Index

401(k) pension plans, 4, 134, 138–139
Absenteeism, 123
Academic freedom, 12
Accountability, 119–120
ACORN, 168
AFL-CIO, 39, 43, 46, 141, 159, 178
Americans Coming Together and, 144
communication and, 161
Department of Corporate Affairs, 167
National Labor Relations Act and, 146
New Deal and, 144
Owens and, 214–215
public debate and, 142–143
Public Policy Department, 214
recruitment and, 153
SEIU and, 142–143
Sweeney and, 146, 167
Trumka and, 147–148
U.S. Department of Labor and, 199
Agricultural Extension Services, 114
Agriculture
Chavez and, 162, 164, 206
child labor and, 19
education and, 84, 86 (see also Education)
farm life and, ix, 9, 50, 85
unions and, 162, 164
Airline industry, 118, 161
Transportation Security Administration and, 176
worker’s voice and, 108–113
Alcatel, 131
Alcoa, 161
Alfred P. Sloan Foundation, 17, 114, 186, 220
Alliance, the (IBM group), 151
Alliance for Employee Growth and Development, 178
Amalgamated Clothing and Textile Workers Union, 161
Amati, Mike, 7, 207, 218
American Airlines, 161
American Federation of Labor. See AFL-CIO
American Federation of Teachers, 151
American Physical Therapists Association (APTA), 63–64
Americans Coming Together (ACT), 144
American Society for Training and Development (ASTD), 61
American values
divisions over, 1
erosion of, x
fair wages and, 93–94
innovative character of, 218–221
morals and, x–xi, 1
pragmatism and, x–xi
trust and, xi–xii, 8 (see also Trust)
working poor and, 94–99
Anagram Corporation, 81–82
“Analysis: Anxiety Still a Big Issue in 2004” (National Public Radio), 86–87
Annan, Kofi, 8, 194
Ansolabehere, Paul, 82
Appelbaum, Eileen, 96
Arbitration, 183
AT&T, 178
Bailyn, Lotte, 28–30
Barnes, Jerry, 178
Baumol, William, 91
Bell South, 178
Beltram, Edward, 131
Benefits, 140, 204
back-loaded, 129
collective bargaining and, 132
health-care issues and, 130–135
layoffs and, 130
paid family leave and, 26–28, 38–46, 129, 187–189
pensions and, 4, 129–130, 134–139, 159, 167, 197
Polaroid and, 127–128
Portable Benefits Network and, 152
Berger, Suzanne, 82
Bernhardt, Annette, 96
Betrayal of Work, The (Shulman), 95
Beyond the Part Time Partner: A Part Time Law Firm? (Miller, Kochan, and Harrington), 31
Bidwell, Matthew, 77
Big Labor image, 145
Biotechnology, 49, 74
Black Caucus, 169
Blair, Margaret, 120–121, 219
Blue Eagle at Work, The (Morris), 150
Boeing Corporation, 64–66, 80
Bookman, Ann, 17
Boston Bar Association, 30
Boston Globe, 21, 52, 133, 171
Boyer, Robert, 85
Boyle, Ed, 163
Briscoe, Forrest, 32–33
Bubbles, economic, 2–4, 119–120
Bush, George W., 113, 160
education and, 58–59
family and, 176–177
job creation and, 69–70
overtime and, 195
Business sector
accountability and, 119–120
benefits and, 127–140
CEO fiefdoms and, 57
charismatic CEO and, xiv–xv, 119
collective action and, 22
command and cost-control mentality and, 105–107
coopetition and, 13–14
corporate philanthropy and, 161–162
deregulation and, 118
division of labor and, 102–103
downsizing and, 12
dual agenda and, 28–30
education and, xiv–xv, 57–59, 61, 63–66, 74–75
fairness and, 41
flexibility and, 10, 25–46
future manufacturing and, 83–88
joint programs and, 64–66
knowledge-based organizations and, 101–126 (see also Knowledge economy)
market failure and, 61–62
networking and, 102–103
offshoring and, 70, 75–92
policy directions for, 213–216
restructuring and, 118–119
scandals and, 102, 116
sharing information and, 114
stock prices and, 118–119
tax incentives and, 73
Taylor management and, 102
team production view and, 120–121
technology and, 74
trust and, xi–xii, 8 (see also Trust)
twenty-first-century governance and, 116–124
voice and, 158–159 (see also Voice)
War Labor Board and, 132, 160
worker satisfaction and, 2–4
working poor and, 94–99
Business Week, 2
California, 10, 15, 42–43, 217, 220
CALPERS, 167
Carpenters Union, 141
Carter, Jimmy, 198
Cass, Susan, 36
Certified Nursing Assistants (CNAs), 170
Chaker, Ann Marie, 35
Chao, Elaine, 160
Chavez, Cesar, 162, 164, 206
Childcare, 6, 10, 17–18, 36
  flexibility and, 25–26
