

## RESUME

### **THOMAS A. KOCHAN**

George Maverick Bunker Professor of Management  
Sloan School of Management  
Massachusetts Institute of Technology  
January 2017

#### **OFFICE ADDRESS:**

Massachusetts Institute of Technology  
Sloan School of Management  
02467  
50 Memorial Drive, E52-583  
Cambridge, MA 02142-1347  
(617) 253-6689  
e-mail: tkochan@mit.edu

#### **HOME ADDRESS:**

136 Eliot Street  
Chestnut Hill, MA  
  
(617) 738-7253

Born: September 1947

#### **EDUCATION**

Ph.D., Industrial Relations, University of Wisconsin, 1973

M.S., Industrial Relations, University of Wisconsin, 1971

B.B.A., University of Wisconsin, 1969

#### **EMPLOYMENT HISTORY**

2009 to 2011: Chair, MIT Faculty

1989 to present: George M. Bunker Professor of Work and Employment Research, Sloan School of Management, MIT.

1980 to present: Co-Director, MIT Institute for Work and Employment Research.

2001 to 2007: Co-Director, MIT Workplace Center.

2001: Montague Burton Distinguished Visiting Professor, Cardiff University.

1995: Centennial Visiting Professor, The London School of Economics.

1992: Visiting Professor, Graduate School of Business, Stanford University.

1988 to 1992: Leaders in Manufacturing Professor, Sloan School of Management, Massachusetts Institute of Technology.

1988 to 1991: Area Head, Behavioral and Policy Sciences, Sloan School of Management.

1980-1988: Professor of Industrial Relations, Sloan School of Management, Massachusetts Institute of Technology.

1979-1980: On leave to the U.S. Department of Labor, Office of the Assistant Secretary for Policy, Evaluation, and Research.

1977-1980: Associate Professor, School of Industrial and Labor Relations, Cornell University.

1973-1977: Assistant Professor, School of Industrial and Labor Relations, Cornell University.

**HONORS AND AWARDS**

- 2016            Awarded Lifetime Achievement Award, Labor and Employment Relations Association
- 2015            Received Lifetime Achievement Pioneer Faculty Award from the Aspen Institute
- 2014            Awarded Honorary Doctor's Degree from Sydney University
- 2012            PhD Dissertation Award of the Labor & Employment Relations Assn. "named" in my honor
- 2010            Received the Academy of Management's Scholar-Practitioner Award
- 2010            Named Inaugural Fellow of the Labor and Employment Relations Association
- 2009            Guest Editor in Chief, Special Research Forum of the Academy of Management Journal on Management Research and Public Policy
- 2009            Elected to National Academy of Arbitrators
- 2009            Elected Chair of the MIT Faculty
- 2008            Elected Fellow, Labor and Employment Relations Association
- 2002            Autobiography included in Managerial Laureates, Volume 6
- 2001            Listed in Who's Who in America
- 2000            Listed in Blackwell's Dictionary of Management Scholars
- 1999            Awarded "Doctor Honoris Cause" by the Universidad de San Martin de Porres de Lima.
- 1999            President of the Industrial Relations Research Association.
- 1998            Recipient of the Boston Labor Guild Cushing-Gavin Award.
- 1997            Elected Fellow of the National Academy of Human Resources.
- 1996            Appointed Co-Chair of National Research Council Committee on Work and Occupational Analysis, 1996-98.
- 1996            Appointed Co-Chair of Society for Professionals in Dispute Resolution Task Force on ADR in the Workplace, 1996-98.
- 1996            Recipient of the Heneman Career Achievement Award, Academy of Management, Human Resources Division.
- 1995            Co-chair, 50th Anniversary Committee of the Industrial Relations Research Association.
- 1995            Named Centennial Visiting Professor, The London School of Economics.
- 1992-1995      President, International Industrial Relations Research Association.

- 1993 Appointed to Commission for the Future of Worker-Management Relations.
- 1991 Donald Wood Visiting Scholar, Queens University.
- 1989 Named George M. Bunker Chaired Professor of Management, MIT.
- 1988 Named to a Chaired Professorship in MIT's Leaders in Manufacturing Program.
- 1987 Recipient of the George Terry Scholarly Book Award from the Academy of Management for The Transformation of American Industrial Relations.
- 1984 Recipient of the First Bill Abner Award for Research on Public Sector Labor Relations from the Society of Professionals in Dispute Resolution.
- 1974 Recipient of the S. Rains Wallace Award for best Ph.D. dissertation from Division 14 of the American Psychological Association.

**BOOKS AND MONOGRAPHS**

Reclaiming Good Jobs: A Handbook for Shaping the Future of Work. (tentative title) Forthcoming, 2017 . MITxPress. With Lee Dyer.

An Introduction to Labor Relations. Cornell/ILR Press, forthcoming, 2017 (With Harry Katz and Alex Colvin.

Shaping the Future of Work Business Experts Press, 2016.

Labor Relations in Emerging Economies. Cornell/ILR Press, 2015. With Harry Katz and Alex Colvin

Toward a New Grand Bargain: Collaborative Approaches to Labor-Management Reform in Massachusetts. Boston: The Boston Foundation, 2011.

Healing Together: The Kaiser Permanente Labor Management Partnership. With Adrienne Eaton, Robert McKersie, and Paul Adler. Cornell University Press, forthcoming, 2009.

Up in the Air: How Airlines can Improve Performance by Engaging Their Employees. With Greg Bamber, Jody Hoffer Gittel and Andrew vonNordenflycht. Cornell University Press, 2008.

Restoring the American Dream: A Working Families' Agenda for America, Cambridge, MA: MIT Press, September 2005.

Unions in the 21<sup>st</sup> Century. Edited with Anil Verma. Toronto: Palgrave, 2004.

Management: Inventing and Delivering It's Future, edited with Richard L. Schmalensee, Cambridge, MA: MIT Press, 2003.

Working in America: Labor Market Institutions for the New Century. Cambridge, MA: MIT Press, 2001. (With Paul Osterman, Richard Locke and Michael Piore).

Integrating Work and Family Life: A Holistic Approach, (with Lotte Bailyn and Robert Drago). MIT Sloan School of Management, 2001.

Learning from Saturn: Possibilities for Corporate Governance and Employee Relations. Ithaca, NY: Cornell University Press, 2001.

