401(k) pension plans, 4, 134, 138–139	Alcatel, 131
	Alcoa, 161
Absenteeism, 123	Alfred P. Sloan Foundation, 17, 114,
Academic freedom, 12	186, 220
Accountability, 119–120	Alliance, the (IBM group), 151
ACORN, 168	Alliance for Employee Growth and
AFL-CIO, 39, 43, 46, 141, 159, 178	Development, The, 178
Americans Coming Together and, 144	Amalgamated Clothing and Textile
communication and, 161	Workers Union, 161
Department of Corporate Affairs, 167	Amati, Mike, 7, 207, 218
National Labor Relations Act and, 146	American Airlines, 161
New Deal and, 144	American Federation of Labor. See
Owens and, 214–215	AFL-CIO
public debate and, 142–143	American Federation of Teachers, 151
Public Policy Department, 214	American Physical Therapists
recruitment and, 153	Association (APTA), 63-64
SEIU and, 142–143	Americans Coming Together (ACT), 144
Sweeney and, 146, 167	American Society for Training and
Trumka and, 147–148	Development (ASTD), 61
U.S. Department of Labor and, 199	American values
Agricultural Extension Services, 114	divisions over, 1
Agriculture	erosion of, x
Chavez and, 162, 164, 206	fair wages and, 93–94
child labor and, 19	innovative character of, 218-221
education and, 84, 86 (see also	morals and, x-xi, 1
Education)	pragmatism and, x-xi
farm life and, ix, 9, 50, 85	trust and, xi-xii, 8 (see also Trust)
unions and, 162, 164	working poor and, 94–99
Airline industry, 118, 161	Anagram Corporation, 81–82
Transportation Security	"Analysis: Anxiety Still a Big Issue
Administration and, 176	in 2004" (National Public Radio),
worker's voice and, 108–113	86–87

Annan, Kofi, 8, 194 job creation and, 69–70 Ansolabehere, Paul, 82 overtime and, 195 Appelbaum, Eileen, 96 Business sector Arbitration, 183 accountability and, 119-120 AT&T, 178 benefits and, 127-140 CEO fiefdoms and, 57 Bailyn, Lotte, 28–30 charismatic CEO and, xiv-xv, 119 Barnes, Jerry, 178 collective action and, 22 Baumol, William, 91 command and cost-control mentality Bell South, 178 and, 105-107 Beltram, Edward, 131 cooperation and, 13-14 Benefits, 140, 204 corporate philanthropy and, 161-162 back-loaded, 129 deregulation and, 118 division of labor and, 102-103 collective bargaining and, 132 health-care issues and, 130-135 downsizing and, 12 layoffs and, 130 dual agenda and, 28-30 education and, xiv-xv, 57-59, 61, paid family leave and, 26–28, 38–46, 129, 187–189 63–66, 74–75 pensions and, 4, 129-130, 134-139, fairness and, 41 159, 167, 197 flexibility and, 10, 25-46 Polaroid and, 127-128 future manufacturing and, 83-88 Portable Benefits Network and, 152 joint programs and, 64-66 Berger, Suzanne, 82 knowledge-based organizations and, Bernhardt, Annette, 96 101–126 (see also Knowledge Betrayal of Work, The (Shulman), 95 economy) Beyond the Part Time Partner: A Part market failure and, 61-62 Time Law Firm? (Miller, Kochan, and networking and, 102–103 Harrington), 31 offshoring and, 70, 75–92 Bidwell, Matthew, 77 policy directions for, 213-216 Big Labor image, 145 restructuring and, 118-119 Biotechnology, 49, 74 scandals and, 102, 116 Black Caucus, 169 sharing information and, 114 Blair, Margaret, 120–121, 219 stock prices and, 118-119 Blue Eagle at Work, The (Morris), 150 tax incentives and, 73 Boeing Corporation, 64–66, 80 Taylor management and, 102 Bookman, Ann, 17 team production view and, 120-121 Boston Bar Association, 30 technology and, 74 Boston Globe, 21, 52, 133, 171 trust and, xi-xii, 8 (see also Trust) Boyer, Robert, 85 twenty-first-century governance and, Boyle, Ed, 163 116 - 124Briscoe, Forrest, 32–33 voice and, 158-159 (see also Voice) Bubbles, economic, 2-4, 119-120 War Labor Board and, 132, 160 Bush, George W., 113, 160 worker satisfaction and, 2-4 working poor and, 94-99 education and, 58-59

