March 1994


Commission on the Future of Worker-Management Relations

Follow this and additional works at: http://digitalcommons.ilr.cornell.edu/key_workplace
Thank you for downloading an article from DigitalCommons@ILR.
Support this valuable resource today!

This Committee Document is brought to you for free and open access by the Key Workplace Documents at DigitalCommons@ILR. It has been accepted for inclusion in Federal Publications by an authorized administrator of DigitalCommons@ILR. For more information, please contact hlm digital @ cornell.edu.

Comments

Suggested Citation

This committee document is available at DigitalCommons@ILR: http://digitalcommons.ilr.cornell.edu/key_workplace/412
March 22, 1994

To: Interested Parties
Re: Submitted Conference Papers

All requests for papers submitted at the March 14 & 15, 1994 International Evidence Conference should be made directly to the individual participant.

Participants addresses are attached.

Thank you.

Attachments
Commission on the Future of Worker-Management Relations

Work and Technology Institute

International Evidence:
Worker-Management Institutions and Economic Performance

March 14-15, 1994
Washington, D.C.

With special thanks for the generous support of:
American Income Life Insurance Company
The German Marshall Fund of the United States
The John D. and Catherine T. MacArthur Foundation
Friedrich Ebert Foundation

and the collaboration of:
The Massachusetts Institute of Technology
Industrial Performance Center
Monday, March 14, 1994
8th floor conference room, 11 Dupont Circle, N.W., Washington, D.C.

9:00 a.m.: Introduction and Overview
Ray Marshall Chair, Working Group on International Comparisons, Commission on the Future of Worker-Management Relations
Richard Locke Asst. Professor, Sloan School of Management, MIT

10:30 - 12:00 Panel 1: Joint Worker-Management Activities: Training, Safety and Health
Elaine Bernard, coordinator Director, Trade Union Education Program, Harvard University
Klaus Kolley Personnel Director, Zahnradfabrik (ZF Gear Works), Friedrichshafen, Germany
Paul Forder Vice Chair and Co-CEO, Labor, Ontario Health & Safety Commission
Robert McMurdo Vice Chair and Co-CEO, Management, Ontario Safety and Health Commission

Noon - 1:00 Lunch Lynn R. Williams, President Emeritus, United Steelworkers of America Chairman, Work and Technology Institute
1:00 - 2:30 Panel 2. Worker Participation: Introduction of new technology; Decision-making at the level of the work group, the plant/facility, and the firm

Kirsten Wever, coordinator
Asst. Professor of Political Economy, Northeastern University

Haruo Shimada
Professor of Economics, Keio University, Japan

Francesco Garibaldo
Director, IRES (Center for Economic and Social Research, Rome)

Margaret Gardner
Pro-Vice-Chancellor (Equity), Griffith University, Brisbane, Australia

3:00 - 4:30 Panel 3. The Role of Institutional Supports in the Durability of High Performance Innovations

Lowell Turner, coordinator
Professor of Political Science, Cornell University

Manfred Muster
Leader of IG Metall (German Metalworkers union) in the state of Bremen; formerly on the national technology staff of IG Metall

Edward Lorenz
Notre Dame University and University of Paris

John Edmonds
General Secretary, GMB Workers Union, U.K.

Janice Bellace
Professor of Law, Wharton School of Business

6:30 - 8:30 p.m. Participants Reception and Dinner: Sen. Edward M. Kennedy

---

1 Pending confirmation
Tuesday, March 15

9:00 - 10:30 Panel 4. Adaptability of the Firm: Multinational corporations worker-management relations and economic performance in different national institutional settings

Bruce Kogut, coordinator  Professor, Wharton School of Business
Rainer Salm  Chair, Kodak Germany Works Council
Hinori Yano  Manager, Yokohama Works, Toshiba Electric
Charles Nielson  Vice President for Human Relations, Texas Instruments
Peter Stirling  European Human Relations Director, Texas Instruments

10:30 - 12:30 Panel 5. Promoting Systemic Change in Industrial Relations: Creating the Conditions of Effective Workplace Participation

Wolfgang Streeck, coordinator  Professor of Sociology and Industrial Relations, University of Wisconsin; Senior Fellow, Berlin Institute of Advanced Studies
Hans Matthöfer  Former Minister of Science and Technology, Minister of Finance, Federal Republic of Germany; Chairman, Social Investment Holdings of the DGB (BGAG)
Jacques Rojot  Dean and Professor of Industrial Relations and Management, University of Paris I, the Sorbonne
Noah Meltz  Professor of Economics and Industrial Relations, University of Toronto
Bill Kelty  Secretary, Australian Council of Trade Unions
Bruce Charles Hartnett  General Manager, National Australia Bank (formerly with ICI Australia)
12:30 - 1:30 Luncheon: William Gould, Chair, National Labor Relations Board

1:30 - 3:00 p.m. Concluding Session

John Dunlop    Chairman, U.S. Commission on the Future of Worker-Management Relations

Ray Marshall

Other Commission Members

General Discussion

3:00 p.m. – adjourn

Other Conference Participants

Members, U.S. Commission on Worker Management Relations

Douglas Fraser    Professor, Wayne State University; former President, UAW
Richard Freeman    Professor, Harvard University
Thomas Kochan    Professor, Sloan School of Management, MIT
Bill Usery    President, Usery and Associates
Paula Voos    Professor, University of Wisconsin

