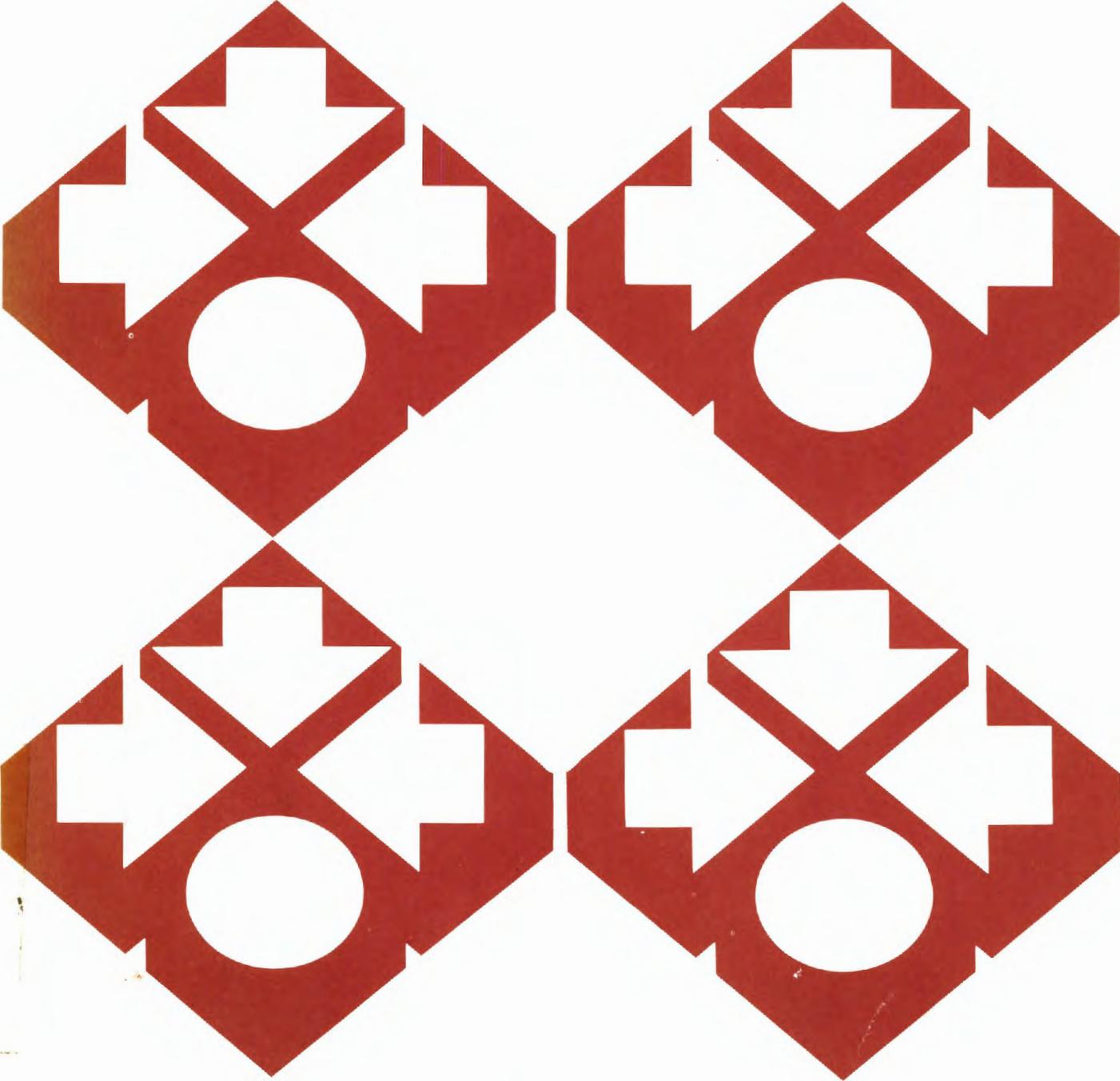


Resource Guide to Labor Management Cooperation



U.S. Department of Labor
Labor-Management Services Administration

September 1982



The Division of Cooperative Labor-Management Programs was created by the Department of Labor in 1982 to encourage and assist employers and unions to undertake joint efforts to improve productivity and enhance the quality of working life. Central to the Division's purpose is the conviction that cooperative relations between the parties, particularly those creating new opportunities for worker participation in decision-making, can contribute substantially to the furtherance of their mutual interests.

Although the full scope of this program will develop gradually, initial attention will be directed to meeting already identified needs for technical assistance and information throughout the private sector. A chief aim will be to support and extend existing institutional capabilities by working in close collaboration with trade associations, international unions, area labor-management committees, and national, state and regional productivity/quality of working life centers. In addition, it will regularly compile and disseminate information on current issues and practices through publications, conferences and workshops.

For further information, contact:

Chief, Division of Cooperative
Labor-Management Programs
Labor-Management Services
Administration
U.S. Department of Labor
Washington, D.C. 20210

Resource Guide to Labor Management Cooperation



U.S. Department of Labor
Raymond J. Donovan, Secretary

Labor-Management Services Administration
Donald L. Dotson, Assistant Secretary
for Labor-Management Relations
Ronald J. St. Cyr, Deputy Assistant Secretary
for Labor-Management Relations

September 1982

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The Resource Guide to Labor-Management Cooperation is a compendium of a variety of cooperative labor-management programs at the plant level. It also identifies industry, regional, and area joint committees and resource centers which provide vital information and services to encourage the development and implementation of such programs.

The Resource Guide is designed to assist cooperative labor-management efforts by facilitating exchanges of information among current and potential participants. Its entries were selected to permit business and labor leaders to locate viable programs in which others in their region, industry, or union are involved. This is one of the services of the Division of Cooperative Labor-Management Programs which was recently created by the Labor-Management Services Administration to provide continuing information and assistance to labor and management to support their initiatives in developing and nurturing joint programs.

Business and labor are involved in cooperative efforts throughout the economy. The National Productivity Advisory Committee, with representation from business, labor, academia and government, was recently created by President Reagan to recommend actions the Federal Government should take to encourage productivity growth and promote American competitiveness. The Labor-Management Group, a committee of top labor and business leaders, was also recently formed to search for solutions to key economic and energy problems.

At the industry level, labor-management cooperative efforts have been instrumental in establishing policies to reduce conflict and increase productivity. Area labor-management committees promote the economic development of the localities they serve. By helping to establish in-plant labor-management committees and

providing other services, they work to create a healthy labor-management climate that attracts new business and promotes local economic well-being.

Interest in in-plant cooperative efforts has grown rapidly in recent years. This reflects growing recognition by both labor and management not only that productivity and worksite problems are common concerns, but also that cooperating to address these problems is critical to the economic well-being of both sides.

In preparing this Resource Guide, a number of common experiences were identified. Many cooperative efforts were initiated by firms facing serious financial difficulties or where long, costly strikes or layoffs had been recently experienced. Most of those reported that their joint efforts increased trust, improved communications, reduced tension, helped resolve problems, and improved morale.

Recent cooperative programs are tending to involve more employees in workplace decision making in order to improve organizational effectiveness and provide greater job satisfaction. Frequently employers reported that when workers were encouraged to participate in decision making, it resulted in a flood of valuable input. They also found a more committed workforce which resulted in sharp declines in absenteeism, tardiness, and turnover rates, as well as in higher output, better product quality, and a greater willingness to accept and implement change.

Many union leaders reported that these initiatives were having a definite, positive impact on the attitude employees have toward their union. Involved union leaders frequently remarked that they were providing a constructive, ongoing service for their members which also increased their visibility and support.

In addition, many of them felt that these programs provided a constructive alternative to the confrontational, reactive mode with which they traditionally have had to deal with management. While cooperation has not replaced the adversarial system, both management and labor reported that these efforts expanded the relationship, giving the parties greater flexibility to anticipate problems and take advantage of opportunities.

Furthermore, the labor-management relationship has benefited as these new channels of communication have been opened. Many emphasized the positive effect their cooperative efforts have had on contract negotiations and grievances. Where, in some cases, past negotiations frequently involved a strike, they were now being settled peacefully, sometimes well in advance of contract expiration. Significant reductions in grievances were also mentioned.

Both labor and management agreed that the employee has been a major beneficiary. Feelings of respect and dignity have been enhanced, and, with improved organizational effectiveness, job security and the opportunity for wage advancements have also increased.

Yet, with all these program benefits to employees, employers and unions, and the positive labor-management relations which have resulted, there are still too many situations in which the programs fail to maintain themselves. Of the more than seven hundred programs identified during the preparation of this Resource Guide, nearly two hundred had become inactive within a few years of their formation. Frequently, the reason given was lack of support. The implementation of these programs involves the transformation of complex interpersonal and interorganizational relationships. Success requires the strong commitment of all involved. Conflicts elsewhere in the relationship often caused the deterioration or dissolution of cooperative efforts.

Many labor-management committees reported having found themselves relatively isolated from the rest of

management and the workforce. Lacking a source of new ideas, they became stagnant. Moreover, because of the committee's isolation, the rank and file frequently were either unaware or unconcerned, or even suspicious of its activities. Recognizing this, many employers and unions have taken steps to involve employees at all levels of the organization through networks of subcommittees and shop-floor groups. These arrangements are especially characteristic of many of the recently formed quality of work life programs.

As the listings indicate, cooperative programs are being established in all regions of the country, in large establishments and small. They involve companies and unions from a broad range of industries, both manufacturing and nonmanufacturing firms, private sector service firms and the public sector, and blue collar, white collar, and managerial employees.

The last such listing of cooperative labor-management programs was published by the former National Center for Productivity and Quality of Working Life in 1978. The Center's Directory proved a useful source of information for this Guide.

We are indebted to the many companies and labor organizations that freely shared the vital information about their programs and to the many Federal mediators who identified and gathered information on hundreds of exemplary programs. We are particularly indebted to Jerry Barrett and Eileen Hoffman of the Federal Mediation and Conciliation Service who provided inspiration and motivation, as well as practical advice and assistance, throughout this endeavor.

Listings for the Resource Guide were identified and prepared by Lisa Ternullo with assistance from the staff of the Division of Cooperative Labor-Management Programs and others who freely volunteered their time for this effort.

John R. Stepp, Director
Office of Labor-Management
Relations Services

Section I: In-plant Programs

This Section contains examples of a variety of in-plant cooperative programs. Included are participative programs such as quality of work life and quality circle programs, representative programs such as labor-management committees, and gainsharing programs such as Scanlon plans. Entries were selected to represent, as much as possible, a cross-section of American industries, labor organizations, and regions. Established programs with successful track records were sought out. Labor-management committees that deal solely with narrow issues such as safety and health were excluded.

An important consideration for being listed was an expressed willingness to share information and experiences with others. All the contacts identified have agreed to this requirement, often with

evangelistic fervor.

Users of this Guide are encouraged to engage in self-help by identifying programs of interest and establishing direct contact. To facilitate this exchange, listings in this section are indexed by industry, State, and union. Also, a minor departure from the strict rules of alphabetizing locates all Federal agencies under "U.S. Government" and all municipalities under "City of" in order to group similar public employers together for easier comparison.

The data base from which these listings were drawn will be maintained and expanded. We would appreciate information on additional cooperative programs as well as updates on the listed programs. A format for this purpose is included on page 197.

**ACTION TECHNOLOGY DIVISION OF DART & KRAFT INDUSTRIES
INTERNATIONAL BROTHERHOOD OF TEAMSTERS (IBT)**

INDUSTRY/PRODUCT: Manufacture plastic extruders

PROGRAM: Workers' Council (1979)

COVERAGE: 100 covered; 130 total employment

STRUCTURE: Committee consists of 4 union and 4 management representatives.

SCOPE: Anything except grievances and collective bargaining items.

REMARKS: Committee, formed with FMCS assistance, was initiated to improve communications, handle complaints and give bargaining unit employees opportunity for input in policymaking. Its objectives include maintaining quality and production standards. Committee meets monthly. Membership is rotated to achieve broader participation. Committee has authority to make formal recommendations. Chair alternates between labor and management. Committee keeps in touch with workforce with posted minutes, newsletter. Committee began with tough issues; now has to deal with easier issues, smaller problems. Employee morale has improved. Company has similar committees in other U.S. plants and in Belgium.

CONTACTS: Action Technology Division of Dart & Kraft Industries
18 Greenpond Road
Rockaway, NJ 07866

Peter Seckel, President
201/625-9400

IBT, Local 999
830 Belmont Avenue
North Haledon, NJ 07508

Larry De Angelis, Secretary-Treasurer
201/423-0575

**R. P. ADAMS COMPANY, INC.
UNITED STEELWORKERS OF AMERICA (USA)**

INDUSTRY/PRODUCT: Manufacture heat exchangers/strainers

PROGRAM: Labor-management committee (1979)

COVERAGE: 80 covered; 140 total employment

STRUCTURE: Committee consists of 3 union representatives (local president and 2 grievance committee members) and 3 management representatives (plant manager, personnel director, materials manager).

SCOPE: Any issues except grievances and contractual issues.

REMARKS: Committee is an advisory/consultative group, provided for in collective bargaining agreement. It meets monthly and posts minutes. Union and management co-chair meetings. Committee's objective is to improve the labor-management relationship. It has handled issues such as tool orders, supplies, and discipline and alternatives such as counseling, etc. Its projects have included employee training and a program that has reduced absenteeism rates to less than 2%.

CONTACTS:

R. P. Adams Co., Inc.
P.O. Box 963
Buffalo, N.Y. 14240

David R. Henning
Personnel Director
716/877-2608

USA
Local 4447
P.O. Box 963
Buffalo, N.Y. 14240

Charles Vandrei
President
716/877-2608

THIRD PARTY CONTACT: Joseph Lipowski
Buffalo-Erie County Labor-Management Council
Suite 601
69 Delaware Avenue
Buffalo, N.Y. 14202
716/856-6611

**ALABAMA KRAFT COMPANY
UNITED PAPERWORKERS INTERNATIONAL UNION (UPIU)**

INDUSTRY/PRODUCT: Manufacture liner board

PROGRAM: Labor-Management Committee (1975)

COVERAGE: 290 covered; 400 total employment

STRUCTURE: Committee has 6-7 union representatives (president and vice president of each local) and 6 management representatives (corporate labor relations manager, industrial relations manager, industrial relations supervisor, division manager, engineering and maintenance manager, and maintenance superintendent).

SCOPE: Items of general interest to all in the bargaining unit. No collective bargaining items or grievances.

REMARKS: Committee was started through FMCS's Relationships by Objectives (RBO) program. Its main objective is to improve communications between management and the union. It meets quarterly or as necessary. Minutes are distributed to committee members. Management chairs meetings. Committee generally makes formal recommendations; it can implement a program if all on committee are in agreement.

CONTACTS: Alabama Kraft Company
P.O. Box 940
Phenix City, AL 36867

Roy Connell
Industrial Relations Director
205/855-4711

UPIU
Locals 971, 1471 and 1972
2103 Stonebridge Road
Dothan, AL 36301

Donald Langham
International Representative
205/792-0495

**ALLIED TUBE & CONDUIT CORPORATION
UNITED STEELWORKERS OF AMERICA (USA)**

INDUSTRY/PRODUCT: Manufacture electrical conduit and tubing

PROGRAM: Quality of Work Life (1981)

COVERAGE: 800 covered (500 in bargaining unit); 800 total employment

STRUCTURE: Executive QWL Committee with 5 union and 5 management representatives. Advisory Group of 9 union representatives and 9 middle management and office representatives. Sub-Advisory Groups formed as needed from Advisory Group members and others. Shop-floor Participation Teams. Two full-time coordinators (one union, one salaried).

SCOPE: Layoffs, personnel transfers, safety, health, labor relations, product quality, job training, waste, production problems, quality of work life and productivity. Teams can select problems from any source. No grievances or collective bargaining issues.

REMARKS: Program was initiated with assistance from consultant to enhance company effectiveness and develop elements of "lifetime employment" by offering employees training at full pay as alternative to layoff. Company provides annual funding of about \$200,000. Meetings held on company time; company provides meeting areas, materials. Participation is voluntary; open to all employees. Training occurs as teams work on problems. Coordinators help teams develop problem solving/team building skills and learn how company operates, coordinate meetings and other program activities, and act as information resources/liaisons. Advisory Group advises team on problem selected and forms Sub-Advisory Group to which coordinator reports team's progress. Team presents recommendations to Sub-Advisory Group which (alone or jointly with Advisory Group) evaluates and accepts or rejects plan. Executive Committee monitors program's progress and resolves policy issues and problems identified by Advisory Group or coordinators. Program newsletter is distributed. Parties report program has increased trust, raised morale and resulted in cost savings.

CONTACTS:

Allied Tube and Conduit Corporation	USA, Local 6939
16100 South Lathrop Avenue	Local 6939
Harvey, IL 60426	16100 South Lathrop Avenue
R. Jerry Conklin	Harvey, IL 60426
VP, Human Resources	Sylvester Givens
312/339-1610	President
	312/339-1610

THIRD PARTY CONTACT: Sidney Rubenstein
Participative Systems, Inc.
Princeton, NJ 08540
609/452-1244

AMERICAN TELEPHONE & TELEGRAPH
COMMUNICATION WORKERS OF AMERICA (CWA)
INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS (IBEW)
TELECOMMUNICATIONS INTERNATIONAL UNION (TIU)

INDUSTRY/PRODUCT: Telecommunications

PROGRAM: Quality of Work Life (1980)

COVERAGE: 531,000 (CWA); 110,000 (IBEW); 50,000 (TIU)

STRUCTURE: Three independent national committees of AT&T and each of the three national unions. Each is comprised of 3 union and 3 management representatives. Local structures are developed by individual subsidiary company and local union(s).

REMARKS: In May 1980, AT&T signed National Memoranda of Understanding with each of the three national unions outlining 9 principles to guide subsidiary companies and local unions in their QWL efforts. Principles generally indicate that goals of the union-management efforts in this area are to improve quality of work life of employees and to enhance effectiveness of the organization through encouragement of greater employee participation.

The three national committees provide guidance to subsidiary companies and their local unions. Structure, scope, etc., of local programs are developed by each subsidiary and its local union(s). Examples of local AT&T programs developed with CWA and with TIU are described on the next two pages. Information on other AT&T local efforts are available from the representatives listed below.

CONTACTS:	American Telephone & Telegraph 1776 On the Green Morristown, NJ 07960	IBEW 1125 - 15th Street N.W., Room 914 Washington, D.C. 20005
	Gene Kofke, Corporate Director Work Relationships 201/540-7243	Robert A. Nickey, Director Telephone Department 202/833-7468
	CWA 1925 K Street, N.W. Washington, D.C. 20006	TIU 2341 Whitney Avenue Hamden, CT 06518
	Ronald Straw, Director Development and Research 202/785-6152	Robert Levanthal, Director Administrative Asst. to President 203/281-7945
	Charles Heckscher Research Economist 202/785-6165	

**AMERICAN TELEPHONE & TELEGRAPH, ILLINOIS BELL TELEPHONE
COMMUNICATION WORKERS OF AMERICA (CWA)**

INDUSTRY/PRODUCT: Telecommunications

PROGRAM: Quality of Work Life (1980)

COVERAGE: 5,600 covered; 35,000 total employment

STRUCTURE: Steering Committee consists of company's general manager, 2 division managers, 2 district managers, 2 internal consultants, a CWA district vice-president, an international representative, 4 local presidents (rotating membership), one research economist. Sixty-two quality of working life problem solving teams with 8-10 members each.

SCOPE: Local production and quality of work life issues. No grievances or collective bargaining items.

REMARKS: Both union and management provide funding and other support for the program. Two-day employee training is done jointly. Management and union each train their own top officials. Steering committee meets every 2-3 months. Frequency and duration of the problem solving team meetings varies. Often first issues with which teams deal concern the work environment. Many teams are starting to deal with issues concerning company practices. Management and union report that greater communication, stimulated by the QWL process, has caused a reduction in grievances. A state-wide newsletter on the QWL process soon will be published.

CONTACTS: Illinois Bell Telephone
225 West Randolph, Room 70
Chicago, IL 60606

Irv Kamradt
District Manager-Quality of Work Life
312/727-3148

CWA
790 Busse Road
Elk Grove Village, IL 60007

Frances Moran
CWA Representative
312/956-6010

**AMERICAN TELEPHONE & TELEGRAPH, SOUTHERN NEW ENGLAND TELEPHONE
TELECOMMUNICATIONS INTERNATIONAL UNION (TIU)**

INDUSTRY/PRODUCT: Telecommunications

PROGRAM: Quality of Work Life (1981)

COVERAGE: 10,500 covered; 14,000 total employment

STRUCTURE: Steering Committee is composed of local union president, company's chairman and chief executive officer, president, vice-president personnel, chief operating officer, vice-president network. Design Team has 2 union and 3 management professional staff members. Core Groups have 3 mid- and lower-level union and 3 management members. Problem Solving teams' structure, focus, and membership vary according to plans established by their Core Group. Core Groups and Problem Solving Teams have one union and one management trained facilitator.

SCOPE: Local problems and concerns. No collective bargaining issues.

REMARKS: Steering committee reviews and approves recommendations of Design Team and Core Groups. Design Team plans conceptual processes and develops framework for program. Core Groups, with steering committee approval, plan and implement problem solving structure for QWL within their job function and geographical area. Core Groups decide how to handle local communication with employees. Once local QWL process has been implemented, Core Groups either disband or become oversight committees. Problem Solving Teams make recommendations through traditional management structure.

CONTACTS: Southern New England Telephone
54 Wall Street
New Haven, CT 06506

Robert Kraut
QWL Development Coordinator
203/771-6573

TIU
Connecticut Union of Telephone Workers
Local 400
2341 Whitney Avenue
Hamden, CT 06518

Robert Levantahl
Administrative Assistant to President
203/281-7945

**AMERICAN VELVET COMPANY
AMALGAMATED CLOTHING & TEXTILE WORKERS UNION (ACTWU)**

INDUSTRY/PRODUCT: Textiles

PROGRAM: Labor-management meetings. Profit-sharing plan (1940).

COVERAGE: 280 covered; 300 total employment

STRUCTURE: Meetings between key production and management representatives, and union president.

SCOPE: Production, personnel problems, sales, operation costs, etc.

REMARKS: Key production and management representatives meet with union president every morning and use conference telephone hookup with the sales manager in New York to discuss a wide range of topics.

Profit-sharing plan is provided for in collective bargaining agreement. Company contributes to employees 22.5 percent of its annual profits before taxes. Over the years payment has ranged from 0-39 percent of annual wages. Results of this cooperation have included minimal job turnover and the absence of strikes and arbitration since 1938/1939.

CONTACTS: American Velvet Company
A. Wimpfheimer & Brothers, Inc.
22 Bayview Avenue
Stonington, CT 06378

Jacques D. Wimpfheimer, President
203/535-1050

ACTWU, Local 110
22 Bayview Avenue
Stonington, CT 06378

Lucy Sylvia, President
203/535-1050

**AMERICOLD COMPRESSOR CORPORATION
INTERNATIONAL ASSOCIATION OF MACHINISTS (IAM)**

INDUSTRY/PRODUCT: Manufacture air conditioning compressors

PROGRAM: Joint Labor-Management Committee (1981)

COVERAGE: 360 covered; 400 total employment

STRUCTURE: Committee consists of 5 union representatives (business representative, local president, local vice-president, 2 stewards on rotating basis) and 5 management representatives (production superintendent, personnel manager, general foreman, 2 supervisors on rotating basis).

SCOPE: Working conditions, handling grievance load, other labor relations matters, housekeeping, absenteeism, safety and health.

REMARKS: Committee was formed, with FMCS assistance, to improve communication between the parties and promote better labor-management relations, which had deteriorated to point where each contract negotiation was accompanied by a long strike. FMCS also conducted labor-management relations training program for union officers, stewards and all management employees. Committee meets monthly. It publishes a summary of subjects discussed. Committee can implement decisions. Since its creation the number of grievances has been reduced.

CONTACTS:

Americold Compressor Corporation
Division of White Consolidated Industries
2340 2nd Avenue
Cullman, AL 35055

J. D. Yeager, Personnel Manager
205/734-9160

IAM District 92
1405 Broadway Street
Sheffield, AL 35660

Bill Metchnik, Business Representative
205/383-4018 or -5631

THIRD PARTY CONTACT: Ralph Hudson, Commissioner
FMCS
908 South 20th Street
Birmingham, AL 35205
205/254-1445

**ANDREW WILSON COMPANY
UNITED STEELWORKERS OF AMERICA (USA)**

INDUSTRY/PRODUCT: Manufacture industrial and library shelving

PROGRAM: Scanlon Plan (1954)

COVERAGE: 170 covered; 250 total employment

STRUCTURE: Screening committee with 5 labor representatives (local president and 4 workers) and 4 management members (plant supervisor, personnel director, treasurer, 1-2 rotated positions). Several departmental committees.

SCOPE: Productivity, product quality, production problems, working conditions, job training.

REMARKS: All committees meet monthly. Suggestions arise from and are discussed in departmental committees. If outside that committee's authority, they are referred to screening committee for further investigation. Participation in departmental committees is voluntary. Committees have authority to implement decisions that will cost less than \$200 and that don't involve other departments. Company reports that Scanlon Plan has yielded bonuses of around 15% in last few years.

CONTACTS:

Andrew Wilson Company
616 Essex Street
Lawrence, MA 01840

Robert Erban
Personnel Manager
617/683-2403

USA
Local 3409
616 Essex Street
Lawrence, MA 01840

Lee St. Pierre
President
617/683-2403

THIRD PARTY CONTACT: Fred LeSieur Associates, Inc.
359 Bel Marin Keys Boulevard
Nevato, CA 94947
415/883-1328

**ATLANTIC & PACIFIC TEA COMPANY (A&P), ANN PAGE DIVISION
INTERNATIONAL BROTHERHOOD OF TEAMSTERS (IBT)**

INDUSTRY/PRODUCT: Food processing

PROGRAM: Labor-Management Committee (1977)

COVERAGE: 600 covered; 800 total employment

STRUCTURE: Committee is composed of about equal number of representatives from labor and management: general manager, personnel manager, second shift superintendent, 2-3 supervisors (rotate membership about every 6 months), local union president, secretary-treasurer, plant hourly employees. This membership contains a nucleus of people who spend about 1 year on the committee, a rotating group from the 3 shifts serve 4-5 months, and people from potential problem areas.

SCOPE: Product quality, production problems, waste, efficiency, productivity, QWL, safety and health. No labor relations or collective bargaining issues.

REMARKS: Participation is voluntary. Decisions are made by consensus. Management chairs committee. It meets monthly and posts minutes. A newsletter of its activities is distributed with employees' paychecks.

According to management, the committee, at first not well received by some workers, now has established credibility. Suggestion forms were distributed to employees for their ideas on preventing waste and improving productivity. All the forms, with management's response to each one, were posted. Changes resulting from employee suggestions have included, for example, more efficient case stacking, machinery and safety improvements. Employees who come up with good ideas get awards.