Business Week, 2

family and, 176-177

Commission on the Future of Worker California, 10, 15, 42–43, 217, 220 Management Relations, 175, 177-181, CALPERS, 167 Carpenters Union, 141 200 Carter, Jimmy, 198 Commons, John R., 205 Cass, Susan, 36 Communications Workers of America Certified Nursing Assistants (CNAs), (CWA), 151, 178 Community groups, 39-40, Chaker, Ann Marie, 35 216-217 Chao, Elaine, 160 "Companies Limit Health Coverage Chavez, Cesar, 162, 164, 206 of Many Retirees" (Freudenheim), Childcare, 6, 10, 17-18, 36 131 flexibility and, 25-26 Conference Board, 4 paid family leave and, 26-28, 38-46, Congress of Industrial Organizations 129, 187-189 (CIO). See AFL-CIO unions and, 37-38 Continental Airlines, 109–111, 157 Child labor, 15 Cooperation, 22 education and, 59-60 China, 81–82 Christensen, Kathleen, 17 health-care issues and, 21 Civil rights, 41, 92 Corporate Voices for Working Families, Clark, Kathy, 85 39-40, 214-215 Clark, Scott, 85 Corporations. See Business sector Class warfare, xi Council of Economic Advisors (CEA), Clinton, Bill, 40, 42, 62, 113, 175 71 - 72Coalitions, 167–169 Crime, 6 family and, 206-211 Cushing-Gavin Award, 163 New Deal and, 205 policy directions for, 205-221 Daimler Chrysler, 38 Collective bargaining, 22, 174 d'Arbeloff, Alex, 8 historical lessons of, 155-158 Deadweight losses, 72–73 interest-based negotiation and, Dean, Amy, 142 156 - 157Declaration of Fundamental Principles majority rule and, 146-147 and Rights at Work, 92 modernizing labor laws and, DeLancy, Kathy, 178 182 - 187Deloitte & Touche LLP, 35-36, 219 National Labor Relations Act and, Delta Airlines, 110, 179 146 Deregulation, 118 pensions and, 135-136 Dot-com bubble, 2-4 policy directions for, 212–213 Drago, Robert, 29 Saturn Corporation and, 158 Dual agenda, 28–30 security workers and, 176 Dunlop, John, 198, 200 strikes and, 155-157 United Farm Workers and, 162, 164 Earned Income Tax Credit (EITC), 98, voice and, 117, 132, 141-142, 155-158, 189-190 Eastern Airlines, 109 Eaton, Susan C., xx, 24 Collective Bargaining Forum, 161

Economic issues, ix, 173 importance of, 49, 51–59 bubbles and, 2-4, 19-20 income and, 49-50 deadweight losses and, 72-73 jobs scare and, 12-13 dot-com era and, 2-4 joint programs and, 64-66 education and, 51-59, 62 knowledge as power and, 164–165 family toolkit for, 203-204 (see also Knowledge economy) free trade and, 91-92 life-long learning and, 12, 49, 60–67, Great Depression and, 5, 12, 117, 205 164-165, 209 income inequality and, 1-2 market failure and, 61-62 job creation and, 69-75 MBA flaws and, 115 jobless recovery and, 70 National Science Foundation and, 55 knowledge economy and, xi-xii, 6, "No Child Left Behind" and, 11, 58 10-11, 49-67 (see also Knowledge offshoring and, 70, 75-92 economy) parenting and, 11 moral effects of, 1 people skills and, 59-60 New Deal and, 19, 144, 146, 175, 197, politics and, 58-59, 62 201, 205–206 property taxes and, 52 offshoring and, 70, 75–92 racial issues and, 55-56 recession of 1990 and, 70 reforms and, 12 standard of living, 1 school cutbacks and, 6 trust and, xi-xii, 8 (see also Trust) sharing information and, 114 uneven wealth distribution and, 1-2 technology and, 55-56, 60-61, 74 U.S. Department of Labor and, 195, top-down approach to, xiv, 57 197-200 unions and, 64-65 U.S. manufacturing and, 83–90 working poor and, 94–99 World War II era and, 117 young people and, 12-13 Economic Justice for All (U.S. Catholic Ehrenreich, Barbara, 95, 166 Bishop's Pastoral Letter), 1 Employee Freedom of Choice Bill, 183 Education, ix-x, 190, 198 Employee Stock Ownership (ESOP), academic freedom and, 12 American Federation of Teachers and, **Employment and Training** 151 Administration, 62 bargaining power of, 207–208 Enron, 116 budget cuts and, 51-53 Entrepreneurs, 75 business sector and, 61-66, 74-75 Exit, 165–166, 173 Extended Care Career Ladder Initiative career development and, 206-207 challenges of, 53, 55–57 (ECCLI), 24 early childhood, 58 ECCLI and, 24 Fair wages, 93, 105 economic issues and, 51-59, 62 Bush and, 176–177 farm life and, 19 working poor and, 94–99 flexibility and, 34 Family, xiv, 11, 172–173 globalization and, 107 activism by, 205-221 guarantees of, 75-76 Bush and, 176–177 health-care issues and, 54-55 business sector and, xii