  paid family leave and, 26–28, 38–46, 129, 187–189
  unions and, 37–38
Child labor, 15
China, 81–82
Christensen, Kathleen, 17
Civil rights, 41, 92
Clark, Kathy, 85
Clark, Scott, 85
Class warfare, xi
Clinton, Bill, 40, 42, 62, 113, 175
Coalitions, 167–169
  family and, 206–211
  New Deal and, 205
  policy directions for, 205–221
Collective bargaining, 22, 174
  historical lessons of, 155–158
  interest-based negotiation and, 156–157
  majority rule and, 146–147
  modernizing labor laws and, 182–187
National Labor Relations Act and, 146
  pensions and, 135–136
  policy directions for, 212–213
Saturn Corporation and, 158
security workers and, 176
strikes and, 155–157
United Farm Workers and, 162, 164
  voice and, 117, 132, 141–142, 155–158, 174
Collective Bargaining Forum, 161
Commission on the Future of Worker Management Relations, 175, 177–181, 200
Commons, John R., 205
Communications Workers of America (CWA), 151, 178
Community groups, 39–40, 216–217
“Companies Limit Health Coverage of Many Retirees” (Freudenheim), 131
Conference Board, 4
Congress of Industrial Organizations (CIO). See AFL-CIO
Continental Airlines, 109–111, 157
Cooperation, 22
  education and, 59–60
  health-care issues and, 21
Corporate Voices for Working Families, 39–40, 214–215
Corporations. See Business sector
Council of Economic Advisors (CEA), 71–72
Crime, 6
Cushing-Gavin Award, 163
Daimler Chrysler, 38
d’Arbeloff, Alex, 8
Deadweight losses, 72–73
Dean, Amy, 142
Declaration of Fundamental Principles and Rights at Work, 92
DeLancy, Kathy, 178
Deloitte & Touche LLP, 35–36, 219
Delta Airlines, 110, 179
Deregulation, 118
Dot-com bubble, 2–4
Drago, Robert, 29
Dual agenda, 28–30
Dunlop, John, 198, 200
Earned Income Tax Credit (EITC), 98, 189–190
Eastern Airlines, 109
Eaton, Susan C., xx, 24
Economic issues, ix, 173
bubbles and, 2–4, 19–20
deadweight losses and, 72–73
dot-com era and, 2–4
education and, 51–59, 62
family toolkit for, 203–204
free trade and, 91–92
Great Depression and, 5, 12, 117, 205
income inequality and, 1–2
job creation and, 69–75
jobless recovery and, 70
knowledge economy and, xi–xii, 6, 10–11, 49–67 (see also Knowledge economy)
moral effects of, 1
New Deal and, 19, 144, 146, 175, 197, 201, 205–206
offshoring and, 70, 75–92
recession of 1990 and, 70
standard of living, 1
trust and, xi–xii, 8 (see also Trust)
uneven wealth distribution and, 1–2
U.S. Department of Labor and, 195, 197–200
U.S. manufacturing and, 83–90
World War II era and, 117
Economic Justice for All (U.S. Catholic Bishop’s Pastoral Letter), 1
Education, ix–x, 190, 198
academic freedom and, 12
American Federation of Teachers and, 151
bargaining power of, 207–208
budget cuts and, 51–53
business sector and, 61–66, 74–75
career development and, 206–207
challenges of, 53, 55–57
early childhood, 58
ECCLI and, 24
economic issues and, 51–59, 62
farm life and, 19
flexibility and, 34
globalization and, 107
guarantees of, 75–76
health-care issues and, 54–55
importance of, 49, 51–59
income and, 49–50
jobs scare and, 12–13
joint programs and, 64–66
knowledge as power and, 164–165
(see also Knowledge economy)
life-long learning and, 12, 49, 60–67, 164–165, 209
market failure and, 61–62
MBA flaws and, 115
National Science Foundation and, 55
“No Child Left Behind” and, 11, 58
offshoring and, 70, 75–92
parenting and, 11
people skills and, 59–60
politics and, 58–59, 62
property taxes and, 52
racial issues and, 55–56
reforms and, 12
school cutbacks and, 6
sharing information and, 114
technology and, 55–56, 60–61, 74
top-down approach to, xiv, 57
unions and, 64–65
working poor and, 94–99
young people and, 12–13
Ehrenreich, Barbara, 95, 166
Employee Freedom of Choice Bill, 183
Employee Stock Ownership (ESOP), 121
Employment and Training Administration, 62
Enron, 116
Entrepreneurs, 75
Exit, 165–166, 173
Extended Care Career Ladder Initiative (ECCLI), 24
Fair wages, 93, 105
Bush and, 176–177
working poor and, 94–99
Family, xiv, 11, 172–173
activism by, 205–221
Bush and, 176–177
business sector and, xii
Index