CONTACTS: Ann Page Division
A & P
500 Ann Page Road
Horseheads, N.Y. 14845

David Verostko
Director of Personnel
607/796-4383

IBT
Local 62
106 John Street
Horseheads, N.Y. 14845

Robert Eckman
President
607/739-3695

**ATWOOD VACUUM MACHINE COMPANY
ATWOOD EMPLOYEES INDEPENDENT UNION**

INDUSTRY/PRODUCT: Manufacture automobile and trailer hardware

PROGRAM: Scanlon Plan (1955)

COVERAGE: 1,600 covered; 1,900 total employment

STRUCTURE: Steering Committee with about equal number of labor and management representatives (14 total). Labor members elected. Four department Scanlon committees each with 3 union and 3 management members.

SCOPE: Production problems.

REMARKS: Hourly chairman from each department committee is liaison to Steering Committee. Department committee recommendations are forwarded to Steering Committee. Issues with which committees have dealt include updating changes in dyes and improving plant lighting. Workers are paid monthly bonus based on plant productivity level. Bonuses have averaged about 10 percent monthly over the years.

CONTACTS:

Atwood Vacuum Machine Company
1400 Eddy Avenue
Rockford, IL 61101

James Rilott
Personnel Director
815/877-5771

Atwood Employees Independent Union
c/o 1400 Eddy Avenue
Rockford, IL 61101

Jim Sweeney
President
815/877-5771, ext. 266

**AVON CHARTER TOWNSHIP
AMERICAN FEDERATION OF STATE, COUNTY & MUNICIPAL EMPLOYEES (AFSCME)**

INDUSTRY/PRODUCT: Public service

PROGRAM: Job Enrichment and Employee Productivity Program (JEEPP) (1980)

COVERAGE: 80 covered; 120 total employment

STRUCTURE: Committee consists of 3 union representatives and 3 management representatives.

SCOPE: Working conditions, productivity problems.

REMARKS: Committee's long term goal is to improve communications. It is an advisory/consultative group that meets monthly. Meeting minutes and a newsletter are distributed to employees. Committee responds to all suggestions submitted to it by employees. Both management and union say that they hope to see the program's activities expanded. Committee made various improvements in employees' working conditions when it worked on various problems associated with moving offices to a new building. It has instituted a length of service awards program.

CONTACTS:

Avon Charter Township
1275 West Avon Road
Rochester, MI 48063

Mildred Knudsen
Treasurer
313/656-4675

AFSCME
Local 25
1275 West Avon Road
Rochester, MI 48063

Madeline Mirovsky
Representative
313/656-4615

**BEECH AIRCRAFT CORPORATION
INTERNATIONAL ASSOCIATION OF MACHINISTS (IAM)**

INDUSTRY/PRODUCT: Manufacture aircraft, target missiles

PROGRAM: Productivity Council (1976)

COVERAGE: 9,000 covered; 9,000 total employment

STRUCTURE: Productivity Council representatives elected by fellow employees for one-year period. Each represents about 30 employees. Representatives perform work individually; council generally does not hold meetings. Full-time Productivity Council staff, including manager and 12 council evaluators, carries out program.

SCOPE: Production problems, productivity, product quality, improved working conditions, safety.

REMARKS: Council is provided for in collective bargaining agreement. Council representative talks with employee and helps him/her fill out suggestion form. Council evaluator then meets with employee about proposal. Within a week, council representative, evaluator and department foreman review proposal together. If idea meets certain basic criteria-feasibility, potential contribution to productivity, etc., it receives instant \$10 award. This lets employee know promptly idea has merit and is recognized. Six out of 10 proposals earn this award. Ideas implemented can receive from \$30 - \$1,000. Council's recognition committee authorizes awards. In 1981, company reported that in 5½ years employees had submitted 51,800 proposals. Council had awarded more than \$1,073,000 for the 21,800 ideas accepted and implemented.

CONTACTS: Beech Aircraft Corporation
9709 East Central Street
Wichita, KS 67201

George Masters
Productivity Council Manager
316/681-7405

IAM
Local Lodges 733, 1683, 2328, 2361
632 S. Gouverneur
Wichita, KS 67201

Bud Deck
316/685-2686

**BENDIX CORPORATION
UNITED AUTO WORKERS (UAW)**

INDUSTRY/PRODUCT: Manufacture automotive and aircraft parts

PROGRAM: Joint Labor-Management Committee (1970); Quality Awareness Teams (QAT) (1981)

COVERAGE: 3,500 covered

STRUCTURE: Joint Labor-Management Committee with 6-8 union representatives and 4-6 management representatives. Seven Quality Awareness Teams each with 8-12 members, including workers and management or internal staff.

SCOPE: New products, equipment problems, production scheduling, productivity, quality, research, any other issues.

REMARKS: FMCS helped create Committee. It meets when needed and makes recommendations to management. Quality Awareness Teams are set up on a particular product line, meet weekly, and have authority to implement solutions unless substantial amounts of dollars are involved (in which case recommendations are made to top management).

CONTACTS:

Bendix Corporation
South Bend/Mishawaka Division
401 Bendix Drive
South Bend, IN 46634

Evan Cox
Director of Industrial Relations
219/237-2100

UAW
Local 9
740 South Michigan Street
South Bend, IN 46618

John Weatherford
President
219/289-5825

**BETHLEHEM STEEL CORPORATION
UNITED STEELWORKERS OF AMERICA (USA)**

INDUSTRY/PRODUCT: Manufacture steel products

PROGRAM: Labor Management Participation Teams (1981)

COVERAGE: 8,900 employees at 5 plants covered; 80,000 total employment (Johnstown, PA; Lebanon, PA; Williamsport, PA; Seattle, WA; Los Angeles, CA)

STRUCTURE: Each plant Steering Committee consists of local union president, grievance committee members, general plant manager and other management representatives. Teams consist of work unit members and their supervisor. Each plant has a full-time labor-management coordinator.

SCOPE: Product quality, scheduling, production problems, contracting out, waste, safety and health, QWL, job training, productivity. No grievances.

REMARKS: Program is based on provisions of 1980 National Agreement. Participation is voluntary. General manager and local union president co-chair monthly Steering Committee meetings. Program newsletter is distributed to workers in each plant. Improvements initiated by teams have included a Johnstown plant team's development of a central mixing system to achieve uniform quality in a caustic dip process. The resolution of a short bar problem in the spike shop at the Lebanon plant has reduced waste and improved housekeeping and safety.

CONTACTS: Bethlehem Steel Corporation
Martin Tower
Bethlehem, PA 18016

Anthony P. St. John
Assistant VP Industrial Relations
215/094-7468

USA
International Headquarters
Pittsburgh, PA 15222

Sam Camens
Assistant to International President
412/562-2400

**BLACKSTONE CORPORATION
INTERNATIONAL ASSOCIATION OF MACHINISTS (IAM)**

INDUSTRY/PRODUCT: Manufacture automobile radiator and heater cores

PROGRAM: Quality Teams (1980)

COVERAGE: 800 covered (500 in bargaining unit); 800 total employment

STRUCTURE: Quality Improvement Committee (QIC) with 8 management representatives and union secretary. Seven Quality Teams with 7 members each - 3 bargaining unit members, 3 office or salaried members (usually including foreman), and a team advisor selected by QIC who acts as resource person and liaison to QIC. Team membership rotates. Each team operates in one product area and deals with problems specific to that area.

SCOPE: Product quality.

REMARKS: Management established quality goals and then set up Quality Team program. In introducing program, management was direct and open with the union and employees about its concerns and its objectives to protect jobs and company's position in the market place. Union has been fully supportive. QIC sets up program's charter and ground rules, and monitors progress and coordination of team efforts. Employee volunteers were trained for quality teams. Training focused on scientific problem solving techniques. Teams meet for about 2 hours each week on company time. Minutes are posted on bulletin boards. Workers who are not on teams can give teams suggestions and attend meetings. Teams have authority to spend up to \$200 without higher level review. QIC meets monthly with union leadership and shares with them such information as production schedules, anticipated layoff problems, etc. Company says program's success has attracted new business.

CONTACTS:

Blackstone Corporation
1111 Allen Street
Jamestown, N.Y. 14701

Robert Liguori
Director of Industrial Relations
716/665-2620

IAM
Local 2105
49 Utica Street
Jamestown, N.Y. 14701

David Harnish
President
716/664-4078

**BOND PICKLE COMPANY
INTERNATIONAL BROTHERHOOD OF TEAMSTERS (IBT)**

INDUSTRY/PRODUCT: Pickle canning

PROGRAM: Labor-management committee (1980)

COVERAGE: 90 - 120 (varies seasonally) covered; 120 total employment

STRUCTURE: Committee consists of 6 union representatives (business agent, chief steward, 4 at-large members) and 6 management representatives (vice-president operations, plant superintendent, 4 alternating foremen).

SCOPE: Operational efficiency, job satisfaction.

REMARKS: Committee was formed with FMCS assistance to improve communication and cooperation, and increase profitability. Committee is an advisory/consultative group that meets monthly. Minutes are posted and meetings are held with workforce to keep them informed. One problem committee handled was glass breakage. Through its efforts employees were made aware of huge financial loss glass breakage caused. Since then glass breakage has been greatly reduced.

CONTACTS:

Bond Pickle Company
235 Cook Avenue
Oconto, WI 54153

Hap Shane
Vice-President
414/834-4433

IBT, Local 75
1546 Main Street
Green Bay, WI 54302

Darrell Johnson, Business Agent
414/435-8895

THIRD PARTY CONTACT: George C. Vogl, Commissioner
FMCS
1841 South Ridge Road, Suite A
Green Bay, WI 54304
414/433-3866

**W. L. BONNELL COMPANY, SUBSIDIARY OF ETHYL CORPORATION
UNITED STEELWORKERS OF AMERICA (USA)**

INDUSTRY/PRODUCT: Extrude aluminum

PROGRAM: Bonnell Action Team (Quality Circles) (1982)

COVERAGE: 850 covered; 1,050 total employment

STRUCTURE: Steering Committee composed of 8 management representatives. Five quality circles involve a total of 40 employees.

SCOPE: Any problem not specifically addressed in collective bargaining agreement.

REMARKS: Steering committee meets monthly. QCs meet weekly. Participation is voluntary. QCs post minutes. They make formal recommendations to management. Management and the union are enthusiastic about the program. Union feels workers have benefited greatly in terms of better working conditions, better morale, and improved communications with management.

CONTACTS: W. L. Bonnell Company
25 Bonnell Street, Box 428
Newnan, GA 30264

Ray Petty
Industrial Relations Manager
404/253-2020

USA
Local 14102
3550 Peachtree Road, Suite 112
Atlanta, GA 30319

Ira Richards
International Staff Representative
404/261-1237

**C. BREWER AND COMPANY, LTD.
INTERNATIONAL LONGSHOREMEN'S & WAREHOUSEMEN'S UNION (ILWU)**

INDUSTRY/PRODUCT: Subsidiaries in agri-business, agricultural and industrial chemicals, stevedoring, trucking, and insurance.

PROGRAM: Quality Circles (1981)

COVERAGE: 2,800 (2,500 in bargaining unit) covered; 2,800 total employment

STRUCTURE: Nine (of 14) Hawaiian subsidiaries have QCs, each with a steering committee. A total of 23 QCs have 8-10 members each.

SCOPE: Problems within circle's department, productivity, product quality, cost savings, efficiency, work environment. Labor relations, personality conflicts are not discussed.

REMARKS: Each subsidiary decides whether it wants to introduce QCs. Corporate facilitator helps implement program, including training local facilitators. Participation is voluntary. Steering Committees set policy. Supervisors are usually group leaders. Management reports QCs have been received favorably, have improved morale, productivity, and cooperation. Program is expanding. Quality circle activities are reported in a newsletter.

CONTACTS:

C. Brewer and Company, Ltd.
P.O. Box 1826
Honolulu, HI 96805

Jack Sullivan
Corporate Facilitator
808/536-4461

ILWU, Local 142
451 Atkinson Drive
Honolulu, HI 96814

Frederick Lee
Contract Administrator
808/949-4161

**BUFFALO COURIER EXPRESS
BUFFALO NEWSPAPER GUILD / INTERNATIONAL TYPOGRAPHICAL UNION (ITU) /
NEWSPAPER WEB PRESSMEN'S UNION / MAILER'S UNION / STEREOTYPER'S UNION /
PAPER HANDLER'S UNION / INTERNATIONAL ASSOCIATION OF MACHINISTS (IAM) /
INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS (IBEW) / INTERNATIONAL UNION
OF OPERATING ENGINEERS (IUOE)**

INDUSTRY/PRODUCT: Newspaper publishing

PROGRAM: Buffalo Courier Express Labor-Management Committee (1978)

COVERAGE: 600 covered, 1,120 total employment

STRUCTURE: Labor-management committee with several ad hoc committees. LMC consists of 9 union representatives (one from each union) and 6 management representatives (publisher, legal counsel, operations director, production manager, assistant managing editor/administrator, personnel manager). Ad hoc subcommittees address particular problems. Each consists of 2 union representatives (one from the unit with the problem) and 2 management representatives. Each subcommittee reports to the plantwide committee.

SCOPE: Production problems, overtime, personnel transfers, safety, health, labor relations, product quality, waste, QWL, productivity, alcoholism, job training, parking, security, fiscal problems.

REMARKS: Program was established with third party assistance to improve management-employee relations. Participation is voluntary. Any employee can participate. Plantwide committee meets monthly, during working hours and at company facility. It makes formal recommendations. At this time, meetings are chaired jointly by management and the ITU. In the future, chair will alternate between a company representative and a union representative. Committee posts minutes and publishes a newsletter. Examples of items dealt with include checking on asbestos in paper, effects of visual display equipment, air conditioning in various area, and a company suggestion plan.

CONTACTS:

Buffalo Courier Express
P.O. Box 500
Buffalo, NY 14240

Janet Steinbruckner
Personnel Manager
716/855-6390

Buffalo-Magna Typographical Union
290 Franklin Street
Buffalo, NY 14202

Robert Russell
President
716/852-7621

THIRD PARTY CONTACT: Robert Ahern
Executive Director
Buffalo-Erie County Labor-Management Council
One Convention Tower, Suite 407
Buffalo, NY 14202
716/856-6611

**BUFFALO EVENING NEWS
BUFFALO TYPOGRAPHICAL UNION / BUFFALO G.A.I.U. / BUFFALO MAILERS UNION /
BUFFALO NEWSPAPERS PRESSMAN'S UNION / BUFFALO PAPERHANDLERS IPGC UNION /
WHOLESALE DISTRIBUTORS UNION / TRUCK DRIVERS IBT / INTERNATIONAL
ASSOCIATION OF MACHINISTS (SEVERAL LOCALS) / INTERNATIONAL BROTHERHOOD OF
ELECTRICAL WORKERS / INTERNATIONAL UNION OF OPERATING ENGINEERS /
NEWSPAPER GUILD OF BUFFALO**

INDUSTRY/PRODUCT: Newspaper publishing

PROGRAM: Buffalo Evening News Labor-Management Committee (1981)

COVERAGE: 840 covered; 1,050 total employment

STRUCTURE: Committee with 13 union representatives and 6 management representatives. Two subcommittees: one in production department, one in circulation department.

SCOPE: Communications, productivity, safety, health, waste, production problems, Quality of Work Life, tardiness.

REMARKS: Committee and subcommittees meet monthly during working hours. Company provides facility. Union and management co-chair meetings. Committees post minutes. Participation is voluntary.

CONTACTS:

Buffalo Evening News
1 News Plaza
Buffalo, NY 14240

Stanford Lipsey
Vice Chairman
716/849-3426

Buffalo Typographical Union
Local 9
c/o Buffalo Evening News

Robert Russell
716/849-3426

THIRD PARTY CONTACT: Robert Ahern
Executive Director
Buffalo-Erie County Labor-Management Council
One Convention Tower, Suite 407
Buffalo, NY 14202
716/856-6611

**BULL MOOSE TUBE COMPANY
SHEET METAL WORKERS' INTERNATIONAL ASSOCIATION (SMW)**

INDUSTRY/PRODUCT: Steel tubing

PROGRAM: Labor-Management Committee (1980); Quality Circles (1981)

COVERAGE: 150 covered; 200 total employment

STRUCTURE: Committee consists of 6 union representatives (business representative and 5 who serve on rotating basis) and 6 management representatives (general manager, plant manager, plant superintendent and 3 others). Steering committee for QCs includes 5 hourly workers (3 shifts represented) and 3 salaried workers. Four QCs with 4-8 members each; one facilitator.

SCOPE: All issues except grievances.

REMARKS: Committee was initiated, with FMCS assistance, to improve labor-management relationship and communication. It meets monthly and has decision making authority. Committee activities are reported in a newsletter. By facilitating development of new production methods and improved products, committee has helped company retain business and experience few layoffs. Grievances have been reduced 90%.

QC program is separate from labor-management committee process. All steering committee members are volunteers. Plant manager informally chairs committee. QC problem resolutions have included removal of scrap from mill where it had been a long time problem and design of ventilation system to alleviate dust collection in tool crib.

CONTACTS: Bull Moose Tube Company
Box 214
Gerald, MO 63037

Jim Riley, Production Manager
314/764-3315

Sheet Metal Workers
Local 93
301 South Ewing Street
St. Louis, MO 63103

Bob Russell, Business Representative
314/535-4803

**CARBORUNDUM COMPANY
INTERNATIONAL BROTHERHOOD OF FIREMEN & OILERS (IBFO)
INTERNATIONAL ASSOCIATION OF MACHINISTS (IAM)**

INDUSTRY/PRODUCT: Manufacture furnace linings

PROGRAM: Labor-management committee (1972)

COVERAGE: 320 covered; 500 total employment

STRUCTURE: Committee is composed of 6 union and 6 management representatives. Subcommittees formed for special projects (3 at present).

SCOPE: Productivity, product quality, QWL, absenteeism, tardiness, safety and health, job training. No collective bargaining issues.

REMARKS: Committee was established following a wildcat strike in 1971 to improve the level of trust between labor and management. By the mid-1970s, trust had been restored to the point that management rejected a consultant's \$5 million redesign proposal and turned the project over to the committee. The committee worked with the industrial engineers and other internal specialists to coordinate 360 suggestions from the hourly employees, many of which were incorporated into the redesign plan. Committee meets monthly and posts minutes. It has decision making authority. Management and IBFO alternate chair. Following completion of a project, a subcommittee generally moves on to another project rather than disband. Orientation and training subcommittee produced a film clip on the manufacturing process. This has been used for new employee orientation and an annual "open house." Subcommittee also has developed training manuals for some jobs and is working on others. Committee is investigating new uses for products in order to maintain plant employment.

CONTACTS:

Carborundum Company
P.O. Box A
Falconer, N.Y. 14733

Warren Nelson
Personnel Director
716/483-7200

IBFO
Local 27
P.O. Box A
Falconer, NY 14733

Robert Franco
President
716/483-7200

IAM
Local 2420
P.O. Box A
Falconer, NY 14733

Scott Gould
Gilbert Mattoon
Committee members
716/483-7200

**CAST FORGE COMPANY
UNITED AUTO WORKERS (UAW)**

INDUSTRY/PRODUCT: Aluminum casting and machining

PROGRAM: Quality of Worklife (1981)

COVERAGE: 80 covered; 100 total employment

STRUCTURE: Steering committee with 2 union representatives and 2 management representatives. (Company president and international representative are ex-officio members.) Two ad hoc committees--quality and safety, public relations.

SCOPE: Work environment, safety. No grievances.

REMARKS: Steering committee meets monthly, posts minutes. Management and union alternate chair. Decisions are made by unanimous vote. Committee has authority to implement programs. Ad hoc committees meet twice a month. Both parties report that this program has helped communications and labor-management relations.

CONTACTS:

Cast Forge Company
2440 West Highland Road
Howell, MI 48843

Martin Sova
Frank Gary
Management Representatives
517/546-3441

UAW
Local 147
P.O. Box 726
Fowlerville, MI 48836

Bruce Jones
Unit Chair
517/546-3441

**THIRD PARTY
CONTACT:** Martin Bakken
Russell & Bakken QWL Services
1726 Gordon Avenue
Lansing, MI 48910
517/485-3457

**CENTURY BRASS PRODUCTS, INC.
UNITED AUTOMOBILE WORKERS (UAW)**

INDUSTRY/PRODUCT: Brass products

PROGRAM: Quality of Working Life (1979)

COVERAGE: 1,700 covered; 2,300 total employment

STRUCTURE: Tri-level network of committees: Plant-level policy committee with 7 union and 7 management representatives, departmental advisory committees, shop-floor teams with foreman and workers.

SCOPE: Production problems, product quality, productivity, QWL, labor relations, safety.

REMARKS: Participation is voluntary. Shop floor teams meet weekly. Program was on hold for two years and is just starting up again. Currently it is functioning in the rolling mill. All participants receive 12-hour classroom instruction. Process initially was introduced with assistance of outside consultants but participants now are trained internally. Company assures no layoffs as a result of activities in or changes brought about by the program. Parties report grievances have decreased.

CONTACTS: Century Brass Products, Inc.
One Century Park
Waterbury, CT 06720

Frank Santaguida
V.P. Employee Relations
203/574-7700

UAW
Local 1604
30 West Main Street
Waterbury, CT 06702

Gerald Pagana
Vice President
203/754-0197

**CERTIFIED GROCERS OF CALIFORNIA
INTERNATIONAL BROTHERHOOD OF TEAMSTERS (IBT)**

INDUSTRY/PRODUCT: Food distribution

PROGRAM: Incentive program (1978)

COVERAGE: 1,200 warehouse employees covered; 2,700 total employment

STRUCTURE: Two productivity incentive programs based on engineered work standards. First and larger one covers order selectors. Second program covering another group of warehouse employees, measures number of pieces prepared by each person.

Steering committee at each warehouse, active primarily in implementation stage. Members include program head (vice president for distribution), plant manager, 2 supervisors, one union representative, and 2 workers.

SCOPE: Productivity

REMARKS: Past methods of determining productivity, using crew averages, created excess peer pressure and labor relations problems. Company decided to develop engineered standards and introduce mixed pay and time off incentives based on them. Union participated in establishing both standards and incentive formula. Company provides that no one will be laid off as a result of program. Instead, people are moved elsewhere in organization. Since program's implementation, company has found that overall productivity has increased 25 percent, employee turnover rate, previously 80-90 percent, is now near zero and discipline problems have dropped sharply.

CONTACTS: Certified Grocers of California
2601 South Eastern Avenue
Box 3396
Terminal Annex
Los Angeles, CA 90040

Don Gross
Vice President of Human Resources
213/726-2601

IBT, Local 595
1616 West Ninth Street
Los Angeles, CA 90015

Jerry Vereruse
Secretary-Treasurer
213/386-8080

**CHAUTAUQUA HARDWARE CORPORATION
INTERNATIONAL ASSOCIATION OF MACHINISTS (IAM)**

INDUSTRY/PRODUCT: Manufacture furniture hardware

PROGRAM: Labor-management committee (1981)

COVERAGE: 300 covered; 350 total employment

STRUCTURE: Committee is composed of 7 union and 2 management representatives. Ad hoc task groups deal with particular problem areas. Permanent safety committee.

SCOPE: QWL, safety and health, productivity, absenteeism and tardiness. No collective bargaining issues or grievances.

REMARKS: Committee meets bi-monthly. Process is advisory/consultative. Management chairs meetings. Stewards report committee activities to employees. Projects have included: installing an exhaust fan to eliminate excessive smoke in the foundry, changing forklift operating procedure to increase safety, making available to all workers (not just to certain employees) earmuffs for protection against noise, and recommending establishment of awards for perfect attendance.

CONTACTS: Chautauqua Hardware Corporation
31 Water Street
P.O. Box 520
Jamestown, NY 14701

William Whitmore
Director of Human Resources
716/488-1161

IAM, Local 1839
c/o Chautauqua Hardware Corporation

Richard Connell
President
716/488-1161

CHICAGO, MILWAUKEE, ST. PAUL & PACIFIC RAILROAD COMPANY (MILWAUKEE ROAD)
BROTHERHOOD OF RAILWAY & AIRLINE CLERKS / INTERNATIONAL BROTHERHOOD
OF FIREMEN & OILERS / AMERICAN RAILWAY & AIRWAYS SUPERVISOR ASSOCIATION /
BROTHERHOOD OF MAINTENANCE OF WAY EMPLOYEES / INTERNATIONAL
BROTHERHOOD OF BOILERMAKERS / UNITED TRANSPORTATION UNION / AMERICAN
TRAIN DISPATCHERS ASSOCIATION / INTERNATIONAL ASSOCIATION OF MACHINISTS /
BROTHERHOOD OF LOCOMOTIVE ENGINEERS / SHEET METAL WORKERS ASSOCIATION /
BROTHERHOOD OF RAILWAY CARMEN / RAILROAD YARDMASTERS / BROTHERHOOD
OF RAILROAD SIGNALMEN / INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS

INDUSTRY/PRODUCT: Rail transportation

PROGRAM: Milwaukee Road Labor Management Action Group (LMAG) (1980); Quality Circles

COVERAGE: 5,800 total employment

STRUCTURE: Labor-management oversight committee consists of 3 union representatives (divided among the unions) and 3 management representatives. LMAG's QC project has formed 8 QC's, each with 5-15 members. First-line supervisors are included. Local QC steering committees consist of equal numbers of labor and management representatives.

SCOPE: LMAG has unlimited scope; QCs limited to working level problem; no collective bargaining items.

REMARKS: Project is funded by the Federal Railroad Administration for \$180,000 a year for 2 years. Purposes of LMAG are to promote railroad operating efficiencies and productivity through labor-management cooperation; assist in development of a successful reorganization; enhance labor-management relations and improve QWL; maximize productivity; realize adequate return on investment; and generate additional traffic by improving service. Specific tasks include development of an employee assistance program for drug and alcohol abusers. Savings of \$3,250,000 on an annual basis have been realized on 30 projects which include: a shuttle operation, corporate caboose program, variances in work rules, work realignments, etc. Both management and labor are enthusiastic about the QC project which they are trying to expand.

CONTACTS:

Chicago, Milwaukee, St. Paul & Pacific Railroad Co. 516 West Jackson Boulevard Chicago, IL 60606	D. L. Schrapp Operating Representative, LMAG 312/648-3209
B. J. (Bud) McCanna Director, LMAG, Room 352 312/648-3363	M. J. (Ty) Rommelfanger Non-Operating Rep., LMAG 312/648-3206

THIRD PARTY CONTACT: Daniel J. Kozak
Office of Federal Assistance
Federal Railroad Administration
400 7th Street, N.W.
Washington, D.C. 20590
202/426-6277

**CHRYSLER CORPORATION
UNITED AUTOMOBILE WORKERS (UAW)**

INDUSTRY/PRODUCT: Manufacture automobiles

PROGRAM: Joint UAW/Chrysler Product Quality Improvement Program (1980)

COVERAGE: 40,000-42,000 employees in plants with programs; 65,000 employees in manufacturing section of company

STRUCTURE: Joint international union/management Steering Committee. Management representatives include executive vice president, manufacturing; vice president, quality & productivity; 2 alternates (one from stamping assembly, one from power train operations). Union representatives include vice president and director of Chrysler Department for the International, his assistant, salary coordinator, and working coordinator for Joint Program. Plant Quality Improvement Committees consist of top union and management representatives at each plant. Some 100 Quality Action Teams, ad hoc units of about 5 workers each (production workers, repairmen, stewards), that deal with specific problems.