childcare and, 6, 10, 17-18, 25-26, welfare reform and, 18 36 - 38Farm life, ix, 9, 50, 85. See also coalitions and, 167-168, 206-211 Agriculture collective bargaining and, 141–142 Federal Mediation and Conciliation dual agenda and, 28-30 Service, 121, 186-187 Earned Income Tax Credit (EITC) Fernandez-Mateo, Isabel, 81 and, 98, 189–190 First contract negotiations, 183 enabling of, 203-211 Five Smooth Stones: Strategic Capacity in erosion of, x the Unionization of California farm life and, ix Agriculture (Ganz), 162, 164 flexibility and, 25-46 Flexibility, 10, 179, 204, 215 homemakers and, 9 business case for, 34-37 interviews of, 206-207 community groups and, 39-40 job creation and, 190-193 dual agenda of, 28-30 education and, 34 market power and, 207–209 modernizing law for, 182-187 family friendly programs and, 25-26 mothers/wives and, 17-18 (see also gender issues and, 25-46 Gender issues) health-care issues and, 32–34 national agenda for, 40-41, 182-202 ideal worker and, 26 paid family leave and, 26-28, 38-46, industry and, 32-33, 35 129, 187-189, 220 law firms and, 26-32 Polaroid and, 127-128 management issues and, 36-37 single parents, 18 Massachusetts and, 46 "special interests" label and, 45, 47 MIT and, 36-37 standard of living and, 6 national policy and, 40-46 state-level initiatives and, 200-201 NUMMI and, 108-109, 111 stresses on, 7, 9–10, 17–18 paid family leave and, 26-28, 38-46, toolkit for, 203-204 129, 187–189, 220 unions and, 150-154, 157 professional associations and, 38-39 voice for, xv (see also Voice) sabbaticals and, 34-36 worker testimonials and, 177-182 Southwest Airlines and, 108–113 Family and Medical Leave Act "special interests" label and, 45, 47 (FMLA), 40-41 stigma and, 26–28 Family and Work Institute, 25 Sullivan, Weinstein & McQuay and, Family/work integration, 47–48 30 - 32community groups and, 39-40 sustainability and, 37 demographics for, 17-18 unions and, 37–39 flexibility and, 25-46 universities and, 34-37 ideal worker and, 19-21 workplace regulations and, 195-196 national policy for, 40-41 Ford, Gerald, 113, 198 professional organization and, Ford Foundation, 152 38-39 Ford Motor Co., 38 Forrester Research, 76 single parents and, 18 state-level initiatives and, 42–46 Fortune Magazine, 93, 110 unions and, 37-39 Frank, Barbara, 24