Other U.S. Business, Labor, Media and Non-Profit Participants

George Becker    President, United Steelworkers of America
Margaret Hilton    Senior Associate, Work and Technology Institute
Bernard Rapoport    CEO and President, American Income Life
Stephen Schlossberg    Director, International Labor Office, Washington, D.C.
Jack Sheinkman    President, Amalgamated Clothing & Textile Workers
Ronald E. Slahetaka    Vice President for Manufacturing, Xerox
Hedrick Smith    Independent journalist, Washington, D.C.
John Sweeney    President, Service Employees International Union
Brian J. Turner    President, Work and Technology Institute
Louis Uchitelle    Journalist, New York Times
## Guests and Observers

<table>
<thead>
<tr>
<th>Name</th>
<th>Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roy Adams</td>
<td>McMaster University</td>
</tr>
<tr>
<td>Eileen Appelbaum</td>
<td>Economic Policy Institute</td>
</tr>
<tr>
<td>James Auerbach</td>
<td>National Planning Association</td>
</tr>
<tr>
<td>Domenick Bertelli</td>
<td>Council on Economic Priorities</td>
</tr>
<tr>
<td>Dan Burton</td>
<td>Council on Competitiveness</td>
</tr>
<tr>
<td>Dieter Dettke</td>
<td>Friedrich Ebert Stiftung</td>
</tr>
<tr>
<td>Tom Flynn</td>
<td>Organization Resource Counsellors</td>
</tr>
<tr>
<td>Mary Harrington</td>
<td>Eastman Kodak Company</td>
</tr>
<tr>
<td>Bruce Herman</td>
<td>Garment Industry Dev’t Corp.</td>
</tr>
<tr>
<td>Alyce Katayama</td>
<td>Texas Instruments</td>
</tr>
<tr>
<td>Jeff King</td>
<td>German Marshall Fund of the United States</td>
</tr>
<tr>
<td>Marianne Levitsky</td>
<td>Ontario Commission on Health and Safety</td>
</tr>
<tr>
<td>John Matthews</td>
<td>University of New South Wales (Australia)</td>
</tr>
<tr>
<td>Pete Lunnie</td>
<td>National Association of Manufacturers</td>
</tr>
<tr>
<td>Reinhard Munzberg</td>
<td>International Monetary Fund</td>
</tr>
<tr>
<td>S. Muthu</td>
<td>McMaster University</td>
</tr>
<tr>
<td>Emma Navajas</td>
<td>Work and Technology Institute</td>
</tr>
<tr>
<td>Rudolph Oswald</td>
<td>AFL-CIO</td>
</tr>
<tr>
<td>Joy Reynolds</td>
<td>Office of the American Workplace, US Dept. of Labor</td>
</tr>
<tr>
<td>Nicolai Rogovsky</td>
<td>Wharton School of Business</td>
</tr>
<tr>
<td>Ilean Rosenthal</td>
<td>National Association of Manufacturers</td>
</tr>
<tr>
<td>Howard D. Samuel</td>
<td>Economic Strategy Institute; Council on Competitiveness</td>
</tr>
<tr>
<td>Ray Scannell</td>
<td>Bakery, Confectionery, and Tobacco Workers</td>
</tr>
<tr>
<td>David Silberman</td>
<td>AFL-CIO</td>
</tr>
<tr>
<td>William Spriggs</td>
<td>National Commission on Employment Policy</td>
</tr>
<tr>
<td>Joseph Uehlein</td>
<td>Industrial Union Department, AFL-CIO</td>
</tr>
<tr>
<td>John Wells</td>
<td>Federal Mediation and Conciliation Service</td>
</tr>
<tr>
<td>Howard Wial</td>
<td>Bureau of Int’l Labor Affairs, US Dept. of Labor</td>
</tr>
</tbody>
</table>
Participants

Janice R. Bellace is Professor of Legal Studies and Management at the Wharton School of the University of Pennsylvania. She serves as Vice Dean of the Wharton School, and Director of the Wharton Undergraduate Division. Dr. Bellace also teaches comparative labor law at the University’s Law School. The author of many books, chapters, articles and papers, Dr. Bellace’s research interests are in the field of labor and employment law, both domestic and international. She is general editor of the Comparative Labor Law Journal. Active in several professional organizations, she is on the executive board of the U.S. branch of the International Society for Labor Law and Social Security. She is serving as editor-in-chief of a ten country study on regulation of the employment relationship, conducted under the auspices of the international labor law committee of the American Bar Association.

George F. Becker is International President of the United Steelworkers of America. Before holding this position, he was the International Vice President for Administration. Before going to the international headquarters in 1975, Mr. Becker served as treasurer, vice president, and president of his local USWA union. He also served as President of the Tri-cities Area United Way. Mr. Becker has been appointed to numerous school district, county and state commissions.

Elaine Bernard is Executive Director of the Trade Union Program at Harvard University. Before moving to Boston in September of 1989, Bernard was Director of the Labour Program at Simon Fraser University, Burnaby, British Columbia, Canada. Working as a machinist during much of her university education, Bernard has combined her academic interests in technology and work organization with labor education and organizing activity. Bernard has conducted courses, lectured, and published books and articles on a wide variety of topics for unions, educational institutions and government departments in the United States, Canada, Australia, Southern Africa and Europe. She has recently lectured on "Achieving Unity Through Diversity," and "Education for Empowerment." Her most recent publications include "Management Resistance to Change--Case Study Results in the Introduction of Computer-Based Information Systems" (forthcoming); and "Information Technology: Old Problems, New Tools, and New Possibilities for a Healthy Workplace" (1993).