Facilitating Conflict Resolution in Union-Management Relations: A Guide for Neutrals, with Richard Chaykowski, Joel-Cutcher-Gershenfeld and Christina Sickles Merchant, Ithaca: Cornell /Perc Institute on Conflict Resolution, 2000.

The New Relationship: Human Capital in the American Corporation, edited with Margaret M. Blair, Washington: Brookings Institution Press, 2000.

The Changing Nature of Work: Implications for Occupational Analysis, Committee on Techniques for the Enhancement of Human Performance: Occupational Analysis, Washington: National Academy Press, 1999.

After Lean Production: Evolving Employment Practices in the World Auto Industry, with Russell D. Lansbury and John Paul MacDuffie, Ithaca: Cornell University Press, 1997.

Managing for the Future: Organizational Behavior and Processes, with Deborah Ancona, Maureen Scully, John Van Maanen, and D. Eleanor Westney, Cincinnati: South-Western College Publishing, 1996. Second edition, 1999; Third edition, 2004.

Employment Relations in a Changing World Economy, edited with Richard Locke and Michael Piore, Cambridge: The MIT Press, 1995.

Human Resource Management in Asian Economies, edited with Anil Verma and Russell Lansbury, London: Routledge, 1995.

The Mutual Gains Enterprise, with Paul Osterman, Boston: Harvard Business School Press, 1994.

An Introduction to Collective Bargaining and Industrial Relations, with Harry C. Katz and Alex Colvin, New York: McGraw Hill, 1992. Second Edition, 2000, Fourth edition, 2007.

Transforming Organizations, edited with Michael Useem, New York: Oxford University Press, 1992.

The Transformation of American Industrial Relations, with Harry C. Katz and Robert B. McKersie, New York: Basic Books, 1986. Second edition, 1994.

Human Resource Management and Industrial Relations: Text, Readings and Cases, with Thomas A. Barocci, Boston: Little Brown, 1985.

Challenges and Choices for American Labor, ed., Cambridge, MA: The MIT Press, 1984.

Worker Participation and American Unions: Threat or Opportunity?, with Harry P. Katz and Nancy Mower, Kalamazoo, MI: W.E. Upjohn Institute for Employment Research, 1984.

Industrial Relations Research in the 1970s: Review and Appraisal, edited with Daniel J.B. Mitchell and Lee Dyer, Madison, WI: Industrial Relations Research Association, 1982.

Collective Bargaining and Industrial Relations: From Theory to Policy and Practice, with Harry C. Katz, Homewood: Irwin, 1980. Second edition, 1987.

Dispute Resolution Under Factfinding and Arbitration: An Empirical Analysis, with Mordechai Mironi, Ronald G. Ehrenberg, Jean Baderschneider, and Todd Jick, New York: American Arbitration Association, 1978.

The Effectiveness of Union-Management Safety Committees, with Lee Dyer and David Lipsky, W.E. Upjohn Institute for Employment Research, 1977.

Public Sector Labor Relations: Analysis and Readings, with David Lewin, Peter Feuille and John Delaney, Thomas Horton and Daughters Publishers, 1977. Second edition, 1981. Third edition published by Lexington Books, 1987.

Resolving Management Conflict for Labor Negotiations, Chicago: International Personnel Management Association, 1973.

City Employee Bargaining with a Divided Management, Madison: Industrial Relations Research Institute, 1971.

**JOURNAL ARTICLES**

"Updating *The Transformation of American Industrial Relations*." *ILR Review*, October, 2016. (part of a symposium in honor of the 30<sup>th</sup> anniversary of this book). With Harry Katz and Robert McKersie.

"Intraorganizational Bargaining" and "Introduction to Special Issue of Negotiations Journal honoring the 50<sup>th</sup> anniversary of Richard Walton and Robert McKersie's *The Behavioral Theory of Labor Negotiations*." In *Negotiations Journal*, Spring, 2016.

"Tapping the Frontier of Theory in Industrial Relations: The Contested Role of Worker Representation," *Socio-Economic Review*, 2015 (with Maite Tapia and Christian Isben)

"The American Jobs Crisis and its Implication for the Future of Employment Policy: A Call for a New Jobs Compact," *ILR Review*, 66 (2) April, 2013. (Lead article).

"Who Should Close the Middle Skills Gap?" *Harvard Business Review*, December, 2012 (with David Finegold and Paul Osterman)

"The New Great Debate about Unionism and Collective Bargaining in US. State and Local Governments," *ILR Review*, 65, 4, October, 2012, 749-78. (with David Lewin and Jeffrey Keefe) (Lead article)

"Collective Bargaining: Crisis and its consequences for American society," *Industrial Relations Journal*, 43, 4, July, 2012, 302-16.

"Addressing the Problem of Stagnant Wages," *Comparative Economics Journal*, October 2012 (with Frank Levy)

"A Jobs Compact for America's Future," *Harvard Business Review*, March, 2012.

"Rethinking and Reframing U.S. Policy on Worker Voice and Representation," *ABA Law Journal*, 2012.

"Building a New Social Contract at Work: A Moral and Economic Imperative," *Journal of Catholic Social Thought*, 9,1, 1-16, 2012.

"Building a Sustainable Employment System in the U.S.: Lessons from the Financial Crisis," *Korean Labor Institute Journal*, 2011. Co-authored with Ryan Hammond

"Collective Bargaining for the 21<sup>st</sup> Century," *Journal of Industrial Relations*, 53, 2, 225-47, 2011. Co-authored with Susan Hayter and Tayo Fashoyin.

"The Long Haul Effects of Interest Arbitration: The Case of New York State's Taylor Law." *Industrial and Labor Relations Review*, 2010, 63, 4, 565-84. (co-authored with David Lipsky, Mary Newman, and Alan Benson).

"Special Research Forum—Public Policy and Management Research: Finding the Common Ground," *Academy of Management Journal*, December 2009 (co-authored with Larry Hunter, Mauro Guillen, and Siobhan O'Mahoney)

"Contrasting Management and Employment Relations Strategies in European Airlines," *Journal of Industrial Relations*, 2009, 51, 5, 635-52.

"Will Workers Share in the Economic Recovery," A Review Essay, *Work and Occupations*, December 2009.

A four part symposium in *Industrial Relations*, January 2008:

"Introduction to Symposium on the Kaiser Permanente Labor Management Partnership"

"The Potential and Precariousness of Partnership: The Case of the Kaiser Permanente Labor Management Partnership," (with Paul Adler, Adrienne Eaton, Paul Gerhart, Robert McKersie and Phyllis Segal).