SCOPE: Industry problems, product quality, customer satisfaction.

REMARKS: Plant Quality Improvement Committees and Quality Action Teams increase employees' awareness of problems the industry is facing and, through individual worker participation, develop the ability and skills necessary to provide value to customers. Members are trained in communications and problem solving techniques. To implement program in a plant, Steering Committee meets with plant's management personnel and union leadership to explain nature and purpose of program. Steering Committee follows up with periodic meetings in Detroit with union and management facilitators. Since 1980 Steering Committee has held 65 lunch meetings in various Chrysler plants and units in 8 states and in Canada. Information on program is communicated to workforce by various methods, including newsletters.

CONTACTS:

Chrysler Corporation
12000 Lynn Townsend Drive
Detroit, MI 48288

Robert Miller
Corporate Quality & Productivity Staff
313/956-1088

UAW, Chrysler Department
8000 East Jefferson Avenue
Detroit, MI 48214

Marc Stepp
Vice President, UAW
313/926-5481

**CITY AND COUNTY OF HONOLULU
UNITED PUBLIC WORKERS, AFSCME
STATE OF HAWAII ORGANIZATION OF POLICE OFFICERS
HAWAII FIREFIGHTERS ASSOCIATION, IAFF
HAWAII GOVERNMENT EMPLOYEES ASSOCIATION, AFSCME**

INDUSTRY/PRODUCT: Public service

PROGRAM: City and County of Honolulu Joint Labor-Management Committee (1981)

COVERAGE: 7,000 covered; 8,000 total employment

STRUCTURE: Committee includes each union's executive officer, the directors of civil service, public works, and department of parks and recreation, and the chief of police.

SCOPE: Any issues except collective bargaining items.

REMARKS: Committee meets bimonthly. It is chaired by management. Committee establishes general policies or approaches through which issues can be resolved. Among matters committee has discussed are the workers' rehabilitation and placement program, current legislative developments, and Federal Government budget cutbacks as these affect the parties. Committee publishes minutes.

CONTACTS:

City & County of Honolulu Dept. of Civil Service City Hall Annex Honolulu, HI 96813 Wallace Y. Kunioka Director of Civil Service 808/523-4809	United Public Workers (AFSCME) Local 646 1426 N. School Street Honolulu, HI 96817 Gary Rodrigues, State Director 808/847-2631
State of Hawaii Organization of Police Officers 645 Halekauwila St., Penthouse Honolulu, HI 96813 Nelson Moku, Business Manager 808/537-5902	Hawaii Firefighters Assn., Local 1463 2305 S. Beretania St. Honolulu, HI 96826 Francis Kennedy, Jr. Business Manager 808/949-1566
Hawaii Government Employees Assn. P.O. Box 2930 Honolulu, HI 96802 Russell Okata, Executive Director 808/536-2351	

**CITY HOSPITAL AT ELMHURST
AMERICAN FEDERATION OF STATE, COUNTY & MUNICIPAL EMPLOYEES (AFSCME) /
INTERNATIONAL BROTHERHOOD OF TEAMSTERS (IBT) / LICENSED PRACTICAL
NURSES ASSOCIATION / NEW YORK STATE NURSES ASSOCIATION**

INDUSTRY/PRODUCT: Public service

PROGRAM: Joint Labor-Management Committee (1978)

COVERAGE: 3,000 total employment

STRUCTURE: Committee consists of 15 union representatives (local chairperson and other union representatives) and 15 management representatives (Executive Director, Deputy Executive Director, assistant directors). Joint Committee has about 6 subcommittees.

SCOPE: Absenteeism, health, product quality, job training, waste, production problems, quality of work life, productivity, tardiness. No grievances or collective bargaining issues.

REMARKS: Committee originally was formed to find ways of cutting costs and improving productivity so employees could receive COLA payments. The New York City Health and Hospital Corporation, of which the City Hospital at Elmhurst is a part, assisted the start of the program. Meetings are held monthly during work hours. Participation is voluntary. Committee has decision making authority. Chair alternates between labor and management. Committee keeps in touch with workforce through posted minutes, meetings, a newspaper, posters and notices. Committee solved a security problem (thefts, etc.) by instituting a package-pass program. On one subcommittee's recommendation a new employee lounge has been created. Other projects have included a blood donor program, a baby photo program, and a birth education program. Committee also has instituted an employee awards day.

CONTACTS: City Hospital at Elmhurst
79-01 Broadway
Elmhurst, NY 11373

Rae Montesano
Personnel/Labor Relations Associate
212/830-1074

Labor Committee
c/o City Hospital at Elmhurst

Georgia Bryant
Co-Chairperson for Labor Committee
212/830-1821

**CITY OF BERKELEY
SERVICE EMPLOYEES INTERNATIONAL UNION (SEIU)**

INDUSTRY/PRODUCT: Public service

PROGRAM: Public Services Committees Project (1981)

COVERAGE: 1,000 covered; 1,300 total employment

STRUCTURE: Project Coordinating Council with labor, management and citizen members. Department and 15 worksite committees consist of labor, management and sometimes citizen members.

SCOPE: City services, quality of work life.

REMARKS: Citizens proposed Berkeley project in response to Proposition 13. Their presence on committees provides opportunity to develop public support for workers' concerns and committee activity while communicating citizens' concerns to labor and management. Citizens on the Gardeners' Worksite Committee, representing a unit that had lost 22 of its 41 workers to layoffs, helped persuade citizens to do their own tree maintenance and franchise businesses to pay fee or clean up their own areas. Project Coordinating Council meets monthly to set policy for and direct project. Worksite committees make presentations of their plans to the City Council.

CONTACTS:

City of Berkeley
City Hall
Berkeley, CA 94704

Eve Bach
Assistant to the City Manager
415/644-6580

SEIU
City Hall
Berkeley, CA 94704

Willie Gholar
President, Local 390
415/644-6620

Patrick Keilch
Local 535
415/644-6645

Peter Liederman, Citizen Representative
Vice Chairman (Acting)
City Hall
Berkeley, CA 94704
415/869-2808

**CITY OF CINCINNATI
AMERICAN FEDERATION OF STATE, COUNTY & MUNICIPAL EMPLOYEES (AFSCME)**

INDUSTRY/PRODUCT: Public service (Highway maintenance and repair)

PROGRAM: Labor-management committee (1975)

COVERAGE: 260 covered; 330 total employment (Division of Highway Maintenance)

STRUCTURE: Committee consists of 13-15 union representatives (regional director, local president, section stewards) and 10-12 management representatives (superintendent, assistant superintendent, supervisor of administration, administrative assistants and technicians, section superintendents).

SCOPE: Employee safety; working conditions; automotive equipment availability, condition, proper usage, maintenance of fleet; training and career development; performance and productivity issues; organizational changes. All new policies, procedures and other actions likely to affect or be of interest to employees. No collective bargaining issues or grievances.

REMARKS: Committee is provided for in collective bargaining agreement. It meets monthly. Management chairs committee. In 1977 committee and Highway Maintenance Division undertook a Total Performance Measurement (TPM) program. Division employees, trained to understand data collected from developed productivity measures and employee and citizen interviews and surveys, were asked to suggest solutions to problems identified by the data. Committee reviewed these suggestions and implemented improvements based on them. Management reports that as understanding has developed between the parties, the magnitude of problems dealt with has diminished. It attributes improved productivity, better attitudes and dramatic reduction in the number of grievances to success of the committee.

CONTACTS:

City of Cincinnati
Department of Public Works
Highway Maintenance Division
3300 Colerain Avenue
Cincinnati, OH 45225

James D. Jester
Superintendent
513/352-3601

AFSCME, Local 250
Ohio Council 8
4728 Stewart Avenue
Cincinnati, OH 45227

William Hawkins
President
513/271-2654

Al Van Hagen
Regional Director
513/244-1024

**CITY OF COLUMBUS
AMERICAN FEDERATION OF STATE, COUNTY & MUNICIPAL EMPLOYEES (AFSCME)**

INDUSTRY/PRODUCT: Public Service

PROGRAM: Columbus/AFSCME Quality of Working Life Program (1976)

COVERAGE: 3,000 covered; 6,000 total employment

STRUCTURE: City Quality of Working Life Committee including Mayor, cabinet representatives, local union president, AFSCME area director, and union's board of trustees, provides overall program stewardship. Public Service Department committee includes department's highest ranking union and management officials. Division committees in Public Service Department's Divisions of Sewers and Drainage, Water, and Sanitation, each include division superintendent, other managers and supervisors, and union stewards. Each Division has 5 working level committees consisting of a supervisor, steward and elected worker representatives.

SCOPE: Any item by agreement except grievances or contract items.

REMARKS: Program is based on memorandum of understanding. Training, offsite conferences, and workshops are held for participants. Working level committees meet twice a month. All other committees meet monthly. A primary objective is to decentralize responsibility for innovation and problem solving. Resolution of issues occurs at lowest possible level. Decision making authority rests with committee which has jurisdiction over functional area within which problem exists. Higher level committees facilitate efforts of lower level committees and help clear innovations and experiments against established procedures and rules. Some committees have formed subgroups to work on specific issues. Working level committees sometimes work together on common problems.

Changes introduced experimentally under program include improved safety programs, flex-time, tardiness policy, new paydays, clarification of Civil Service procedures, development of general process for each city operation to design own performance system, overtime equalization policies, orientation program, employee newsletter, duty assignments, vacation policy, and stockroom redesign.

CONTACTS:

City of Columbus 140 Marconi Boulevard Columbus, OH 43215	AFSCME, Local 1632 1771 Joyce Avenue Columbus, OH 43219
Martin Jenkins Deputy Finance Director 614/222-8030	Themistocles Cody President 614/291-8660

THIRD PARTY CONTACT: The Ohio State University Center for Human Resource Research
5701 North High Street, Room 200
Worthington, OH 43085
614/888-7309

**CITY OF CUMBERLAND
AMERICAN FEDERATION OF STATE, COUNTY & MUNICIPAL EMPLOYEES (AFSCME)**

INDUSTRY/PRODUCT: Public service

PROGRAM: Labor-management committee (1976)

COVERAGE: 100 covered; 310 total employment

STRUCTURE: Committee consists of 3 union representatives (business representative, local president, union steward) and 3 management representatives (public works superintendent, equipment maintenance superintendent, personnel officer).

SCOPE: Absenteeism, overtime, safety, health, labor relations, product quality, job training, waste, production problems, quality of work life, productivity, alcoholism, drug abuse, and tardiness. No grievances or collective bargaining issues.

REMARKS: Committee, chaired by third party neutral, meets monthly and posts minutes. Participation is voluntary. Management and union jointly fund committee. It has authority to make formal recommendations. Among its accomplishments have been the establishment of job training and an alcohol and drug abuse committee. Its efforts have helped produce cost savings and a reduction of grievances.

CONTACTS:

City of Cumberland
City Hall
Cumberland, MD 21502

Helen Metz, Personnel Officer
301/722-2000, ext. 18

AFSCME, Local 553
c/o City of Cumberland

Jim Furstenburg, President
301/722-2000, ext. 52

THIRD PARTY CONTACT: John Popular, Executive Director
Cumberland Area Labor-Management Committee
Allegheny County Building
Pershing Street
Cumberland, MD 21502
301/777-8700

**CITY OF GARDEN CITY
AMERICAN FEDERATION OF STATE, COUNTY & MUNICIPAL EMPLOYEES (AFSCME)
INTERNATIONAL BROTHERHOOD OF TEAMSTERS (IBT)**

INDUSTRY/PRODUCT: Public Service

PROGRAM: Quality of Work Life; Labor-Management Committees (1981)

COVERAGE: 60 employees in Police Department; 14 in Parks and Recreation Department covered

STRUCTURE: Police Department (represented by IBT) and Parks and Recreation Department (represented by AFSCME) each have a labor-management committee. Each committee consists of 3-4 union members, the city manager or director of administrative services and 2-3 other management representatives.

SCOPE: Citywide problems, quality of services, absenteeism, job training, drug abuse, and other issues and problems mutually agreed upon by the parties.

REMARKS: Committees meet monthly and post minutes. They are chaired by the city manager or director of administrative services. Participation is voluntary. Members are selected by unit vote. Committees make recommendations. Major decisions are referred to the mayor, city manager and proper authorities for consideration and action. The committee lists as two of its benefits greater trust between parties and improved communications.

CONTACTS:

Garden City, MI
6000 Middlebelt Road
Garden City, MI 48135

Cam Caldwell
City Manager
313/421-1262

IBT, Local 129
3717 Van Slyke Road
Flint, MI 48507

Billy Mendenall
Business Representative
313/233-6700

AFSCME, Local 290
24611 Greenfield Road
Southfield, MI 48075

Donald Browning
Steward
313/421-0019

**CITY OF JAMESTOWN
AMERICAN FEDERATION OF STATE, COUNTY & MUNICIPAL EMPLOYEES (AFSCME)**

INDUSTRY/PRODUCT: Public service

PROGRAM: Labor-Management Committee (1975)

COVERAGE: 50 covered; 100 total employment in Department of Public Works

STRUCTURE: Committee consists of union president, steward, 2 other elected union members, director of the department, operations engineer, labor foreman, and a representative of county area labor-management committee.

SCOPE: Production problems, working conditions, safety, attitudes

REMARKS: Committee was formed to improve the labor-management relationship. It is provided for in the collective bargaining agreement. It meets monthly and acts as advisory/consultative body. Committee posts minutes and holds meetings with the employees. This gives employees an opportunity to speak directly to management. Management has resolved a large number of complaints raised at these meetings. Committee's projects have included Red Cross training (including CPR), job training (on equipment use, etc.), and installation of an exhaust fan to eliminate fumes.

CONTACTS:

City of Jamestown
Department of Public Works
Third & Prendergast Street
Jamestown, NY 14701

Jack Thompson
Director of Public Works
716/661-2342

AFSCME Council 66
Local 418
67 Camp Street
Jamestown, NY 14701

George S. Spitale
President
716/487-0300

THIRD PARTY CONTACT: Jack Alonge
Coordinator
North Chautauqua Industrial Council
Fredonia State University
Fredonia, NY 14063
716/673-3115

**CITY OF JAMESTOWN
JAMESTOWN GENERAL HOSPITAL NURSES' ASSOCIATION**

INDUSTRY/PRODUCT: Health care

PROGRAM: Nurses' Labor-Management Committee (1981)

COVERAGE: 180 covered; 480 total employment (Jamestown General Hospital)

STRUCTURE: Steering Committee composed of Nurses Association president, other union members, hospital administrator, director of nursing, several other management members. Research teams with equal representation from nurses and management.

SCOPE: Service quality, efficiency, work environment, employees' concerns, safety, etc. No contract issues.

REMARKS: Committee is provided for in collective bargaining agreement. It meets monthly and posts minutes. Management and union alternate chair. Committee makes formal recommendations to appropriate authorities--management, hospital board, Civil Service Commission, etc. Research teams study and recommend solutions to problems assigned by Steering Committee. Some problems and projects the committee and its research teams are looking into include staffing, shift to shift reporting of patient status, and team nursing.

CONTACTS: Jamestown General Hospital
Jones Hill
Jamestown, NY 14701

Ronald Fryzel
Administrator
716/484-1161

Jamestown General Hospital Nurses' Association
51 Glasgow Avenue
Jamestown, NY 14701

Joyce Rice
President
716/664-4803

**CITY OF KANSAS CITY
AMERICAN FEDERATION OF STATE, COUNTY & MUNICIPAL EMPLOYEES (AFSCME)**

INDUSTRY/PRODUCT: Public Service

PROGRAM: Labor-Management Committee (1975)

COVERAGE: 1,450 covered; 5,000 total employment

STRUCTURE: Committee is composed of 5-6 top union representatives and 5-6 top management representatives.

SCOPE: Safety, training, work environment, and other issues.

REMARKS: Committee is provided for in collective bargaining agreement. It meets as needed. It is an advisory/consultative process used to resolve problems arising during the term of the contract. It also deals with other matters, e.g., how to handle legal actions taken against employees for their actions during the performance of city business. It has been involved in studying and defining contract language and has handled such issues as training, safety, and paid transportation for employees. Activities of committee are communicated to the workforce through union newsletter.

CONTACTS: City of Kansas City
Personnel Department
414 East 12th Street
Kansas City, MO 64106

Bill Robards
Director of Employee Relations
816/274-1828

AFSCME
Local 500
4526 Paseo
Kansas City, MO 64110

Maudine Jackson
Business Representative
816/531-8675

**CITY OF LAKEWOOD
AMERICAN FEDERATION OF STATE, COUNTY & MUNICIPAL EMPLOYEES (AFSCME)**

INDUSTRY/PRODUCT: Public service

PROGRAM: Divisional Labor-Management Committee (1979)

COVERAGE: 60 covered; 70 total employment

STRUCTURE: Executive Committee composed of top city administrators and local union executive board. Labor-management committee in each of Department of Public Works' 5 divisions. Each division committee consists of 3 union representatives (steward and 2 department employees) and 3 management representatives (division head and 2 foremen). Employee positions on committee rotate so all department employees have opportunity to serve.

SCOPE: Productivity, service quality, employee concerns, potential grievances, any issue either side wants to discuss. No formal grievances or collective bargaining issues.

REMARKS: FMCS helped create committee which is provided for in collective bargaining agreement. Executive Committee meets quarterly. Union and management co-chair monthly division committee meetings. Division committees have authority to implement decisions. They refer to Executive Committee, problems they are unable to resolve. Parties report the program has dealt effectively with the loss of CETA program money without any adverse effect on the membership. Executive Committee has worked closely with the city administration to try to increase the city income tax.

CONTACTS: City of Lakewood, Ohio
City Hall
Detroit Avenue
Lakewood, OH 44107

George Wintermyer, Personnel Director
216/521-7580 ext. 204

AFSCME, Council 8
2975 Superior Avenue
Cleveland, OH 44114

Tom Nowel, Staff Representative
216/241-4554.

THIRD PARTY CONTACT: John F. Buettner, Commissioner
FMCS
1525 Superior Building
815 Superior Avenue
Cleveland, OH 44114

CITY OF LOS ANGELES

ALL CITY EMPLOYEES ASSOCIATION (AFSCME) / ENGINEERS & ARCHITECTS ASSOCIATION / INTERNATIONAL UNION OF OPERATING ENGINEERS (IUOE) / JOINT COUNCIL OF MUNICIPAL CONSTRUCTION INSPECTORS ASSOCIATION & GOVERNMENTAL EMPLOYEES ASSOCIATION OF L.A. (MCIA & GEA) / L.A. CITY EMPLOYEES UNION / L.A. CITY SUPERVISORS & SUPERINTENDENTS ASSOCIATION / L.A. COUNTY BUILDING & TRADES COUNCIL

INDUSTRY/PRODUCT: Public Service

PROGRAM: Task Force on Employee Morale & Productivity (1981)

COVERAGE: 5,000 total employment (Board of Public Works)

STRUCTURE: Task Force members include the Commissioner of the Board of Public Works and volunteers from all bureaus and all levels. Task Force works with the seven unions covering employees in the department, the department's bureau heads and the city government's four affirmative action organizations.

SCOPE: Employee morale, working conditions, improvement of city services.

REMARKS: Task Force was formed by president of the Board of Public Works at a time when employee morale was low. It is chaired by the commissioner. Task Force has developed a workers' Bill of Rights which has been adopted and distributed to employees by the board. With the use of an employee survey it now is identifying the most serious problems (training needs, etc.) on which it will focus its attention.

CONTACTS:

City of Los Angeles
104 City Hall
Los Angeles, CA 90012
Sam Sperling
Affirmative Action Officer
213/485-4696

Engineers & Architects Assn.
727 W. 7th Street, Suite 1020
Los Angeles, CA 90017
Marty Lybrand, Exec. Dir.
213/624-9317

All City Emp. Assn., AFSCME
3932 Wilshire Blvd., Suite 108
Los Angeles, CA 90010
Gloria Larrigan
213/485-2040

L.A. City Employees Union
548 S. Spring Street, Suite 910
Los Angeles, CA 90013
Walter Backstrom
213/627-8073

MCIA and GEA
132 West First Street
Rm. 203, Wilson Bldg.
Los Angeles, CA 90012
Charles Mims
213/623-4059

L.A. City Supr s. & Supt s. Assn.
816 S. Figueroa, Suite 400 North
Los Angeles, CA 90017
Floyd Yancey, Recording Secy.
213/485-6885, 213/687-3352

IUOE, Local 501
2405 W. 3rd Street
Los Angeles, CA 90057
Joe Wetzler, Business Rep.
213/385-1561

L.A. Cty. Bldg. & Trades Council
1626 Beverly Boulevard
Los Angeles, CA 90026
Jerry Cremins, Exec. Secy.
213/483-4222

**CITY OF NEW YORK
SERVICE EMPLOYEES INTERNATIONAL UNION (SEIU)
UNIFORMED SANITATION ASSOCIATION
OFFICE ASSOCIATION OF THE UNIFORMED SERVICE**

INDUSTRY/PRODUCT: Public service (vehicles maintenance)

PROGRAM: Labor-Management Committees (1979)

COVERAGE: 1,030 covered; 12,000 total employment (Sanitation Department, Bureau of Motor Vehicles)

STRUCTURE: Bureau-level committee composed of 7 labor representatives from various occupational groups (mechanics, welders, sanitation men, sanitation officers, auto servicemen, mechanic foremen) and 7 management representatives (deputy commissioner for support operations, 6 managers). Mid-level committees in engine rebuilding shop, electrical repair shop, and inventory control unit. Each includes foremen, employees, and union spokesmen. Staff analysts from production control unit act as in-house consultants to committees.

SCOPE: Production problems, product quality, productivity, absenteeism, overtime, layoff, personnel transfers, safety, health, labor relations, job training, waste, quality of work life, alcoholism, drug abuse, tardiness. No grievances or collective bargaining issues.

REMARKS: Part of comprehensive productivity improvement effort within Bureau, committee was formed to foster dialogue and provide forum for development and implementation of technological and operational improvements. Meetings, chaired by deputy commissioner, are held weekly. One of committee's first undertakings, inadequacy of new equipment specifications, involved surveying workers to identify problems and obtain recommendations, and writing new specifications. Success of this process was exemplified by reduction in downtime for hoist compactors from 41% to 28% in one year, with several thousand dollars saved from fewer repairs needed. Other cost-saving improvements in Bureau operations have included manufacturing replacement parts in-house instead of purchasing them, modifying parts salvaged from condemned vehicles, and increasing efficiency of inventory controls and materials handling. Over a 1½ year period, such improvements have saved Bureau nearly \$2 million. In shop committees, management sets performance goals and tracks progress. Labor and management assess and implement new ideas. Progress is tracked by means of profit center concept, under which value of shop's weekly output is compared to its production costs. Profit centers have shown \$2-3 million total profits. According to management, LMC process has contributed to a working environment that has produced \$16.5 million in savings for the Bureau.

CONTACTS:

New York City Dept. of Sanitation 125 Worth Street New York, NY 10013	SEIU Auto Mechanics Local 246 225 Broadway New York, NY 10007
Ronald Continto Deputy Commissioner for Support Operations 212/566-5247	John Guiliano 212/476-7080

**CITY OF NEW YORK
MUNICIPAL LABOR COMMITTEE**

INDUSTRY/PRODUCT: Public service

PROGRAM: Productivity Council (reactivated 1978)

COVERAGE: 250,000 total employment

STRUCTURE: Council composed of chairman of Municipal Labor Committee and other designated representatives, Deputy Mayor for Operations, Director of Municipal Labor Relations, Director of Personnel, and 2 observers.

SCOPE: Productivity, service quality, production problems, waste, absenteeism, overtime, training, QWL, alcoholism, drug abuse, tardiness.

REMARKS: Council cooperates with City Productivity Steering Committee (Deputy Mayor for Operations and Directors of the Offices of Management and Budget, Personnel, and Labor Relations) in its direction of city productivity program. Chaired by Deputy Mayor. Council encourages citywide and agency labor-management initiatives. One of its highest priorities is support of agency-level labor-management committees. These now are operating in Department of Sanitation (see separate listing); Department of Environmental Protection (structured and informal committees to achieve technical and operational improvements throughout department); Department of Parks and Recreation (joint steering committee with subcommittees that focused on clerical skills training, motor vehicle preventive maintenance program, and cross training of selected field forces); Department of General Services (QCs in Bureau of Design have proposed in-service training program to provide architects up-to-date information, a revised filing system, use of word processor to track and retrieve information); and Human Resources Administration (steering committee started Fall 1981). New committees are being established in Departments of Health, Finance, Housing Preservation and Development, Transportation, and Correction. Other cooperative projects stemming from Council initiatives include introduction of alternative work schedules, training of employees to assume new duties, centralized timekeeping, joint sponsorship of computer training, and union participation in analysis of vendor contracting proposals. A Productivity Council subcommittee has designed training program that includes conceptual orientation to labor-management committees, basic group skills, and problem solving methods.

CONTACTS:

New York City Productivity Council Mayor's Office of Operations 100 Church Street, Room 2030 New York, NY 10007	Municipal Labor Committee AFSCME, District Council 37 140 Park Place New York, NY 10007
Carol Whalen, Director Citywide Productivity Program 212/566-0047	Al Viani, Director Research & Negotiations 212/736-1032
Mary Powell, Director Labor-Management Program 212/566-7365	

CITY OF PONTIAC

PONTIAC POLICE OFFICERS' ASSN. / PONTIAC POLICE SUPERVISORS' ASSN. / PONTIAC FIRE FIGHTERS UNION, IAFF / AMERICAN FEDERATION OF STATE, COUNTY & MUNICIPAL EMPLOYEES (AFSCME) / SUPERVISORY ADMINISTRATIVE EMPLOYEES ASSN. / PONTIAC MUNICIPAL EMPLOYEES ASSN. / UTILITY WORKERS

INDUSTRY/PRODUCT: Public services

PROGRAM: Citywide Labor-Management Committee; Worksite Labor-Management Committees (1981)

COVERAGE: 800 covered; 900 total employment

STRUCTURE: Citywide committee consists of 1-3 representatives from each of 7 participating unions and 1-2 representatives from each department covered. Five worksite committees with identical structures each include permanent group of 1-3 members, plus rotating group of management representatives and 6-7 union representatives (union president, several other officers, rotating group of members).

SCOPE: Citywide committee addresses issues that affect all employees and all unions. Worksite committees work on issues within their unit. No collective bargaining issues or grievances. Either side may veto discussion of an item it feels is inappropriate.

REMARKS: Worksite committees meet monthly. Citywide committee meets quarterly. Committees can agree on solutions and implementation, but management has final decision. Citywide committee may make recommendations to city council. FMCS chairs citywide and 2 site committees; others rotate chair. Agenda and minutes are posted.