John T. Dunlop, Chairman on the U.S. Commission on the Future of Worker-management Relations, is Lamont University Professor, Emeritus, at Harvard University. Dunlop has held several positions at Harvard, including Chairman of the Department of Economics; Dean of the Faculty of Arts and Sciences; and Acting Director, Business and Government Center, School of Government. He has been President of the International Industrial Relations Association and of the Industrial Relations Research Association. Dunlop was Secretary of Labor in the Ford Administration, 1975-76, and has been a member or chair of numerous government
John Edmonds was elected General Secretary of the GMB, Britain’s General Union in 1986 and re-elected in 1991. Born in Camberwell, South London, he attended Oriel College, Oxford University, graduating in 1965. After a short spell with a food company, he joined the General and Municipal Worker’s Union – forerunner of the GMB, as a research assistant in 1965. He became the GMWU’s youngest National Industrial Officer in 1972, having served as an industrial organizer in the union’s Southern Region since 1968. A member of the TUC General Council and the Finance and General Purposes Committee, the TUC’s so called “inner cabinet,” he is regarded as a leading thinker and strategist of the trade union movement. John was the first union leader to predict the growth of “super unions” and has led the GMB as the most successful merger partner for other trade unions. Issues such as training, childcare and employee participation are at the center of his trade union work influence.

Paul K. Forder is Vice-Chair and Joint CEO, Labour, of the Workplace and Health and Safety Agency. Born in Windsor, Ontario, Mr. Forder attended W.D. Lowe Secondary School and St. Clair College. His involvement in the labour movement began after he joined Chrysler Canada Ltd. He was elected, at 20, to a full-time position with the United Auto Workers Local 444 (now the Canadian Auto Workers). As a Plant Chairperson and Executive Board Member, he served on the negotiating committee that won the historic "30 and out" pension program in the automobile industry in 1973. Mr. Forder joined the staff on the Ontario Federation of Labour (OFL) in February 1975 as a Political Action Organizer, and subsequently became Director of the OFL’s Political Education Department. Prior to joining the Workplace Health and Safety Agency, he was OFL’s Director of Organization Services, in charge of organizing and coordinating projects and campaigns. Forder is a labor educator and lecturer, whose experience has included an assignment for the Brussels-based International Confederation of Free Trade Unions (ICFTU) as a teacher at the Workers’ College in Barbados, West Indies.

Douglas A. Fraser, a member of the Commission on the Future of Worker-Management Relations and Professor of Labor Studies at Wayne State University, was the President of the United Auto Workers from 1977 to 1983. Mr. Fraser has held many positions with the UAW, beginning with his election to the office of local union president. In his tenure with the Auto Workers, Fraser has been involved in numerous negotiations. He led the union’s bargaining committee at Chrysler and initiated many important contract breakthroughs. Mr. Fraser served on the Chrysler Board of
Directors for four years and on the Executive Council of the AFL-CIO for three years. Mr. Fraser is an officer and member of numerous labor, civic and government organizations. He has been a trustee and executive committee member of several foundations and served in various capacities at Columbia University, the University of Michigan and the Kennedy School of Government.

**Richard B. Freeman**, a member of the Commission on the Future of Worker-Management relations, is the Herbert Ascherman Professor of Economics at Harvard University and the Program Director for Labor Studies at the National Bureau of Economic Research. Mr. Freeman has been a Fairchild Distinguished Research Professor at the California Institute of Technology, an Assistant Professor of Economics at Yale University and the University of Chicago, and an Assistant Associate Professor of Economics at Harvard University. Mr. Freeman is an acclaimed author of numerous books and publications dealing with labor and employment issues.

**Margaret Gardner**, a Professor (and formerly Head) in the School of Industrial Relations in the Faculty of Commerce and Administration, Griffith University, was named Sub-Vice-Chancellor (Equity) at the University in early 1994. She is also a Principal Researcher with the Centre for Australian Public Sector Management and a Member of the Centre for Research on Employment and Work at Griffith. In 1990-1991 she spent 18 months as a Senior Research Fellow in the Key Centre in Strategic Management at the Queensland University of Technology. In 1988 she held a Fulbright Postdoctoral Fellowship during which time she was a Visiting Fellow at the University of California, Berkeley, Cornell University and the Massachusetts Institute of Technology. Gardner has published on topics including wage policy, enterprise bargaining, trade union strategy, women workers and trade unions, and public sector employment relations. She is joint author with Professor Gill Palmer of *Employment Relations: Industrial Relations and Human Resource Management in Australia* (Melbourne: Macmillian) and editor of *Human Resource Management and Industrial Relations in the Public Sector* (Melbourne: Macmillian).

**William B. Gould IV**, member of the National Labor Relations Board and formerly on the Commission on the Future of Worker-Management Relations, has been a Professor of Law at Stanford Law School since 1972 and in 1984 was named the Charles A. Beardsley Professor of Law. Mr. Gould is a recognized leader on labor issues. Mr. Gould has held positions as counsel to the United Auto Workers and the National Labor Relations Board. He has also arbitrated and mediated more than 200 labor disputes. Mr. Gould also has extensive international experience and is the author of more than 50 articles and books on labor law and labor relations.

**Bruce Charles Hartnett** is Group Manager, Employee Relations, National Australia Bank. (National Australia Bank was established in 1858 and has grown to acquire British and New Zealand banks, remaining profitable throughout the turbulent late
1980s. It directly employs 43,776 people.) Prior to this he was the Employee Relations Manager for ICI Australia Limited. (ICI was first incorporated in 1928 as Imperial Chemical Industries. It expanded to add paints, explosives, advanced ceramics and plastics to its chemical interests. It has 9,640 employees.) Before entering private sector management he was the Deputy Director-General of the Department of Industry, Technology and Resources in Victoria. Hartnett is a member of the Business Council of Australia, Employee Relations Reference Group; the VECCI Employee Relations Policy Committee and the Board of Council of Equal Employment Opportunity. In 1992 he was awarded a Senior Professional Fulbright Award to the United States to examine the interaction of employee relations and the management of quality.