"Bargaining Theory Meets Interest Based Negotiations: A Case Study" (with Robert McKersie, Theresa Sharpe, Adrienne Eaton, George Strauss, and Marty Morgenstern).

"Balancing Acts: Dynamics of a Union Management Coalition in a Labor Management Partnership," (with Adrienne Eaton and Saul Rubinstein).

Symposium on *Restoring the American Dream*. "Response" *Labor History*, vol. 48, No. 3 August, 2007, 365-70.

"Wages and the Social Contract," *The American Prospect*, May 2007, A22-23.

"Collective Bargaining in the Twenty-First Century: A Negotiation Institution at Risk," *Negotiation Journal*, July, 2007, 249-65 (with Joel Cutcher Gershenfeld, Betty Barrett and John-Paul Ferguson).

"Employer-Employee New Social Contracts: Fashioning a New Compact," *Academy of Management Perspectives*, vol. 21, No. 2 May, 2007, 13-16.

"Beyond Corporate Codes of Conduct: Work Organization and Labor Standards at Nike's Suppliers" *International Labour Review*, Vol.146, No. 1-2, 2007, 21-40. (with Richard Locke, Thomas Kochan, Fei Qin and Monica Romis)

"Updating American Labor Law: Taking Advantage of a Window of Opportunity," *Comparative Labor Law and Policy Journal*, Vol. 28, No. 2 Winter, 2007, 101-24.

"Education, Families, and Workplace Policies: Their Role in a Knowledge-Based Economy," *Challenge* vol. 47, No. 6, Nov/Dec., 2004, pp 69-81.

"Airborne distress: How can labor recover in the airline industry?" *New Labor Forum*, Vol 14, No. 2. Summer 2005, pp 39-50 (with Andrew vonNordenflycht, Robert McKersie and Jody Hoffer Gittel)

"Mutual Gains or Zero Sum: Labor Relations and Firm Performance in the Airline Industry," *Industrial & Labor Relations Review*, January, 2004. (with Jody Hoffer Gittel and Andrew vonNordenflycht)

"Taking Stock: Collective Bargaining at the Turn of the Century," *Industrial and Labor Relations Review* Vol. 58, No. 1 October, 2004, 3-26. (with Joel Cutcher Gershenfeld).

"Out of the Ashes: Building an Effective Labor Relations System in Airlines," *Perspectives on Work*, Winter, 2004 with Robert McKersie, Jody Hoffer Gittel and Andrew vonNordenflycht)

"Restoring Trust in the Human Resource Management Profession," *Journal of Industrial Relations*, 2004.

"Collective Actors and Industrial Relations: Which Future in The German Journal of Industrial Relations Vol. 11, 2004.

, The German Journal of Industrial Relations, Guest Editor, Vol. 11, Fall, 200.

"Forward" for Seymour Martin Lipset and Noah Meltz, The Paradox of American Unionism, Cornell University, ILR Press, 2004.

"A Silver Anniversary not worth Celebrating: The Impasse over American Labor and Employment Policies," Comparative Labor Law and Policy Journal, Vol. 25, Fall, 2004.

"The Effects of Diversity on Business Performance: Report of the Diversity Research Network." (with other members of the Diversity Research Network). Human Resource Management Journal, Spring, 2003.

"Restoring Trust in American Corporations: Root Causes," Journal of Management and Governance, Summer, 2003.

"Government Policies for a Knowledge Based Economy" Economic and Social Research Council Annual Research Volume, 2003.

"The Future of British Unions: A Perspective from the U.S." in Howard Gospel and Stephen Wood (eds) The Future of British Unions. London: Routledge 2003.

"Needed: American Leadership for a Global Work and Employment Policy," Journal of Industrial Relations, Winter, 2003.

"Contract Negotiations in the Airline Industry," Monthly Labor Review, August, 2003 (with Andrew vonNordenflycht)

"Options for Rebuilding Airline Labor Relations," Perspectives on Work, Winter 2004.

"Addressing the Crisis in Confidence in Corporations: Root Causes, Victims, and Strategies for Reform," Academy of Management Executive, August 16, 2002, 139-41.

"The Impact of Visible Diversity on Organizational Effectiveness: Disclosing the Contents in Pandora's Black Box," with Orlando C. Richard and Amy McMillan-Capehart. Journal of Business and Management. Summer 2002, Volume 8, Number 3, pp. 265-291.

"In Whose Interest? A First Look at National Survey Data on Interest-Based Bargaining in Labor Relations", with Joel Cutcher-Gershenfeld and John Calhoun Wells. Industrial Relations. Vol. 40, January 2001, 1-21. (Lead Article).

"An Agenda for the President," Challenge, November/December, 2000, pp. 5-14.

"Toward a Stakeholder Theory of the Firm: The Saturn Partnership," with Saul Rubinstein, Organization Science, Vol. 11, July-August, 2000, 367-86. (Lead article).

"Massachusetts Commission Against Discrimination Alternative Dispute Resolution Program Evaluation," Harvard Negotiations Law Review, Vol. 5, Spring, 2000, 233-78. (With Brenda Lautsch and Corinne Bendersky).



"On the Paradigm Guiding Industrial Relations Theory and Research," *Industrial and Labor Relations Review* Vol. 53 July, 2000, 704-11.

"Rebuilding the Social Contract at Work: A Call to Action" *Proceedings of the Industrial Relations Research Association 52<sup>nd</sup> Annual Meetings* (also reprinted in *Perspectives on Work*), 2000, pp. 1-25.

"How to Update Employment and Labor Policies for the 21<sup>st</sup> Century," *Perspectives on Work*, Vol. 3, No. 2, 1999, pp. 12-17.

"Reconstructing America's Social Contract in Employment: The Role of Policy, Institutions, and Practices," *Chicago-Kent Law Review*, 1999, Vol. 75, No. 1, pp. 137-52.

"Human Capital and the American Corporation," *Perspectives on Work*, Vol. 2, No. 1, 1998, pp. 7-12.

"How Do Labor and Management View Collective Bargaining?" with Joel Cutcher-Gershenfeld and John Calhoun Wells, *Monthly Labor Review*, vol. 121, no. 10, October 1998, 23-31.

"Labor Policy for the Twenty-First Century," *University of Pennsylvania Journal of Labor and Employment Law*, vol. 1, no. 1, 1998, 117-131.