Freelancers Union, 152 federal policy makers and, 217–218 health-care issues and, 23 Freeman, Richard, 165 Free trade, 91-92 job creation and, 69-75 Freudenheim, Milt, 131 knowledge-based work systems and, Frontier Airlines, 109 Full Employment Act of 1946, 69 Manufacturing Extension Centers Full Employment and Balanced Growth Act of 1978, 69-70 Medicare Reform Bill and, 134 modernizing labor laws and, 182-187 Galbraith, John Kenneth, 117 National Labor Relations Act and, Ganz, Marshall, 162, 164 146, 150, 158-159 Gender issues, x-xi, 11, 15, 218 New Deal and, 19, 144, 146, 175, 197, agriculture and, 19 201, 205–206 education and, 55 paid family leave and, 187-189 policy directions for, 217-218 flexibility and, 25-46 ideal worker and, 19-21 Sarbanes Oxley bill and, 120 income and, 20 state-level initiatives and, 42–46, Iron Man image and, 33 200-201, 217 MIT and, 171 tax incentives and, 73 paid family leave and, 26-28, 38-46, U.S. Department of Labor and, 62, 129, 187-189, 220 176-177, 195, 197-200, 202 unions and, 149-150 War Labor Board and, 132, 160 working wives/mothers and, 17–18 Great Depression, 5, 12, 117, 205 General Electric, 151 Greater Boston Interfaith Organization General Motors, 38, 93, 107, 161 (GBIO), 169–170, 216 Global Compact, 8 Greenberger, Scott S., 134 Global Compact (Annan), 194 Greenspan, Alan, 119 Globalization, 6-7 education and, 107 Haitian community, 169-170, 216 free trade and, 91-92 Hammer, Michael, 115 international standards and, 193-194 Harrington, Michael, 210 Nike and, 92 Harrington, Mona, 31 pros/cons of, 90–92 Harvard Union of Clerical and UN International Labor Organization Technical Workers (HUCTW), 38–39, 149-150, 219 and, 91–92 Godlberg, Arthur, 198 Harvard University, 165 Gomory, Ralph, 17, 91 Health-care issues, 5, 128–129, 197, 220 Government, x cooperation and, 21 Commission on the Future of Worker cost and, 130-131 Management Relations and, 175, ECCLI and, 24 177-181 education and, 54-55, 63 communication and, 177, 179 flexibility and, 32-34 Council of Economic Advisors and, government and, 23 71 - 72immigrants and, 170 deregulation and, 118 Iron Man image and, 33

Earned Income Tax Credit (EITC) mandatory overtime and, 21, 23 Medicaid and, 18, 41 and, 189-190 Medicare and, 41, 134 education and, 49-50 nursing shortage and, 21, 23 fair wages and, 93-99, 105, reduced benefits and, 130-135 176–177 strikes and, 156 flexibility and, 30-31 travel nurses and, 21, 23 gender issues and, 20 universal coverage and, 135 hourly, 102-103 voice and, 170 low wages and, 94-99 Healy, Kerry, 53 minimum wage and, 189-190 Highland Yarn Mills, 180 Nike and, 92 Hill, Jimmy & Florence, 179-181 pensions and, 4, 129-130, 134-139, Hochschild, Arlie, 103 159, 167, 197 salaried, 102-103 Homemakers, 9 Horizontal Organization, The (Ostroff), skills and, 59-60 temporary agencies and, 81 Horvitz, Wayne, 121–122 two-income families and, 17–20 Hospital and Health Care Workers, 157 unequal distribution of, 1–2 Hotel, Entertainment and Restaurant working poor and, 94-99 Employees, 38 "Income Gap Widens, Uncertainty Spreads, As" (Witte), 85 Hourly wages, 102–103 Human capital. See also Labor; Workers Industrial Areas Foundation, 168 cooperation and, 13-14 Industrial era, 9 globalization and, 6-7 Industrial relations, xiv investment in, 191-193 Information technology (IT), 77 knowledge economy and, 10-11 Innovation technology integration and, 115-116 collective action and, 22 Human resources management, xiv knowledge-based work systems and, Human Side of the Enterprise, The 108-116 (McGregor), 101-102 McGregor and, 101-102 Humphrey-Hawkins Bill, 69-70 networking and, 102-103 Hutchinson, Bill, 141 offshoring and, 81 Hyatt, Amanda, 178 technology and, 74-75 (see also "Hybrid Institutions in the Labor Technology) Institutional Shareholders Services Market: New Immigrants and Forms of Representation" (Yu), 170 (ISS), 167 Insurance, 5, 15 Ideal worker, 9, 19-21, 26-28 health, 129-135 (see also Health-care Illinois, 18 issues) Immigrants, 169–170, 209–211, 216–217 Temporary Disability Insurance and, Income Bush and, 176-177 unions and, 129 CEOs and, 119, 124 Integrating Work and Family Life: A declining benefits and, 2-6 Holistic Approach (Bailyn, Drago & decreasing of, 93-94 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, 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 - 75globalization 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 future solutions for, 211–213 NUMMI and, 108-109, 111 health-care issues and, 18 (see also offshoring and, 70, 75–92 Health-care issues) sensible macroeconomic policies and, hour limits and, 10 ideal worker and, 9, 19-21, 26-28 sharing information and, 114 inhumane treatment and, 94–95 skill mix and, 59-60 innovation for, 13-16 social abilities and, 59 insurance and, 5, 15 social role of, 74-75 Iron Man image and, 33 Southwest Airlines and, 108–113 joint programs and, 64-66 technology and, 74 layoffs and, 117-118, 130 trust and, 102-107 management partnerships and, twenty-first-century governance and, 186 - 187116-124 manufacturing and, 83–90 work systems and, 107-114 media and, 165-166 Kochan, Kathy, 54 modernizing law for, 182-187 Kochan, Loretta, xviii–xix National Labor Relations Act and, Krazinski, Lori, 86–87 146, 158–159 Krugman, Paul, 91 New Deal and, 19 NUMMI and, 108-109, 111 Labor, x offshoring and, 70, 75–92 overtime and, 195 agriculture and, ix, 9, 19, 50, 84-86, 162, 164, 206 paid family leave and, 26-28, 38-46, benefits and, 2-6, 127-140 129, 187–189, 220 child, 15 pensions and, 4, 129-130, 134-139, collective bargaining and, 22 (see also 159, 167, 197 Collective bargaining) people skills and, 59-60 college degrees and, 49–50 policy directions for, 211–213 Commission on the Future of Worker Progressive Movement and, 95 Management Relations and, 175, safety and, 15 177 - 181Saturn Corporation and, 158 security and, xi cooperation and, 13-14 single parents and, 18 corporate governance and, 116-124 creativity and, 6-7 skilled, 11-12, 59-61 (see also Declaration of Fundamental Education) Principles and Rights at Work and, Southwest Airlines and, 108–113 "special interests" label and, 45, 47 92 stresses on, 7, 9-10 demographics of, 4–6 division of, 9, 102-103 strong movement for, 14–15 downsizing and, 12 team production view and, 120-121 dual agenda of, 28-30 temporary agencies and, 81 ECCLI and, 24 trust and, 102–107 (see also Trust) fair wages and, 93-99, 105, 176-177 twenty-first-century governance and, flexibility and, 25–46 116 - 124