CONTACTS:

City of Pontiac, Michigan Pontiac, MI 48058 Wallace Holland, Mayor 313/857-7611	Utility Workers, Local 539 c/o Mgmt. Information Systems Jules Ruerat, President 313/857-7680
Super. Admin. Employees Assn. c/o Dept. of Community Programs David Zuithof 313/857-7635	Pontiac Police Officers Assn. c/o Pontiac Police Department Neal Craig, President 313/857-8021
Pontiac Municipal Employees Assn. c/o Pontiac Police Department Judy Burkhardt, President 313/857-8021	Pontiac Police Supervisors Assn. c/o Pontiac Police Department Larry Fenley, President 313/857-8021
	Pontiac Fire Fighters Union c/o Pontiac Fire Department Ed Manley, President 313/333-7003

THIRD PARTY CONTACTS:

Ed Hartfield, Commissioner FMCS Federal Building, Rm. 431 231 West Lafayette Street Detroit, MI 48226 313/226-2114	Judith Strong Associate Executive Director Michigan QWL Council 775 West Big Beaver Road Troy, MI 48084 313/362-1611
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**CITY OF SAN FRANCISCO
SERVICE EMPLOYEES INTERNATIONAL UNION (SEIU)
LABORERS' INTERNATIONAL UNION (LIU)**

INDUSTRY/PRODUCT: Public Service

PROGRAM: Work Improvement Project (WIP) (1978)

COVERAGE: 13,000 covered; 24,000 total employment

STRUCTURE: Citywide policy committee with representatives of the Mayor's office, department heads, and union leaders. Department and agency-level committees, of top department and union representatives. (Housing Authority and Department of Public Works currently have department committees). Work unit committees, composed of a proportionate number of employee and management members. Third party facilitator assists committees at all levels.

SCOPE: QWL, delivery of services, effectiveness of city government, waste. No collective bargaining issues.

REMARKS: WIP began informally in 1978 in response to Proposition 13. It was formalized in 1980 by a letter of commitment between management and the unions, which sets basic program framework and guarantees that no employee will be laid off as a result of committee decisions. Both parties must agree to a decision before it is implemented. Agenda are prepared for committee meetings; minutes are recorded and circulated. Citywide policy committee, co-chaired by management and union liaisons, meets monthly to oversee and direct WIP. Department and agency-level committees meet monthly to initiate, support, and monitor activities of the work unit committees which meet weekly to identify and resolve worksite problems. Recently, training was introduced for WIP participants. City's employee suggestion awards program is being revised to provide for the sharing of savings or additional revenues achieved through the program.

CONTACTS:

City of San Francisco City Hall San Francisco, CA 94102	LIU, Local 261 3271 - 18th Street San Francisco, CA 94110
Peter Herschel Director, Resource Mgmt. Program (415) 558-3994	Bob McDonnell, Business Agent 415/826-4550
SEIU, Local 400 240 Golden Gate Avenue San Francisco, CA 94102	
Pat Jackson, Executive Secretary 415/873-8755	

THIRD PARTY CONTACT David Olsen, Project Director
Work Improvement Project
City Hall, Rm. 168
San Francisco, CA 94102
415/552-5654

**CITY OF TACOMA
JOINT LABOR COMMITTEE**

INDUSTRY/PRODUCT: Public service

PROGRAM: Tacoma Labor-Management Committee (1977)

COVERAGE: 2,240 covered; 2,800 total employment

STRUCTURE: Steering Committee consists of 6 union representatives (chairman of Joint Labor Committee, 5 other union representatives) and 6 management representatives (personnel/labor relations director, 5 other top management representatives on rotation basis). Subcommittees and ad hoc committees of 6-8 members each (chosen equally by labor and management) work on specific issues.

SCOPE: Issues of mutual concern, labor relations, service quality, job training, QWL, productivity, tardiness, safety and health. No grievances or matters handled by other committees.

REMARKS: Committee was established in a Memorandum of Understanding between the city and the unions. Committee meets monthly. Management and unions alternate chair. Committee makes recommendations to city management. Both the committee and its subcommittees distribute minutes of their meetings.

Committee's projects have included an employee survey to identify problems, orientation programs, joint supervisor/shop steward labor relations training, improvement of pre-retirement orientation, development of management policy on sexual harassment and a series of recommendations for the prevention of sexual harassment, examination of issues concerning on-the-job injuries, analysis of the pro's and con's of using cafeteria-style benefits, consideration of introduction of flex-time and job-sharing, sharing of information on new regulations and relevant legislative activities (an ongoing process in the committee) and a 3-day workshop for committee members.

CONTACTS: City of Tacoma
930 Tacoma Avenue, South
Tacoma, WA 98402

Judy Gomez
Research & Evaluation Technician
206/591-5400

Richard Sokolowski
Personnel & Labor Relations Director
206/591-5400

Joint Labor Committee (9 unions)

Fred Van Camp (IBT, Local 461), Chairman
P.O. Box 8017
Tacoma, WA 98408
206/272-0303

**CITY OF TROY
AMERICAN FEDERATION OF STATE, COUNTY & MUNICIPAL EMPLOYEES (AFSCME)**

INDUSTRY/PRODUCT: Public service

PROGRAM: Labor-Management Committee (1976)

COVERAGE: 100 covered; 340 total employment (Departments of Public Works and Parks and Recreation)

STRUCTURE: Committee is composed of 3 union representatives (local president, 2 stewards) and 3 management representatives (director of parks and recreation, personnel director, assistant city manager).

SCOPE: Training, work schedules, work related problems.

REMARKS: Committee was formed with FMCS assistance. One of its objectives is to improve communication between the parties. It acts in an advisory/consultative capacity. It meets monthly, posts minutes, and meets with the workers. It has set up CPR training, heavy equipment training and manual, and has worked out a summer 4-day work week.

CONTACTS:

City of Troy
500 West Big Beaver Road
Troy, MI 48084

Roger Kowalski, Director
Department of Parks and Recreation
313/524-3484

AFSCME
Local 574
24611 Greenfield Road
Southfield, MI 48075

Dave Black
Local President
313/524-3394

THIRD PARTY CONTACT: James W. Statham, Commissioner
FMCS
231 West Lafayette
Room 433
Federal Building and Court House
Detroit, MI 48226
313/226-2112

**CITY OF WARWICK
AMERICAN FEDERATION OF STATE, COUNTY & MUNICIPAL EMPLOYEES (AFSCME)**

INDUSTRY/PRODUCT: Public service

PROGRAM: Labor-management committee (1981)

COVERAGE: 300 covered; 450 total employment

STRUCTURE: Citywide LMC composed of 3 union representatives (union president, chief steward and one other union representative) and 3 management representatives (personnel director, finance director, and administrative assistant).

SCOPE: Safety problems, personnel problems, and other types of problems except monetary issues.

REMARKS: Objectives of program are to work out problems amicably, establish harmonious relations between union and management, and give union greater voice in daily operations. Committee meets monthly. Participation is voluntary. Management chairs committee. Committee activities are reported to workforce in union newsletter. One problem with which committee dealt was staffing in Public Works Department. Employees were overworked and more staff was needed. Committee decided to realign job slots. It added 7 more jobs to Public Works and decreased others through attrition. No additional money was involved. Committee has helped develop better understanding of needs and problems of both parties.

CONTACTS:

City of Warwick
3275 Post Road
Warwick, RI 02886

Walter Manning
Personnel Director
401/738-2000

AFSCME
Local 1651
c/o City Assessor's Office
Warwick, RI 02886

Vincent Maccarone
President
401/738-2000

**CITY OF WICHITA
SERVICE EMPLOYEES INTERNATIONAL UNION (SEIU)**

INDUSTRY/PRODUCT: Public service

PROGRAM: Labor-Management Committee (1976)

COVERAGE: 900 covered; 2,850 total employment

STRUCTURE: Committee consists of 3 union and 3 management representatives. Parties approve member selections of other side and may object to any appointment.

SCOPE: Collective bargaining issues (approved for discussion by both sides), absenteeism, personnel transfers, safety, health, labor relations, product quality, job training, waste, QWL, productivity, car pooling, energy saving techniques, and sick leave.

REMARKS: Committee is provided for in collective bargaining agreement. It meets at least monthly. Participation is voluntary. Union and management alternate chair. Committee makes formal recommendations. Both parties feel the committee has been very effective in creating a communication network and easing the adversarial atmosphere.

CONTACTS:

City of Wichita
455 North Main Street
Wichita, KS 67202

Sam Rothe, Employee Relations Officer
316/268-4531

SEIU, Local 513
417 East English
Wichita, KS 67202

Art Veatch, Business Agent
316/263-0323

**CLEVELAND CLIFFS IRON COMPANY, FOREST PRODUCTS DIVISION
INTERNATIONAL WOODWORKERS OF AMERICA (IWA)**

INDUSTRY/PRODUCT: Hardwood lumber/veneer

PROGRAM: Labor-Management Committee (1972)

COVERAGE: 230 covered; 330 total employment

STRUCTURE: Committee consists of 6 union representatives (local president and other officers) and about 6 management representatives (superintendent, personnel managers, 2-3 foremen). Subcommittees address health and safety, absenteeism, alcohol and drug abuse.

SCOPE: Production problems, productivity, product quality, waste, labor relations, QWL, job training, alcoholism, drug abuse, safety and health, personnel transfers, layoffs, overtime, absenteeism, tardiness. No grievances.

REMARKS: Committee is provided for in collective bargaining agreement. It meets at least once a month (often once or twice per week). Management chairs meetings. Minutes are posted. Committee has authority to implement programs and policies it develops. Both management and the union feel the committee is very effective. Absenteeism, once a severe problem, is now minimal. The frequency of accidents has been sharply reduced. Grievances have dropped 99% since 1975.

CONTACTS:

Cleveland Cliffs Iron Company
Forest Products Division
Forest Center Sawmill
P.O. Box 338
Munising, MI 49862

Roland Dwight
Superintendent
906/452-6221

IWA, Local 4-303
Route 1, Box 1136
Munising, MI 49862

Royce Burke
President
906/387-3275

**COMMANDER PACKAGING CORPORATION
PRINTING SPECIALTIES & PAPER PRODUCTS UNION**

INDUSTRY/PRODUCT: Manufacture corrugated shipping containers

PROGRAM: Labor-management committee; Crew Meetings (1980)

COVERAGE: 70 covered; 100 total employment

STRUCTURE: Committee consists of plant manager and 3 or more union representatives (union stewards and representative from union local). Crew Meetings include 10-15 people from the same department and shift.

SCOPE: Productivity, maintenance problems, personality problems, etc.

REMARKS: Program's objective is to increase employee involvement to develop total team effort. Committee and crew meetings are held monthly on company time and at company facilities. Crew meetings are chaired by management. Committee makes formal recommendations. Department employees receive copies of meeting minutes. Supervisors and hourly workers receive 30 hours classroom training to help develop mutual understanding between labor and management. Productivity is at all-time high.

CONTACTS: Commander Packaging Corporation
5303 West 74th Place
Chicago, IL 60638

C. J. Hicks
Plant Manager
312/582-4000

Printing Specialties & Paper Products Union
Local 415
5717 South Kedzie Avenue
Chicago, IL 60629

Bob Gavrick
Secretary-Treasurer
312/925-2877

**CONCRETE, INC.
INTERNATIONAL UNION OF OPERATING ENGINEERS (IUOE)**

INDUSTRY/PRODUCT: Manufacture concrete products

PROGRAM: Labor-management committee (1977)

COVERAGE: 130 covered; 150 total employment

STRUCTURE: Committee is composed of an average of 3 union representatives (business agent, stewards, elected committee person) and an average of 3 management representatives (president, plant manager, foreman, comptroller).

SCOPE: Production, absenteeism, employee benefits, projected workload, job application process. Generally avoids collective bargaining issues and grievances.

REMARKS: Committee, started with help from FMCS, is provided for in collective bargaining agreement. It functions as an advisory/consultative group. It meets monthly, holds meetings with the employees, and posts minutes. Committee has promoted better cooperation between plant departments, improved plant conditions and taken steps to provide better orientation to new employees regarding safety and understanding of their work. Committee has dealt with issue of retaining workers rather than having temporary layoffs. Committee's efforts also have resulted in better maintenance of over-the-road trucks.

CONTACTS:

Concrete, Inc.
P.O. Box 908
Grand Forks, ND 58201

Jerome M. Dunlevy
President
701/772-6687

IUOE
Local 49
Box 1715
724 North Washington Street
Grand Forks, ND 58201

Arden Grundvig
Business Agent
701/775-3969

**CONSUMERS POWER COMPANY
UTILITY WORKERS UNION OF AMERICA (UWU)**

INDUSTRY/PRODUCT: Gas and electric power

PROGRAM: Joint union-management training (1979)

COVERAGE: 4,800 covered; 12,000 total employment

STRUCTURE: Joint union-management training committee consists of 4 union representatives (State Council president, 2 vice-presidents, secretary) and 2 management representatives (general union relations supervisor, human resources development specialist). Committee has 2 advisors (director of human resources, director of human relations). Autonomous committees are operating in 8-10 regions and in some generating plants.

SCOPE: Training in joint problem solving.

REMARKS: Program was initiated after a series of bad strikes and period of hostile labor relations. Its purpose is to solve problems at lowest possible level. Company pays for all training. All union officers and stewards and their management counterparts have or eventually will participate in training. Joint committee meets quarterly. There is no chair. Parties have joint input into agenda items. Committee is doing a follow-up evaluation of training. A positive, unplanned result of training has been the formation of in-plant committees. Joint Committee plans to establish operating guidelines for in-plant committees. Parties report program has improved communication, increased trust between stewards and supervisors and contributed to an increase in the number of grievances resolved at the informal level.

CONTACTS: Consumers Power Company
212 West Michigan Avenue
Jackson, MI 49201

Walter Vernon
General Union Relations Supervisor
517/788-0386

UWU
505 South Jackson
Jackson, MI 49203

Frank Davis, President
State Council
517/787-0644

THIRD PARTY CONTACT: George Brooks
NYS School of Industrial and Labor Relations
Cornell University
P.O. Box 1000
Ithaca, NY 14853
607/256-3050

**COURTAULDS NORTH AMERICA, INC.
AMALGAMATED CLOTHING AND TEXTILE WORKERS UNION (ACTWU)**

INDUSTRY/PRODUCT: Rayon and nylon fibers

PROGRAM: Labor-Management Relations Committee (1967)

COVERAGE: 850 covered; 1,000 total employment

STRUCTURE: Committee consists of 8 union representatives and 4-5 management representatives.

SCOPE: Any and all matters of mutual concern not subject to review through grievance procedure.

REMARKS: Committee is provided for in collective bargaining agreement. It meets monthly. Management and union alternate chair. Committee posts minutes, holds meetings with workforce. It has authority to make formal recommendations. Parties indicate that Committee has given them a better understanding of each other's positions and improved the labor-management relationship.

CONTACTS:

Courtaulds North America, Inc.
P.O. Box 2648
Mobile, AL 36601

Harold Reynolds
Director of Labor Relations
205/675-1710

ACTWU
Local 1465
1126 - 16th Street
Washington, D.C. 20036

W. P. Cannon
International Representative
202/223-4877

THIRD PARTY CONTACT: Charles D. Tolbert, Commissioner
FMCS
Mobile, AL 36602
205/690-2141

**CRAWFORD FURNITURE
UNITED FURNITURE WORKERS OF AMERICA (UFWA)**

INDUSTRY/PRODUCT: Manufacture furniture

PROGRAM: Labor-management committee (1974)

COVERAGE: 180 covered (170 in bargaining unit); 180 total employment

STRUCTURE: Committee consists of 5-6 union representatives (local president, international representative, 3-4 rank and file participants who change each meeting) and 3 management representatives (company president, plant manager, supervisors on rotating basis).

SCOPE: Company status, company forecast, information on potential customers and other business, any employee or union problems or concerns.

REMARKS: Committee is provided for in collective bargaining agreement. It meets every 6 weeks. Management chairs committee. Rank and file representatives keep other workers informed. Committee uses agenda. At each meeting company status, forecasts for the future, and information about potential customers, workers' problems, etc., are discussed. Management reports that through committee process workers have become more aware of quality problems and quality has improved.

CONTACTS:

Crawford Furniture
1021 Allen Street
Jamestown, NY 14701

Carl Cappa
President
716/665-4227

United Furniture Workers
Local 45
1021 Allen Street
Jamestown, NY 14701

Anthony DePas
716/665-4227
716/484-0467 (H)

Joseph Wells
Business Representative
11 Broad Street
Jamestown, NY 14701
716/487-9843

**CROSBY GROUP-LAUGHLIN PLANT
INTERNATIONAL ASSOCIATION OF MACHINISTS (IAM)**

INDUSTRY/PRODUCT: Forged metal products

PROGRAM: Labor-management committee (1981)

COVERAGE: 370 covered; 420 total employment

STRUCTURE: Committee consists of 4 union representatives (local president, chief steward, 2 members of rank and file on rotating basis) and 4 management representatives (superintendent, chief foreman, shift foremen).

SCOPE: All matters not in conflict with responsibility of other committees (e.g., safety and health).

REMARKS: Parties formed committee because of concern over breakdown in communications. This had been indicated by sizeable increase in grievances, the majority of which did not support a contractual violation. FMCS helped create committee. It meets monthly. Committee discusses all matters regardless of sensitivity. Meeting minutes are posted. Matters needing immediate attention are assigned to subcommittees with time frame within which to accomplish objective. Depending on circumstances, committee can make formal recommendations or implement decisions.

CONTACTS: Crosby Group-Laughlin Plant
143 Fore Street
Portland, ME 04101

Al Skillins
Superintendent
207/773-1791

IAM
Local 1256
143 Fore Street
Portland, ME 04101

Jeffrey St. Pierre
President
207/773-1791, ext. 108

THIRD PARTY CONTACT: William J. McGonagle
FMCS
One Maine Savings Plaza
Portland, ME 04101
207/772-4424

**CUMBERLAND STEEL COMPANY
INTERNATIONAL ASSOCIATION OF MACHINISTS (IAM)**

INDUSTRY/PRODUCT: Manufacture steel

PROGRAM: Labor-management committee (1977)

COVERAGE: 50 covered; 60 total employment

STRUCTURE: Committee has 3 union representatives (local president, 2 rank and file employees) and 3 management representatives (plant manager, shipping supervisor, production manager).

SCOPE: Product quality, production problems, quality of work life, productivity, job training, safety and health, absenteeism, alcoholism, drug abuse, tardiness. No grievances or collective bargaining issues.

REMARKS: Committee was established with third party assistance. Committee is an advisory/consultative group with some decision making authority. It meets monthly at company facility and is chaired by third party neutral. Participation is voluntary. Committee posts minutes and holds meetings with the workforce. Committee's efforts have helped increase efficiency, reduce grievances, and improve labor-management relations and workers' attitudes.

CONTACTS:

Cumberland Steel Company
101 Winston Street
Cumberland, MD 21502

Mark Weaver
Plant Manager
301/724-1370

IAM
Local 489
101 Winston Street
Cumberland, MD 21502

William Snyder
President
301/724-1370

THIRD PARTY CONTACT: John Popular, Executive Director
Cumberland Area Labor-Management Committee
County Office Building
33 Pershing Street
Cumberland, MD 21502
301/777-8700

**DANA CORPORATION
UNITED AUTOMOBILE WORKERS (UAW)**

INDUSTRY/PRODUCT: Manufacture electrical power transmission and control components

PROGRAM: Scanlon Plan in 24 plants; other types of incentive-pay plans in most of the remaining 61 facilities in the U.S.

COVERAGE: 35,600 total employment.

STRUCTURE: Plants with Scanlon Plans have screening and production committees. Some differences exist between plans since each facility customizes plan to individual plant needs.

SCOPE: Productivity, work-related problems.

REMARKS: Program originally was formed to increase employee input and generate better products. Specific formulas for bonus calculation differ among the plans. In general they reflect the ratio of sales to labor. In all cases 25% of the monthly bonus is held in reserve and 75% of the remaining bonus goes to the employees and 25% to the company. At the end of the Scanlon year, a positive reserve is distributed and a negative reserve is absorbed by the plant.

CONTACTS:

Dana Corporation
4500 Dorr Street
P.O. Box 1000
Toledo, OH 43697

B. N. Cole
Director of Industrial Relations
419/535-4750

UAW
8000 East Jefferson Avenue
Detroit, MI 48214

Robert St. Pierre
Administrative Assistant to Secretary-Treasurer
313/926-5401

**DETROIT FREE PRESS, INC.
DETROIT PRINTING & GRAPHIC COMMUNICATIONS UNION**

INDUSTRY/PRODUCT: Newspaper publishing

PROGRAM: Committee for Affirmative Resolution (1974)

COVERAGE: 160 covered; 1,860 total employment

STRUCTURE: Committee consists of 4 union representatives (local president, 3 others elected by employees) and 4 management representatives (vice-president employee relations, vice-president production, labor relations manager, pressroom supervisor).

SCOPE: Mostly day-to-day problems, safety, product quality, employees' concerns, etc. No mandatory collective bargaining items.

REMARKS: Original purpose of committee was to improve a poor labor relations situation. Committee was started with assistance from FMCS. It is provided for in collective bargaining agreement. Parties share its costs. Participation is voluntary. Committee is chaired by a consultant and meets monthly. It uses prepared agenda and posts minutes. Committee makes formal recommendations. Issues with which committee has dealt include cleanliness of press room, safety problems, footing for floor, lunch period problems, etc. Committee uses Grievance Action Plan, an arbitration-type procedure (with permanent umpire available), to issue in emergency situations interim decisions until arbitration can be held. Committee rarely has had to use GAP. Since committee's formation, grievances have declined and labor relations climate is much healthier.

CONTACTS: Detroit Free Press, Inc.
321 West Lafayette
Detroit, MI 48231

Timothy J. Kelleher
Vice-President of Employee Relations
313/222-6582

Detroit Printing & Graphic Communications Union
Local 13
2012 Book Building
Detroit, MI 48226

Tom Brennan, President
313/963-4417

THIRD PARTY CONTACT: David Tanzman, Consultant
14510 Sherwood
Oak Park, MI 48237
313/548-9046

**DIAMOND INTERNATIONAL CORPORATION
UNITED PAPERWORKERS INTERNATIONAL UNION (UPIU)**

INDUSTRY/PRODUCT: Manufacture egg cartons

PROGRAM: 100 Club (1981)

COVERAGE: 230 covered; 330 total employment

STRUCTURE: Labor-management committee with 4 labor representatives (local president and one representative from each department subcommittee) and 4 management representatives (personnel manager, department managers). Three department subcommittees (maintenance, shipping, production) with maximum of 5 members elected by department employees.

SCOPE: All types of safety, productivity, incentive-type problems, etc. No collective bargaining issues.

REMARKS: Program was initiated to increase productivity, improve morale and labor-management relationship, give recognition to employees who perform well, and develop positive approach to problem solving. Funding is provided by Federal grant and company. Participation is voluntary. Committee, chaired by management, meets monthly and more often if necessary. Program newsletter is distributed to workforce. Committee has authority to make both formal recommendations and policy decisions. Under point system workers earn points for speed, safety, and decrease in down time, and are awarded prizes when enough points are accrued. Since program was introduced productivity has increased 14.2% in 12 month period and quality errors have decreased 40%. Two hundred fewer work days have been lost. Grievances have declined 55% and disciplinary actions, 40%. Parties report significant improvement in labor-management relationship. Two other plants in Fiber Products Division have adopted similar program, and a third will adopt it this summer.

CONTACTS: Diamond International Corporation
Fiber Products Division, Palmer Plant
P.O. Box 230
Palmer, MA 01069

Daniel Boyle, Personnel Manager
413/283-8301

UPIU, Local 1847
Box 75
Thorndike, NY 01079

Henry Sanette, President
413/283-8301

**DIXON PUBLIC SCHOOL DISTRICT
DIXON TEACHERS ASSOCIATION, NEA**

INDUSTRY/PRODUCT: Public education

PROGRAM: Labor-management committee (1980)

COVERAGE: 250 covered; 380 total employment

STRUCTURE: Committee is composed of 7 union representatives and 7 management representatives. It has 4 permanent members: union president, past union president, Board Chairperson, and School Superintendent. Remaining 5 members on each side serve rotating 1 year terms. Labor members are selected by union; 5 management positions are rotated among principals and board members.

SCOPE: Layoff, personnel transfers, labor relations, service quality, job training, conservation of energy and material, service problems, quality of work life, productivity. No collective bargaining issues.

REMARKS: Committee was started when University of Illinois solicited a school district to establish a cooperative program. District volunteered because it wanted to increase communication and participation. Program is voluntary. Labor and management co-chair quarterly committee meetings.. Committee sub-groups brainstorm problems/issues. Committee then selects and works on issue, including brainstorming solutions. For example, on its recommendation, a committee of citizens, teachers, and management established to look at the student discipline problem brought in consultant to train teachers in "assertive discipline" and informed parents of the new approach. Also on Committee's recommendation a similar tripartite committee was formed to address controversies raised by a citizen's textbook committee. Other issues have included public relations, morale, and performance evaluation.

CONTACTS:

Dixon Public School District 415 South Hennipin Avenue Dixon, IL 61021	Dixon Teachers Association Route 6, Box 13 Dixon, IL 61021
Stanley Weber Supt. of Schools 815/284-7722	Francis E. "Gene" Lemme President 815/284-7711
Jane Marshall Board Chairperson 804 Chula Vista Street Dixon, IL 61021 815/288-1558	

THIRD PARTY CONTACT: Vern Talbott
University of Illinois
Institute of Labor & Industrial Relations
504 East Armory Avenue
Champaigne, IL 61820
217/333-0980

**DOVER CORPORATION, ELEVATOR DIVISION
INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS (IBEW)**

INDUSTRY/PRODUCT: Manufacture passenger and freight elevators

PROGRAM: Quality Circles (1980)

COVERAGE: 270 covered; 290 total employment (Cincinnati, OH plant)

STRUCTURE: Steering Committee includes quality control, industrial engineering, plant, purchasing and materials managers and a facilitator (no union representatives). Six quality circles.

SCOPE: Product quality, safety, efficiency, employee development.

REMARKS: Quality circles meet weekly. Program newsletter is distributed. One circle's successful endeavor to increase efficiency by reducing down time resulted in substantial savings for company. To date, all recommendations have been accepted and implemented. For past 2 years a "Circle Night" dinner has been held to give recognition to circle members.

CONTACTS:

Dover Corporation
Box 2177
Memphis, TN 38101

Robert Scott
Division Facilitator
601/393-2110, ext. 180

Dover Corporation
Elevator Division
5000 Brotherton Road
Cincinnati, OH 45209

Earl Wilson
Plant Manager
513/271-6800

IBEW
Local 1492
5000 Brotherton Road
Cincinnati, OH 45209

Cecil Whitt
Local President
513/271-6800

**DOVER CORPORATION, ELEVATOR DIVISION
STOVE, FURNACE, & ALLIED APPLIANCE WORKERS (SFAAW)**

INDUSTRY/PRODUCT: Manufacture passenger and freight elevators

PROGRAM: Quality Circles (1980)

COVERAGE: 260 covered; 270 total employment (Middleton, TN plant)

STRUCTURE: Steering committee includes plant, quality control, and industrial engineering managers, production supervisors, and a facilitator (no union representatives). Nine quality circles, each with 7-8 members.