"Changing Employment Relations and Governance in the International Auto Industry," with Russell D. Lansbury, *The Journal of Management and Governance*, vol. 1, no. 1, 1997, 85-102.

"Rebalancing the Role of Human Resources," *Human Resource Management Journal*, vol. 36, no. 1, 1997, 121-127.

"A Grass-Roots Experiment to Resolve Workplace Problems," with Susan Eaton, *Negotiation Journal*, vol. 12, no. 2, 1996, 175-179.

"Launching a Renaissance in International Industrial Relations Research," *Relations Industrielles*, vol. 51, 1996, 247-263.

"New Ideas on Resolving Workplace Disputes: Examples from the U.S. and Abroad," with Susan Eaton, *Negotiation Journal*, vol. 12, no. 2, 1996, 113-117.

"What Works at Work: Overview and Assessment," with Casey Ichniowski, David Levine, Craig Olson, and George Strauss, *Industrial Relations*, vol. 35, 1996, 299-333.

"Do U.S. Firms Invest Less in Human Resources?: Training in the World Auto Industry," with John Paul MacDuffie, *Industrial Relations*, vol. 34, 1995, 147-168.

"Reconceptualizing Comparative Industrial Relations: Lessons from International Research," with Richard Locke and Michael Piore, *International Labour Review*, vol. 134, no. 2, 1995, 139-161.

"Total Quality Management and Human Resource Systems: An International Comparison," with Jody Hoffer Gittel and Brenda Lautsch, *The International Journal of Human Resource Management*, May 1995, 201-222.

"Using the Dunlop Report to Achieve Mutual Gains," *Industrial Relations*, vol. 34, 1995, 350-366.

"Human Resource Strategies and Contingent Workers: The Case of Safety and Health in the Petrochemical Industry," with Michael Smith, John Wells and James Rebitzer, *Human Resource*

*Management*, Spring 1994, 33, 55-78.

"Labor and Employment Policies for a Global Economy," *Industrial Law Journal*, South Africa, vol. 15, 1994, 689-707.

"Recent Developments in U.S. Industrial Relations," with Marc Weinstein, *The British Journal of Industrial Relations*, vol. 32, December 1994, 483-504.

"Canadian Labor Policy and Research at a Crossroads," *Proceedings of the Canadian Industrial Relations Association*, 1993.

"Crossroads in Employment Relations: Approaching a Mutual Gains Paradigm," *Looking Ahead*, February 1993.

"Managing Transformational Change: The Role of Human Resource Management Professionals," with Lee Dyer, *The International Journal of Human Resource Management*, 1993, 569-590.

"Toward a Mutual Gains Paradigm for Labor-Management Relations," *Labor Law Journal*, August 1993, 454-464.

"Trade Unionism and Industrial Relations: Notes on Theory and Practice for the 1990s," *Annual Proceedings of the Industrial Relations Research Association*, 1993, 185-195.

"Bringing Research to the Classroom: The MIT Auto Case," with Ben Whipple, *MIT Management*, Winter, 1992, 27-33.

"The Consequences of a Failed IR System: Contract Workers in the Petrochemical Industry," with John C. Wells and Michal Smith, *Sloan Management Review*, Summer, 1992, 79-89.

"The Management of Contract Workers and the Risks of Accidents: Evidence from the Petrochemical Industry," with James Rebitzer, *Annual Proceedings of the Industrial Relations Research Association*, 1992, 325-331.

"Comparison of Changes in U.S. and Canadian Industrial Relations," with Anil Verma, *Labor Law Journal*, August, 1990.

"Computer-Aided Monitoring: Its Influence on Employee Job Satisfaction and Turnover," with John Chalykoff, *Personnel Psychology*, vol. 42, 1989, 807-34.

"Future Directions for American Labor and Human Resources Policy," *Relations Industrielles*, vol. with Robert B. McKersie, 44, 1989, 224-44.

"The Adaptability of the U.S. Industrial Relations System," *Science*, vol. 15, April 1988, 287-292.

"Employment Security at DEC: Sustaining Values Amid Environmental Change," with Paul Osterman and John Paul MacDuffie, *Human Resource Management Journal*, Fall 1988.

"The Future of Worker Representation: An American Perspective," *Labour and Society*, vol. 13, April 1988, 184-201.

"Human Resources, Technology, and Economic Performance: Evidence from the Automobile Industry," with John Paul MacDuffie, *Annual Proceedings of the Industrial Relations Research Association*, 1988,

159-171.

"Industrial Relations Agenda for Change: The Case of the United States," with Kirsten Wever, *Labour*, vol. 2, no. 2, 1988, 21-56.

"On the Human Side of Technology," *ICL Technical Journal*, November 1988, 391-400.

"Industrial Relations and Productivity in the U.S. Automobile Industry," with Harry Katz and Jeffrey Keefe, *Brookings Papers on Economic Activity*, vol. 3, 1987, 685-715.

"Strategies for Sustaining Innovations in U.S. Industrial Relations," *Journal of State Government*, vol. 60, January/February 1987, 30-35.

"Corporate Strategy, Workplace Innovation, and Union Members," with Robert McKersie and John Chalykoff, *Industrial and Labor Relations Review*, vol. 39, July 1986, 487-501.

"Assessing the Effects of Industrial Relations and Quality of Working Life Efforts on Organizational Effectiveness," with Harry Katz and Mark Weber, *Academy of Management Journal*, vol. 28, 1985, 509-527.

"Comment on What Do Unions Do?," *Annual Proceedings of the Industrial Relations Research Association*, 1985, 365-368.

"Strategic Choice and Industrial Relations Theory and Practice," with Robert B. McKersie and Peter Cappelli, *Industrial Relations*, vol. 27, Winter 1984, 16-39.

"Will the New Industrial Relations Last? Implications for the Labor Movement," *The Annals of the American Academy of Political and Social Science*, vol. 473, May 1984, 177-189.

"Collective Bargaining: Pressures for Change," with Robert B. McKersie, *Sloan Management Review*, vol. 24, Summer 1983, 59-65.

"Collective Bargaining, Work Organization, Worker Participation: The Return to Plant Level Bargaining," with Harry C. Katz, *Labor Law Journal*, vol. 34, August 1983, 524-529.

"Industrial Relations Performance, Economic Performance and Quality of Working Life Efforts: An Inter-Plant Analysis," with Harry Katz and Kenneth Gobeille, *Industrial and Labor Relations Review*, vol. 37, October 1983, 13-17.