childcare and, 6, 10, 17–18, 25–26, 36–38
coalitions and, 167–168, 206–211
collective bargaining and, 141–142
dual agenda and, 28–30
Earned Income Tax Credit (EITC) and, 98, 189–190
enabling of, 203–211
erosion of, x
farm life and, ix
flexibility and, 25–46
homemakers and, 9
interviews of, 206–207
job creation and, 190–193
market power and, 207–209
modernizing law for, 182–187
mothers/wives and, 17–18 (see also Gender issues)
national agenda for, 40–41, 182–202
paid family leave and, 26–28, 38–46, 129, 187–189, 220
Polaroid and, 127–128
single parents, 18
“special interests” label and, 45, 47
standard of living and, 6
state-level initiatives and, 200–201
stresses on, 7, 9–10, 17–18
toolkit for, 203–204
unions and, 150–154, 157
voice for, xv (see also Voice)
worker testimonials and, 177–182
Family and Medical Leave Act (FMLA), 40–41
Family and Work Institute, 25
Family/work integration, 47–48
community groups and, 39–40
demographics for, 17–18
flexibility and, 25–46
ideal worker and, 19–21
national policy for, 40–41
professional organization and, 38–39
single parents and, 18
state-level initiatives and, 42–46
unions and, 37–39
welfare reform and, 18
Farm life, ix, 9, 50, 85. See also Agriculture
Federal Mediation and Conciliation Service, 121, 186–187
Fernandez-Mateo, Isabel, 81
First contract negotiations, 183
Five Smooth Stones: Strategic Capacity in the Unionization of California Agriculture (Ganz), 162, 164
Flexibility, 10, 179, 204, 215
business case for, 34–37
community groups and, 39–40
dual agenda of, 28–30
education and, 34
family friendly programs and, 25–26
gender issues and, 25–46
health-care issues and, 32–34
ideal worker and, 26
industry and, 32–33, 35
law firms and, 26–32
management issues and, 36–37
Massachusetts and, 46
MIT and, 36–37
national policy and, 40–46
NUMMI and, 108–109, 111
paid family leave and, 26–28, 38–46, 129, 187–189, 220
professional associations and, 38–39
sabbaticals and, 34–36
Southwest Airlines and, 108–113
“special interests” label and, 45, 47
stigma and, 26–28
Sullivan, Weinstein & McQuay and, 30–32
sustainability and, 37
unions and, 37–39
universities and, 34–37
workplace regulations and, 195–196
Ford, Gerald, 113, 198
Ford Foundation, 152
Ford Motor Co., 38
Forrester Research, 76
Fortune Magazine, 93, 110
Frank, Barbara, 24
Freelancers Union, 152
Freeman, Richard, 165
Free trade, 91–92
Freudenheim, Milt, 131
Frontier Airlines, 109
Full Employment Act of 1946, 69
Full Employment and Balanced Growth Act of 1978, 69–70
Galbraith, John Kenneth, 117
Ganz, Marshall, 162, 164
Gender issues, x–xi, 11, 15, 218
agriculture and, 19
education and, 55
flexibility and, 25–46
ideal worker and, 19–21
income and, 20
Iron Man image and, 33
MIT and, 171
paid family leave and, 26–28, 38–46, 129, 187–189, 220
unions and, 149–150
working wives/mothers and, 17–18
General Electric, 151
General Motors, 38, 93, 107, 161
Global Compact, 8
Global Compact (Annan), 194
Globalization, 6–7
education and, 107
free trade and, 91–92
international standards and, 193–194
Nike and, 92
pros/cons of, 90–92
UN International Labor Organization and, 91–92
Goldberg, Arthur, 198
Gomory, Ralph, 17, 91
Government, x
Commission on the Future of Worker Management Relations and, 175, 177–181
communication and, 177, 179
Council of Economic Advisors and, 71–72
deregulation and, 118
federal policy makers and, 217–218
health-care issues and, 23
job creation and, 69–75
knowledge-based work systems and, 113
Manufacturing Extension Centers and, 75
Medicare Reform Bill and, 134
modernizing labor laws and, 182–187
National Labor Relations Act and, 146, 150, 158–159
New Deal and, 19, 144, 146, 175, 197, 201, 205–206
paid family leave and, 187–189
policy directions for, 217–218
Sarbanes Oxley bill and, 120
state-level initiatives and, 42–46, 200–201, 217
tax incentives and, 73
U.S. Department of Labor and, 62, 176–177, 195, 197–200, 202
War Labor Board and, 132, 160
Great Depression, 5, 12, 117, 205
Greater Boston Interfaith Organization (GBIO), 169–170, 216
Greenberger, Scott S., 134
Greenspan, Alan, 119
Haitian community, 169–170, 216
Hammer, Michael, 115
Harrington, Michael, 210
Harrington, Mona, 31
Harvard Union of Clerical and Technical Workers (HUCTW), 38–39, 149–150, 219
Harvard University, 165
Health-care issues, 5, 128–129, 197, 220
cooperation and, 21
cost and, 130–131
ECCLI and, 24
education and, 54–55, 63
flexibility and, 32–34
government and, 23
immigrants and, 170
Iron Man image and, 33
Index