two-parent families and, 18

full employment and, 69-70

Labor (cont.) layoffs and, 117-118 unions and, xii-xiii, 5-6, 37-38 (see pensions and, 135-139 also Unions) Polaroid and, 127-128 U.S. Department of Labor and, 62, policy directions for, 213-216 176-177, 195, 197-200, 202 retention bonuses and, 128 voice for, 13-15 (see also Voice) Sarbanes Oxley bill and, 120 War for Talent and, 69 Taylor and, 102 War Labor Board and, 132, 160 team production view and, 120-121 worker satisfaction and, 2-4 technology and, 115-116 work hours and, 195 Theory X and, 101–102, 125, 181 working poor and, 94-99 trust and, 102–107 workplace regulations and, 195-196 twenty-first-century governance and, Labor Guild of the Archdiocese of 116 - 124unions and, 147 (see also Unions) Boston, 162–163, 216 voice and, 158-159 Land, Edwin, 127 Land of Plenty, The: Diversity as workplace regulations and, 195-196 America's Competitive Edge in Science, Manufacturing Engineering, and Technology, 56 offshoring and, 70, 75–92 Lawyers, 26-32 working poor and, 96 Layoffs, 117-118, 130 Manufacturing Extension Centers, 75 Lewis, John L., 141 Markets, xi Lieberman, Joseph, 42, 188 bubbles and, 2-4, 119-120 Locked in the Cabinet (Reich), 62, 175 free trade and, 91-92 Lorenzo, Frank, 109 globalization and, 6-7, 90-92 Lovell, Malcolm, 161 international standards and, 193-194 Low Wage America (Appelbaum, paid family leave and, 187–189 Bernhardt, Murnane, et al.), 96 trust and, 8 Loy, J. M., 176 Marriott Corporation, 39 Lucent Technologies, 131 Marshall, Ray, 198 "Luring Moms Back to Work" Massachusetts, 15, 21, 42, 217 (Chaker), 35 Attelboro, 51–53 health-care issues and, 133-134 McCarthy, Billy, 145 knowledge economy and, 49–50 McGregor, Douglas, 101–102, 105 unions and, 149 Work-Family Council and, 46, 217 McKersie, Bob, 161 "Massachusetts Fiscal Crises Hit Management, 125-126, 204 accountability and, 119-120 Education Hard" (Reschovsky), 52 charismatic CEO and, xiv-xv, 119 Massachusetts Institute of Technology Commission on the Future of Worker Management Relations and, 175 Department of Political Science and corruption by, 178–182 Industrial Performance Center, 82 Galbraith and, 117 flexibility guidelines and, 36-37