"Review Symposium: Collective Bargaining and Industrial Relations," (paper prepared in response to a symposium devoted to my collective bargaining book), *Industrial Relations*, vol. 21, Winter 1982, 115-122.

"Empirical Research on Labor Law: Lessons from Dispute Resolution in the Public Sector," *Illinois Law Review*, vol. 1981, 1981, 161-81.

"Estimating the Narcotic Effects: Choosing Techniques that Fit the Problem," with Jean Baderschneider, *Industrial and Labor Relations Review*, vol. 35, October 1981, 28-38.

"Industrial Relations Research: An Agenda for the 1980s," *Monthly Labor Review*, vol. 103, September 1980, 20-25.

"Labor Management Relations Research: The Role of the Department of Labor," *Annual Proceedings of*

*the Industrial Relations Research Association*, 1980, 8-15.

"How American Workers View Trade Unions," *Monthly Labor Review*, vol. 102, April 1979, 23-33.

"Superior-Subordinate Relations: Leadership and Headship," with Stuart M. Schmidt and Thomas A. DeCotiis, *Human Relations*, vol. 28, no. 3, 1979, 279-294.

"Dependence on Impasse Procedures: Police and Firefighters in New York State," with Jean Baderschneider, *Industrial and Labor Relations Review*, vol. 31, July 1978, 431-449.

"The Politics of Interest Arbitration," *The Arbitration Journal*, vol. 33, March 1978, 5-9.

"The Public Sector Mediation Process: A Theory and Empirical Examination," with Todd Jick, *Journal of Conflict Resolution*, vol. 22, June 1978, 209-240.

"Collective Bargaining in the Public Service of Canada: An Evaluation of Some Policy Recommendations," with John Anderson, *Relations Industrielles*, vol. 32, 1977, 234-249.

"An Examination of the Dual Impasse Procedures in the Federal Public Service of Canada," with John Anderson, *Industrial and Labor Relations Review*, vol. 3, April 1977, 228-301.

"The Impact of Unionization of Public Sector Supervisors," with Hoyt N. Wheeler, *Monthly Labor Review*, vol. 100, December 1977, 44-48.

"An Interindustry Analysis of Bargaining Outcomes: Preliminary Evidence from 2-Digit Industries," with Richard Block, *Quarterly Journal of Economics*, August 1977, 431-452.

"Interorganizational Relations: Patterns and Motivations," with Stuart Schmidt, *Administrative Science Quarterly*, vol. 22, June 1977, 220-234.

"Union Attitudes Toward Management Cooperation," with Lee Dyer and David Lipsky, *Industrial Relations*, vol. 16, May 1977, 163-172.

"An Application of a Political Economy Approach to Effectiveness: Employment Service-Employer Exchanges," with Stuart M. Schmidt, *Administration and Society*, vol. 7, February 1976, 455-475.

"A Model of Organizational Change in the Context of Union-Management Relations," with Lee Dyer, *Journal of Applied Behavioral Science*, vol. 12, February 1976, 58-78.

"Operational and Concept of Goals and Goal Incompatibilities in Organizational Research," with L.L. Cummings and George P. Huber, *Human Relations*, vol. 29, 1976, 527-554.

"Theory, Methodology and Policy Evaluation in Collective Bargaining Research," *Twenty-ninth Annual Proceedings of the Industrial Relations Research Association*, 1976, 238-248.

"City Government Bargaining: A Path Analysis," *Industrial Relations*, vol. 14, no. 1, February 1975, 90-101.

"Determinants of Power of Boundary Units in an Inter-organizational Bargaining Relationship," *Administrative Science Quarterly*, vol. 20, September 1975, 434-452.

"Municipal Collective Bargaining: A Model and Analysis of Bargaining Outcomes" *Industrial and Labor Relations Review*, vol. 29, October 1975, 46-66.

"Collective Bargaining and the Quality of Work: The View of Local Union Activists," with Lee Dyer and David Lipsky, *Annual Proceedings of the Industrial Relations Research Association*, 1974, 150-162.

"Professionalization and Unions in Law Enforcement," with Thomas A. DeCotiis, *National Symposium on Police and Labor Relations, International Association of Chiefs of Police*, 1974, 41-50.

"A Theory of Multilateral Bargaining in City Governments," *Industrial and Labor Relations Review*, vol. 27, no. 4, July 1974, 525-542.

"Correlates of Public Sector Bargaining Laws," *Industrial Relations*, vol. 12, October 1973, 322-337.

"The Concept of Conflict: Toward Conceptual Clarity," with Stuart M. Schmidt, *Administrative Science Quarterly*, vol. 17, September 1972, 359-370.

"Interplant Transfer and Terminated Workers: A Comment," *Industrial and Labor Relations Review*, vol. 24, no. 3, April 1971, 442-446.

### **CHAPTERS IN BOOKS**

"The Evolution of a Labor Management Partnership: The Case of Kaiser Permanente and the Coalition of Kaiser Permanente Unions," in William K. Roche, Paul Teague, and Alexander J.S. Colvin (eds.) *the Oxford Handbook of Conflict Management in Organizations*. New York: Oxford University Press, 2015, 279-310.(With Adrienne Eaton)

"Labor Relations and Human Resource Management in the Airline Industry," in Peter Belobaba, Amedeo Odoni, and Cynthia Barnhart (eds.) *The Global Airline Industry*. New York: Wiley, 2015, 287-326.

"Work and Employment Policy and Practice: Lessons from a Failed State," in Marian Baird, Keith Hancock, and Joe Isaac, (eds.) *Work and Employment Relations in an Era of Change*, Sydney: The Federation Press, 2011, 178-95.

"Labor Law, Economic Recovery, and Shared Prosperity," *2009 Proceedings of the National Academy of Arbitrators*.

"The Future of Human Capital: An Employment Relations Perspective," forthcoming in *Oxford Handbook of Human Capital*, Alan Burton-Jones, ed., 2010. Oxford University Press (with Adam Seth Litwin).

"Industrial Relations and Collective Bargaining," in *Sage Handbook on Human Resource Management*, , Adrian Wilkinson, Nicolas Bacon, Tom Redman, and Scott Snell (eds.), 2009 (with Greg Bamber).

"Industrial Relations," *Palgrave Dictionary of Economics*, 2008.

"Restoring Voice at Work and in Society," in Edward E. Lawler and James O'Toole (eds.) *America at Work: Choices and Challenges*, New Your: Palgrave, 2006, 37-52.