mandatory overtime and, 21, 23
Medicaid and, 18, 41
Medicare and, 41, 134
nursing shortage and, 21, 23
reduced benefits and, 130–135
strikes and, 156
travel nurses and, 21, 23
universal coverage and, 135
voice and, 170
Healy, Kerry, 53
Highland Yarn Mills, 180
Hill, Jimmy & Florence, 179–181
Hochschild, Arlie, 103
Homemakers, 9
Horizontal Organization, The (Ostroff),
104
Horvitz, Wayne, 121–122
Hospital and Health Care Workers, 157
Hotel, Entertainment and Restaurant
Employees, 38
Hourly wages, 102–103
Human capital. See also Labor; Workers
cooperation and, 13–14
globalization and, 6–7
investment in, 191–193
knowledge economy and, 10–11
technology integration and, 115–116
Human resources management, xiv
Human Side of the Enterprise, The
(McGregor), 101–102
Humphrey-Hawkins Bill, 69–70
Hutchinson, Bill, 141
Hyatt, Amanda, 178
“Hybrid Institutions in the Labor
Market: New Immigrants and Forms
of Representation” (Yu), 170

Ideal worker, 9, 19–21, 26–28
Illinois, 18
Immigrants, 169–170, 209–211, 216–217
Income
Bush and, 176–177
CEOs and, 119, 124
diminishing benefits and, 2–6
diminishing of, 93–94

Earned Income Tax Credit (EITC)
and, 189–190
education and, 49–50
fair wages and, 93–99, 105,
176–177
flexibility and, 30–31
gender issues and, 20
hourly, 102–103
low wages and, 94–99
minimum wage and, 189–190
Nike and, 92
pensions and, 4, 129–130, 134–139,
159, 167, 197
salaried, 102–103
skills and, 59–60
temporary agencies and, 81
two-income families and, 17–20
unequal distribution of, 1–2
working poor and, 94–99

“Income Gap Widens, Uncertainty
Spreads, As” (Witte), 85
Industrial Areas Foundation, 168
Industrial era, 9
Industrial relations, xiv
Information technology (IT), 77
Innovation
collective action and, 22
knowledge-based work systems and,
108–116
McGregor and, 101–102
networking and, 102–103
offshoring and, 81
technology and, 74–75 (see also
Technology)
Institutional Shareholders Services
(ISS), 167
Insurance, 5, 15
health, 129–135 (see also Health-care
issues)
Temporary Disability Insurance and, 42
unions and, 129

Integrating Work and Family Life: A
Holistic Approach (Bailyn, Drago &
Kochan), 29
Interest-based negotiation, 156–157
Interfaith Alliance, 168
International Association of Machinists and Aerospace Workers (IAM), 64–65
International Business Machines (IBM), 35, 76, 151
International standards, 193–194
Invention, 6
Investment, 13–14, 201
developing countries and, 193–194
human capital and, 191–193
pensions and, 135–139
retirement savings and, 138
Iron Man image, 33

JetBlue Airways, 110–111
Jobs, 100. See also Labor
availability and, 69–71
benefits and, 127–140
Council of Economic Advisors and, 71–72
creation of, 12–13, 69–75, 190–193, 201
deadweight losses and, 72–73
Declaration of Fundamental Principles and Rights at Work and, 92
education and, 84, 86 (see also Education)
exiting and, 166, 173
fair wages and, 93–99, 105, 176–177
family adjustment policy for, 88–90
free trade and, 91–92
future knowledge economy and, 73–75
globalization and, 90–92
human capital investment and, 191–193
international standards and, 193–194
jobless recovery and, 70
low wages and, 94–99
macroeconomic policies and, 71–73, 190–191
manufacturing, 83–88
networks and, 210
offshoring and, 70, 75–92
security for, 127–128
sustainability and, 101
trade and, 193–194
voice and, 166 (see also Voice)
working poor and, 94–99
John D. and Catherine T. MacArthur Foundation, 152
Johnson, Lyndon B., 198
Joint programs, 64–66
J. P. Morgan Chase, 152
Jungle, The (Sinclair), 94–95
Junk bonds, 118
Justice for Janitors, 156, 165