gender issues and, 171 job creation and, 74

School of Engineering, 60

knowledge-based work systems and,

labor partnerships and, 186–187

108 - 124

Sloan School of Management, xiv, 8 New economy, 2 Workplace Center, 28, 32, 45, 170 Newell Rubbermaid Corporation, 86 Mead, Dana, 59-60 New Jersey, 167 Media, 165-166 Newman, Katherine, 96 Mediation, 183 New United Motors Manufacturing Medicaid, 18, 41 Inc. (NUMMI), 108-109, 111 Medicare, 41, 134 New York, 15, 217 Medicare Reform Bill, 134 New York Community Trust, 152 Meisinger, Sue, 214–215 New York Hospital Association, 220 Mergers, 121–122 New York Times, 33, 105-106, 171 Mexico, 81-82 Nickled and Dimed (Ehrenreich), 95, Miller, Brendan, 31 166 Nike, 92, 165, 217 Miller, Gary, 86 Mineworkers Union, 141 Nixon, Richard M., 113, 198 "No Child Left Behind," 11, 58 Minimum wage, 189–190 Minnesota, 18, 81–82, 149 Nongovernmental organizations Minnette Mills, 181 (NGOs), 92 Mirro Aluminum, 85 North Carolina, 74, 180-181 Mishel, Lawrence, 133 Northwest Airlines, 110 Morals. See American values No Shame in My Game (Newman), Morgan Stanley, 167 Morris, Charles, 150 Nussbaum, Karen, 153-154 Murnane, Richard, 96 "My Plan for Massachusetts Health O'Donnell, Joe, 163 Insurance Reform" (Romney), 133 Offshoring, 70 Boeing and, 80 National Academy of Sciences, 176 community policies and, 88-89 National Commission on Productivity cross-disciplinary teams and, 77 and the Quality of Work, 113 decision-making policies and, 79-80 National Council of La Raza, 168, economic effects of, 76-83 education and, 75-76 216-217 globalization and, 90-92 National Education Association, 151 National Labor Relations Act (NLRA), group projects and, 77-78 IBM and, 76 146, 150, 158–159 National Partnership for Women and intellectual property and, 82 Families, 40-41 labor costs and, 79 National Planning Association, 161 legal issues and, 77–78 National Policy Association, 161 politics and, 80 National Public Radio, 84, 86–87 U.S. manufacturing and, 83–90 National Science Foundation, 55 Ohio, 58, 88–89, 220 Neeleman, David, 110-111 O'Neill, Tip, 15 Networks, 167-169, 210 Options for Improving Negotiations New America Foundation, 214-215 and Dispute Resolution (Working

Group on Airline labor Relations),

112

New Deal, 19, 144, 146, 175, 197, 201,

205-206

Osterman, Paul, 30, 113 innovation for, 13-16 Ostroff, Frank, 104 job creation and, 69-75 Other America, The (Harrington), 210 knowledge-based work systems and, Otis, John, xviii–xix 108 - 116Outsourcing, 5 modernizing labor laws and, Owens, Chris, 39-40, 214-215 182 - 187Owens Community College, 58 National Labor Relations Act and, 146, 150, 158–159 Paid family leave, 26–28. See also national work-family policy and, Flexibility California and, 43, 220 New Deal and, 19, 144, 146, 175, 197, case for, 187-189 201, 205-206 national policy and, 40-46 "No Child Left Behind" and, 11, 58 state-level initiatives and, 42–46 NUMMI and, 108–109, 111 unions and, 38–39 offshoring and, 70, 75–92 Paid Family Leave Coalition, 43 paid family leave and, 26-28, 38-46, "Passion with an Umbrella" (Scully & 129, 187–189, 220 Segal), 169, 171 pensions and, 139 sensible macroeconomic, 190-191 Pennsylvania, 88–89, 220 Pensions, 130, 159, 167, 197 sick leave and, 44, 123 401(k), 4, 134, 138–139 Southwest Airlines and, 108–113 collective bargaining and, 136 state-level initiatives and, 42-46, overfunded, 129, 137-138 200-201 portability for, 139 U.S. Department of Labor and, 62, reduced benefits and, 135-139 176–177, 197–200 U.S. Supreme Court and, 135–136 U.S. manufacturing and, 83-89 People Express, 109 voice and, 167–169 (see also Voice) Performance reviews, 29 WARN Act and, 65 Perkins, Frances, 159–160, 197–199 working poor and, 97-98 Personal Pursuits program, 35 Politics, x, 15, 47–48, 221 Bush and, 176-177 Polaroid, 127-128 Policy class warfare and, xi absenteeism, 123 cooperation and, 13 benefits and, 127-140 education and, 58-59, 62 collective action and, 22 job creation and, 69-75 Commission on the Future of Worker national work-family policy and, Management Relations and, 175 40 - 46cooperation and, 21-22 New Deal and, 19, 144, 146, 175, 197, deadweight losses and, 72-73 201, 205–206 dual agenda and, 28-30 offshoring and, 80 family toolkit and, 204 polarization of, x flexibility and, 25-46 Progressive Movement and, 95 full employment and, 69-70 "special interests" label and, 45-46 future directions for, 205-221 state-level initiatives and, 42-46, globalization and, 90-92 200-201