Margaret Hilton is Senior Associate at the Work & Technology Institute (WTI), where she promotes best practice in labor-management relations and work organization, with a particular focus on the service sector of the U.S. economy. Prior to joining WTI, Hilton was employed by the Congressional Office of Technology Assessment (OTA), where she conducted policy-focused studies at the request of Congressional committees. Her research at OTA focussed on worker training and worker participation. She directed OTA’s 1993 study Pulling Together for Productivity: A Union-Management Initiative at U S WEST, Inc. and was deputy director of a major study of the North American Free Trade Agreement, U.S.-Mexico Trade: Pulling Together or Pulling Apart (1992). Prior to joining OTA, Hilton was Research Economist with the Communications Workers of America from 1984-1988, where she promoted joint union-management training and retraining initiatives. Her publications include "Shared Training: Learning from Germany," Monthly Labor Review, March 1991 and "Outcome Measurement is Inappropriate," Workforce, Fall, 1992.

William J. Kelty is Secretary of the Australian Council of Trade Unions. Before coming to the Trade Unions, Mr. Kelty was the Chairman of the Commonwealth Government Regional Development Taskforce. He has been appointed to the Reserve Bank Board, the National Labor Consultative Council, the Economic Planning Advisory Council, and the Committee for Melbourne. He is also the Chairman for the Commonwealth Government Regional Development Taskforce.

Thomas A. Kochan, a member of the Commission on the Future of Worker-Management Relations, is the George M. Bunker Professor of Management at the Massachusetts Institute of Technology’s Sloan School of Management, where he has been a professor since 1980. Before coming to MIT, Mr. Kochan was on the faculty of the School of Industrial Relations at Cornell University. He has also served as a consultant to the Secretary of Labor in the Department of Labor’s Office of Policy Evaluation and Research. Mr. Kochan has written several books and completed research on a wide range of topics related to industrial relations and human resource management both in the public and private sector. He serves on the board of the Work
and Technology Institute. In 1992, he was elected President of the International Industrial Relations Association.

Bruce M. Kogut is associate Professor of Management at The Wharton School, at the University of Pennsylvania. Mr. Kogut is a member of the Academy of International Business; European International Business Association; Academy of Management; Strategic Management Society; and the American Economic Association. Mr. Kogut has published numerous articles. He is a reviewer for: Administrative Science Quarterly; Management Science; Organization Science; Journal of Industrial Economics; among many others.

Klaus Kolley is the Head of Personnel, Friedrichshafen Division at ZF Friedrichshafen AG. Mr. Kolley is also the Head of Personnel of the ZF Group and the Head of personnel Affairs of Executives, ZF Group. Before coming to ZF Friedrichshafen AG, Mr. Kolley was the Deputy Head of Personnel at the German Headquarters in Schweinfurt, as well as Manager of "Training and Continuing Education".

Richard Locke is Associate Professor of Industrial Relations and Political Science at the Massachusetts Institute of Technology, where he teaches courses on comparative labor relations and political economy. He is currently working on two research projects: the first analyzes the impact of German (re)unification on several key political-economic institutions (e.g., vocational education, industrial relations, and political parties) and seeks to understand the micro political and social foundations of institutional change, and a second research project on organizational innovation and its limits in the American labor movement. His other research interests include comparative industrial relations and the politics of school reform in the United States. Recent publications include *Rebuilding the Economy: Local Politics and Industrial Change in Italy*, (Cornell University Press, 1994), and with Thomas Kochan and Michael Piore, *Employment Relations in a Changing World Economy*, (MIT Press, 1994). He is a co-chair of the Study Group on New Directions in Comparative Politics which meets both at MIT’s Center for International Studies Harvard’s Center for European Studies.

Edward Lorenz is an Associate Professor of Economics at the University of Notre Dame and is presently Visiting Professor at the Université de Paris XIII in Villetaneuse and CNRS Research Associate at the Institut International de Paris La Défense. He received degrees from the Massachusetts Institute of Technology, the University of California at Berkeley and the University of Cambridge in England. During 1979-80 he was Auditeur Etranger at the Ecole Normale Supérieure in Paris between 1983 and 1986 he held the position of Postdoctoral Research Fellow at the Department of Applied Economics at the University of Cambridge. His recent publications include: *Economic Decline in Britain: The Shipbuilding Industry, 1890-1970*, Oxford University Press (1991); "Trust and the Flexible Firm: International Comparisons," *Industrial
Ray Marshall, chair of the Working Group on International Comparisons of the Commission on the Future of Worker-Management Relations, is currently the Audre and Bernard Rapoport Centennial Professor of Economics and Public Affairs at the University of Texas-Austin, a position he has held since 1982. His previous University of Texas positions since 1962 include: Professor of Economics; Chairman, Economics Department; Director and Founder, Center for the Study of Human Resources. Between 1977-1981, he was on leave from U.T. to serve as the Secretary of Labor for the Carter administration. Currently, Ray Marshall is researching the economics of education and learning systems; the organization of work for high performance; comparisons of international worker management relations and the competitiveness of the American economy. He serves on the board of the Work and Technology Institute. Some recent publications include: "Commons, Veblen, and Other Economists," Journal of Economic Issues, 1993; "Industrial Relations in Transition: The Paper Industry Example" (with Julius G. Getman), The Yale Law Journal, 1992; and Thinking for a Living: Education and the Wealth of Nations (with Marc Tucker), 1992.