Kaiser Permanente, 123–124, 157, 161, 212, 219
Kellog, Kate, 33
Kennedy, Edward, 183
Kennedy, John, 198
Khurana, Rakesh, xiv
Kim Dae Jung, 107
Klein, Donna, 39–40, 214–215
Knight, Phil, 92
Knocke, Ann, 64
Knowledge-based work systems
diffusing of, 113–115, 185–186
government and, 113
NUMMI and, 108–109, 111
Southwest Airlines and, 108–113
technology and, 115–116
trust and, 107–113
twenty-first-century governance and, 116–124
Knowledge economy, xi–xii, 6, 10, 204
building organizations for, 101–126
economic issues and, 51–59
education and, 11–12, 49–67
future jobs and, 73–75, 83–88
income and, 49–50
job creation and, 190–193
job sustainability and, 101
joint programs and, 64–66
Manufacturing Extension Centers and, 75
Massachusetts and, 49–50
NUMMI and, 108–109, 111
offshoring and, 70, 75–92
sensible macroeconomic policies and, 190–191
sharing information and, 114
skill mix and, 59–60
social abilities and, 59
social role of, 74–75
Southwest Airlines and, 108–113
technology and, 74
trust and, 102–107
twenty-first-century governance and, 116–124
work systems and, 107–114
Kochan, Kathy, 54
Kochan, Loretta, xviii–xix
Krazinski, Lori, 86–87
Krugman, Paul, 91
Labor, x
agriculture and, ix, 9, 19, 50, 84–86, 162, 164, 206
benefits and, 2–6, 127–140
child, 15
collective bargaining and, 22 (see also Collective bargaining)
college degrees and, 49–50
Commission on the Future of Worker Management Relations and, 175, 177–181
cooperation and, 13–14
corporate governance and, 116–124
creativity and, 6–7
Declaration of Fundamental Principles and Rights at Work and, 92
demographics of, 4–6
division of, 9, 102–103
downsizing and, 12
dual agenda of, 28–30
ECCLI and, 24
fair wages and, 93–99, 105, 176–177
flexibility and, 25–46
full employment and, 69–70
future solutions for, 211–213
health-care issues and, 18 (see also Health-care issues)
hour limits and, 10
ideal worker and, 9, 19–21, 26–28
inhumane treatment and, 94–95
innovation for, 13–16
insurance and, 5, 15
Iron Man image and, 33
joint programs and, 64–66
layoffs and, 117–118, 130
management partnerships and, 186–187
manufacturing and, 83–90
media and, 165–166
modernizing law for, 182–187
National Labor Relations Act and, 146, 158–159
New Deal and, 19
NUMMI and, 108–109, 111
offshoring and, 70, 75–92
overtime and, 195
paid family leave and, 26–28, 38–46, 129, 187–189, 220
pensions and, 4, 129–130, 134–139, 159, 167, 197
people skills and, 59–60
policy directions for, 211–213
Progressive Movement and, 95
safety and, 15
Saturn Corporation and, 158
security and, xi
single parents and, 18
skilled, 11–12, 59–61 (see also Education)
Southwest Airlines and, 108–113
“special interests” label and, 45, 47
stresses on, 7, 9–10
strong movement for, 14–15
team production view and, 120–121
temporary agencies and, 81
trust and, 102–107 (see also Trust)
twenty-first-century governance and, 116–124
two-parent families and, 18
Labor (cont.)
unions and, xii–xiii, 5–6, 37–38 (see also Unions)
U.S. Department of Labor and, 62, 176–177, 195, 197–200, 202
voice for, 13–15 (see also Voice)
War for Talent and, 69
War Labor Board and, 132, 160
worker satisfaction and, 2–4
work hours and, 195
working poor and, 94–99
workplace regulations and, 195–196
Labor Guild of the Archdiocese of Boston, 162–163, 216
Land, Edwin, 127
Land of Plenty, The: Diversity as America’s Competitive Edge in Science, Engineering, and Technology, 56
Lawyers, 26–32
Layoffs, 117–118, 130
Lewis, John L., 141
Lieberman, Joseph, 42, 188
Locked in the Cabinet (Reich), 62, 175
Lorenzo, Frank, 109
Lovell, Malcolm, 161
Low Wage America (Appelbaum, Bernhardt, Murnane, et al.), 96
Loy, J. M., 176
Lucent Technologies, 131
“Luring Moms Back to Work” (Chaker), 35
McCarthy, Billy, 145
McGregor, Douglas, 101–102, 105
McKersie, Bob, 161
Management, 125–126, 204
accountability and, 119–120
charismatic CEO and, xiv–xv, 119
Commission on the Future of Worker Management Relations and, 175
corruption by, 178–182
Galbraith and, 117
knowledge-based work systems and, 108–124
labor partnerships and, 186–187
layoffs and, 117–118
pensions and, 135–139
Polaroid and, 127–128
policy directions for, 213–216
retention bonuses and, 128
Sarbanes Oxley bill and, 120
Taylor and, 102
team production view and, 120–121
technology and, 115–116
Theory X and, 101–102, 125, 181
trust and, 102–107
twenty-first-century governance and, 116–124
unions and, 147 (see also Unions)
voice and, 158–159
workplace regulations and, 195–196
Manufacturing
offshoring and, 70, 75–92
working poor and, 96
Manufacturing Extension Centers, 75
Markets, xi
bubbles and, 2–4, 119–120
free trade and, 91–92
globalization and, 6–7, 90–92
international standards and, 193–194
paid family leave and, 187–189
trust and, 8
Marriott Corporation, 39
Marshall, Ray, 198
Massachusetts, 15, 21, 42, 217
Attelboro, 51–53
health-care issues and, 133–134
knowledge economy and, 49–50
unions and, 149
Work-Family Council and, 46, 217
“Massachusetts Fiscal Crises Hit Education Hard” (Reschovsky), 52
Massachusetts Institute of Technology (MIT)
Department of Political Science and Industrial Performance Center, 82
flexibility guidelines and, 36–37
gender issues and, 171
job creation and, 74
School of Engineering, 60
Index

Sloan School of Management, xiv, 8
Workplace Center, 28, 32, 45, 170
Mead, Dana, 59–60
Media, 165–166
Mediation, 183
Medicaid, 18, 41
Medicare, 41, 134
Medicare Reform Bill, 134
Meisinger, Sue, 214–215
Mergers, 121–122
Mexico, 81–82
Miller, Brendan, 31
Miller, Gary, 86
Mineworkers Union, 141
Minimum wage, 189–190
Minnesota, 18, 81–82, 149
Minnette Mills, 181
Mirro Aluminum, 85
Mishel, Lawrence, 133
Morals. See American values
Morgan Stanley, 167
Morris, Charles, 150
Murnane, Richard, 96
“My Plan for Massachusetts Health Insurance Reform” (Romney), 133