"Social Legitimacy of the Human Resource Management Profession," in *Oxford Handbook of Human Resource Management*. John Purcell, Peter Boxall, and Patrick Wright (ed), 2005.

"Beyond McGregor's Theory Y: Human Capital and Work in the 21<sup>st</sup> Century Corporation," in Management: Inventing and Delivering the Future.

"Celebrating Work: A Job Unfinished." In Arthur G. Bedeian (ed) Managerial Laureates: A Collection of Autobiographical Essays, Vol. 6, 2002 Greenwich CT: JAI Press.

"Can the U.S. Industrial Relations System be Transformed? The Role of Ideas, Reform Efforts and Social Crisis." In Ivar Berg and Arne L. Kalleberg (eds.) Sourcebook on Labor Markets, New York: Plenum Publishers, 2001, 83-100.

"Beyond Myopia: Human Resources and the Changing Social Contract," in Ferris, (ed.), Research in Personnel and Human Resources Management, Greenwich: JAI Press, 1998, 199-212.

"Crossroads in Employment Relations: Approaching a Mutual Gains Paradigm," in James A. Auerbach, (ed.), Through a Glass Darkly: Building the New Workplace for the 21<sup>st</sup> Century, Washington, DC: National Policy Association, 1998.

"What Is Distinctive about Industrial Relations Research?" in Keith Whitfield and George Strauss, (eds.), Researching the World of Work: Strategies and Methods in Studying Industrial Relations, Ithaca: Cornell University Press, 1998, 31-45.

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"American Unions and the Future of Worker Representation," with Kirsten Wever, in George Strauss, Daniel Gallagher, and Jack Fiorito, (eds.), The State of Unions, Madison: Industrial Relations Research Association, 1991.

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"Recent Developments in U.S. Employee Involvement Activities: Erosion or Transformation?", with Joel Cutcher-Gershenfeld and Anil Verma, in David Lipsky and Donna Sockell, (eds.), Advances in Industrial Relations, Greenwich: JAI Press, 1988.

"Macro Determinants of the Future of the Study of Negotiations in Organizations," with Anil Verma, in Roy J. Lewicki, Blair H. Sheppard, and Max H. Bazerman, (eds.), Research on Negotiations in Organizations, vol. 1, 1986b, Greenwich: JAI Press, 1986, 287-310.

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"Canadian Management Policies, Structures and Practices under Collective Bargaining," with John Godard, in Morley Gunderson and John Anderson, (eds.), Union Management Relations in Canada, Toronto: Addison Wesley, 1982.

"Toward a Behavioral Model of Management Under Collective Bargaining," in Gerald Bomers and Richard Peterson, (eds.), Conflict Management and Industrial Relations, Boston: Kluwer, 1982.

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### **NEWSPAPER OPINION-EDITORIALS/BLOGS**

- 1 Essay for Future of Work Compendium for the Advanced Center for the Behavioral Sciences
- 6 Blogs for The Conversation in 2015
- 2 Blogs for Fortune.com in 2015
- 6 Blogs for Fortune.com 2014
- 8 Blogs/op-eds on Market Basket Case for Cognoscenti, Boston.com and Fortune.com
- "Training Programs that Work—for Business, Workers, and the Economy," *Harvard Business Review On-Line Forum*, January 29, 2014
- "The Volkswagen Way to Better Labor Management Relations, *Los Angeles Times*, January 21, 2014.
- "3 Things we can Learn from the Boston Red Sox," *Cognoscenti*, October 31, 2013.
- "Back to School with a Fresh Approach to Improving Student Outcomes," *Boston Globe-on line*, September 4, 2013
- "Marching Again to Realize the American Dream," *Boston Review*, August, 2013.
- "Capitalism in Question," *Cognoscenti*, August 10, 2013
- "We are One MIT, One Society as we Pay Tribute to Officer Sean," *Cognoscenti*, April 25, 2013.
- "80 CEO Call for Deficit Reduction: How the President Should Respond," *Cognoscenti*, October 30, 2012.
- "The Workforce," *Harvard Magazine*, Sept-Oct., 2012, 35-39.



“Labor, Business Can Unite as Economic Heroes,” *Boston Globe*, September 4, 2011  
 “Hawaii Well Poised to Offer an Alternative to Wisconsin Public Sector Unions,” *Honolulu Star Advertiser*, May 30, 2011  
 “An Anniversary Worth Remembering,” *Madison Capital Times*, May 5, 2011.  
 “Non-political Solution: Business, Labor Can Solve the Crisis,” *Herald Times Reporter*, March 6, 2011.  
 “Legislators Please Make us Proud,” *Milwaukee Journal-Sentinel*, February 21, 2011.  
 “Use Evidence Based Approach to Public Sector Challenges,” *Madison Capital Times*, February 6, 2011.  
 “Protective Bargaining: How to Prevent Labor Wars,” *Boston Review on-Line*, February 23, 2011.

*Huffington Post Columns:*

“Which Way America: Labor Management Partnership or Back to the Labor Wars?” September 2013.  
 “Beyond Labor Day: The Year for a Jobs Compact,” September 5, 2011  
 “A Transformational Strategy for American Labor,” April 5, 2011  
 “The Jobs Summit: Opportunity to Forge a New Social Contract,” November 29, 2009  
 “Making Workers the Catalyst for Economic Recovery,” September 4, 2009.  
 “Learning from Down Under: Where Labor Policy is Center Stage,” August 28, 2009.  
 “Bringing the Workforce into Health Care Reform,” July 24, 2009.  
 “Main Street’s Agenda: Give Workers the Tools to Lead and Sustain a Recovery,” September 29, 2008.  
 “Workers: The Backbone and the Brains of Today’s Economy,” September 19, 2008.  
 “Labor at the Crossroads: Frank Talk about What’s at State in this Election,” August 29, 2008.  
 “It’s All About Jobs and Wages: How Obama can get ‘Al Boats Rising,’” August 27, 2008.  
 “Staying the Course for Working Families: Kennedy and Obama (Michelle this time),” August 26, 2008.  
 “How to Renew the American Dream for Working Families,” August 22, 2008.

“Getting Real about First Contract Arbitration,” *Roll Call* June 2, 2009. With Arnold Zack.

“How to Break the Gridlock on Labor Law,” *The Boston Globe*, Jun 16, 2007 (with John Paul Ferguson)

“Moving Beyond Labor v Health Care,” *The Boston Globe*, August 22, 2006.