Hans Matthöfer is the Chairman and CEO of BGAG, the social investment fund of the German Trade Union Federation (DGB) and its member unions. He studied Economics at Frankfurt University and the University of Wisconsin between 1948 and 1953. After graduating, he worked in the Economics Department of the German Metalworkers Union (IG Metall) in Frankfurt for four years, before working for the OECD in Paris. Matthöfer served as the Director of Education for IG Metall between 1961 and 1972, while also serving as a Member of Parliament for the Social Democratic Party of Germany (SPD). He served in Parliament up until 1987. He has also held several government positions, including Parliamentary Secretary of State in the Federal Ministry for Economic Cooperation, Federal Minister for Research and Technology, Federal Minister of Finance, and Federal Minister of Posts and Telecommunication. Recently, he was the publisher for the social democratic weekly paper "Vorwärts", before being elected CEO of BGAG in 1987.

Robert D. McMurdoo is Vice-Chair and Joint CEO, Management, of the Workplace Health and Safety Agency. Mr. McMurdoo has been a member of the Agency’s Board of Directors since its inception and is a past president of the Construction Safety Association. A graduate of the University of Western Ontario School of Business Administration, he was until recently President of McKay-Cocker Construction Limited in Ontario. He has been deeply involved in construction industry matters, having served as President of the Ontario General Contractors Association, Director of the Canadian Construction Association and in key roles with many other construction industry organizations. He also served as a member of the Ontario Labour Relations Board and sits on the Ministry of Labour's Construction Industry Advisory Board.

Manfred Muster is the Chairman of the IG Metall in the state of Bremen, Germany. Mr. Muster has held this position since 1991. Before his election as chairman, he was the secretary for humanization and work organization in the research department of the national IG Metall union. He received his education in psychology, sociology and philosophy at the University of Hamburg. Mr. Muster has been involved with IG Metall since 1979.

Charles Nielson is Vice President of Human Resources at Texas Instruments. He has previously directed the personnel departments at several sites of Texas Instruments. Before coming to Texas Instruments in 1965, Mr. Nielson supervised Industrial Relations Functions at the Fairchild-Hiller Corporation in St. Augustine, Florida. Mr. Nielson holds a BS degree from Brigham Young University and has done graduate work at the University of Utah and Utah State University. Mr. Nielson is currently a member of The Business Roundtable Employee Relations Committee; the Board of Directors for the Labor Policy Association; and a Member at Large on the Board of Directors for Texas Association of Business.

Jacques Rojot is Professor of Management and Industrial Relations and Dean of the Department of Management at the University of Paris 1 - Panthéon-Sorbonne. He has served or is presently serving as a consultant to the OECD, the EU and the Foundation for the Improvement of Living and Working Conditions of the European Community in Dublin, as well as to several corporations. He is a correspondent of the US Academy of Arbitrators and has been a visiting professor at the Institute for International Studies and Training (Fujinomiya, Japan), the University of Québec at Montréal, the Catholic University of Leuven Law School (K.U.L.) and the University of Lausanne Business School. He is the author of several books and more than 40 papers in French, English and U.S. journals in the field of management and industrial relations, sits on the editorial boards of several academic journals and professional
societies, nationally and internationally and is the Editor of the *Revue de Gestion des Resources Humaines*.

**Rainer Salm** is chairman of the works council of Kodak Germany. He was elected to the works council in 1984, and has been a full-time member (freed from other work duties) since 1987. His focus on the works council is the organization of work, technology, and training, and group work. Salm has been a member of the IG Metall since 1973. He has been a union representative at Kodak and a member of the steering committee of union representatives since 1982. Salm was born in Heidelberg, Germany, where he attended elementary and secondary school. He graduated from the University of Tuebingen, in 1975, successfully completing examinations in college preparatory mathematics and physics instruction. Following a period of student teaching and examinations, Salm made a career change. From 1977 through 1980, he was retrained through an apprenticeship with the Firm AEG in Stuttgart, receiving certification as a skilled electronics technician for electric power plants. Between 1980 and 1987 he was employed in the electronics department of Kodak Germany in Stuttgart, with responsibility for computer controlled machinery.

**Stephen I. Schlossberg** is the Director of the Washington Branch of the International Labor Office and special advisor to the Director of the ILO. Mr. Schlossberg has held this position since 1987. Before his ILO appointment, Mr. Schlossberg was U.S. Deputy Under Secretary of Labor for Labor-Management Relations. For nearly 20 years, Mr. Schlossberg was general counsel and director of government affairs at the United Automobile Workers of America. Mr. Schlossberg, is a graduate of the University of Virginia undergraduate and law schools, and author of *Organizing and the Law*, a book published by the Bureau of National Affairs, and numerous articles in professional journals.

**Jack Sheinkman** is President of the Amalgamated Clothing and Textile Workers Union, representing some 200,000 members in men’s apparel and other industries. He is a vice president of the AFL-CIO and of the AFL-CIO Industrial Union Department and has held senior leadership positions in a number of public policy groups, including the Council on Competitiveness and the Economic Policy Council of the United Nations Association. Mr. Sheinkman has been an innovator in a number of areas of labor and public policy, including pension fund investment, public media, international trade, and new workplace technology and work reorganization.

