Preface

As the title suggests, this book is about how labor and management bargain over hazards in the workplace. This subject has received relatively little attention to date in the growing literature on occupational safety and health policy, because we tend to think separately about government and private-sector activity to control job hazards. My premise is that public policy toward job safety and health can be improved if we begin to think about public and private-sector activity as complementary. This book analyzes how government might capitalize on the potential capacity of labor and management to abate job hazards on their own through collective bargaining processes.

Occupational safety and health is a particularly rich topic for scholars interested in the design of regulatory policy. Virtually all of the major issues that constitute the debate over regulatory reform become evident in discussions about policy toward job hazards. As a result, many of the insights gained in the analysis of this regulatory problem have application to others. I have tried to highlight generic issues by including sections that discuss how these issues arise in other contexts. Readers interested in other regulatory problems will want to pay close attention to chapters 1, 2, and 8.

The book is divided into three parts. Part I introduces readers to the technical, economic, political, and administrative problems that must be overcome if job hazards are to be controlled effectively. Part II evaluates the performance of the Occupational Safety and Health Administration in addressing these problems, and reviews suggestions for reform. Part III explores one suggested approach—collective bargaining—in depth, through a series of case studies, and offers some ideas on how this approach might be pursued in practice.

The idea for this book came from Henry Perritt, former Deputy Undersecretary of Labor for Economic Policy Review, and Roland Droitch, Associate Deputy Undersecretary. In addition to suggesting the topic, they also helped to establish contacts within the Labor Department and made many useful suggestions about the direction and scope of the analysis.

A number of colleagues at MIT and Harvard commented on different sections of this manuscript. I am indebted to Leslie Boden, Joseph Ferreira, Bernard Frieden, Valerie Nelson, Albert Nichols,



and Richard Zeckhauser for their suggestions. Steven Kelman graciously shared with me some of the preliminary results of his survey of workers.

Special thanks are owed to Michael O'Hare and Mark Moore, who greatly influenced the way I think about regulatory problems through an extended series of informal discussions. Both also commented extensively on an early draft.

Many people in labor, management, and government gave freely of their time to be interviewed. They are too numerous to mention. I am grateful to all of them.

Financial support for this research was provided in part by the U.S. Department of Labor and the Harvard Faculty Project on Regulation. The Department of Urban Studies and Planning at MIT provided needed secretarial support. Penny Johnson and Jeanne Winbush assisted in the preparation of the manuscript.

Finally, I would like to thank my wife Adele and my son Jay. The prospect of spending my time with them gave me a terrific incentive to finish this book quickly.