SCOPE: Product quality, safety, efficiency, employee development.

REMARKS: Circles meet weekly. To date, all recommendations have been accepted and implemented. One issue involved excess drop-off of steel which formerly was viewed as scrap. Circle suggested the "scrap" be used to make smaller parts, saving some \$100,000. Employees are informed by posting results of circle activities, meetings, and posters developed by circle members. A "QC Plant" office used for QC meetings, information exchange, QC charts and graphs, etc., has been established within the plant.

CONTACTS:

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Robert Scott
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601/393-2110

Dover Corporation
Elevator Division
P.O. Box 1000
Middleton, TN 38052

Joe Gwin
Plant Manager
901/376-8444

SFAAW
Local 251
P.O. Box 1000
Middleton, TN 38052

Jimmy Trainum
Local President
901/376-8444

**DOVER CORPORATION, ELEVATOR DIVISION
UNITED STEELWORKERS OF AMERICA (USA)**

INDUSTRY/PRODUCT: Manufacture passenger & freight elevators

PROGRAM: Quality Circles (1980)

COVERAGE: 350 covered; 1,000 total employment (Horn Lake, MS plant)

STRUCTURE: Three steering committees (engineering, administrative offices, and production). No union representatives on steering committees. Engineering has 9 circles, administrative offices 16, and production 17.

SCOPE: Product quality, safety, efficiency, employee development.

REMARKS: Circles meet weekly. Employees are informed by posted minutes, meetings, and a monthly newsletter. One circle in production area recommended that metal and steel drop off be used to make tools. Six month review of solution implementation revealed that the new tools were of higher quality and had saved the plant \$12,891. Another circle's recommendation to rearrange stored materials to reduce walking space needed for access saved \$4,000. Credit department circles recommendation to change statement procedure eliminated need for reports, facilitated handling of statements, and saved approximately 60 hours per month.

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Dover Corporation
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Memphis, TN 38101

Ray Ginn
Plant Manager
601/393-2110

USA
Local 3857
c/o Box 2177
Memphis, TN 38101

Lee Clemons
Local President
601/393-2110

**DRAVO CORPORATION
INDUSTRIAL UNION OF MARINE & SHIPBUILDING WORKERS OF AMERICA (IUMSW)**

INDUSTRY/PRODUCT: Shipbuilding (barges, towboats)

PROGRAM: Dravo Labor-Management Committee (1977)

COVERAGE: 500 covered; 900 total employment

STRUCTURE: Steering Committee consists of 18 union representatives (local president, 17 other union representatives) and 20 management representatives (vice president-general manager, 19 other management representatives). Joint sub-committees of Steering Committee are assigned to resolve issues and problems in specific areas.

SCOPE: Absenteeism, human relations, waste, job delays, safety, discipline. Committees can address issues contained in collective bargaining agreement.

REMARKS: FMCS helped start committee and is continuing RBO program with the parties. Entire Steering Committee meets yearly in a 3-day session and a semi-annual review session. Smaller groups hold quarterly meetings. Committee activities are reported in a newsletter. Committee has conducted joint training program for employees. Parties report that since committee was formed strikes have decreased and labor-management relationship has improved.

CONTACTS:

Dravo Corporation
Neville Island, PA

Hank Brown
Manager, Labor Relations
412/777-5210

IUMSW
5015 Grand Avenue
Pittsburgh, PA 15225

Ernest Truffa
Local President
412/262-5180

THIRD PARTY CONTACT: R. J. Gebhardt, Commissioner
FMCS
1000 Liberty Avenue
Pittsburgh, PA 15222
412/644-2992

**DRIVER-HARRIS COMPANY
UNITED STEELWORKERS OF AMERICA (USA)**

INDUSTRY/PRODUCT: Manufacture nickel wire and strip products

PROGRAM: Scanlon Plan, Productivity Committee (1963)

COVERAGE: 190 covered; 250 total employment

STRUCTURE: Committee consists of 3 management representatives (plant manager, personnel director, selected specialist) and 3 union representatives (union president, vice president, 1 appointed union representative). Task forces deal with specific problems.

SCOPE: Production problems, productivity, product quality, personnel matters, labor relations, safety, QWL.

REMARKS: Committee is provided for in collective bargaining agreement. It meets monthly. Management chairs meetings. Committee's activities are reported to the workforce at union meetings. Depending on the issue, committee's authority ranges from discussion only to making decisions that will be implemented. Benefits of the overall cooperative effort have included the reduction of labor costs by 10%. Where the company was losing \$1 million five years ago, it now is breaking even, while paying higher wages.

CONTACTS: Driver-Harris Company
201 Middlesex Street
Harrison, N.J. 07029

Robert Ruddell
Works Manager
201/483-4800

USA
Local 1724
201 Middlesex Street
Harrison, N.J. 07029

Adolph Wojcik
President
201/483-4800

**DUNDEE CEMENT COMPANY
UNITED CEMENT, LIME & GYPSUM WORKERS (UCLGW)**

INDUSTRY/PRODUCT: Cement

PROGRAM: Joint Labor-Management Productivity Committee & Productivity Squads

COVERAGE: 200 covered (170 in bargaining unit); 220 total employment

STRUCTURE: Labor-management committee with 4 management representatives (plant manager, plant personnel manager, maintenance superintendent, one rotating member) and 4 union representatives (local president, local vice-president, maintenance representative, one rotating member). Sub-committees for specific topic areas (ex., funding). Thirteen Productivity Squads each include department superintendent and/or supervisor and all department employees.

SCOPE: Productivity, communications and attitude improvement; mutual problems. No collective bargaining issues or grievances.

REMARKS: Committee, formed with FMCS assistance, meets bimonthly. It posts minutes and distributes a newsletter, News and Views, to all employees. Committee makes recommendations. Squads meet bimonthly. They discuss matters passed down by committee and make recommendations to it. Agenda is prepared before Squad meetings which are conducted by department superintendent and/or supervisor. Program has improved working relationship between plant management and bargaining unit employees. This has been reflected in significant reductions in grievances and disciplinary actions.

CONTACTS:

Dundee Cement Company
P.O. Box 122
Dundee, MI 48131

Pat Iott
Plant Personnel Manager
313/662-2547

UCLGW
Local 408, District Council #9
601 North Stone Street
Freemont, OH 43420

Gus Claiver
Vice President, International
419/334-8993

THIRD PARTY CONTACT: Donald F. Power
FMCS
61-J New Federal Office Building
Saginaw, MI 48606
517/753-5171

**THE ESSMUELLER COMPANY
INTERNATIONAL ASSOCIATION OF MACHINISTS (IAM)**

INDUSTRY/PRODUCT: Manufacture conveyors, stainless steel tanks, vats, bins

PROGRAM: Labor-Management Committee (1981)

COVERAGE: 40 covered; 50 total employment

STRUCTURE: Committee consists of 3 union representatives (2 stewards, 1 employee) and 4 management representatives (president, attorney, plant manager, foreman).

SCOPE: Working conditions, productivity, facility improvement, shop cleanliness, machinery repair, communications, performance ratings, future business prospects. No grievances or collective bargaining issues.

REMARKS: Committee was formed with FMCS assistance. It meets monthly and posts minutes. Management and union alternate chair. Committee makes recommendations. Though it is young, both parties feel it already has been effective.

CONTACTS:

The Essmueller Company
1220 South 8th Street
St. Louis, MO 63104

John Harris
Attorney
314/532-0300

IAM
District 9
12365 St. Charles Rock Road
St. Louis, MO 63044

Bob Porter
Business Representative
314/739-6200

THIRD PARTY CONTACT: Ed Koenig, Commissioner
FMCS
12140 Woodcrest Executive Drive
Creve Coeur, MO 63141
314/576-3806

**FAIRBANK FARMS
UNITED FOOD AND COMMERCIAL WORKERS INTERNATIONAL UNION (UFCW)**

INDUSTRY/PRODUCT: Meat packing

PROGRAM: Labor-management committee (1980)

COVERAGE: 100 covered; 120 total employment

STRUCTURE: Committee consists of 2 union representatives (chief steward and 1 union member) and 2 management representatives (controller and vice president for marketing).

SCOPE: Production problems, productivity, quality of work life, safety and health, job training.

REMARKS: Committee was formed to improve an already good relationship between labor and management and to improve communications. Committee meets monthly to discuss issues of mutual concern. Labor and management alternate chairing meetings. Committee posts minutes. Committee developed proposed uniform policy which was approved by management. It also has worked on developing employee training manuals. Role clarification exercise program was conducted for about 15 people with the assistance of Jamestown Area Labor-Management Committee. Committee has worked a great deal on improving communication within company and the parties feel it has been very successful in its efforts.

CONTACTS:

Fairbank Farms
Ashville, N.Y. 14710

Steve Bishop
Controller
716/763-8507

UFCW
Local 1
Ashville, N.Y. 14710

Larry Maisto
Union Representative
716/763-8507

**FALCONER PLATE GLASS CORPORATION
UNITED GLASS & CERAMIC WORKERS OF AMERICA (UGCW)**

INDUSTRY/PRODUCT: Manufacture glass products, mirrors, etc.

PROGRAM: Industrial Relations Committee (1948)

COVERAGE: 270 covered; 400 total employment

STRUCTURE: Committee of 5-6 elected union representatives and 5-6 management representatives, with subcommittees.

SCOPE: Any matters, including grievances and collective bargaining issues.

REMARKS: Committee is provided for in collective bargaining agreement. It meets monthly. Management chairs committee. Participation is voluntary. Committee's influence in improving communication and the labor-management relationship contributed to the parties' year-early, successful negotiation of a 5-year labor agreement. Committee has at times settled grievances, though it is not part of grievance procedure. A recent project in which it participated was the design of a major plant expansion that put two divisions under one roof and for which committee created new job description and new rate of pay.

CONTACTS: Falconer Plate Glass Corporation
P.O. Box 41
Falconer, N.Y. 14733

Ray Frew
Director
Personnel & Safety
716/665-6422

UGCW
Local 81
P.O. Box 41
Falconer, N.Y. 14733

Tony Long
President
761/665-6422

**FIRESTONE TIRE AND RUBBER COMPANY
UNITED RUBBER WORKERS (URW)**

INDUSTRY/PRODUCT: Manufacture tires

PROGRAM: Quality Circles (1980)

COVERAGE: 1,800 covered; 2,300 total employment

STRUCTURE: Steering committee consists of 3-4 union representatives (local president, international representative, stewards) and 4-6 management representatives (personnel director, 2 facilitators, line supervisors). Thirty-five circles with 5-8 members each.

SCOPE: Product quality, safety, work-related problems. No collective bargaining issues.

REMARKS: Steering committee meets as needed. QCs meet weekly for one hour. Participation is voluntary. Non-members can attend circle meetings by invitation. Each QC determines what problem it will study. Circles make formal recommendations to management.

CONTACTS: Firestone Tire and Rubber Company
Second and Hoffman Roads
Box 1295
Des Moines, IA 50305

Ron Hampton
Personnel Director
515/243-1211

URW
Local 310
P.O. Box 4013
Highland Park Station
Des Moines, IA 50333

Jim Pope
President
Bob Branchi
515/288-9547

**FMC CORPORATION, PHOSPHOROUS CHEMICALS DIVISION
INTERNATIONAL ASSOCIATION OF MACHINISTS (IAM)**

INDUSTRY/PRODUCT: Extraction and processing elemental phosphorous

PROGRAM: Union-management committee (pre-1960)

COVERAGE: 400 covered; 600 total employment

STRUCTURE: Committee is composed of 18 union representatives (17 shop stewards, business agent) and 13 management representatives (plant manager; general, maintenance, and production superintendents; 7 area supervisors, and 2 representatives from employee relations department).

SCOPE: Overtime, layoffs, transfers, health, labor relations, product quality, job training, waste, production problems, quality of work life, productivity, work environment. No grievances.

REMARKS: Committee meets monthly using prepared agenda. Management chairs meetings. Committee publishes agenda and posts minutes. Committee has authority to make recommendations and decisions. Parties feel committee is effective way to air problems.

CONTACTS: FMC Corporation, Phosphorous Chemicals Division
P.O. Box 4111
Pocatello, ID 83202

Cameron MacKay
Employee Relations Manager
208/236-8200, ext. 279

IAM, Local Lodge 1933
P.O. Box 562
Pocatello, ID 83201

Lee R. Heath
Business Representative
208/232-3201

**FORD MOTOR COMPANY
UNITED AUTOMOBILE WORKERS (UAW)**

INDUSTRY/PRODUCT: Manufacture automobiles

PROGRAM: Employee Involvement (EI) (1979); Mutual Growth Forums (1982)

COVERAGE: 10,000 covered; 107,000 total employment

STRUCTURE: National Joint Committee comprised of vice president for labor relations, director for labor relations planning and employment, director of union affairs, UAW international vice president and director of national Ford department, his administrative assistant, and UAW coordinator of employee involvement and special projects. Plant-level joint steering committees, each with equal number of management and union representatives. Employee Problem Solving Groups of 8-10 employees. Presently, 65 Ford locations, including most major manufacturing and assembly components, have EI projects.

SCOPE: Quality, work satisfaction, operational efficiency.

REMARKS: Employee Involvement (EI) was initiated by a letter of understanding in October, 1979. National Committee is co-chaired by the company and union vice presidents. It is responsible for overall program development, guidance, and expansion. Plant-level committees typically are co-chaired by union and management. EI problem solving groups are trained by local union and management representatives and by outside consultants in cooperative and participative concepts and in problem identification/resolution techniques. These groups usually meet at least twice a month.

In their 1982 national agreement, Ford and UAW established Mutual Growth Forums to provide for plants and local unions to share business-related and other information not previously shared. They will be a means for transmitting knowledge for "fact-finding" and for expressing viewpoints. They also will be a problem solving/prevention vehicle for the local parties to resolve differences and to undertake constructive endeavors. One of their functions will be the development of innovative human resources management and approaches that can be implemented through pilot projects and experiments.

CONTACTS: Ford Motor Company
American Road, Room 382
Dearborn, MI 48121

Ernest Savoie
Director, Labor Relations Planning & Employment
313/322-6593

UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, MI 48214

Elvin Hendricks
Coordinator of Special Projects
313/926-5391

GARDEN STATE PAPER COMPANY
UNITED PAPERWORKERS INTERNATIONAL UNION (UPIU)
INTERNATIONAL UNION OF OPERATING ENGINEERS (IUOE)

INDUSTRY/PRODUCT: Recycled newsprint

PROGRAM: Labor-Management Committees (1974), Bonus Plan.

COVERAGE: 320 covered; 445 total employment (2 plants in Saddlebrook, NJ and Pamona, CA)

STRUCTURE: Labor-management committee with 5 union and 5 management representatives. Union-management departmental standing committees.

SCOPE: Production problems, product quality, productivity, personnel matters, labor relations, working conditions, safety and health.

REMARKS: Program is provided for in supplemental union-management "Security Pact" containing no-strike provision. Labor-management committee, an advisory/consultative group, meets monthly. Management and union co-chair meetings. Committee activities are reported in a newsletter. Departmental standing committees meet bi-monthly. Most problems are handled at departmental committee level. All employees covered by Bonus Plan must participate. Bonus is paid based on ratio of tons produced to man-hours, but is not paid if any work stoppages occur. Last annual bonus was \$1,436 per employee.

CONTACTS:

Garden State Paper Company
111 North 4th Street
Richmond, VA 23219

Milo Jensen
Director, Employee Relations
804/649-6310

United Paperworkers
Local 300
1220 Route 22
Mountainside, NJ 07092

James W. Sheehan
Business Representative
201/654-6390

IUOE
Local 68
11 Fairfield Place
West Caldwell, NJ 07006

Vincent Giblin
Business Manager
201/227-0600

**GENERAL DYNAMICS CORPORATION
OFFICE & PROFESSIONAL EMPLOYEES INTERNATIONAL UNION (OPEIU)
INTERNATIONAL ASSOCIATION OF MACHINISTS (IAM)
FEDERATED INDEPENDENT TEXAS UNION (FITU)**

INDUSTRY/PRODUCT: Manufacture aircraft

PROGRAM: Joint Study and Communications Meeting (1966)

COVERAGE: 1,380--OPEIU; 6,500--IAM; 154--FITU; 17,100 total employment

STRUCTURE: Separate committee for each union consists of:
OPEIU--president/business manager, business representative, and 3 grievance committee members.
IAM--international general vice president and a person selected by him, district president, business representative, and member of negotiating committee.
FITU--president, vice-president, secretary, and chairman of grievance committee.
Management--director of industrial relations, employee relations manager, vice president of production, vice president of logistics, and chief, tool and manufacturing.

SCOPE: Productivity, absenteeism, overtime, noncontract issues, grievance procedures.

REMARKS: FMCS helped start and continues to assist committees. They are an advisory/consultative groups that meet quarterly offsite. Members chair committees on rotating basis. They have improved communications and the labor-management relationships.

CONTACTS:

General Dynamics Corporation P.O. Box 746 Fort Worth, TX 76101	IAM, Local Lodge 776 555 Grants Lane Forth Worth, TX 76108
Allen B. Cox Director of Industrial Relations 817/732-4811, ext. 2641, 2181	P. L. Lane President 817/246-2441
OPEIU, Local 277 641 North Cherry Lane Fort Worth, TX 76108	FITU, Local 900 3153 Texas Boulevard Fort Worth, TX 76116
J. B. Moss International Vice President 817/246-4981	Vic McKee President 817/738-0725

**GENERAL MOTORS CORPORATION
UNITED AUTOMOBILE WORKERS (UAW)**

INDUSTRY/PRODUCT: Manufacture automobiles

PROGRAM: Organizational Development (1969) leading to Quality of Work Life Program (1973)

STRUCTURE: No one specific structure is used throughout organization. Each facility within General Motors operates reasonably autonomously as to type of plan it installs. UAW and GM develop individual programs at each facility.

SCOPE: Developing, reviewing, and evaluating Corporation's programs which involve improving work environment of employees represented by UAW; product quality improvement; communications; anything not covered in the collective bargaining agreement. Program also deals with total range of QWL issues surrounding salaried employees.

REMARKS: Since beginning QWL effort with 1973 letter of understanding, the UAW and GM have been developing joint programs to democratize the workplace and give workers more voice in decisions affecting their jobs. Goal is to make work more fulfilling and productive through establishment of semi-autonomous work teams or labor-management committees for example, that try to improve quality control, work scheduling and compensation systems. Since the corporation has issued directive for commitment to QWL at all locations, every GM operation has some form of QWL program.

CONTACTS:

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Howard Carlson, Executive Consultant
Organizational Research & Development Department
313/556-2279

UAW
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Maurice Treadwell
Administrative Assistant to the Director of GM Department
313/926-5301

**GENERAL MOTORS CORPORATION, BUICK "FACTORY 81"
UNITED AUTOMOBILE WORKERS (UAW)**

INDUSTRY/PRODUCT: Manufacture converters for automobile transmissions

PROGRAM: Socio-technical system

COVERAGE: NA

STRUCTURE: Design Team (steering committee) consists of several union members and individuals from management areas such as engineering, production, maintenance, material control, and material management. Generally 15-20 members on Design Team.

SCOPE: Job design, work units, plant layout and technology, information systems, award systems, organizational structure, roles in both union and management, recruitment and selection of individuals to fill positions, skills training and professional development.

REMARKS: Design Team meets offsite for five 14-hour days. With corporate approval, committee established new system which classifies all hourly employees other than skilled trades as "quality operator." Distinct titles such as assembler, sweeper, inspector have been eliminated. "Pay-for-knowledge," system bases rates on ambition, ability, and knowledge—the more employees know about different tasks, the more they are paid. Parking lots once reserved for salaried employees are now shared by both salaried and hourly employees.

CONTACTS:

Buick "Factory 81"
General Motors
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Flint, MI 48550

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**GENERAL MOTORS CORPORATION, FISHER BODY-FLEETWOOD
UNITED AUTOMOBILE WORKERS (UAW)**

INDUSTRY/PRODUCT: Manufacture auto bodies

PROGRAM: Quality of Work Life Process Committee (1979)

COVERAGE: 3,400 total employment

STRUCTURE: Policy committee with local union president, local shop committee, plant manager and staff. Advisory committee with 4 union and 4 management representatives, 1 union and 1 management coordinator, and 2 management and 2 union facilitators. Twenty-nine Employee Participation Groups (EPGs) each with 7 to 15 members. Foremen and union committeemen are ex-officio members.

SCOPE: Quality and QWL. No grievances or collective bargaining issues.

REMARKS: Program is based on provisions of GM-UAW national agreement. Union leaders and managers attended a joint two-day team development workshop at beginning of program. Approximately 75 percent of the employees have been trained in the QWL concept. Participation is voluntary. EPGs meet weekly. Policy committee establishes guidelines. EPGs present their recommendations to management and union representatives. All proposals receive response with reason for decision. For example, a tool room EPG concerned over potential health hazards of liquid plastic studied the problem, consulted with experts, and proposed room with specially designed ventilator. Management agreed to plan with some modification. Parties do not believe problem would have been handled effectively had it not been for EPG process. Since program's inception, product quality audits have improved, scrap costs are down, disciplinary actions and grievances are down, attitude survey scores have improved, and labor relations climate has improved.

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**GENERAL MOTORS CORPORATION, INLAND DIVISION
UNITED RUBBER WORKERS (URW)**

INDUSTRY/PRODUCT: Polymers (Plastic & rubber components for use in automobiles)

PROGRAM: Quality of Work Life (1981)

COVERAGE: 4,900 total employment

STRUCTURE: Steering committee with 3 union representatives (president, chairman of skilled trades committee, union QWL coordinator) and 3 management representatives (personnel director, 2 manufacturing managers). Forty-five Employee Participation Groups (EPGs) each with about 11 workers, basic QC structure. Full-time facilitators include 3 salaried employees and 3 hourly employees chosen by peers.

SCOPE: Production, quality control, employee morale, communications, skills training, work environment.

REMARKS: Steering committee meets monthly. EPGs meet weekly. Facilitators are trained jointly by management and union. QWL progress report, containing EPG minutes, is distributed weekly. EPGs have dealt successfully with significant scrap problems and have been instrumental in implementing changes in working hours and in installing flexi-time system for one group of workers. Since program's inception, working relationship has improved, and program is expanding.

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**GENERAL MOTORS CORPORATION, OLDSMOBILE DIVISION
UNITED AUTOMOBILE WORKERS (UAW)**

INDUSTRY/PRODUCT: Manufacture automobiles

PROGRAM: Joint Labor-Management Steering Committee (1979); Employee Participation Groups (EPGs)

COVERAGE: 16,000 covered; 20,000 total employment

STRUCTURE: Steering committee has 4 union representatives (2 local presidents, 2 shop committee chairmen) and 8 management representatives (reliability director, materials management director, 4 plant managers, assistant personnel director, division QWL consultant). Each of 34 EPGs consists of 10-12 members, including foreman and employees from a particular work area.

SCOPE: Absenteeism, product quality, housekeeping, scrap reduction, social responsibilities such as United Way, Blood Drives, Savings Bonds, etc.

REMARKS: Steering committee originally was formed for joint quality of work life activities. It meets quarterly and communicates with the workforce through meetings and newsletters. It has decision making authority. EPGs meet weekly or bi-weekly. Leaders of EPGs are elected. One of the program's activities, joint foreman/union representative counseling of employees about excessive absenteeism preceding the normal disciplinary process, has decreased absenteeism.

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**GENERAL MOTORS CORPORATION, PACKARD ELECTRIC DIVISION
INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS (IBEW)**

INDUSTRY/PRODUCT: Manufacture automotive wiring assemblies

PROGRAM: Labor-Management Quality of Work Life Program (1978)

COVERAGE: 10,000 total employment

STRUCTURE: Jobs Committee composed of several union representatives (local president, shop chairman, subchairman, zone committeeman, and other committeemen) and management representatives (plant managers, labor relations representative, personnel representative, and support staff). Structure varies among plants: QWL committees, Employee Participation Groups (EPG), joint union-management projects, socio-technical systems approaches, etc. Currently Division has 33 QWL committees, 4 pilot programs using statistical process control procedures in conjunction with EPG. Division has several management QWL facilitators, one full-time hourly coordinator appointed by the union.

SCOPE: Communications, employee morale, production problems, product quality, quality of work life.

REMARKS: Jobs Committees' success at improving union-management relations led to initiation of QWL efforts at plants within the Division. According to the parties, communication has increased and hourly workers are able to utilize their knowledge and skills more fully through their participation in the decision making process. As a result of QWL studies in the various plants, organizational structure of new plants is designed around QWL principles. The many QWL activities at the Packard Division plants and the widespread support from both top management and the union have established a strong base for continued growth in this area.

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Nancy Brown-Johnston
GM Internal Organization Development Consultants
216/373-2674

IBEW
Tom St. George
Hourly QWL Facilitator
216/373-2774

**GENERAL RADIATOR DIVISION
INTERNATIONAL ASSOCIATION OF MACHINISTS (IAM)**

INDUSTRY/PRODUCT: Manufacture construction equipment radiators, engine cooling devices

PROGRAM: Labor-management relations committee (1979)

COVERAGE: 300 covered; 450 total employment

STRUCTURE: Committee members include 6 union representatives (local president, stewards) and 6 management representatives (plant manager, director of personnel, department heads, foremen).

SCOPE: Job standards, overtime distribution, rest rooms, lunch room, production and manufacturing problems, safety, cost reductions, material savings, and any other issues not covered by collective bargaining agreement.

REMARKS: Committee was formed with FMCS assistance to resolve problems and avoid plant's closing because of low production. Originally it met biweekly; it now meets bimonthly. It posts minutes. It has authority for program implementation. Committee's efforts have helped bring about production changes and waste reductions that have resulted in productivity increases and cost savings.

CONTACTS: General Radiator Division
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Janet Jones
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IAM
Local 1417
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Norman Williams
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THIRD PARTY CONTACT: Mr. Ray Hall, Commissioner
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**GIANT FOOD, INC.
INTERNATIONAL BROTHERHOOD OF TEAMSTERS (IBT)**

INDUSTRY/PRODUCT: Food warehouse and distribution center

PROGRAM: Local 730: Labor-management committee (1978)
Local 246: Labor-management committee (1981)

COVERAGE: 650 (Local 730), 90 (Local 246) covered; 2,000 total employment

STRUCTURE: Local 730: Multi-plant committee consists of 11 union representatives (local's chief executive officer, 10 stewards) and 6 management representatives (labor relations officer, vice president for labor relations, 4 warehouse managers).
Local 246: Committee consists of 6 union representatives (secretary-treasurer, 5 shop stewards) and 4 management representatives (labor relations officer, dairy plant manager, ice cream plant manager, vice president for dairy and ice cream).

SCOPE: Local 730: Schedules, safety, productivity, efficiency, work environment, goals of both company and union, attendance. No grievances.
Local 246: Issues having impact on entire bargaining unit, scheduling, absenteeism, productivity, working conditions.