“Choose a President to Turn America Around,” *The Madison Capital Times*, October 12, 2004.

“A Message to Wisconsin’s Working Families,” *The Herald Times Reporter*, September 23, 2004.

“Bringing Family Values to the Workplace,” *The Boston Globe*, August 29, 2004

“Putting the Wisconsin Idea to Work,” *The Madison Capital Times*, May, 2003.

“A New Deal for Labor Day,” *The Boston Globe*, September 1, 2003

“Labor Law: The Missing Piece of Corporate Reform,” *The Boston Globe*, August, 2002.

FDR Knew the Key to National Unity: Workers,” *The Los Angeles Times*, September 26, 2001.

“Beware of the Return to the Labor Wars,” *The Boston Globe*, March 12, 1989.

“Accepting Labor as a Legitimate Partner,” *The New York Times*, July 26, 1987.

**PROJECT REPORTS**

“The Massachusetts Education Partnership: The First Two Years.”

“New Models of Health Care Delivery,” Kaiser Permanente, 2014

“The Kaiser Permanente Labor Management Partnership: 2009-2013. October, 2013.

“The Kaiser Permanente Labor Management Partnership: The First Five Years,” with Susan C. Eaton and Robert McKersie, September 2003.

“The Kaiser Permanente Labor Management Partnership: 2002-2004,” with Robert McKersie, Adrienne Eaton, Paul Adler, Phyllis Segal and Paul Gerhart. May 2005.

“Options for Improving Negotiations and Dispute Resolution: A Report of the Working Group on Airline Labor Relations,” (with the working group on Airline Labor Relations).

Rapporteur’s Report for International Industrial Relations Congress, The German Journal of Industrial Relations, 2004.

Guest Editor, The German Journal of Industrial Relations papers from the International Industrial Relations Congress), 2004.

### **Presentations at Workshops or Conferences (Partial List): (Note: Not updated since 2008)**

Presentations on different aspects of “The Future of Labor and Employment Policy” to:

Consortium of University HR Professionals, Harvard University, 2008

HR Policy Association, Miami, 2008

Labor Law Consortium, Washington D.C., 2009

AFL-CIO Executive Council, Miami, 2009

Association of State Mediation Agencies, Oakland, CA, 2009

American Bar Association, Chicago, 2009

National Academy of Arbitrators, Chicago, 2009

Interfaith Worker Justice Meeting, Boston, 2009

Kentucky Labor Management Conference, 2009

2009 World Congress of the International Industrial Relations Association, Sydney, Australia, “The Growing Role of Finance in Employment Relations.”

2006 World Congress of the International Industrial Relations Association, Lima Peru, “The Future of Industrial Relations.”

Global HR Forum 2006 and 2007, Seoul, Korea, “Human Capital and Economic Performance.”

New England Consortium of State Labor Relations Agencies, “The Crisis in Collective Bargaining,” July 2005.

Professional Employees Department, AFL-CIO, Presentations on Professionals’ Views on Work and Unions, March 2005, June 2005.

IRRA Annual Meetings, What Should Government Do? January, 2005

IRRA Annual Meetings, Chair Symposium on Airline Labor Relations, January, 2004

Sloan Foundation Industry Studies Annual Conference Presentation, April, 2004

National Institute for Child Development, Conference Presentation, April, 2004

National Labor Management Conference, Chicago, Presentation of the FMCS Conference, June, 2004

New America Foundation, Briefing on forthcoming book: July, 2004

Academy of Management: Symposium on Democracy and Corporate Governance (Chair and presenter

Industrial Relations Research Association, Aerospace Industry Council Panel

World Congress of the International Industrial Relations Association, Berlin, September, 2003.

Rapporteur for Track 4

Sydney University (AU) Work and Organization Research Unit's 50<sup>th</sup> Anniversary Convocation

Griffith University, Brisbane (AU), "The Future of IR and HR Symposium"

"Final Report on the National Performance Review Survey for the Federal Mediation and Conciliation Service," with Joel Cutcher-Gershenfeld, June 1997.

"What Have We Learned from Workplace Innovations?" with Casey Ichniowski. Report to the Assistant Secretary for Policy, U.S. Department of Labor, September 1995.

"Making it Together: The Modern Operating Agreement," with Malcolm Lovell and Robert McKersie. Final Report to the U.S. Department of Labor, 1991.

"Managing Workplace Safety and Health: The Case of Contract Labor in the U.S. Petrochemical Industry," with John C. Wells and Michael Smith. Final Report to the Occupational Safety and Health Administration, U.S. Department of Labor, 1991.

"Employee Participation, Work Redesign, and New Technology: Implications for Public Policy," with Joel Cutcher-Gershenfeld and John Paul MacDuffie. Paper prepared for the Secretary of Labor's Commission on Workforce Quality and Labor Market Efficiency, 1989.

Institutionalizing and Diffusing Innovations in Industrial Relations, with Joel Cutcher-Gershenfeld. U.S. Department of Labor, 1988.

New Directions For Labor and Management. Statement on contemporary labor management relations co-authored with a group of national union presidents, corporate chief executives, and academics, U.S. Department of Labor, 1988.

"Industrial Relations in the U.S.: An Agenda for Change," (with Kirsten Wever). Report prepared for the OECD, 1987.

Labor Management Relations Research Priorities for the 1990s: Final Report to the Secretary of Labor, U.S. Department of Labor, 1980.

The Effects of Collective Bargaining on Economic and Behavioral Job Outcomes, with David E. Helfman. Final Report to the Department of Labor, Office of Assistant Secretary for Policy, Evaluation, and Research, 1980.

Contemporary Views of American Workers Toward Trade Unions. Report submitted to the Assistant Secretary for Policy Evaluation and Research, U.S. Department of Labor, October 1978.

An Evaluation of Impasse Procedures for Police and Firefighters in New York State, with Ronald Ehrenberg, Jean Baderschneider, Todd Jick, and Morehai Mironi. Final report submitted to the National Science Foundation, January 1977.

A Survey of Local Union Leaders and Members' Attitudes Toward Collective Bargaining and Issues Involving the Quality of Working Life, (with Lee Dyer and David Lipsky). Final report submitted to the Ford Foundation, June 1975.

A Design and Methodology for Conducting Evaluation of a Quality of Work Program of the National Commission on Productivity, with Lee Dyer, Leopold Gruenfeld, David Lipsky, Robert McKersie, and Paul Goodman. Final report submitted to the Ford Foundation, September 1973.