**Haruo Shimada** is Professor of Economics at Keio University. He received his B.A. and M.A. in economics from Keio University and his Ph.D. in Industrial Relations from the University of Wisconsin. He was appointed as a professor at the Department of Economics at Keio University in 1982. He served as a Visiting Principal Research Officer at the Economic Planning Agency (1978-83), a Visiting Professor at the Massachusetts Institute of Technology’s Sloan School of Management (1986), and an

Ronald Slahetka is Senior Vice President for Manufacturing of Xerox Incorporated. Based at the company’s Webster, NY manufacturing facilities, manages one of the few production operations that has been able to return manufacturing jobs to the United States. Mr. Slahetka, working with Xerox CEO Paul Allaire and other management leaders at Xerox, is now entering the second decade of their well known partnership with the union representing Xerox production workers, the Amalgamated Clothing and Textile Workers Union. Among other outside functions, he serves on the Board of the Work and Technology Institute.

Peter Stirling is the European Human Resources Director at Texas Instruments. Before holding this position, he was the human resources director at different company sites. He was also personnel manager and labor relations manager. Before coming to Texas Instruments in 1982, Mr. Stirling was Personnel manager at Pfizer Consumer Products in London. Mr. Stirling received his Bachelor’s degree with honors from Bristol University.

Wolfgang Streeck is Professor of Sociology and Industrial Relations at the University of Wisconsin-Madison. Previously he was a Senior Research Fellow at the Berlin Science Center and held visiting appointments at the European University Institute, Florence; the University of Warwick; and the Center for Advanced Studies in the Social Sciences, Madrid. Presently he is a Fellow at the Institute for Advanced Studies in Berlin. His publications are on trade unions, business associations, industrial relations, industrial change in advanced industrial society, and European integration. His recent books include: Social Institutions and Economic Performance: Studies in Industrial Relations in Advanced Capitalist Economies, 1992; Public Interest and Market Pressures: Problems Posed by Europe 1992 (with David G. Mayes and Wolfgang Hager), 1992; and Governing Capitalist Economies: Performance and Control of Economic Sectors, (co-edited with J. Rogers Hollingsworth and Philippe C. Schmitter), 1993).

John J. Sweeney is President of the Service Employees International Union, AFL-CIO. He has held this position since 1980 and is currently serving his fourth term. Before his election he was the secretary-treasurer, served on the Executive Board, and was the International Vice President. Before coming to the Service Employees, Mr.
Sweeney was the President of SEIU Local 32B-32J in New York City. Mr. Sweeney is currently a Vice-President of the AFL-CIO, and a member of its Executive Council. Sweeney also holds various other positions in the AFL-CIO. Mr. Sweeney is a board member of the American Arbitration association and the advisory Council of the Federal Mediation and Conciliation Services. He serves on the Board of Trustees of Iona College and The George Meany Labor Studies Center.

**Brian J. Turner** is founder and President of the Work and Technology Institute (WTI). He manages a wide program which identifies and promotes best practice in new workplace technology, job design, organization of work, and labor-management relations. WTI, a non-profit organization originally incorporated in 1980 as the Labor Policy Institute is dedicated to research and education activities linking workers and the workplace to technology and economic competitiveness. Turner is a member of the Modernization Forum Commission on Skills in Foundation Firms, the National Committee on Pay Equity, the Economic Strategy Institute and the Advanced Technology Coalition. He has published and testified widely on issues related to workplace technology, competitiveness, trade, and the economy. Prior to founding WTI, from 1979 until 1992, Turner served as executive assistant to the President of the Industrial Union Department of the AFL-CIO. From 1977-79, he served in the U.S. Department of Labor, as executive assistant in the International Affairs Bureau where he was responsible for coordinating international economic policy and research.

**Lowell Turner** is assistant professor in the School of Industrial and Labor Relations at Cornell University. He has a B.A. in international relations from Pomona College and an M.A. and Ph.D. in political science from the University of California at Berkeley. Before attending graduate school, he worked for several years as a letter carrier for the U.S. Postal Service and as a shop steward, chief steward, and branch editor for the National Association of Letter Carriers. His main teaching and research interests are in international and comparative labor, with a focus on Western Europe, especially Germany, and the U.S. His recently published book, *Democracy at Work: Changing World Markets and the Future of Labor Unions* (Cornell University Press), is a comparative study of unions and new work organization in Germany and the United States. With support from a German Marshall Fund research fellowship, he is currently writing a book on *Social Partnership in the Global Economy: Crisis and Reform in Unified Germany*. This work includes plant-level studies of the building of a new industrial relations system in eastern Germany.

**William J. Usery, Jr.**, a member of the Commission on the Future of Worker-Management Relations, is the President of Bill Usery Associates, Inc. a Washington, D.C. based consulting firm. Mr. Usery served as the U.S. Secretary of Labor under President Gerald Ford from 1976 to 1977 and has held several other presidential appointments. He has participated in resolving hundreds of collective bargaining disputes in both the public and private sector. He has been a fellow, an advisory
member, and an editorial advisor to many labor relations commissions and boards. He is recognized as one of the country’s foremost mediators.

Paula Voos, a member of the Commission on the Future of Worker-Management Relations, is Professor of Economics and Industrial Relations at the University of Wisconsin, Madison. She is the author and co-editor of numerous books and articles on economic competitiveness, labor relations, union management cooperation, and the impact of unions on company profits. Ms. Voos has served as an instructor of labor relations in the GM/UAW Paid Employee Leave Program. She has also testified before Congress, served as an expert witness and represented labor issues as a member of Wisconsin State Commissions.