REMARKS: Local 730: FMCS helped form committee, which is provided for in contract. Committee meets bimonthly and posts minutes. Management and labor co-chair. Committee acts in advisory/consultative capacity. On committee's recommendations, management relocated forklift storage and repair facility and modified vacation picks in departments. Grievances have been reduced. Committee forms nucleus of negotiating committee for distribution center.
Local 246: Committee has created plan to maximize number of days off for employees, while accommodating management's scheduling needs. It also is formulating plan to decrease absenteeism and to publish absenteeism policies.

CONTACTS:

Giant Food, Inc. P.O. Box 1804 Washington, D.C. 20013	IBT Local 730 2001 Rhode Island Avenue, N.E. Washington, D.C. 20018
Roger Olsen V.P. for Labor Relations 301/341-4798	Roosevelt Murray Secretary-Treasurer 202/529-3434
Eric Weiss Labor Relations Officer 301/341-4798	IBT Local 246 2120 Bladensburg Road, N.E. Washington, D.C. 20018
	Ernie Junalon Secretary-Treasurer 202/526-1070

**GILMAN ENGINEERING & MANUFACTURING COMPANY
INTERNATIONAL ASSOCIATION OF MACHINISTS (IAM)**

INDUSTRY/PRODUCT: Manufacture automatic assembly equipment and machine tools

PROGRAM: Scanlon Plan (1968)

COVERAGE: 190 covered; 410 total employment

STRUCTURE: Screening committee consists of 6 top management officials and 8 representatives from production committees. Production committees include 2 management representatives, 2 employee representatives elected by unit employees and 1 elected screening representative who acts as liaison between production committee and screening committee.

SCOPE: Production problems, productivity, waste.

REMARKS: Screening and production committees each meet monthly. Production committees review employee suggestions. Screening committee monitors Scanlon bonuses and discusses company's situation and employee concerns. Parties report that program has increased openness and sharing of information and is working well for both employees and company.

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THIRD PARTY CONTACT: Fred G. Lesieur Associates, Inc.
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**GOODYEAR TIRE AND RUBBER COMPANY
UNITED RUBBER WORKERS (URW)**

INDUSTRY/PRODUCT: Manufacture tires

PROGRAM: Modified Scanlon Plan (1980)

COVERAGE: NA

STRUCTURE: Screening Committee with union's division chairman, 4 Production Committee representatives, an engineer, and 5 management representatives. Ten Production Committees represent zones and shifts. An average of 6 members are elected to each committee.

SCOPE: Production problems, QWL, waste reduction, increased productivity.

REMARKS: Objectives of plan are to increase employee involvement, provide bonus pay to employees for increased productivity and increase employees' identification with firm. Committees meet monthly. Foreman or shift leader chairs production committee and can implement changes up to \$300 without screening committee review. Employees' suggestions are submitted to plan coordinator and are reviewed by screening committee monthly. All employees except those in Accounting Department participate in plan. Committees have helped make modifications to new radial tire machinery. Company has indicated that it is developing a "Tomorrow's Edge Concept" for its conventional tire operation at Gadsden location; however, it is still in formative stages.

CONTACTS:

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**GOSHEN RUBBER COMPANY
UNITED RUBBER WORKERS (URW)**

INDUSTRY/PRODUCT: Manufacture lathe cut and molded rubber products.

PROGRAM: Quality Circles (1981); bonus plan (1958); employee assistance program

COVERAGE: 500 (400 in bargaining unit) covered; 500 total employment

STRUCTURE: Steering committee for quality circle program consists of 3 union representatives from bargaining committee and 3 management vice-presidents. QC facilitator is an ex-officio member. There are 13 hourly and 3 interdepartmental office circles.

SCOPE: Production, safety, employee concerns, work area conditions, product quality, design problems, any other work unit problems. No discussion of grievances, collective bargaining issues, personalities, productivity standards, staffing changes.

REMARKS: Program is voluntary. Steering committee meets monthly, management chairs (selected because involved in labor relations process). Supervisors lead circles which meet weekly. A recent company survey indicates that employee attitudes have improved since start of program. Management credits circles with dramatic improvement in productivity. Under the Bonus Plan, negotiated in contract, bonuses for productivity improvements are paid based on the ratio of sales minus raw materials purchases to total man-hours. Employee assistance program helps employees with drug, alcohol and family problems by providing counseling referral, etc.

CONTACTS:

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219/533-1111

URW, Local 650
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Sandra Griffin
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**GRAND BLANC COMMUNITY SCHOOL DISTRICT
 AMERICAN FEDERATION OF STATE, COUNTY & MUNICIPAL EMPLOYEES (AFSCME)
 GRAND BLANC TEACHERS ASSOCIATION (GBTA)
 MICHIGAN EDUCATION ASSOCIATION (MEA)
 SERVICE EMPLOYEES INTERNATIONAL UNION (SEIU)**

INDUSTRY/PRODUCT: Public education

PROGRAM: Quality of Work Life (1980)

COVERAGE: 570 covered; 580 total employment

STRUCTURE: District committee consists of 12 union representatives (officers and rank and file) and 4 management representatives (superintendent and others). In addition bus drivers, food service, and maintenance employees each have a committee.

SCOPE: Working conditions, labor relations, service quality, safety and health, training, productivity.

REMARKS: District committee meets monthly. It distributes a newsletter to all employees and holds meetings with the workforce. Parties alternate chairing meetings. Assistant supervisor for operations chairs the occupational committees. Participation is voluntary. One issue district committee discussed was appropriateness of a manager's actions in issuing disciplinary notices for 20 bus drivers who had refused to take out buses because of weather conditions. The matter was resolved to the satisfaction of both management and the workers. Another problem resolved by the committee was changing a jogging path away from the bus route. Benefits have included higher morale, reduction of high turnover to almost none, and some cost savings.

CONTACTS:

Grand Blanc Community School District 11920 South Sagenaw Road Grand Blanc, MI 48439	AFSCME, Local 1918, Chapter T-1 c/o School District (Bus Drivers) Mary Taylor
John Goldner Assistant Superintendent of Operations 313/694-8211	SEIU, Local 591 c/o School District (Food Service, Maintenance) Jeff Hillard, Unit Chairperson
Dave Fultz Superintendent 313/694-8211	Grand Blanc Michigan Education Association c/o School District (Clerical Support Personnel)
Grand Blanc Teachers Association c/o School District	Linda McGlone, President
Vivian Segal, President	

**GTE AUTOMATIC ELECTRIC
INTERNATIONAL ASSOCIATION OF MACHINISTS (IAM)**

INDUSTRY/PRODUCT: Manufacture telephone switching equipment

PROGRAM: Quality Circles Committees (1981)

COVERAGE: 1,100 covered; 1,250 total employment

STRUCTURE: Steering Committee consists of 3-5 union representatives and 3-5 management representatives. Fifteen quality circles.

SCOPE: Safety, product quality, job training, waste, production problems, (e.g., production equipment, availability and quality of materials) quality of work life, productivity, relationships between employees and supervisors, fatigue and absenteeism.

REMARKS: Circles were formed to improve communications, employee attitudes and productivity. They meet one hour weekly. Circles make recommendations to management. Improvements have been made in areas where material was not flowing properly to meet production requirements, and equipment is better maintained where it had been overworked. Circles post minutes. Their activities are reported in a monthly newsletter.

CONTACTS:

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IAM, Local 1269
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Business Representative
815/544-0347

**HAWAIIAN AIRLINES
AIR LINE PILOTS ASSOCIATION (ALPA)
ASSOCIATION OF FLIGHT ATTENDANTS (AFA)**

INDUSTRY/PRODUCT: Air transportation

PROGRAM: Quality Circles (1981)

COVERAGE: 1,100 (800 in bargaining units) covered; 1,100 total employment

STRUCTURE: Steering Committee includes all corporate vice-presidents, company's industrial relations administrator, chairman of pilots' bargaining unit, program facilitator. Five quality circles with 5 to 11 members each are operating in reservations, airport customer services, accounting, in-flight services, and flight division.

SCOPE: Work-related problems.

REMARKS: ALPA, through a union-management coordinating committee, proposed introduction of QC program. Steering Committee met 3-4 times at start of program; now meets as necessary. QCs meet one hour weekly on company time. As a result of one circle's recommendation, employees now can learn several jobs in same classification and rotate among them. Operating efficiency has increased because someone who can do any particular job is usually available. Hawaiian Airlines is about to start QCs at neighboring island stations.

CONTACTS:

Hawaiian Airlines 1164 Bishop Street Honolulu, HI 96813	ALPA P.O. Box 1058 Kailua, HI 96734
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	AFA 1760 S. Beretania Street Apt. 11 D Honolulu, HI 96826
	Janis Saito, Chairperson 808/946-7090

THIRD PARTY CONTACT: Quality Circle Institute
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Red Bluff, CA 96080
916/527-6970

HEINZ, USA
UNITED FOOD AND COMMERCIAL WORKERS INTERNATIONAL UNION (UFCW)

INDUSTRY/PRODUCT: Food processing

PROGRAM: Labor-management committees (1981).

COVERAGE: 1,800 covered; 2,000 total employment

STRUCTURE: Steering committee meets only as necessary. Department-level committees (30 departments) include department head, steward and 1 or 2 employees, depending on issue.

SCOPE: Production problems, QWL, product quality, waste, job training, tardiness, absenteeism, overtime, layoff, personnel transfers. No grievances.

REMARKS: Previously there was one plantwide committee. To increase employees' participation and deal with problems more effectively, this was replaced by department committees. Committees meet monthly and post minutes. Parties report that committees' discussion of management and worker concerns and changes committees have implemented have increased morale and worker participation.

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1118 East Ohio Street
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William Davis, President
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**HOOKER CHEMICAL & PLASTICS CORPORATION, DUREZ DIVISION
INTERNATIONAL ASSOCIATION OF MACHINISTS (IAM)**

INDUSTRY/PRODUCT: Chemicals and plastics

PROGRAM: Labor-Management Council (1981)

COVERAGE: 240 covered; 340 total employment

STRUCTURE: Committee consists of 3 hourly and 3 management employees. Works manager and local union president serve as advisors to committee.

SCOPE: Safety, product quality, production problems, quality of work life, productivity, plant conditions. No collective bargaining issues.

REMARKS: Committee was established in charter between union and management. It meets bi-weekly on company time and at company facilities, and posts minutes. Participation is voluntary. Works manager and union president review progress of and recommendations by committee. Plant operations and equipment problems committee has handled include quality of supplies, repair of D-127 pallets, metal scrap disposal, heat controllers in cafeteria, poor heat control in locker room, property thefts, roadway conditions, maintenance space consolidation (subcommittee formed to work on layout), etc. Company plans to institute mini-LMCs in 4 divisions--maintenance, productivity, services, and labor. Third party will assist in training mini-LMCs.

CONTACTS: Hooker Chemical & Plastics Corporation
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IAM, Local Lodge 2112
879 Beach Road
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Franklin Jackson, President
716/632-4885

**HOPE'S WINDOWS COMPANY
INTERNATIONAL ASSN. OF BRIDGE, STRUCTURAL & ORNAMENTAL IRON WORKERS (BSOIW)**

INDUSTRY/PRODUCT: Manufacture steel window frames

PROGRAM: Labor-Management Committees (1973)

COVERAGE: 200 covered; 300 total employment

STRUCTURE: Steering Committee composed of 5 union and 5 management representatives. 3 subcommittees each address specific topics: new product line, paint shop improvements, use of raw materials.

SCOPE: Working conditions, production, and engineering problems.

REMARKS: Steering Committee meets quarterly. Subcommittees meet weekly. Participation is voluntary. Union and management co-chair Steering Committee meetings. Activities are reported in semi-annual newsletter. Committee has helped improve labor-management relations. Employees feel more involved have freedom to work in different areas of plant. In 1975, when company was developing an energy efficient window, committee's recommendations saved \$10,000 on the \$40,000 project. Company's increased competitiveness has brought it new business.

CONTACTS:

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Dale Mansfield
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THIRD PARTY CONTACT:

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**HUGHES AIRCRAFT COMPANY
INTERNATIONAL ASSOCIATION OF MACHINISTS (IAM)**

INDUSTRY/PRODUCT: Manufacture guided missiles

PROGRAM: Quality Circles (1978)

COVERAGE: 1,800 covered; 4,000 total employment

STRUCTURE: Steering Committee composed of management representatives. At present 55 quality circles, 19 facilitators.

SCOPE: Safety, health, product quality, job training, waste, production problems, quality of work life, and productivity.

REMARKS: Circles process was introduced to improve productivity, communications and labor-management relations. Participation is voluntary. Circles meet weekly, monthly, or semimonthly depending on group's needs. QC's post minutes. A QC newsletter is being developed. Supervisors lead circles. Circles make recommendations to management. Parties report high participation rate by employees and significant results in improving labor-management relations and awareness of problem solving techniques.

CONTACTS:

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Tucson, AZ 85734

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369 West Ajo Way
Tucson, AZ 85713

James B. Whitten, Business Representative
602/294-7696

**HYDRO CARBIDE CORPORATION
UNITED AUTO WORKERS (UAW)**

INDUSTRY/PRODUCT: Manufacture preformed tungsten carbide shapes.

PROGRAM: Scanlon Plan (1976)

COVERAGE: 60 covered; 90 total employment

STRUCTURE: Screening Committee composed of local union president, 2 elected labor representatives, company president, general foreman. Two shop floor committees of elected hourly workers.

SCOPE: Production problems, product quality, productivity, waste, QWL, job training, overtime, personnel transfers. Monthly review of rejections, scrap generation. No collective bargaining issues.

REMARKS: Plan was instituted under a separate agreement. Management chairs Screening Committee's monthly meetings. Monthly newsletter is distributed to workers.

Prior to Scanlon Plan, job transfers caused by changing technology resulted in numerous grievances. In 1976 a crew of 40 had 13 grievances on technology in 2 months. In 1980 there were no grievances on this subject and only a few on other matters. Company now explains technological changes to workers. Work force has expanded from 40 to 60 workers. Scanlon bonuses (with cost-of-living factored out of the formula) have continued since 1976.

CONTACTS: Hydro Carbide Corporation
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UAW, Local 204
Hydro Carbide Corporation
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John Gallo
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**ILLINOIS CEREAL MILLS CORPORATION
AMERICAN FEDERATION OF GRAIN MILLERS (AFGM)**

INDUSTRY/PRODUCT: Process cereals

PROGRAM: Joint Labor Relations Committee (1972)

COVERAGE: 150 covered; 220 total employment

STRUCTURE: Committee consists of 6 union representatives (president, vice president, secretary, 3 committeemen) and 3 management representatives (plant manager, personnel manager, superintendent).

SCOPE: Full range of issues involving production problems and employee concerns. Committee deals with grievances at the third stage.

REMARKS: Committee is provided for in collective bargaining agreement. It meets twice monthly. It is chaired by management and has decision making authority. Parties report committee has been successful in reducing grievances.

CONTACTS: Illinois Cereal Mills Corporation
616 South Jefferson Street
Paris, IL 61944

Charles Barnes
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217/465-5331

AFGM, Local 115
c/o Illinois Cereal Mills Corporation

Gene Sharp
President
217/465-5331

**INTERNATIONAL MULTIFOODS CORPORATION, INDUSTRIAL FOODS DIVISION
AMERICAN FEDERATION OF GRAIN MILLERS (AFGM)**

INDUSTRY/PRODUCT: Manufacture flour and by-products

PROGRAM: Joint Labor-Management Committee (1981)

COVERAGE: 160 covered; 230 total employment

STRUCTURE: Committee consists of 4 union representatives (local president, mill representatives, 2 rotating hourly employees) and 4 management representatives (plant manager, plant superintendent, 1 or 2 foremen). Sub-committees are formed as needed to study specific issues.

SCOPE: Safety, health, product quality, job training, waste, production problems, QWL, productivity.

REMARKS: Committee was established with FMCS assistance. Participation is voluntary. Committee meets monthly and is co-chaired by union president and plant manager. It posts minutes. Committee has revised the safety incentive award program and has made recommendations regarding quality of work, performance, industrial accidents, product damage, and transportation and energy problems.

CONTACTS: International Multifoods Corporation
Industrial Foods Division
120 Childs Street
Buffalo, NY 14240

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Kenneth Mulhisen
President/Secretary-Treasurer
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**JAMESTOWN PUBLIC SCHOOL SYSTEM
AMERICAN FEDERATION OF STATE, COUNTY & MUNICIPAL EMPLOYEES (AFSCME) /
JAMESTOWN EDUCATION SUPPORT PERSONNEL ASSOCIATION / TEACHER AIDE
ORGANIZATION / JAMESTOWN PRINCIPALS ASSOCIATION / JAMESTOWN SUPERVISOR
ASSOCIATION / JAMESTOWN CONFIDENTIAL EMPLOYEES / INTERNATIONAL
BROTHERHOOD OF ELECTRICAL WORKERS / JAMESTOWN TEACHERS ASSOCIATION**

INDUSTRY/PRODUCT: Public education

PROGRAM: Labor-Management Committee (1977)

COVERAGE: 690 covered; 700 total employment

STRUCTURE: Districtwide committee with 2 management representatives (superintendent of schools, director of personnel) and 25 labor representatives. Three-person executive group. Subcommittees for education, inter-unit work improvement, system-wide communication.

SCOPE: Education, work improvement, communication, service quality, training.

REMARKS: Executive group develops agenda, chairs monthly committee meetings, and distributes minutes. Committee holds meetings with employees. Employees participate directly in its projects. Participation is voluntary. Its first projects, employee attitude and employee skills and interest assessment surveys, were followed up with meetings with employees, workshops, etc. Subcommittees have initiated job exchange program among schools; developed additional courses for personnel; presented joint proposals on State aid, tenure, civil service reform, collective bargaining legislation, etc., to State legislature; and improved communications (newsletter, meetings, videotapes). Committee also has dealt with student enrollment problems, buying supplies, safety, unequal pension plans among employee groups, employee self-insurance, etc. Awards for cost savings suggestions instituted this year.

CONTACTS:

Jamestown Public School System 200 East 4th Street Jamestown, NY 14701	Jamestown Teachers Assoc. Randy Anderson, President 716/483-4407
Norman Czubaj, Superintendent 716/483-4420	AFSCME Maynard Sweeney 716/483-4362
Donna Beal, Personnel Director 716/483-4318	Teacher Aide Organization Nancy Kuczyn 716/483-4374
Jamestown Ed. Support Pers. Assn. Coleen Peters 716/483-4405	Jamestown Supervisor Assn. John Gilson 716/483-4383
Jamestown Principal Assn. John Carlson 716/483-4407	
Jamestown Confidential Employees Carol Trostle 716/483-4318	

**JASPER COUNTY
AMERICAN FEDERATION OF STATE, COUNTY & MUNICIPAL EMPLOYEES (AFSCME)**

INDUSTRY/PRODUCT: Medical care

PROGRAM: Jasper County Care Facility Labor-Management Committee (1979)

COVERAGE: 60 covered; 90 total employment

STRUCTURE: Committee consists of 4 union representatives (1 union officer, 3 employees) and 4 management representatives (labor relations officer, 3 other management representatives).

SCOPE: Safety problems, facility procedures and policies, operational problems, overtime, absenteeism, service quality, waste, quality of work life, alcoholism, drug abuse, tardiness.

REMARKS: Committee was created, with FMCS assistance, to establish better day-to-day employer/employee relations and facilitate administration of collective bargaining agreement. Committee meets quarterly. Meetings are conducted as round table discussions. Committee makes formal recommendations. Its activities are reported in a newsletter. Committee discussions of contract interpretation have prevented grievances. Discussion of staffing policies and procedures has led to more equitable weekend, vacation, and holiday assignments. Discussion of overtime led to amendment of collective bargaining agreement to provide for more satisfactory distribution of overtime.

CONTACTS:

Jasper County Care Facility
RR 4
Newton, IA 50208

Larry Dowell, Administrator
515/792-2000

AFSCME, Local 2840
2000 Walker, Suite C
Des Moines, IA 50317

John Oliva, Business Representative
515/266-2622

**JOHNSON CONTROLS, INC., GLOBE BATTERY DIVISION
UNITED AUTO WORKERS (UAW)**

INDUSTRY/PRODUCT: Manufacture automobile and boat batteries

PROGRAM: Quality of working life (1981)

COVERAGE: 200 covered; 250 total employment

STRUCTURE: Steering Committee with 5 union and 5 management representatives. Several organizational task forces established by Steering Committee to deal with specific plant issues. Seven work teams on department or area level with 3-14 members, facilitated by 1 management representative and 1 employee representative.

SCOPE: Safety, environment, productivity, quality of work life, product quality.

REMARKS: Steering Committee meets twice a month; work teams meet weekly. Work team members receive 8-10 hours training by facilitator in problem solving, basic communication, decision making and group dynamics. Program initiated to improve relationship between union and management. Parties are very enthusiastic about program and results. There has been a considerable change in attitude and relationship between the parties.

CONTACTS: Johnson Controls, Inc.
Globe Battery Division
Bennington Road
Bennington, VT 05201

Murray Benner
802/442-8126

UAW
Local 1371
c/o Johnson Controls, Inc.
Battery Division

Andrew Crawford, Vice President
802/442-8126

**JONES & LAUGHLIN STEEL CORPORATION
UNITED STEELWORKERS OF AMERICA (USA)**

INDUSTRY/PRODUCT: Manufacture sheet steel and tubular products

PROGRAM: Labor-Management Participation Teams (1981) at Aliquippa, PA, Cleveland, OH, and Hennepin, IL plants

COVERAGE: 11,600 covered

STRUCTURE: Plant-level committee with 2-4 union and 2-4 management representatives. Participation teams consist of 8-10 members (workers and supervisors). Number of participation teams varies among plants.

SCOPE: Product quality, safety, scheduling, energy conservation, housekeeping, work environment, productivity. No grievances or collective bargaining issues.

REMARKS: Program is based on provision of 1980 national agreement. Participation is voluntary. Participation teams meet weekly and post minutes. Management and union co-chair plant-level committee. Newsletter of participation team's activities in each plant is distributed to workers. Participation teams have functioned continuously and have expanded even with general downturn in the industry. Parties report growing acceptance by employees of program as a positive endeavor.

CONTACTS: Jones & Laughlin Steel Corporation
Three Gateway Center
Pittsburgh, PA 15263

Gary Wuslich
Senior Manager for Human Relations
412/227-4046

USA
International Headquarters
Five Gateway Center
Pittsburgh, PA 15222

Sam Camens
Assistant to International President
412/562-2400

**JOY MANUFACTURING, ROBBINS DIVISION
UNITED STEELWORKERS OF AMERICA (USA)**

INDUSTRY/PRODUCT: Manufacture drills

PROGRAM: Labor-management committee (1980)

COVERAGE: 100 covered; 170 total employment

STRUCTURE: Committee with 5 union representatives (USA staff representative, local president, vice-president, 2 rotating stewards) and 7 management representatives (personnel manager, production manager, general foreman, 2 rotating foremen, materials manager, general manager).

SCOPE: Grievance load, absenteeism, health and safety, housekeeping.

REMARKS: Committee was created, with FMCS assistance, to open communications, improve daily labor relations, reduce grievances, and prevent strikes. It makes formal recommendations. Parties report committee has reduced grievances by dealing with problems before they become grievances and has created better atmosphere of trust.

CONTACTS:

Joy Manufacturing
Robbins Division
300 Fleming Road
Birmingham, AL 35217

Linda Hutchinson
Personnel Manager
205/849-5811

USA
Local 8356
1825 Morris Avenue
Birmingham, AL 35203

Jim King
Staff Representative
205/326-4160

**KEENE CORPORATION, KAYDON BEARING DIVISION
INTERNATIONAL ASSOCIATION OF MACHINISTS (IAM)**

INDUSTRY/PRODUCT: Manufacture bearings

PROGRAM: Quality Circles (1980)

COVERAGE: 400 covered; 730 total employment

STRUCTURE: Management committee with 6 managers. Nine QCs, each with 8-10 members.

SCOPE: Specific departmental problems. No collective bargaining items.

REMARKS: Steering Committee meets every 6 months or as needed. QCs meet weekly, on company time at company facilities. Participation is voluntary. Management states it will not lay off employees as a result of improvements made through program. Supervisors lead circles. Circles make presentations to management committee. Circle activities are reported in a newsletter. Management, with great success, implemented a rearrangement of machinery suggested by a QC.

CONTACTS:

Kaydon Bearing Division
Keene Corporation
Muskegon, MI 49441

William Wolfis
Director Labor Relations
616/755-3741

IAM
Local 2597
c/o Kaydon Bearing Division
Muskegon, MI 49441

Cliff Williea
President
Phil Pike
Chief Steward
616/755-3741

**KELLY-SPRINGFIELD TIRE COMPANY
UNITED RUBBER WORKERS (URW)**

INDUSTRY/PRODUCT: Manufacture tires

PROGRAM: Labor-management committee (1976)

COVERAGE: 1,360 covered; 1,460 total employment

STRUCTURE: Committee consists of 13 union representatives and 8-10 management representatives.

SCOPE: Quality of work life, productivity, product quality, production problems, absenteeism, safety, health, labor relations, job training, waste, alcoholism, drug abuse, tardiness. No grievances or collective bargaining issues.

REMARKS: Committee is provided for in collective bargaining agreement. It meets monthly. Participation is voluntary. Meetings are held during work hours at company facility. Labor and management co-chair committee. Committee posts minutes and reports its activities in a newsletter. It discusses issues and can make formal recommendations. As well as handling production problems, the committee has established an employee training program and an employee assistance program. Parties report it has helped improve productivity and quality control.

CONTACTS:

Kelly-Springfield Tire Company
P.O. Box 300
Cumberland, MD 21502

Carroll Smith
Manager of Industrial Relations
301/777-6141

URW
Local 26
152154 North Mechanic Street
Cumberland, MD 21502

Jim Horn
President
301/722-8370

**KELSEY HAYES COMPANY
INTERNATIONAL ASSOCIATION OF MACHINISTS (IAM)**

INDUSTRY/PRODUCT: Manufacture machinery

PROGRAM: Quality Circles (1981)

COVERAGE: 650 covered; 850 total employment

STRUCTURE: Steering Committee with 1 union representative (shop steward) and 9 management representatives (director of metallurgy and quality, production managers, comptroller, and 1 facilitator). Eight quality circles.

SCOPE: Safety, job training, waste, production problems and productivity. No discussion of personalities, grievances, or collective bargaining items.

REMARKS: Participation is voluntary. Steering Committee meets bimonthly in company facility, on company time. It posts minutes. Management chairs committee. QCs meet weekly. Company provides supplies and funding. QC activities are reported in a newsletter and banners and other displays are used. QCs have addressed control of tools and production problems. One QC initiated quality campaign now being implemented plantwide as "Quality Campaign '82."

CONTACTS:

Kelsey Hayes Company
P.O. Box 539
Utica, NY 13503

Marty T. Ziobro
Director, Metallurgy and Quality
315/792-4040

IAM Local Lodge 1509
923 Jay Street
Utica, NY 13501

Robert Stephens, President
315/732-4884

**KEYSTONE RUBBER PRODUCTS CORPORATION
AMALGAMATED CLOTHING & TEXTILE WORKERS UNION (ACTWU)**

INDUSTRY/PRODUCT: Manufacture molded rubber products

PROGRAM: Labor-management committee (1977)

COVERAGE: 50 covered; 60 total employment

STRUCTURE: Committee consists of local union president, 1-2 stewards, general manager, plant manager.