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

Starting in Our Own Backyards Teradyne, 8 (Bookman), 17 Theory X, 101–102, 125, 181 Theory Y, 101-102, 125 State Disability Insurance (SDI), 43 "State Leaders Aim at Healthcare Gap" Thurow, Lester, 91 (Greenberger), 133 Tocqueville, Alexis de, x State of Working America 2000–2001, The Toskes, Raffael, Sr., 85 (Mishel), 136 Towers Perrin, 148 Stern, Andrew, 142, 144 Toyota, 107-108 Stock prices, 118–119 Trade programs, 193–194 Stout, Lynn, 120-121, 219 Transportation Security Strikes, 155-157, 165 Administration, 176 Sullivan, Bob, 30-31 Traveglini, Robert E., 134 Sullivan, Weinstein & McQuay (SWM), Travel nurses, 21, 23 30–32, 219 Trumka, Richard, 147–148 Supporting Car Givers: Policy and Trust, xi-xii, 8, 128-129 Practice in Long Term Care (Eaton & command and cost-control mentality Frank), 24 and, 105–107 Sweeney, John, 146, 167 corporate scandals and, 102 division of labor and, 102-103 Takeovers, 118 fair wages and, 93-99, 105, 176-177 Taxes, 6, 25, 73 knowledge-based work systems and, Council of Economic Advisors and, 102-116 71 - 72rebuilding of, 102-107 Earned Income Tax Credit (EITC) unions and, 147 and, 98, 189–190 Wal-Mart and, 105–107 education and, 52 working poor and, 94–99 havens for, 120 TXU, 131 high-income bracket and, 71–72 Tyco, 116 Taylor, Frederick, 102 Tyson Foods Inc., 168, 216, 217 Teamster's Union, 121–122, 145, 156 Technology, 11-12, 208 **Undergraduate Practice Opportunities** biotechnology, 49, 74 Program (UPOP), 60 business sector and, 74 Unemployment, 5 education and, 55-56, 60-61 insurance and, 15 future jobs and, 73-75 jobs scare and, 12–13 human capital integration and, tenure and, 117 115-116 Unions, xii-xiii, 5-6, 102-103, 120, 122, innovation and, 74–75 207. See also Specific union management and, 115-116 agriculture and, 162, 164 offshoring and, 70, 75–92 airline industry and, 108-113 universities and, 74 Americans Coming Together and, 144 working poor and, 94–99 best, 143, 145–146 Temporary agencies, 81 Big Labor image and, 145 child care and, 37-38 Temporary Disability Insurance, 42 Tenure, 117, 129 coalitions and, 167-169