The Impact of State Laws and Impasse Procedures on the Process and Outcomes of Municipal Collective Bargaining: The Case of the Firefighters, with Hoyt Wheeler. Final Report to the U.S. Department of Labor.

### **GOVERNMENT REPORTS**

Negotiations and Dispute Resolution: A Report of the Working Group on Airline Labor Relations, March 2004.

Final Report and Recommendations of the commission on the Future of Worker Management Relations, co-authored with other Commission members, December 1994.

Fact Finding Report of the Commission on the Future of Worker Management Relations, co-authored with other Commission members, May 1994.

### **BOOK REVIEWS**

*The Fissured Workplace* by David Weil. In *Industrial and Labor Relations Review*, 2014.

"Will Workers Benefit from this Economic Recovery?" Review Essay of The State of Working America: 2008-09 by Larry Mishel, Jared Bernstein and Heidi Shierholtz. In *Work and Occupations*. December 2009.

The Disposable Americans by Louis Uchitelle. Review Essay in *Work and Occupations*, 2007.

Organizations in America: Analyzing Their Structures and Human Resource Practices, by Arne L. Kalleberg, David Knoke, Peter V. Marsden, and Joe L. Spaeth. Reviewed in American Journal of Sociology, July 1997.

White Collar Blues, by Charles Heckscher. Reviewed in Regional Review, Fall 1995.

Innovating to Compete, by Richard Walton. Reviewed in Human Resource Management Journal, Winter 1988.

Collective Bargaining and Labor Economics, by Charles Craypo. Reviewed in Labor Studies Journal,

1987.

Employing Bureaucracies, by Sanford Jacoby. Reviewed in Industrial and Labor Relations Review, July 1987.

The Art and Science of Negotiations, by Howard Raiffa. Reviewed in Sloan Management Review, Spring 1983.

European Industrial Relations, by Industrial Democracy in Europe Study Group. Reviewed in Organization Studies, Spring 1983.

Industrial Democracy in Europe, by Industrial Democracy in European Study Group. Reviewed in Administrative Science Quarterly, December 1983.

Bargaining: Formal Theories of Negotiation, by Oran Young. Reviewed in Industrial and Labor Relations Review, October 1976.

Managing Organizational Conflict: A Non-traditional Approach, by Stephen R. Robbins. Reviewed in Administrative Science Quarterly, September 1975, 472-475.

The Resolution of Conflict, by Morton Deutsch. Reviewed in Administrative Science Quarterly, June 1974.

### **SELECTED MEDIA APPEARANCES/COMMENTARIES**

Wall Street Journal, New York Times, Boston Globe, Cognoscenti, Los Angeles Times, Washington Post, Time, Newsweek, U.S. News and Work Report, Business Week, Financial Times, Fortune, Forbes, Daily Labor Report, ABC, CBS, NBC, CNN, Bloomberg ,CNBC, FOX, BBC, Wisconsin Public Radio, NPR, local Boston radio and TV stations..

### **OTHER PROFESSIONAL ACTIVITIES**

Member, Global Advisory Board, Minister of Labor, Kingdom of Saudi Arabia, 2014-present

Member, National Academy of Arbitrators, (elected 2009)

Member, Obama Administration Transition Team: Chair, Federal Mediation and Conciliation Service Agency Team, 2008-2009.

Founding Member and Treasurer, Catholic Scholars for Worker Justice, 2008

Expert Witness for Plaintiffs in Walmart litigation on wage and hour violations, 2006-2008

Member, Board of Trustees, National Policy Association, 2000-2003.

Founding Editor, *Perspectives on Work*, 1997-2000.

Co-chair, National Academy of Sciences/National Research Council Committee on Work & Occupations, 1997-99.

Consultant to the Federal Mediation and Conciliation Service.

Consultant to the German Marshall Fund of the United States.

Consultant to the National Planning Association.

Consultant to the Occupational Safety and Health Administration.

Consultant to various employer and labor organizations and labor-management committees.

Coordinator, Sloan Foundation Sponsored Human Resource Network, 1992-1999.

Facilitator, National Clothing Industry Labor Management Committee, 1987-1991.

Member of Advisory Committee of the Work and Technology Institute.

Member of Editorial Board of:

Comparative Journal on Labor Law and Policy, 2000-present  
The International Human Resource Management Journal, 1989-present.  
Industrial and Labor Relations Review, 1995-present  
Industrial Relations, 1995-99  
Academy of Management Journal, 1984-88  
Relations Industrielles, 1988-2010  
British Journal of Industrial Relations, 1996-2000  
Journal of Management and Governance, 1997-2000  
Comparative Labor Law, 1994-present  
Human Resource Management, 1999-2004  
Labour, 1994-present  
Journal of Management Research, 1996-present

Member of MIT Commission on Industrial Productivity. 1986-88.

Member of Steering Committee for Occupational Safety and Health Administration Study of the Role of Contractors in the Petrochemical Industry, 1990-92.

Member of the Advisory Board for the Canadian Workplace Research Network, 1995-present.

Member of the Collective Bargaining Forum. 1988-1999.

Member of the Executive Board of the IRRA, 1979-1981.

Member of the Executive Committee, Personnel and Human Resources Division of the Academy of Management, 1988-1991.

Member of the Labor Panel of the American Arbitration Association, 1980- present.

Member of the mediation and factfinding panels of the New York State Public Employment Relations Board. 1975-present.

Member of the Program Committee for the 1974 and 1977 Annual Meetings of the Industrial Relations Research Association (IRRA).

Participant in the 1979 Labor Outlook panel of the Conference Board.

Referee for papers submitted to the Academy of Management Journal, Administrative Science Quarterly, Human Relations, Industrial and Labor Relations Review, Industrial Relations, Journal of Applied Behavioral Science, Social Science Quarterly, Journal of Applied Psychology, and the Personnel and Human Resources Division of the Academy of Management.

Referee of Research Proposals for the National Science Foundation.

**PROFESSIONAL ASSOCIATION MEMBERSHIPS**

Academy of Management  
American Arbitration Association  
Industry Studies Association  
Labor and Employment Relations Association  
International Industrial Relations Association  
Association for Conflict Resolution  
The Labor Guild of Boston  
Society for Human Resource Management  
National Academy of Human Resources  
National Academy of Arbitrators  
Catholic Scholars for Worker Justice