SCOPE: Productivity, absenteeism, employees' concerns, any issues except grievances and contractual matters.

REMARKS: Committee meets monthly. It acts in advisory/consultative capacity. Management and union alternate chair. Committee posts minutes and holds meetings with the workers. Committee tries to resolve major issues before they become contractual issues. One of committee's projects was the establishment of an absenteeism control system. All employees know their status in the control system. As a result of the committee's efforts absenteeism and complaints have been reduced. Company has successfully bid on new contracts and employment is relatively stable.

CONTACTS: Keystone Rubber Products Corporation
501 Amherst Street
Buffalo, NY 14207

J. Wilbur Huff
General Manager
716/873-7020

ACTWU
Local 1149T
290 Franklin Street
Buffalo, NY 14202

Norbert Richter
716/856-9400

**LAKE SHORE, INC.
UNITED STEELWORKERS OF AMERICA (USA)**

INDUSTRY/PRODUCT: Manufacture marine and nuclear power plant products

PROGRAM: Employee Security and Productivity Committee (1971)

COVERAGE: 180 covered; 200 total employment

STRUCTURE: Committee is composed of local union president, 1 other union representative, plant manager and his designee; may include another employee if specific issue necessitates.

SCOPE: Productivity, workflow, production problems, product quality, job efficiency.

REMARKS: Committee is provided for in collective bargaining agreement. It meets monthly. It is co-chaired by management and union. Employees submit written suggestions to committee and receive written responses concerning outcome. Committee makes recommendations to management.

CONTACTS: Lake Shore, Inc.
P.O. Box 809
Iron Mountain, MI 49801

John Schaefer
Plant Manager
906/774-1500

USA
Local 3168
P.O. Box 809
Iron Mountain, MI 49801

Jerry Uren
President
906/774-1500, ext. 243

**LANSING SCHOOL DISTRICT
LANSING SCHOOLS EDUCATION ASSN. / LANSING ASSN. OF EDUCATORS / LANSING
EDUCATION ASSISTANTS / LANSING ASSN. OF EDUCATION SECRETARIES /
LANSING CLASSIFIED SPECIALIST ASSOCIATION / UNCLASSIFIED
SECRETARIES / LANSING MANAGERS AND SUPERVISORS / INSTRUCTIONAL SUPPORT
SPECIALISTS / LANSING ASSN. OF SCHOOL ADMINISTRATORS / FAMILY HELPERS /
SECURITY PERSONNEL / CAFETERIA UNION**

INDUSTRY/PRODUCT: Public education

PROGRAM: Quality of Work Life (1981)

COVERAGE: 3,000 covered

STRUCTURE: Central committee with 12 union presidents, school superintendent, deputy superintendent, director of personnel, 2 secondary school principals, and 2 elementary school principals. Two worksite committees.

SCOPE: Quality of work life.

REMARKS: Program was started with third party assistance. Purpose is to enhance labor-management communications and communication among unions. Committee meets monthly. Union pays for attendance of its representatives; management provides site, materials, etc. Committee operates by consensus; any member can veto discussion of an issue. Union chairs meeting. Committee is about to begin publishing newsletter. Committee originally focused on job assignment problems. The resulting changes in work assignments have had positive impact on morale. Parties expect to start 40 more worksite committees in near future.

CONTACTS:

Lansing School District
519 West Kalamazoo
Lansing, MI 48933

Dr. Robert Chamberlain
Superintendent
517/374-4000

Lansing Schools Educational Association
3300 South Pennsylvania Avenue
Lansing, MI 48910

Tom Ferris
President
517/394-6600

THIRD PARTY CONTACT: Kenneth Yoder, Executive Director
Macombe L-M Committee
Area Work & Education Council, Inc.
14301 Parkside
Warren, MI 48093
313/294-2396

**MARINE INTERCONTINENTAL TERMINALS
INTERNATIONAL LONGSHOREMEN'S ASSOCIATION (ILA)**

INDUSTRY/PRODUCT: Stevedoring/Warehousing

PROGRAM: Port of Buffalo Cargo Handlers LMC (1976)

COVERAGE: 125 covered; 125 total employment

STRUCTURE: Committee is composed of 5 union representatives (president, vice president, secretary-treasurer, 2 trustees) and 5 management representatives (pier operations managers).

SCOPE: Work rules, labor relations, safety and health, layoffs, job training, production problems, productivity.

REMARKS: Committee meets monthly. Union and management alternate chair. Committee provides a forum for the exchange of ideas and recommendations. It maintains contact with workers through meetings. It is credited with helping to increase productivity and business.

CONTACTS: Marine Intercontinental Terminals
897 Fuhrmann Blvd.
Buffalo, N.Y. 14203

David P. Conners
Marine Manager
716/855-0734

ILA
Local 928
83 Shannon Drive
Lackawanna, N.Y. 14218

Michael Brill
President
716/823-7921

**MASS TRANSPORTATION AUTHORITY, FLINT, MICHIGAN
MASS TRANSIT EMPLOYEES UNION, IBT**

INDUSTRY/PRODUCT: Public transportation

PROGRAM: Quality of Work Life, Incentive Pay, and Four "R" Committee (1980)

COVERAGE: 110 covered; 140 total employment

STRUCTURE: QWL program has 2 committees (Operations Labor-Management Control Group and Maintenance Labor-Management Control Group), each with 3 management and 3 union representatives. Four "R" Committee is a top-level group with 9 members (director of operations; superintendent of bus operations; superintendent of building, grounds and maintenance; director of personnel; director of marketing and general administration; union president; vice president; secretary-treasurer; and chief steward).

SCOPE: Control Groups--topics agreed to by all members. No collective bargaining issues or grievances.

REMARKS: Programs are provided for in collective bargaining agreement. Control Groups meet at least quarterly, often biweekly. Chair responsibilities rotate each meeting between union and management. Agenda is set before meetings. Minutes are posted. Control Group members are appointed by union and management. Participation is voluntary. Control Groups make project decisions with assistance from cost center (determines cost and resource availability). One Control Group idea to put big red lights in the middle of the backs of buses reduced rear end accidents 90%. Four "R" Committee promotes employee rights, responsibilities, recognition and reward. It conducts an employee attitude survey at least once a year and holds an annual awards dinner. Under Incentive Pay, employees with continuous attendance can receive as much as 50¢ for each hour worked. Safety incentive pay for each employee is based on hours worked without an avoidable accident. Management and the union agree that these programs have improved their relationship substantially, improved employee morale and reduced absenteeism, tardiness and overtime. A November 1981 report by the Authority states that the \$79,000 cost of the incentive program has been offset by cost avoidance of more than \$160,000.

CONTACTS: Mass Transportation Authority
1401 South Dart Highway
Flint, MI 48503

Robert J. Foy
Assistant General Manager
313/767-6950

Mass Transit Employees Union
2801 Trumbull Street
Detroit, MI 48216

Joseph Valenti
President
313/962-7729

**MAXWELL HOUSE DIVISION, GENERAL FOODS CORPORATION
UNITED FOOD & COMMERCIAL WORKERS INTERNATIONAL UNION (UFCW)**

INDUSTRY/PRODUCT: Coffee

PROGRAM: Labor-management committee (1976)

COVERAGE: 1,300 covered; 1,300 total employment

STRUCTURE: Committee consists of 4 union and 3 management representatives.

SCOPE: Production problems, productivity, product quality, safety and health, working conditions, labor relations. No grievances.

REMARKS: Committee is provided for in collective bargaining agreement. It meets monthly and is chaired by management. Employee input is solicited. Participation is voluntary. Committee makes formal recommendations. Safety has improved. Other improvements have been implemented, and parties feel they now have means to make their opinions heard.

CONTACTS:

Maxwell House Division
General Food Corporation
1125 Hudson Street
Hoboken, NJ 07030

Douglas Wilkins
Personnel Manager
201/420-3300

UFCW, Local 56
53 - 14th Street
Hoboken, NJ 07030

Stephen Hornik
First Vice President & Business Agent
201/798-3865

**McMILLAN BLOEDEL, INC.
UNITED PAPERWORKERS INTERNATIONAL UNION (UPIU)**

INDUSTRY/PRODUCT: Produce wood, paper products

PROGRAM: Union Management Harmony Committee (1975)

COVERAGE: 850 covered; 1,300 total employment

STRUCTURE: Each division at this location (Woodlands Division, Wood Products Division, and Pulp-Paper Division) has a separate contract with the Paperworkers and a separate labor-management committee. Each committee consists of 6 to 12 representatives each for management and the union, depending on agenda and issues to be discussed. Union may designate any representatives as long as number is "reasonable."

SCOPE: Any and all issues, problems, complaints not subject to negotiated grievance procedure, for instance, safety, health, housekeeping, waste, cost containment, insurance and informational discussions on the progress of plant operations.

REMARKS: Committees are provided for in collective bargaining agreements. Each meets quarterly and posts minutes. Committees have authority to make formal recommendations.

CONTACTS: McMillan Bloedel, Inc.
Pine Hill, AL 36769

Charles F. Perkins
V.P. Industrial Relations
205/963-4391

UPIU
Route 1, Box 74
Satsuma, AL 36572

Charles M. Spence, Int'l Representative
205/675-2779

THIRD PARTY CONTACT: Charles D. Tolbert
Commissioner
FMCS
Mobile, AL 36602
205/690-2141

**MENOMINEE TRIBAL ENTERPRISES
INTERNATIONAL WOODWORKERS OF AMERICA (IWA)**

INDUSTRY/PRODUCT: Lumber saw mill

PROGRAM: Labor-management committee (1964)

COVERAGE: 190 covered; 230 total employment

STRUCTURE: Committee is composed of 5 union representatives (local president, recording secretary, 3 shop committee members and 5 management representatives (corporate finance manager, personnel director, 3 department managers).

SCOPE: Labor-management relations, drug abuse, alcoholism, absenteeism.

REMARKS: FMCS helped start committee, which meets monthly. It submits formal recommendations to management. Resolutions of issues are recorded and distributed to workers and management.

CONTACTS: Menominee Tribal Enterprises
Neopit, WI 54150

Lloyd Waukau
Personnel Director
715/756-2311

IWA, Local 4-302
Neopit, WI 54150

James Caldwell
President
715/756-2311

THIRD PARTY CONTACT: Dean Sederstrom, Commissioner
FMCS
Vainisi Building, Suite A
1841 South Ridge Road
Green Bay, WI 54304
414/433-3866

**MEYER INDUSTRIES
BOILERMAKERS (BBF)**

INDUSTRY/PRODUCT: Manufacture power transmission poles

PROGRAM: Labor-management committee (1972)

COVERAGE: 180 covered; 270 total employment

STRUCTURE: Committee consists of 5 union representatives and 3 management representatives.

SCOPE: Any issues, especially day-to-day problems and matters pertaining to productivity.

REMARKS: Committee is advisory/consultative group, formed to improve communications. It is provided for in collective bargaining agreement. It meets monthly. Meetings are roundtable discussions; there is no chair. Committee activities are reported in a newsletter. One of committee's accomplishments was changing workweek to four 10-hour days (on condition of no loss in productivity).

CONTACTS: Meyer Industries
P.O. Box 114
Red Wing, MN 55066

Stuart Steinhauer
Vice-President & Director of Personnel
612/388-4755

Boilermakers, Lodge 647
312 Central Avenue
Minneapolis, MN 55414

Don Ekberg, Business Representative
612/379-9700

THIRD PARTY CONTACT: Warren Mooney, Commissioner
FMCS
17 Washington Avenue, North
Suite 250
Minneapolis, MN 55401
612/725-6151

**MIDLAND-ROSS CORPORATION, ELECTRICAL PRODUCTS DIVISION
INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS (IBEW)**

INDUSTRY/PRODUCT: Manufacture electrical equipment

PROGRAM: Scanlon Plan (1974); Labor-Management Committee; Task Force; Roundtable Discussions

COVERAGE: 530 covered (80 in bargaining unit); 530 total employment

STRUCTURE: Scanlon Plan: Screening committee composed of plant manager, 6 other managers, chief steward, and 1 representative from each department committee. Department committees composed of supervisor and 3-5 employees elected for one-year terms.

LMC: 3 union representatives (chief steward, business manager, and an employee) and 3 management representatives (plant manager, industrial relations manager, supervisor)

Task Force: 7 union representatives (chief steward and 6 hourly workers, elected for 6-month terms) and 4 management representatives (plant manager, industrial relations manager, corporate industrial relations manager, division operations manager).

SCOPE: Production problems, plant conditions, safety, human relations.

REMARKS: Scanlon Plan: 75 percent of cost savings goes to employees; 25 percent to company. Company posts monthly results on bulletin boards. Screening Committee chaired by plant manager, meets monthly. It reviews suggestions from department committees and goes over company outlook. Department committees meet once a month, review and cost workers' suggestions, and submit feasible suggestions to Steering Committee.

LMC: Chaired by plant manager, meets monthly to discuss plantwide problems.

Task Force: Created to address concerns identified in employee survey. These include favoritism, safety and human relations. Task Force, chaired by members on a rotating basis, meets monthly. Meeting minutes are distributed to all employees. Task Force makes recommendations to management.

Roundtable Discussions: Division vice president meets with groups of 10 employees to talk about company, its market, products, etc.

Management and union report that these efforts have made substantial contributions to improving communications and productivity.

CONTACTS:

Midland-Ross Corporation Electrical Products Division Route 1 Athens, TN 37303	IBEW Local 175 c/o Midland-Ross Corp., Route 1 Athens, TN 37303
Lawson Breedlove Plant Manager 615/745-6588	Sandra Cooley Chief Steward 615/745-6588

**MIDLAND-ROSS CORPORATION, NATIONAL CASTINGS DIVISION, SHARON WORKS
UNITED STEELWORKERS OF AMERICA (USA)**

INDUSTRY/PRODUCT: Steel castings for the railway industry.

PROGRAM: Labor-management committee (1980)

COVERAGE: 460 covered; 570 total employment

STRUCTURE: Committee consists of 5 union representatives (local president and 4 other union representatives) and 5 management representatives (works manager and 4 other management representatives). Four task forces address specific problems.

SCOPE: Quality of work life, productivity, product quality, labor relations, job training, absenteeism, overtime, layoffs, personnel transfers, waste, production problems, alcoholism, drug abuse, tardiness, safety problems, disciplinary problems, new plant rules, and other plantwide concerns.

REMARKS: Committee is provided for in collective bargaining agreement. FMCS helped form the committee after conducting RBO program with the parties. Labor and management co-chair committee. It meets monthly and posts minutes. Committee's work has included revision of layoff procedure and joint litter campaign that has reduced plant litter 80%.

CONTACTS:

Sharon Works
National Castings Division
Midland-Ross Corporation
700 South Dock Street
Sharon, PA 16146

Robert Brooks
Works Manager
412/981-1213

USA, Local 1477
Sub-District Office
825 Division Street
Sharon, PA 16146

Larry Austin
President
412/346-3537

THIRD PARTY CONTACT: Patrick A. Mingarelle
Commissioner
FMCS
420 Commerce Building
12th & State Street
Erie, PA 16501
814/455-4914

MINNEAPOLIS STAR & TRIBUNE COMPANY
NEWSPAPER GUILD OF THE TWIN CITIES

INDUSTRY/PRODUCT: Newspaper publishing

PROGRAM: Worker Participation Committee (1972)

COVERAGE: 400 covered; 1,800 total employment

STRUCTURE: Committee of about 10 union representatives and 4-5 management representatives (editor, managing editor, assistant managing editor, city editor, etc.) Union elects its committee members annually.

SCOPE: Anything except contractual issues.

REMARKS: Worker Participation Committee is provided for in collective bargaining agreement. It meets monthly. Minutes are distributed to department members.

Committee supplements the bargaining process. Initially it largely considered union complaints—cafeteria food, equipment, etc. An early major issue was a decision that the Tribune should be a State rather than a national, regional or local paper.

In 1976, when computers, VDT's, etc., were introduced, contract was revised to give committee authority over problems dealing with technological change. Committee helped ease that change. For example, union was able to bring in its own consultant to measure for radiation and management agreed to buy glasses for people experiencing job-related eye strain.

Committee has also dealt with schedules for reporters, performance analysis, consultation on selection of supervisors, office redesign, ways to increase circulation, policy on the confidentiality of sources, staff size, seminars, parking, criteria for selection of editors, etc.

Union officials note that prior to Worker Participation Committee membership brought union all kinds of problems it couldn't handle because they weren't contractual problems. Now Committee can handle these problems, and membership, management, and union benefit.

CONTACTS:

Minneapolis Star & Tribune Co. 425 Portland Avenue Minneapolis, MN 55446	Newspaper Guild of the Twin Cities The Newspaper Guild, Local 2 512 Nicollett Mall Minneapolis, MN 55402
Charles Bailey Editor 612/372-4141	John Carmichael Executive Secretary 612/339-7031

**MISSISSIPPI VALLEY STRUCTURAL STEEL
INTERNATIONAL ASSOCIATION OF IRON WORKERS (BSOIW)**

INDUSTRY/PRODUCT: Fabricated structural steel

PROGRAM: Mississippi Valley Joint Labor-Management Committee (1979)

COVERAGE: 120 covered; 200 total employment

STRUCTURE: Committee consists of 6 union representatives (international representative, local union president, executive committee) and 3 management representatives (plant manager, personnel manager, superintendent).

SCOPE: Operational problems, overall contract interpretations, business outlook, etc.

REMARKS: Committee is an advisory/consultative group, formed with FMCS assistance and provided for in collective bargaining agreement. It has resolved a number of problems; for example, lack of proper tools on night shift, holiday scheduling, delay in COLA payments, and other matters. Minutes of its monthly meetings are distributed to workforce and management.

CONTACTS:

Mississippi Valley Structural Steel
P.O. Box 1367
Chattanooga, TN 37401

Edwin Roddy
Personnel Manager
615/622-5161

BSOIW, Local 526
3506 Third Avenue
Chattanooga, TN 37407

Paul Johnson
President
615/867-1565

THIRD PARTY CONTACT: Maurice Tipple, Commissioner
FMCS
Room 243, Joel Soloman Federal Building
9th & Georgia
Chattanooga, TN 37403
615/266-4470

**MISSOURI STEEL CASTINGS COMPANY
INTERNATIONAL MOLDERS & ALLIED WORKERS UNION (IMAW)**

INDUSTRY/PRODUCT: Manufacture steel castings

PROGRAM: Labor-management committee (1972)

COVERAGE: 240 covered; 310 total employment

STRUCTURE: Committee consists of 6-7 union representatives (local president, vice president, recording secretary, 1-2 representatives from each department) and 4 management representatives (vice president, personnel manager, supervisor, plant engineer).

SCOPE: Safety, housekeeping, contract interpretation, other issues of mutual concern.

REMARKS: Committee's objective is to improve communications. It meets monthly and as needed. Minutes are posted and union discusses committee activity at meetings with its members. Parties report benefits of committee process have included reduction in grievances to 6 a year.

CONTACTS: Missouri Steel Castings Company
905 East Third Street
P.O. Box 267
Joplin, MO 64801

Judy Lytle
Personnel Director
417/623-4141

IMAW, Local 204
c/o Personnel Office
Missouri Steel Castings Company

Charles Williams
President
417/623-4141

**MOTOR WHEEL CORPORATION, SUBSIDIARY OF GOODYEAR TIRE COMPANY
ALLIED INDUSTRIAL WORKERS (AIW)**

INDUSTRY/PRODUCT: Automobile wheels, truck hubs and drums.

PROGRAM: Employee Involvement Program (1981)

COVERAGE: 1,220 covered; 1,650 total employment

STRUCTURE: Steering Committee composed of 10 union representatives (bargaining committee, 2 employees from foundry unit, and international representative) and 10 management representatives (plant manager and his staff). Thirteen department problem solving teams each consisting of department supervisor, general foreman and 6-7 department employees. Problem-focused teams (subcommittees of the Steering Committee).

SCOPE: Work flow, workers' concerns, work area problems, "career path" planning, production, and quality improvement. No collective bargaining issues.

REMARKS: Steering Committee meets monthly. Department problem solving teams meet one hour weekly on company time. Chairmen of problem solving teams are elected by teams. Problem focused teams meet as necessary and report to Steering Committee. Employee Involvement Program uses QC concepts. Management and union report that the teams have been very successful.

Union reports that better environment between labor and management at the company was a major contributing factor in parent company's (Goodyear Tire's) decision to make large investments in this company.

CONTACTS: Motor Wheel Corporation
Lansing, MI 48909

Joseph Overbeck
Vice President, Manufacturing

James Warren
Director, Industrial Relations
517/487-4388

Allied Industrial Workers
Local 182
914 McKinley Street
Lansing, MI 48908

William Jones
Chairman, Bargaining Committee
517/485-3415

**MUELLER BRASS COMPANY
INTERNATIONAL ASSOCIATION OF MACHINISTS (IAM)
UNITED AUTO WORKERS (UAW)
UNITED PLANT GUARDS UNION**

INDUSTRY/PRODUCT: Brass forgings, rods, etc.

PROGRAM: Quality Control Circles (1981)

COVERAGE: 930 covered; 1,300 total employment

STRUCTURE: Quality Awareness Committee (steering committee) consists of 4 union representatives (appointed by locals), 3 management representatives and 2 facilitators. Ten QCs each with 8-10 members.

SCOPE: Production and work-related problems including overtime, absenteeism, safety, health, product quality, job training, waste, QWL, productivity.

REMARKS: Assistant Comptroller chairs Quality Awareness Committee. Circles meet weekly. Participation is voluntary. QC meeting minutes are posted. Program newsletter is distributed. QC leader can be either foreman or hourly worker. QCs make presentations of problems and proposed solutions to management. Program has resulted in improved production methods and better waste control. Employee attitudes and communications also have improved significantly. Company plans to start 5 more circles within 2-3 months.

CONTACTS:

Mueller Brass Company Port Huron, MI 48060	IAM, Local 218 1925 Lapeer Avenue Port Huron, MI 48060
Bob Evans, Manager Office Services 313/987-4000, ext. 218	Frank Lesworth, President 313/987-4000, ext. 218
UAW, Local 44 1925 Lapeer Avenue Port Huron, MI 48060	UAW, Local 412 1925 Lapeer Avenue Port Huron, MI 48060
Pat McGriffin, President 313/987-4000, ext. 389	Ken Smith, Chairman 313/987-4000
	United Plant Guards Union 1925 Lapeer Avenue Port Huron, MI 48060
	Janet McCartney, Chairperson 313/987-4000

THIRD PARTY CONTACT: Donald Dewar, QC Circles, Inc.
Higgins Roost Building, 400 Blossom Hill Road
Los Gatos, CA 95030
916/527-6970

**MUNICIPALITY OF METROPOLITAN SEATTLE TRANSIT DISTRICT
AMALGAMATED TRANSIT UNION (ATU)**

INDUSTRY/PRODUCT: Transit system

PROGRAM: Labor-Management Committee (1975)

COVERAGE: 2,500 covered; 3,300 total employment

STRUCTURE: Committee has 5 union representatives (local president, officers, stewards) and 5 management representatives (personnel manager, division managers).

SCOPE: Any issues except budgetary matters and items for which management is responsible to municipality's council and electorate. At times committee deals with contract issues.

REMARKS: Committee is provided for in collective bargaining agreement. Management chairs committee. Decisions are reached by consensus. Agenda items are published. When agreement is reached on a matter, union president and plant manager sign agreement which becomes part of contract. Committee will deal with policy issues during contract term. Matters handled include returning to city workers jobs formerly sub-contracted, design and safety questions, and establishment of a sick leave counseling program. Plan to modify existing grievance process to involve more first line supervisors and relieve managers from handling most grievances has been implemented. Committee has been discussing work rules over the last 3-4 months.

CONTACTS: Municipality of Metropolitan Seattle Transit District
821 Second Avenue
Seattle, WA 98104

Eugene Matt
Personnel Manager
206/447-6731

ATU, Local 587
Labor Temple
2800 First Avenue
Seattle, WA 98121

David Johnson
President
206/622-4452

**NATIONAL FUEL GAS CORPORATION
INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS (IBEW)**

INDUSTRY/PRODUCT: Natural gas utility

PROGRAM: Labor-management committee (1978)

COVERAGE: 6,000 covered; 2,100 total employment

STRUCTURE: Steering committee with 5 union representatives (business manager, local presidents, executive board chairman) and 4 management representatives (president, vice presidents, personnel manager). Fifteen district committees (one at each operating location) with 2 permanent and 2-4 rotating members.

SCOPE: Any mutually agreed upon issue except grievances and contract issues.

REMARKS: Committee was formed after long strikes in mid-1970's. Steering Committee and district committees each meet monthly. Steering Committee meets quarterly with district committees' union and management co-chairmen. District committees can effect changes involving their areas only; other recommendations are forwarded to Steering Committee. Steering Committee posts minutes and activities are reported in union newsletter. Recommendations adopted have included an award system for perfect attendance and work flow improvements. Other projects have included availability of flashlight batteries, water, and ice-making machines for crews, absenteeism, and productivity. Benefits of the program include improved communication, cost savings, improved productivity, and greater worker satisfaction. An important accomplishment attributed to the success of the committees was early completion and overwhelming ratification of the most recently negotiated contract. Prior discussion of construction crew manpower needs resulted in quick settlement of that issue.

CONTACTS:

National Fuel Gas Corp. 10 Lafayette Square Buffalo, NY 14203	IBEW, Local 2154 770 Maryvale Drive Buffalo, NY 14225
Lloyd E. Hahn Vice President 716/855-7145	Stanley J. Bosinski Business Manager 716/632-4600
John Brown Vice President 716/855-7000	IBEW, Local 2199 3904 Seneca Street West Seneca, NY 14224
	William J. McMahon President 716/675-3775 (855-7066, at work)

THIRD PARTY CONTACT: Robert W. Ahern, Executive Director
Buffalo-Erie County Labor-Management Council
One Convention Tower, Suite 407
Buffalo, NY 14202
716/856-6611

**NATIONAL STEEL CORPORATION, MIDWEST STEEL DIVISION
UNITED STEELWORKERS OF AMERICA (USA)**

INDUSTRY/PRODUCT: Manufacture galvanized tin plates and cold roll steel

PROGRAM: Joint Union/Management Participation Teams (1981)

COVERAGE: 1,200 covered; 1,700 total employment

STRUCTURE: Steering Committee with union president, 3 other union members, plant manager and 3 other management officials. Currently, 21 shop-floor teams with 10 members each.

SCOPE: Production, shop floor problems, product quality, safety, quality of work life. No contract-related issues.

REMARKS: Program is based on provisions for worker participation outlined in 1980 national agreement. One factor in decision to start program was the excellent labor-management relationship at the plant. Participation is voluntary. Steering Committee is co-chaired by management and the union. Teams, with management and worker co-leaders, have worked on shop layout and other matters. They can implement decisions if theirs is the responsible level; otherwise, presentations are made to appropriate level of management. One benefit has been reduction in grievances from 600 to 200 a year. Midwest initiated training program in 1977 to prepare management for the employee involvement program. Its purpose was to have managers assess and adjust their management and decision making styles in order to prepare themselves for program.