National Academy of Sciences, 176
National Commission on Productivity and the Quality of Work, 113
National Council of La Raza, 168, 216–217
National Education Association, 151
National Labor Relations Act (NLRA), 146, 150, 158–159
National Partnership for Women and Families, 40–41
National Planning Association, 161
National Policy Association, 161
National Public Radio, 84, 86–87
National Science Foundation, 55
Neeleman, David, 110–111
Networks, 167–169, 210
New America Foundation, 214–215
New Deal, 19, 144, 146, 175, 197, 201, 205–206
New economy, 2
Newell Rubbermaid Corporation, 86
New Jersey, 167
Newman, Katherine, 96
New United Motors Manufacturing Inc. (NUMMI), 108–109, 111
New York, 15, 217
New York Community Trust, 152
New York Hospital Association, 220
Nickled and Dimed (Ehrenreich), 95, 166
Nike, 92, 165, 217
Nixon, Richard M., 113, 198
“No Child Left Behind,” 11, 58
Nongovernmental organizations (NGOs), 92
North Carolina, 74, 180–181
Northwest Airlines, 110
No Shame in My Game (Newman), 96
Nussbaum, Karen, 153–154
O’Donnell, Joe, 163
Offshoring, 70
Boeing and, 80
community policies and, 88–89
cross-disciplinary teams and, 77
decision-making policies and, 79–80
economic effects of, 76–83
education and, 75–76
globalization and, 90–92
group projects and, 77–78
IBM and, 76
intellectual property and, 82
labor costs and, 79
legal issues and, 77–78
politics and, 80
U.S. manufacturing and, 83–90
Ohio, 58, 88–89, 220
O’Neill, Tip, 15
Options for Improving Negotiations and Dispute Resolution (Working Group on Airline labor Relations), 112
Osterman, Paul, 30, 113
Ostroff, Frank, 104
Other America, The (Harrington), 210
Otis, John, xviii–xix
Outsourcing, 5
Owens, Chris, 39–40, 214–215
Owens Community College, 58

Paid family leave, 26–28. See also
Flexibility
California and, 43, 220
case for, 187–189
national policy and, 40–46
state-level initiatives and, 42–46
unions and, 38–39
Paid Family Leave Coalition, 43
“Passion with an Umbrella” (Scully & Segal), 169, 171
Pennsylvania, 88–89, 220
Pensions, 130, 159, 167, 197
401(k), 4, 134, 138–139
collective bargaining and, 136
overfunded, 129, 137–138
portability for, 139
reduced benefits and, 135–139
U.S. Supreme Court and, 135–136
People Express, 109
Performance reviews, 29
Perkins, Frances, 159–160, 197–199
Personal Pursuits program, 35
Polaroid, 127–128
Policy
absenteeism, 123
benefits and, 127–140
collective action and, 22
Commission on the Future of Worker Management Relations and, 175
cooperation and, 21–22
deadweight losses and, 72–73
dual agenda and, 28–30
family toolkit and, 204
flexibility and, 25–46
full employment and, 69–70
future directions for, 205–221
globalization and, 90–92
innovation for, 13–16
job creation and, 69–75
knowledge-based work systems and, 108–116
modernizing labor laws and, 182–187
National Labor Relations Act and, 146, 150, 158–159
national work-family policy and, 40–46
New Deal and, 19, 144, 146, 175, 197, 201, 205–206
“No Child Left Behind” and, 11, 58
NUMMI and, 108–109, 111
offshoring and, 70, 75–92
paid family leave and, 26–28, 38–46, 129, 187–189, 220
pensions and, 139
sensible macroeconomic, 190–191
sick leave and, 44, 123
Southwest Airlines and, 108–113
state-level initiatives and, 42–46, 200–201
U.S. Department of Labor and, 62, 176–177, 197–200
U.S. manufacturing and, 83–89
voice and, 167–169 (see also Voice)
WARN Act and, 65
working poor and, 97–98
Politics, x, 15, 47–48, 221
Bush and, 176–177
class warfare and, xi
cooperation and, 13
education and, 58–59, 62
job creation and, 69–75
national work-family policy and, 40–46
New Deal and, 19, 144, 146, 175, 197, 201, 205–206
offshoring and, 80
polarization of, x
Progressive Movement and, 95
“special interests” label and, 45–46
state-level initiatives and, 42–46, 200–201
Index

