senator
Massachusetts

Anthony Byergo
Attorney

James R. Green
Professor and Director, Labor Studies
University of Massachusetts at Boston

Robert J. Haynes
Secretary-Treasurer
Massachusetts AFL-CIO

Phil Mamber
President, District 2
United Electrical, Radio & Machine Workers
of America

George Poulin
International Vice President, Machinists

Ashley Adams
Organizer, Service Employees International Union,
Local 285

Karen O'Donnell
State Representative, Massachusetts

Elly Leaery
UAW, Local 2324, New Directions
National Organizing Committee

Joe Ivey
1993 President
Associated Builders and Contractors, Inc.

Maurice Baskin
General Counsel
Associated Builders and Contractors, Inc.

Henry Fijalkowski
International Representative, UAW

Peter B. Morin
General Counsel
Massachusetts Bay Transportation
Authority

George Carlson
Graphics Communications, Local 600M

Ed Clark
Vice President, ACTWU

Steve Early
International Representative, CWA
for Jobs with Justice

Sandy Felder
President and Executive Director
Service Employees International Union, Local 509

Father Edward F. Boyle, S.J.

Donene Williams, HUCTW

Kate Bronfenbrenner
New York State School of Industrial and
Labor Relations
Cornell University
Mark Erlich
Business Manager/Financial Secretary
Carpenters Local 40

Nancy Lessin
Senior Staff
Massachusetts Coalition for Occupational Safety and Health, Safety and Health Effectiveness Committees

Dave Buck
Economic Democracy Committee
Citizens for Participation in Political Action (Written submission)

Joseph Dart
President
Massachusetts Building Trades Council
AFL-CIO (written submission)

Dorothy Johnson
Member
United Electrical Radio and Machine Workers of America (UE), Local 299 at Circuit-Wise of New Have, CT (Written Submission)

JANUARY 11, 1994

Southeast Regional Hearing-Atlanta
Georgia State University

COMMISSIONERS

William J. Usery, Jr., Presiding
Richard B. Freeman
Thomas A. Kochan
F. Ray Marshall

PRESENTERS

Bruce Kaufman/
Philip A. LaPorte
Site Committee Co-Chairs

Carl Patton
President Georgia State University

Honorable William Campbell
Mayor of Atlanta

Randy Cardoza
Commissioner
Georgia Department of Industry, Trade & Tourism

David Poythress
Geogia Department of Labor

Donald Rataczak
Director
Economic Forecasting Center
Georgia State University

Amanda Hyatt
Chair, Council for Competitive Georgia

Michael McCall
Deputy Executive Director, South Carolina State Board for Technical Education

Kathy Delancey
Regional Manager
The Alliance for Employee Growth and Development

David Reynolds, Sr.
Vice President for Human Resources, Georgia-Pacific Corporation
Dorothy Yancey
Georgia Institute of Technology

Jerry Barnes
Assistant Vice President for Labor Relations
BellSouth Telecommunication, Inc.

Gene Russo
Vice President for District 3
Communications Workers of America

Maurice Worth, Sr.
Vice President for Personnel
Delta Airlines

Charles Wilson
Industrial Relations Manager
Reynolds Metals Company

Bill Metchnik
District Business Representative
International Association of Machinists

Carolyn Jackson
Director of Human Resources
Coca-Cola, USA

Ralph Johnson
Director
Center for Labor Education and Research
University of Alabama-Birmingham

Harold McIver
Regional Director
Industrial Union Department, AFL-CIO

Bruce Raynor
Executive Vice President
Southern Regional Director, ACTWU

Hoyt Wheeler
Professor of Management
College of Business Administration
University of South Carolina

Casey Sharpe
Organizing Coordinator
International Brotherhood of Teamsters

Homer L. Eadkins, Jr.
Management Attorney
Ogletree, Deakins, Nash, Smoak & Stewart

Frak Sheehan
Vice President of Industrial Relations
The Bibb Company
JANUARY 27, 1994

San Jose, CA
San Jose McEnery Center

COMMISSIONERS

William J. Usery, Jr., Presiding
Douglas A. Fraser
Thomas A. Kochan

FOCUS:

The Changing Nature of Work in Silicon
Valley

Employee Challenges in the Current
Employer Context

Changes in the Law

REMARKS/PRESENTATIONS

Doug Henton
Deputy City Manager of San Jose, CA

Pat Hill Hubbard
Senior Vice President
American Electronics Association

Any Dean
Business Manager
South Bay AFL-CIO Labor Council

Lenny Siegel
Director
Pacific Studies Center

Linda Kimball

Mary Ruth Gross
Institute of Industrial Relations
University of California at Berkeley,

Val Afanasiev
President
Communications Workers of America, Local
9409

Romie Manan
Member
United Electrical Workers Electronics

Bill Brill
Co-Chair, Labor Management Committee
Pacific Gas and Electric Co.

Lloyd Williams
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United Association Local 393, Plumbers,
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