Kirsten Wever is a political economist, currently Assistant Professor at the College of Business Administration at Northeastern University. From 1987 to 1989 she worked as Special Assistant to AFL-CIO Secretary-Treasurer Thomas Donahue, coordinating the Executive Council’s Committee on the Evolution of Work. Since then she has spent several years conducting research in Germany and the U.S., and publishing extensively about the American and German political economies and industrial relations systems. Her current work centers on the effects of different employment relations structures and strategies on firm competitiveness. She has just completed a book called Negotiating Competitiveness: Employment Relations and Industrial Adjustment in Germany and the United States (forthcoming, Harvard Business School Press).

Lynn R. Williams, Chairman of the Board of the Work and Technology Institute, is the recently retired International President of the United Steelworkers of America. Williams has been involved with the USWA since 1956 when he was hired as a staff representative. He was also Director of Local District 6, and the International Secretary before becoming the President in 1983. He was also a member of the AFL-CIO Executive Council and chaired its Strategic Approaches Committee. Mr. Williams received his Bachelor’s degree from McMaster University. He also serves on the Executive Board of the Industrial Union Department, the International Metalworkers Federation, the International Confederation of Free Trade Unions, the Committee for National Health Insurance, and many other national and international organizations.

Hironori Yano is the General Manager of the Toshiba Corporation’s Yokohama Facility Administration Center. He graduated from the Faculty of Law, University of Tokyo in 1963, and joined Toshiba the same year. Between 1969 and 1971, he studied at the Industrial Relations Research Institute at the University of Wisconsin. He was a Manager of the Labor Relations Section for Toshiba for four years before becoming a Senior Manager in 1979. He was the Senior Manager of the Administration Department at one plant, and two different business groups. In 1987 he was promoted to General Manager of the Public Communications Division, and in 1992 entered his present position as General Manager of the Yokohama Facility Administration Center.
Submitted Conference Papers

Bellace, Janice  "The Role of the Law in Supporting Cooperative Employee Representation System"

Bernard, Elaine  "The Micro Perspective on Joint Worker/Management Activities"

Edmonds, John  "After the Revolution - The Search for a New System of Labour Relations in Britain"

Forder, Paul and Robert McMurdo  "Working Together on Health and Safety: The Impact of Joint Health and Safety Committees on Health and Safety"

Gardner, Margaret  "Worker Participation and Organisational Change in Australian Workplaces"

Hartnett, Bruce  "Co-operative Labour-Management Relations in Australia"

Kogut, Bruce and Nicolai Rogovsky  "Multinational Corporations and High Performance Systems"

Kolley, Klaus  "An Important Factor for Competitiveness in Germany"

Locke, Richard  "A Perspective on International Transfer of Practices"

Lorenz, Edward  "Policies for Participation in the United States"

Meltz, Noah and Amil Verma  "Canadian Developments in Industrial Relations and Implications for the U.S"
Muster, Manfred  "Works Councils and Unions in Germany"

Rojot, Jacques "What Works and does not Work in Industrial Relations System Change to Promote Effective Workplace Participation? France, 1981 and Thereafter"

Salm, Rainer "A Works Council's Experiences with Direct Worker Participation and Co-Determination During a Period of Technological and Organizational Change"

Shimada, Haruo "Worker Participation in Management Decision Making"

Stirling, Peter "Multinational Corporations in Worker-Management Relations and Economic Performance in Different National Settings"

Streeck, Wolfgang "Creating the Conditions of Effective Workplace Participation"

Turner, Lowell "Institutional Supports for Workplace Innovation"

Wever, Kirsten "Worker Participation in Management Decision Making"

Wever, Kirsten "Summary of German Employers’ Views of Enterprise-Level Worker Representation"

Yano, Hironori "Worker-Management Institutions and Economic Performance"
International Evidence Conference

Participants' Addresses
A. COMMISSIONERS
U.S. Commission on the Future of Worker-Management Relations

The Honorable John Dunlop
Chair, Commission on the Future of Worker-Management Relations
208 Littauer
Department of Economics
Harvard University
Cambridge, MA 02138

The Honorable Ray Marshall
LBJ School of Public Affairs
University of Texas
Drawer Y, University Station
Austin, Texas 78713

Mr. Paul Allaire, Chairman and CEO
Xerox Corporation
800 Long Ridge Road
P.O. Box 1600
Stamford, CT 06904

Mr. Douglas Fraser
Professor of Labor Studies
Wayne State University
Walter P. Reuther Library
5410 Cass
Detroit, MI 48202

Professor Richard Freeman
Program Director for Labor Studies
Harvard / National Bureau of Economic Research
1050 Mass. Ave. 3rd Floor
Cambridge, MA 02138

Professor Thomas Kochan
Sloan School of Management
Massachusetts Institute of Technology
50 Memorial Drive E52-564
Cambridge, MA 02142-1347

The Honorable Juanita Kreps
Duke University
115 East Duke Building
Box 90768
Durham, NC 27708-0768

The Honorable William Usery
Associates Incorporated
1730 Rhode Island Ave., NW
Suite 301
Washington, DC 20036

Professor Paula Voos
University of Wisconsin
Department of Economics
Social Science Building
1180 Observatory Drive
Madison, WI 53706

B. Overview & Panels

OVERVIEW

Professor Richard Locke
Associate Professor of Industrial Relations & Political Science
Sloan School of Management
Massachusetts Institute of Technology
50 Memorial Drive E52-44
Cambridge, MA 02142-1347

PANEL 1

Professor Elaine Bernard
Harvard Trade Union Program
Harvard University
17 Dunster St., Suite 205
Mr. Paul Forder  
Vice Chair and Joint CEO, Labour  