collective bargaining and, 22, 117, 132, working poor and, 94–99 141-142 (see also Collective worst, 143, 145-146 bargaining) United Airlines, 110 communication and, 161-162, 165-166 United Auto Workers, 107, 220 family services and, 38, 157 corruption in, 145 decline of, 118, 171–172 NUMMI and, 108-109, 111 democracy and, 145 United Farm Workers, 162, 164 economic issues and, 142 United Hospital Fund, 152 education and, 64-65 United Nations, 8, 91-92 family and, 157 United Parcel Service (UPS), 156, 165 future of, 142-143 United Steelworkers Local 6499, 86 University of Texas, 74 Galbraith and, 117 gender issues and, 149-150 University of Wisconsin, 74, 205 US Airways, 110 growth of, 129 health-care and, 21 U.S. Census Bureau, 35 hour limits and, 10 U.S. Department of Labor, 62, 176-177, insurance and, 129 195, 197–200, 202 interest-based negotiation and, Usery, William, 198 U.S. Supreme Court, 135-136 156-157 knowledge as power and, 164-165 lifetime membership and, 150-154 Vacations, 44. See also Flexibility media and, 165-166 Vision, 142, 149-150 modernizing labor laws and, 182-187 Voice, 204, 208 national approval of, 145-146 Americans Coming Together and, National Labor Relations Act and, 144 146, 150, 158-159 building power sources for, 162–169 coalitions and, 167-169 networks and, 167-169 New Deal and, 146 collective bargaining and, 117, 132, next-generation, 142-143, 165-166, 187 141-142, 155-158, 174 (see also NUMMI and, 108-109, 111 Collective bargaining) Commission on the Future of Worker paid family leave and, 38–39, 43 pensions and, 135-136 Management Relations and, 175, policy directions for, 211–213 177 - 181Portable Benefits Network and, 152 communication and, 165-166, 173 public debate and, 142-143 corporate governance and, 121-124, 184-185 reinventing, 146-155 Roosevelt and, 159-160 decision making and, 158-159 Southwest Airlines and, 108-113 direct participation and, 154-155 strikes and, 155-157, 165 exit and, 166, 173 traditional organizing approach of, health-care issues and, 170 146-147 historical lessons for, 141–143 turning points in, 141–142 importance of, 121–124 vision and, 142, 149-150 knowledge and, 164-166 voice and, 144 (see also Voice) labor investment and, 167 worker testimonials and, 177-182 media and, 165-166

Voice (cont.) collective bargaining and, 135-136, 141-142 (see also Collective national security and, 176-177 needed changes for, 147-155, 172-174 bargaining; Labor) networks and, 167-169 cooperation and, 21 Declaration of Fundamental NUMMI and, 108-109, 111 positive vision and, 149–150 Principles and Rights at Work and, reinventing, 146-147 Scully/Segal paper and, 169, 171 demographics of, 148 in society, 159-162 dual agenda and, 28-30 Southwest Airlines and, 108–113 education and, 55, 164-165 (see also strategy for, 149-150 Education) strikes and, 155-157, 165 fair wages and, 93-99, 105, 176-177 union analysis and, 117, 143-146 farm life and, ix, 19 United Farm Workers and, 162, 164 flexibility and, 25–46 vision and, 142, 149-150 immigrant, 169-170, 209-211, 216-217 worker testimonials and, 177-182 income inequality and, 1-2 information and, 120-121, 124-125 WAGE, 151 jobs scare and, 12-13 Walesa, Lech, 143, 145 knowledge-based organizations and, Wall Street, 118-119. See also Business 101-126 layoffs and, 117-118, 130 legal rights of, 102–103 Wall Street Journal, 115 Wal-Mart, 85, 105-107, 156 modernizing labor laws and, War for Talent, 69 182 - 187War Labor Board (WLB), 132, 160 National Labor Relations Act and, Washington Post, 84, 208 146, 150 Washtech, 151 overtime and, 195 Welch, Jack, 8, 125 paid family leave and, 26-28, 38-46, Welfare reform, 15, 18 129, 187-189, 220 Why the Garden Club Couldn't Save pensions and, 4, 129-130, 134-139, Youngstown: Social Capital the 159, 167, 197 Transformation of the Rust Belt people skills and, 59-60 (Safford), 89 Portable Benefits Network and, 152 Wirtz, W. Willard, 198 retirement savings and, 138 Wisconsin, ix, 15, 18, 74, 85-87, 165, seniority and, 129 167, 217 sick leave and, 44, 123 Witte, Griff, 85 social contract and, x Women's Bar Association, 32, 218 standard of living and, 1-2, 6, 8 (see Worker Adjustment and Retraining also Income) Notification (WARN) Act, 65 Taylor management and, 102 Workers tenure and, 117, 129 accomplishment and, ix testimonials of, 177-182 as assets, 101 trust and, 102-107 voice and, 154-155, 158-159 (see also benefits and, 127-140 (see also

Voice)

Benefits)

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