U.S. Department of Labor and, 62, 176–177, 195, 197–200, 202
Pope Leo XIII, 93, 169
Portable Benefits Network (PBN), 152
Poverty, 5
  health-care issues and, 18
  low wages and, 94–99
  minimum wage and, 189–190
Nike and, 92
  welfare reform and, 18
  working poor and, 94–99
Primack, Phil, 83
Productivity. See Labor
Professional associations, 46. See also Unions
  exit and, 166
  family and, 38–39
  policy directions for, 211–213
Progressive Movement, 95
Provo, Lawrence, 85
Publicity, 165–166
  “Putting People First” slogan, 175
Qin, Fei, 210
Quality through Training Program (QTTP), 65
Racial issues, x–xi, 11
  education and, 55–56
  health-care issues and, 170
  immigrants and, 169–170, 209–211, 216–217
Reagan, Ronald, 198
“Rebuilding Bay State’s Education Workforce” (Healy), 53
Reich, Robert, 62, 175
Religion, x, 1, 93, 183, 209
  coalitions and, 162–163, 167–170
  farm life and, 19
  policy directions for, 211–217
Rerum Novarum (Pope Leo XIII), 169
Reschovsky, Andrew, 52
Retention bonuses, 128
Retirement savings, 138
Rockefeller Family Fund, 152
Rockefeller Foundation, 96
Rogers, Joel, 165
Romney, Mitt, 134
Rondeau, Kris, 38–39
Roosevelt, Franklin D., 129, 159–160, 197–199, 205
Russell Sage Foundation, 96
Safety, 15
Safford, Sean, 88–89
Salaries, 102–103
Samuelson, Paul, 91
  Sarbanes Oxley bill, 120
Saturn Corporation, 158
Saxenian, Anna Lee, 209–210
Schultz, George, 198
Science, 11–12
  future jobs and, 73–75
  Taylor management and, 102
Scully, Maureen, 169, 171
Security, 176
Security and Exchange Commission, 185
Segal, Amy, 169, 171
Seniority, 129
Service Employees International Union (SEIU), 37–38, 142–143, 157, 169–170, 216
Sheinkman, Jack, 161–162
Shipler, David, 96
Shulman, Beth, 214–215
Sick leave, 44, 123. See also Flexibility
Silicon Valley, 74–75
Sinclair, Upton, 94–96, 98
Single parents, 18
Social security, 129, 139, 197
Soucy, Paul, 83
South Bay Labor Council, 142
Southwest Airlines, 108–113, 157, 219
Special interests, 45, 47
Standard of living, 1–2, 6, 8. See also Income
Stanford University, 74
Index

Starting in Our Own Backyards (Bookman), 17
State Disability Insurance (SDI), 43
“State Leaders Aim at Healthcare Gap” (Greenberger), 133
Stern, Andrew, 142, 144
Stock prices, 118–119
Stout, Lynn, 120–121, 219
Strikes, 155–157, 165
Sullivan, Bob, 30–31
Sullivan, Weinstein & McQuay (SWM), 30–32, 219
Supporting Car Givers: Policy and Practice in Long Term Care (Eaton & Frank), 24
Sweeney, John, 146, 167
Takeovers, 118
Taxes, 6, 25, 73
Council of Economic Advisors and, 71–72
Earned Income Tax Credit (EITC) and, 98, 189–190
education and, 52
havens for, 120
high-income bracket and, 71–72
Taylor, Frederick, 102
Teamster’s Union, 121–122, 145, 156
Technology, 11–12, 208
biotechnology, 49, 74
business sector and, 74
education and, 55–56, 60–61
future jobs and, 73–75
human capital integration and, 115–116
innovation and, 74–75
management and, 115–116
offshoring and, 70, 75–92
universities and, 74
working poor and, 94–99
Temporary agencies, 81
Temporary Disability Insurance, 42
Tenure, 117, 129
Teradyne, 8
Theory X, 101–102, 125, 181
Theory Y, 101–102, 125
Thurow, Lester, 91
Tocqueville, Alexis de, x
Toskes, Raffael, Sr., 85
Towers Perrin, 148
Toyota, 107–108
Trade programs, 193–194
Transportation Security Administration, 176
Traveglini, Robert E., 134
Travel nurses, 21, 23
Trumka, Richard, 147–148
Trust, xi–xii, 8, 128–129
command and cost-control mentality and, 105–107
corporate scandals and, 102
division of labor and, 102–103
fair wages and, 93–99, 105, 176–177
knowledge-based work systems and, 102–116
rebuilding of, 102–107
unions and, 147
Wal-Mart and, 105–107
working poor and, 94–99
TXU, 131
Tyco, 116
Tyson Foods Inc., 168, 216, 217

Undergraduate Practice Opportunities Program (UPOP), 60
Unemployment, 5
insurance and, 15
jobs scare and, 12–13
tenure and, 117
Unions, xii–xiii, 5–6, 102–103, 120, 122, 207. See also Specific union
agriculture and, 162, 164
airline industry and, 108–113
Americans Coming Together and, 144
best, 143, 145–146
Big Labor image and, 145
child care image and, 37–38
coalitions and, 167–169
collective bargaining and, 22, 117, 132, 141–142 (see also Collective bargaining)