Mr. Robert McMurdo  
Vice Chair and Joint CEO, Management  
Ontario Health and Safety Commission  
Workplace Health and Safety Agency  
121 Bloor Street, E Suite 900  
Toronto, Ontario M4W 3M5  

Mr. Klaus Kolley  
Zahnradfabrik  
Friedrichshafen AG  
D-88038 Friedrichshafen  
Germany  

PANEL 2  

Professor Kirsten Wever  
College of Business Administration  
Human Resources Management  
304 Hayden Hall  
Northeastern University  
Cambridge, MA 02115  

Professor Margaret Gardner  
Head, School of Industrial Relations  
Faculty of Commerce and Administration  
Griffith University  
Nathan Queensland 4111  
Australia  

Dr. Francesco Garibaldo  
Istituto Ricerche Economiche e Sociale [IRES]  
CGIL  
Via S. Teresa, 23  
00198 Roma  

Professor Haruo Shimada  
Keio University  
Department of Economics  

Mita Minato-Ku  
Tokyo, Japan  

PANEL 3  

Professor Lowell Turner  
294 Ives Hall  
ILR School  
Cornell University  
Ithaca, NY 14853-3901  

Professor Janice Bellace  
The Wharton School  
University of Pennsylvania  
Undergraduate Division  
Suite 1100 Steinberg Hall-Dietrich Hall  
Philadelphia, PA 19104-6375  

Mr. John Edmonds  
General Secretary  
GMB-Britain’s General Union  
22-24 Worple Road  
London SW19-4DD  

Professor Edward Lorenz  
Institut International de  
Paris La Défense  
22 rue de Villiers  
92300 Levallois Perret  
Sorbonne, France  

Mr. Manfred Muster  
IG Metall  
Verwaltungsstelle Bremen  
Bahnhöfplatz 22-28  
2800 Bremen Germany  

PANEL 4  

Professor Bruce Kogut  
SH-DH2000  
Wharton School of Business
Mr. Chuck Nielson  
Vice President

Mr. Peter Stirling  
Vice President, Human Resources, TI Europe
Texas Instruments Incorporated  
PO Box 650311-MS 3961
Dallas, TX 75265

Mr. Rainer Salm  
Kodak AG
Betriebsrat/Z+Nr. 3201  
70323 Stuttgart
Germany

Mr. Hironori Yano  
General Manager
Toshiba Electric Co. Ltd.
Yokohama Facility Administration Center  
8 Shin-Sugita, Isogo-ku
Yokohama, Kanagawa
Postcode 235
Japan

Mr. Bruce Charles Hartnett  
Group Manager, Employee Relations
National Australia Bank Limited  
GPO Box 84 A
Melbourne, Victoria 3001

Mr. William Kelty, Secretary  
Australian Council of Trade Unions  
393 Swanston Street
Melbourne, Victoria 3001
Australia

Mr. Hans Matthöfer  
Vorstandsvorsitzender
Beteiligungsgesellschaft für Gemeinwirtschaft AG  
Savingnystraße 43
60037 Frankfurt am Main

Professor Noah Meltz  
Woodsworth College
University of Toronto  
119 St. George St.
Toronto M5S1A1

Professor Jacques Rojot  
20 Rue Lacepede
Paris 75005 France

PANEL 5

Dr. Wolfgang Streeck  
Wissenschaftskolleg zu Berlin  
Wallotstrasse 19
D-14193 Berlin Germany  
[Returns 8/1/94 to UW]
Professor of Sociology and Industrial Relations  
8144 Social Science Bldg
Department of Sociology
University of Wisconsin- Madison  
1180 Observatory Drive
Madison, WI 53706-1393
Mr. Bernard Rapoport, CEO & President
American Income Life Insurance Company
P.O. Box 2608
Waco, Texas 76797

Ms. Ileanne Rosenthal
Consultant
Chair, NAM Employee Relations Committee
National Association of Manufacturers
1331 Pennsylvania Avenue, NW
Washington, DC

Mr. Howard D. Samuel, Senior Fellow
Council on Competitiveness
900 17th Street, N.W.
Suite 1050
Washington, D.C. 20006

Mr. Stephen I. Schlossberg, Director
International Labor Office
Washington Branch
1828 L Street, Suite 801
Washington, DC 20036

Mr. Jack Sheinkman
Amalgamated Clothing and Textile Workers Union
15 Union Square
New York, NY 10003

Mr. David Silberman
Director
Task Force on Labor Law
AFL-CIO
815 16th St., NW
Washington, DC 20006

Mr. Ron Slahteka
Vice President
Xerox Corporation
800 Phillips Road, Bldg. 208-05F
Webster, NY 14580

Mr. Hendrick Smith
Editor-in-Residence of The Foreign Policy Institute
The Johns Hopkins University
1619 Massachusetts Avenue, NW, Room 736
Washington, DC 20036

Mr. William Spriggs
Director Designate
National Commission for Employment Policy
1522 K Street, NW
Washington, DC 20006

Mr. Stewart Sullivan
National Association of Manufacturers
1331 Pennsylvania Avenue, NW
Washington, DC

Mr. John J. Sweeney
International President
Service Employees Int'l Union, AFL-CIO
1313 L Street, NW
Washington, DC 20005

Mr. Brian J. Turner
President
Work and Technology Institute
1775 K Street, NW
Suite 600
Washington, DC 20006

Mr. Louis Uchitelle, Economics Reporter
The New York Times
229 W. 43rd Street
New York, NY 10036

Mr. Joe Uehlein
Executive Assistant to the President
Mr. John Wells, Director
Federal Mediation and Conciliation Service
2100 K Street, NW
Washington, DC 20427