communication and, 161–162, 165–166
corruption in, 145
decline of, 118, 171–172
democracy and, 145
economic issues and, 142
education and, 64–65
family and, 157
future of, 142–143
Galbraith and, 117
gender issues and, 149–150
growth of, 129
health-care and, 21
hour limits and, 10
insurance and, 129
interest-based negotiation and, 156–157
knowledge as power and, 164–165
lifetime membership and, 150–154
media and, 165–166
modernizing labor laws and, 182–187
national approval of, 145–146
National Labor Relations Act and, 146, 150, 158–159
networks and, 167–169
New Deal and, 146
next-generation, 142–143, 165–166, 187
NUMMI and, 108–109, 111
paid family leave and, 38–39, 43
pensions and, 135–136
policy directions for, 211–213
Portable Benefits Network and, 152
public debate and, 142–143
reinventing, 146–155
Roosevelt and, 159–160
Southwest Airlines and, 108–113
strikes and, 155–157, 165
traditional organizing approach of, 146–147
turning points in, 141–142
vision and, 142, 149–150
voice and, 144 (see also Voice)
worker testimonials and, 177–182

working poor and, 94–99
worst, 143, 145–146
United Airlines, 110
United Auto Workers, 107, 220
family services and, 38, 157
NUMMI and, 108–109, 111
United Farm Workers, 162, 164
United Hospital Fund, 152
United Nations, 8, 91–92
United Parcel Service (UPS), 156, 165
United Steelworkers Local 6499, 86
University of Texas, 74
University of Wisconsin, 74, 205
US Airways, 110
U.S. Census Bureau, 35
U.S. Department of Labor, 62, 176–177, 195, 197–200, 202
Usery, William, 198
U.S. Supreme Court, 135–136

Vacations, 44. See also Flexibility
Vision, 142, 149–150
Voice, 204, 208

Americans Coming Together and, 144
building power sources for, 162–169
corporations and, 167–169
collective bargaining and, 117, 132, 141–142, 155–158, 174 (see also Collective bargaining)
Commission on the Future of Worker Management Relations and, 175, 177–181
communication and, 165–166, 173
corporate governance and, 121–124, 184–185
decision making and, 158–159
direct participation and, 154–155
exit and, 166, 173
health-care issues and, 170
historical lessons for, 141–143
importance of, 121–124
knowledge and, 164–166
labor investment and, 167
media and, 165–166
Voice (cont.)
national security and, 176–177
needed changes for, 147–155, 172–174
networks and, 167–169
NUMMI and, 108–109, 111
positive vision and, 149–150
reinventing, 146–147
Scully/Segal paper and, 169, 171
in society, 159–162
Southwest Airlines and, 108–113
strategy for, 149–150
strikes and, 155–157, 165
union analysis and, 117, 143–146
United Farm Workers and, 162, 164
vision and, 142, 149–150
worker testimonials and, 177–182

WAGE, 151
Walesa, Lech, 143, 145
Wall Street, 118–119. See also Business sector
Wall Street Journal, 115
Wal-Mart, 85, 105–107, 156
War for Talent, 69
War Labor Board (WLB), 132, 160
Washington Post, 84, 208
Washtech, 151
Welch, Jack, 8, 125
Welfare reform, 15, 18
Why the Garden Club Couldn’t Save Youngstown: Social Capital the Transformation of the Rust Belt (Safford), 89
Wirtz, W. Willard, 198
Wisconsin, ix, 15, 18, 74, 85–87, 165, 167, 217
Witte, Griff, 85
Women’s Bar Association, 32, 218
Worker Adjustment and Retraining Notification (WARN) Act, 65
Workers
accomplishment and, ix
as assets, 101
benefits and, 127–140 (see also Benefits)
collective bargaining and, 135–136, 141–142 (see also Collective bargaining; Labor)
cooperation and, 21
Declaration of Fundamental Principles and Rights at Work and, 92
demographics of, 148
dual agenda and, 28–30
education and, 55, 164–165 (see also Education)
fair wages and, 93–99, 105, 176–177
farm life and, ix, 19
flexibility and, 25–46
income inequality and, 1–2
information and, 120–121, 124–125
jobs scare and, 12–13
knowledge-based organizations and,
layoffs and, 117–118, 130
legal rights of, 102–103
modernizing labor laws and,
National Labor Relations Act and,
overtime and, 195
paid family leave and, 26–28, 38–46,
pensions and, 4, 129–130, 134–139,
seniority and, 129
sick leave and, 44, 123
social contract and, x
standard of living and, 1–2, 6, 8 (see also Income)
Taylor management and, 102
tenure and, 117, 129
testimonials of, 177–182
trust and, 102–107
voice and, 154–155, 158–159 (see also Voice)
Wal-Mart and, 105–107
work hours and, 195
Work-Family Council, 46, 217
Work-Family Task Force, 30
Work in America Institute, 161
Working America, 153–154, 220
Working Group on Airline Labor Relations, 112
Working poor, 5
Earned Income Tax Credit and, 98, 189–190
job upgrades and, 97–98
low wages and, 94–99
policy for, 97–98
*Working Poor, The* (Shipler), 96
Working Today, 152, 220
WorldCom, 116
World Trade Organization, 194
World War II era, 117, 132, 135
Worth, Maurice, 179
Wright, Deborah, 179, 181

Xerox, 161, 169

Yu, Kyoung-Hee, 170