CONTACTS:

National Steel Corporation 2800 Grant Building Pittsburgh, PA 15219	John McCleary Assistant V.P. - Industrial Relations 412/263-4204
Midwest Steel Division National Steel Corporation Portage, IN 46363	USA Local 6103 Portage, IN 46368
Bob Kellerman, Coordinator Joint Union-Management Participation Teams 219/763-5710	Robert Pastor President 219/762-4433

**NEW YORK CITY TRANSIT AUTHORITY
TRANSPORT WORKERS UNION (TWU)
AMALGAMATED TRANSIT UNION (ATU)**

INDUSTRY/PRODUCT: Public transit

PROGRAM: Productivity Panel & Joint Productivity Working Committees (1974)

COVERAGE: 3,000 to 7,000 employees covered in each of 7 operating departments

STRUCTURE: Productivity Panel consists of General Manager of Transit Authority, Impartial Arbitrator, and presidents of Locals 100, 726 and 1056. Seven Joint Productivity Working Committees consist of Authority department head and vice-president or chairman of the union unit, in the case of TWU, and president or chairman of the union unit, in the case of ATU.

SCOPE: Work programming practices and procedures affecting the training and utilization of employees; adequacy of materials, tools, facilities and work spaces available to employees; work loads and productivity of employees; and other practices, procedures, or circumstances which affect the operation of the Authority's subway and bus service.

REMARKS: Productivity Panel and Joint Productivity Working Committees were created in a Supplemental Agreement to achieve budget savings required by the contract to fund COLAs. Productivity Panel meets weekly or when necessary. It monitors productivity programs, determines and certifies which productivity achievements are eligible to fund COLA payments, and provides guidance to the Joint Productivity Working Committees. Joint Productivity Working Committees review procedures, understandings, production practices and procedures. They report plans, progress, and results to the Productivity Panel. A matter for which a Joint Productivity Working Committee fails to agree on a recommendation can be submitted by either party, with approval from at least one Productivity Panel member, to Impartial Arbitrator.

CONTACTS:

New York City Transit Authority 370 Jay Street Brooklyn, NY 11201	TWU, Local 100 1980 Broadway New York, NY 10023
Horace Cummius Director of Labor Relations 212/330-4151	John Lawe President 212/873-6000
Brian Frohlinger Assistant Manager 212/330-4747	ATU, Local 726 1390 Castleton Avenue Staten NY 10302
	Eugene Malone President 212/447-3100
	ATU, Local 1056 210-25 Jamaica Avenue Queens Village, NY 11428
	John Wilson President 212/468-1754

**NORTHERN STATES POWER COMPANY, MINOT DIVISION
INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS (IBEW)**

INDUSTRY/PRODUCT: Electrical power, telephone service

PROGRAM: Minot Division Lampac Labor-Management Committee (1981)

COVERAGE: 120 covered; 190 total employment

STRUCTURE: Committee consists of 4 union representatives (local president, stewards) and 4 management representatives (division manager, department heads).

SCOPE: Any issue except grievances or collective bargaining items.

REMARKS: FMCS helped create committee. It meets monthly, posts minutes, and holds meetings with the workforce. Committee makes formal recommendations and has some decision making authority. It has handled such matters as shortage of lockers, new inventory system, ESOP program, location of bulletin boards, shop ventilation and improving interdepartmental cooperation. According to management, a measure of committee's success is the fact that representatives from headquarters now seldom go to Minot to help settle problems; these now are handled at local level.

CONTACTS: Northern States Power Company, Minot Division
414 Nicollet Mall
Minneapolis, MN 55401

G. E. Kosin, Manager, Industrial Relations
612/330-6167

IBEW, Local 949
1101 78 $\frac{1}{2}$ Street
Minneapolis, MN 55420

Robert L. Anderson, Business Manager
612/881-1540

**OSCAR MAYER & COMPANY, INC.
UNITED FOOD & COMMERCIAL WORKERS INTERNATIONAL UNION (UFCW)
UNITED BROTHERHOOD OF CARPENTERS & JOINERS (CJA)**

INDUSTRY/PRODUCT: Meat products

PROGRAM: Labor-management committees (1966)

COVERAGE: 800 covered; 950 total employment

STRUCTURE: UFCW: committee with 5 management representatives (4 local and 1 corporate) and 6 union representatives (local president, business agent, shop stewards).
CJA: 4 management representatives (3 local and 1 corporate) and 6 union representatives (4 local and business agent, district council agent also can attend).

SCOPE: Contractual problems, contract interpretation, changes in work policies, new situations.

REMARKS: Committees' objectives are to open lines of communication. Participation is voluntary. Committees have no permanent chairperson; spokesperson is designated at each meeting. Committees had success dealing with a departmental closing and transfers to other regions.

CONTACTS: Oscar Mayer & Co., Inc.
Beardstown, IL 62618
Dick Jaeke
Director of Personnel
217/323-1327
UFCW, Local 431
1337 West Second Street
Davenport, IL 52808
Louis De Frieze
President
319/323-3655
CJA, Local 904
East Central Illinois District Council
1225 Tendick Street
Jacksonville, IL 62650
Ken Acree
Business Agent
217/245-8711

**OWOSSO PUBLIC SCHOOLS
OWOSSO EDUCATION ASSOCIATION (OEA) (NEA)**

INDUSTRY/PRODUCT: Public education

PROGRAM: Quality of Work Life Steering Committee

COVERAGE: 250 covered; 500 total employment

STRUCTURE: Steering Committee with 2 Board of Education representatives, 4 administrative representatives, and 9 OEA representatives. Steering Committee refers identified issues/projects to specific or standing committees for recommendations or solutions.

SCOPE: Mutual concerns affecting board, administrative and teacher relations in any area outside grievances and collective bargaining agreement.

REMARKS: Committee was formed to improve deteriorating relationship between board and union. Committee's objectives are to encourage and maintain communication channels and improve educational climate in the district. Committee meets monthly, posts minutes, meets with the teachers, and distributes a newsletter. An OEA representative and a board or administrative representative co-chair meetings. Projects have included teacher opinion survey, speaker bureau, and social activities at district level. Depending on the issue committee has decision making, program implementation authority or can make formal recommendations.

CONTACTS:

Owosso Public Schools
1405 West North Street
Owosso, MI 48867

Thomas Nixon
Deputy Superintendent
and Co-chairperson QWL
517/723-8131

Owosso Education Association
c/o Owosso High School
765 East North Street
Owosso, MI 48867

Allen Eckhoff
OEA Negotiator
and Co-chairperson QWL
517/723-8231

**THIRD PARTY
CONTACT:** Marty Bakken
James S. Russell
Lansing Community College
P.O. Box 40010
Lansing, MI 48901

**PAGE-WILSON CORPORATION
UNITED STEELWORKERS OF AMERICA (USA)**

INDUSTRY/PRODUCT: Manufacture abrasive cutting wheels

PROGRAM: Scanlon Plan (1972)

COVERAGE: 130 covered; 180 total employment

STRUCTURE: Five production committees each with a management and several employee members. Screening committee consists of top management representatives, management members of the production committees, union president and other union officers.

SCOPE: Productivity.

REMARKS: Plan covered in contract. All plant employees, including management, participate. Only field sales staff and top management excluded. Foremen can put into operation production committee suggestions costing up to \$200. Suggestions costing more are referred to Screening Committee. Bonus paid out under the Scanlon Plan has been as high as 12 percent and was 6.5 percent in 1980. Screening Committee meets once a month.

CONTACTS: Page-Wilson Corporation
Allison-Campbell Division
875 Bridgeport Avenue
Shelton, CT 06484

Robert L. Curtis
Manager of Manufacturing
203/929-5301

USA
Local 6038
875 Bridgeport Avenue
Shelton, CT 06484

James P. Coughlin, President
203/929-5301

**PARKER PEN COMPANY
UNITED RUBBER WORKERS (URW)
INTERNATIONAL ASSOCIATION OF MACHINISTS (IAM)**

INDUSTRY/PRODUCT: Manufacture writing instruments

PROGRAM: Scanlon Plan (1954)

COVERAGE: 600 covered; 1,000 total employment

STRUCTURE: Multi-facility Screening Committee with 11 management, 18 union representatives; sixteen Productivity Committees, consisting of work area supervisor and 5 or 6 employees elected by the employees of the work area.

SCOPE: Productivity, design, work sequence, new technology. No collective bargaining items.

REMARKS: Plan is provided for in collective bargaining agreement. Screening Committee meets monthly and posts minutes. Productivity Committees meet weekly or monthly, depending on need. More than 8,000 suggestions have been made. About 65% of these have been implemented. Administrative office brought into plan in 1979.

CONTACTS:

Parker Pen Company
(Main Plant)
1400 North Parker Place
Janesville, WI 53545

Richard Edwards, Manager of Labor Relations
608/755-7000

URW, Local 663
215 Dodge
Labor Temple Association
Janesville, WI 53545

Millie Smith, President
608/755-7000

IAM, Local 1266
215 Dodge
Labor Temple Association
Janesville, WI 53545

Ken Vieth, President
608/755-7000

THIRD PARTY CONTACT: Fred G. Lesieur Associates, Inc.
4380 Redwood Highway
San Rafael, CA 94903
415/479-5268

PEABODY BARNES, INC.
INTERNATIONAL ASSOCIATION OF MACHINISTS (IAM)

INDUSTRY/PRODUCT: Manufacture pumps

PROGRAM: "Pump Plan" (Scanlon-type plan) (1982)

COVERAGE: 190 covered; 310 total employment

STRUCTURE: Screening Committee composed of 12 union representatives (local president and 1 representative from each department committee) and 14 management representatives (president, industrial relations director, department heads, plant manager). Plant manager is also the "Pump Plan" coordinator. Eleven department committees with supervisor and 2 elected employee members.

SCOPE: Problems relating to productivity and profitability. No grievances or collective bargaining issues.

REMARKS: Program was jointly developed by management and union and incorporated into collective bargaining agreement, replacing an individual incentive program. Parties have understanding that jobs will not be lost as a result of the program. Participation is voluntary. Both Screening Committee and department committees meet monthly. Plant manager ("Pump Plan" coordinator) chairs screening committee; supervisors chair department committees. Committee keeps in touch with workforce by posting minutes and other program information. Department committees review workers' suggestions and, with unanimous agreement of members, have authority to implement proposals costing less than \$200. Screening Committee reviews other proposals and can recommend adoption to management. Parties report workers' response has been very good; committees have received many valuable suggestions.

CONTACTS:

Peabody Barnes, Inc. 651 North Main Street Mansfield, OH 44902	IAM, Local 2572 P.O. Box 475 Mansfield, OH 44903
Lloyd Cook Director of Ind. Relations 419/522-1511	John Swogger President 419/526-2358

THIRD PARTY CONTACT: Timothy Ross & Associates
Dr. Timothy Ross, Director
P.O. Box 1068
Bowling Green, OH 43402
419/372-0016

**PENNSYLVANIA MINES CORPORATION, RUSHTON MINE
UNITED MINE WORKERS (UMW)**

INDUSTRY/PRODUCT: Coal mining

PROGRAM: Communications Committee/Bonus meeting (1980)

COVERAGE: 200 covered; 250 total employment

STRUCTURE: Committee consists of 3 union representatives (local union president, chairmen of the mine & safety committees), and 3 management representatives (mine supervisor, foreman, labor relations manager).

SCOPE: Working conditions, labor-management relations, job-bidding procedure, absenteeism, safety and health, bonuses, production improvements. No grievances.

REMARKS: Committee is provided for in the national agreement. It is an advisory/consultative group that meets monthly. Meeting minutes are posted. Parties indicate that committee has been effective in increasing labor-management cooperation. Job bidding procedure has improved and workers have greater sense of responsibility for success of the operation.

CONTACTS:

Pennsylvania Mine Corporation
Rushton Mine
P.O. Box 367
Ebensburg, PA 15931

Don Marino
Manager, Labor Relations & Training
814/472-6160

UMW, Local 1520
Rushton Mining Company
Osceola Mills, PA 16666

Andrew Rebar
Chairman, Mine Committee
814/339-7931

**PETERS STAMPING COMPANY
UNITED AUTOMOBILE WORKERS (UAW)
INTERNATIONAL ASSOCIATION OF MACHINISTS (IAM)**

INDUSTRY/PRODUCT: Stampings for auto industry

PROGRAM: Labor-management committee (1976)

COVERAGE: 80 covered; 100 total employment

STRUCTURE: Two separate committees. UAW committee has 7 union and 3 management representatives. IAM committee has 3 union representatives and variable number of management representatives.

SCOPE:
UAW: Production problems, productivity, product quality, waste, labor relations, quality of work life, job training, absenteeism, layoffs, safety. No grievances or collective bargaining issues.
IAM: Productivity, quality, grievances, bargaining issues, and contract negotiation.

REMARKS:
UAW: Management chairs committee's monthly meetings. Committee has established program to retain workers for other job classifications to provide additional job security. Committee has headed off potential problems between labor and management and helped improve product quality.
IAM: Committee is involved in everything including collective bargaining. Unit is small so that all joint committees are generally composed of the same people. It meets monthly. Have agreed on how and when to train apprentices. Only one grievance has gone to final step in 3 years.

CONTACTS:
Peters Stamping Company
P.O. Box 191
Perrysberg, OH 43551

Dan French
Personnel Manager
419/874-4381

UAW
Local 12-60
P.O. Box 191
Perrysberg, OH 43551

Dan Pacynski
Chairman
419/874-4381

IAM
Local 19
P.O. Box 191
Perrysberg, OH 43551

Daniel W. Miller
Chairman
419/874-4381

**PHILIP MORRIS, U.S.A.
BAKERY, CONFECTIONARY & TOBACCO WORKERS INT'L UNION (BCTW)
INTERNATIONAL ASSOCIATION OF MACHINISTS (IAM)**

INDUSTRY/PRODUCT: Manufacture cigarettes

PROGRAM: IAM: Labor-Management Committee (RBO) (1978)
BCTW: Quality of Work Life Program (1978)

COVERAGE: 450-IAM, 4,800-BCTW covered; 35,000 total employment

STRUCTURE: IAM Committee, in the research center, has 20 permanent and rotating members with equal representation by union and management.
BCTW QWL program, in the manufacturing and fabrication facility has 46 quality circles with approximately 10 employees (shop floor personnel and supervisors) in each circle; no steering committee.

SCOPE: LMC: problems and/or issues of mutual interest; no grievances. QWL: productivity improvements, safety, quality, waste control and procedural improvements; no collective bargaining issues.

REMARKS: The two programs are independent and distinct. Committee meets monthly. Chair alternates between labor and management. Since committee has been established the number of grievances has decreased and few disputes have occurred concerning policy administration.
Circles meet on a regular basis on company time. Recommendations from some circles have resulted in improved waste control and in decreased cigarette reject rate.

CONTACTS: Philip Morris, U.S.A.
P.O. Box 26603
Richmond, VA 23261
L. A. Bowman
Director, Labor Relations
804/274-5240
R. N. Thomson
Director, Laboratory Administration
804/274-3881
Patrick Crabtree, QWL Coordinator
804/274-3325
IAM, Lodge 10
3204 Cutshaw Avenue
Richmond, VA 23230
L. W. Camp, Business Representative
804/259-4058
BCTW, Local 203-T
c/o Philip Morris, U.S.A.
Charlie Pearce, President

**PIMA COUNTY
AMERICAN FEDERATION OF STATE, COUNTY & MUNICIPAL EMPLOYEES (AFSCME)
PIMA COUNTY NURSES ASSOCIATION (PCNA)**

INDUSTRY/PRODUCT: Public service

PROGRAM: Quality of Work Life Program (c. 1977, revised 1981)

COVERAGE: 3,800 covered; 4,200 total employment

STRUCTURE: Executive Board with 9 representatives (labor, management, and elected officials). Labor-Management Quality of Work Life Committee with 24 representatives elected for one-year terms. Six labor-management task forces address training and education, group suggestion awards, new pilot QWL departments, community services, merit system and personnel policies (research and impact), and communications. Two semi-autonomous, department QWL programs have been started. Transportation Department program has been operating for 2½ years. Posada del Sol (nursing home) has 6-month QWL pilot program. Each program has its own Executive Board and work groups.

SCOPE: All types of problems except collective bargaining issues.

REMARKS: Management and union chair committee in alternate years. All committee representatives received training for program. Task Force proposals are reviewed by committee and forwarded to Executive Board which reviews and submits them through normal channels for approval. Major proposals are reported in employee newsletter and commented on by employees (by poll) before being forwarded to Executive Board. Employees vote on future areas with which committee will deal. Since inception of QWL in Transportation Department, sick leave and turnover have declined and efficiency and service quality have improved. Surveys in 1979 and 1980 indicated that job satisfaction, participation, trust, and overall well-being have improved.

CONTACTS:

Pima County, LMQWL 151 West Congress, 4th Floor Tucson, AZ 85701 James Hlawek, Chairperson 602/792-8737	PCNA c/o Kino Community Hospital 2800 East Ajo Way Tucson, AZ 85713 James Wille, President 602/294-4471, ext. 140
AFSCME Local 449 Pima County--Communications Department 2545 East Ajo Way Tucson, AZ 85713 Larry Kramp, President 602/882-2960	

THIRD PARTY CONTACT: Neal Herrick
University of Arizona
Department of Management
Tucson, AZ 85721
602/626-3892

**PREWAY, INC.
INTERNATIONAL ASSOCIATION OF MACHINISTS (IAM)**

INDUSTRY/PRODUCT: Manufacture prefabricated fireplaces and other heating products

PROGRAM: Labor-Management Joint Committee (1960's)

COVERAGE: 740 covered; 800 total employment

STRUCTURE: Committee consists of 7 union representatives (Grand Lodge representative, local president, international representative, others) and 3 management representatives (vice president personnel, plant manager, personnel director).

SCOPE: Safety, health, job dissatisfaction, product changes, production problems, insurance problems.

REMARKS: Committee meets monthly and posts minutes. It discusses issues and can make formal recommendations. As a result of committee discussions company has totally renovated paint house. On several issues in which committee had initiated talks, union and company have agreed to addenda to collective bargaining agreement. The parties say this was not possible before.

CONTACTS:

Preway, Inc.
Wisconsin Rapids, WI 54494

Bill Klouthis
Vice President Personnel
715/423-1100

IAM
District 200
320 South Third Avenue
Wausaw, WI 54401

George Keip
Business Representative
715/842-9367

THIRD PARTY CONTACT: John A. Myers, Commissioner
FMCS
1841 South Ridge Road
Green Bay, WI 54304
414/433-3866

**RATH PACKING COMPANY
UNITED FOOD AND COMMERCIAL WORKERS UNION (UFCW)**

INDUSTRY/PRODUCT: Meatpacking

PROGRAM: Participative Management; Employee Stock Ownership Plan (ESOP) (1980)

COVERAGE: 1,700 covered; 2,240 total employment

STRUCTURE: Corporate Board of Directors has 16 members, 11 of which are chosen by workers. Corporate Planning Committee includes company president; vice presidents for sales and marketing, operations, and finance; union president; and chief steward. Board of Trustees, which oversees trust containing employee stock, consists of 1 management employee and 4 union representatives. Steering committee is composed of 5 union representatives (local president, chief steward, 3 elected members) and 5 management representatives (president, vice presidents for sales and marketing and operations, transportation manager, and one other management official). Action Research Teams (ARTs) each include 6 to 20 shop floor workers.

SCOPE: Steering committee and ARTs: absenteeism, safety, health, product quality, waste, quality of work life, productivity, alcoholism, drug abuse, and tardiness. No collective bargaining items.

REMARKS: Union originated idea of ESOP, with new management structure and participative process, when severe financial losses threatened company's survival. Process developed with third party assistance. Employees control more than 50% of company stock. Planning committee makes recommendations to Board of Directors regarding long-range corporate policies. Steering committee and ARTs deal with operational matters. Steering committee oversees plantwide problems; guides shop floor activities. Both steering committee and ARTs meet at least monthly. Participation is voluntary. Steering committee, chaired alternately by labor and management, keeps in touch with workforce through newsletter, posted minutes, and meetings. Steering committee and ARTs studied feasibility of new product (fresh packaged pork). ARTs helped select equipment department location, etc. Parties report that program has resulted in productivity increase and improved attitudes and employee morale.

CONTACTS:

Rath Packing Company Sycamore & Elm Streets Waterloo, IA 50704	UFCW, Local 46 1651 Sycamore Street Waterloo, IA 50703
Charles Soladay V.P. for Finance & Administration 319/235-8306	Lyle Taylor President 319/233-3397

THIRD PARTY CONTACT:

Chris Meek Dept. of Organizational Studies Boston College 140 Commonwealth Ave. Chestnut Hill, MA 02167 617/969-0100	Warner Woodworth Dept. of Organizational Behavior Brigham Young University 1072 SWKT Provo, UT 84602 801/378-6832
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**REYNOLDS METAL COMPANY
ALUMINUM WORKERS INTERNATIONAL UNION (AWIU)
UNITED STEELWORKERS OF AMERICA (USA)
AND OTHER UNIONS**

INDUSTRY/PRODUCT: Manufacture aluminum products

PROGRAM: Cooperative Hourly And Management Problem Solving (CHAMPS) (1981)

COVERAGE: 7,000 covered; 7,000 total employment in 11 Mill Products Division plants (El Campo, TX; Louisville, KY - 2 plants; Phoenix, AL - 2 plants; Torrance, CA; Grand Rapids, MI; Bellwood, VA - 2 plants; Listerhill, AL; McCook, IL) and 2 Electrical Division plants (Long View, WA; Malvern, AR)

STRUCTURE: Headquarters office coordinates program, 160 participation teams with 8 members each (about 1,500 workers).

SCOPE: Product quality, production problems, productivity, QWL, waste, safety, health. No collective bargaining issues or grievances.

REMARKS: Reynolds Metal officials visited and reviewed other programs, then developed their own. Reynolds introduced the process into all 11 Mill Products Division facilities at once, tailored to circumstances at each facility. Participation is voluntary. Both hourly and salaried employees participate in CHAMPS teams. Teams meet weekly. Monthly newsletter is distributed. Production improvements proposed by teams have resulted in cost savings of more than \$30,000 in one instance and \$2,300 per period in another. Company estimates it is averaging a 10:1 return on its investment in program.

Unions involved at various sites include Steelworkers, Aluminum Workers, Machinists, and other unions. Contacts for Louisville, KY site are listed below. More information on program at other sites is available from Mel Hall.

CONTACTS: Reynolds Metal Company
Richmond, VA 23261

Mel Hall
Director of Productivity Improvement
804/281-2911

Louisville, Kentucky facility:

Reynolds Metal Company Box 32920 Louisville, KY 40232	AWIU Local 155 2901 South Fourth Street Louisville, KY 40208
John Czyszczon Area Personnel Manager 502/774-2341	Jim Bryant Secretary-Treasurer 502/635-7451

ROHM & HAAS
UNITED GLASS & CERAMIC WORKERS OF NORTH AMERICA (UGCW)

INDUSTRY/PRODUCT: Plexiglass and specialty chemicals

PROGRAM: Work Redesign Program (1980)

COVERAGE: 600 covered; 750 total employment

STRUCTURE: Work Redesign Task Forces consist of 4-5 labor representatives (bargaining unit employees, local president) and 4-5 management representatives. Task Forces redesign unit work, then disband. Sub-groups established by Task Forces deal with specific problems.

SCOPE: Work redesign, technological problems, productivity. No collective bargaining issues.

REMARKS: When company decided to install new equipment and redesign jobs to accommodate technological change, program was initiated to involve workers in making decisions regarding those changes. Company made commitment that any necessary job reductions resulting from changes produced by program would occur through attrition. Participation in program is voluntary. Task Forces use socio-technical principles. This is an integrative approach to implementing change that considers human, technological, and systems aspects of work to produce a better fit of people, job tasks, and systems design. Department employees are interviewed and surveyed. Task Forces present recommendations to full work unit. Plant management and union officials review Task Force recommendations. Company has been able to make changes with no grievances. It is proceeding through entire plant to redesign work.

CONTACTS:

Rohm & Haas
P.O. Box 591
Knoxville, TN 37901

Joe Foster
Production Manager
615/521-8200

UGCW, Local 90
P.O. Box 5
730 Dale Avenue
Knoxville, TN 37901

W. A. Williams
President
615/524-3231

Irwin L. Hopson
Recording Secretary
615/521-8200

THIRD PARTY CONTACT: L. D. Ketchum Associates
83 Old Hill Road
Westport, CT 06880
203/227-8915

**ROME CABLE CORPORATION
INTERNATIONAL ASSOCIATION OF MACHINISTS (IAM)**

INDUSTRY/PRODUCT: Manufacture wire and cable

PROGRAM: Labor-management committee (1981)

COVERAGE: 670 covered; 1,000 total employment

STRUCTURE: Committee consists of 9 union officials and 9 management representatives (labor relations director, manufacturing director, supervisors, department heads, sales manager). Task forces, consisting of 2 committee members and volunteers, focus on specific issues.

SCOPE: Productivity, contracting out, safety, absenteeism, waste, training. No collective bargaining issues.

REMARKS: Committee meets monthly; task forces as needed. Meetings are held at company facilities on company time. Participation is voluntary. Local president and director of labor relations co-chair committee meetings. Task forces are dealing with contracting out, safety and attendance, products, scrap reduction, new equipment installation, and training. Committee makes formal recommendations. Program activities are reported in newsletter.

CONTACTS: Rome Cable Corporation
421 Ridge Street
Rome, NY 13440

E. J. Dowling
Director of Industrial Relations
315/337-3000

IAM
Local 1875
c/o Rome Cable Corporation

Don Schue
President
315/337-3000, ext. 2224

THIRD PARTY CONTACT: Nancy Roberts
Industry-Labor Education Council
Utica, NY 13501
315/724-9805

**ST. LOUIS SYMPHONY
AMERICAN FEDERATION OF MUSICIANS (AFM)**

INDUSTRY/PRODUCT: Symphonic concerts/performing arts

PROGRAM: Labor-Management Committee (1979)

COVERAGE: 100 covered; 130 total employment

STRUCTURE: Committee has 8 union representatives (local president, vice-president, and 6 members of Orchestra Committee), and 10 management representatives (executive director, public relations director, women's society president, president of society board, and various board members).

SCOPE: Conductor's, management's, and union's goals, International Conference of Symphony & Opera Musicians (ICSOM), symphony hall problems (parking, etc.), other related matters.

REMARKS: Committee, created with FMCS assistance, meets monthly to discuss problems. For example, intense heat on stage, which had been a problem for years, was resolved through the committee. Committee posts minutes. Progress has resulted in improved communication between the parties.

CONTACTS: St. Louis Symphony
St. Louis, MO 63103

David Hyslop, Executive Director
314/533-2500

AFM, Local 2-197
2103 59th Street
St. Louis, MO 63110

Richard Renna, President
314/781-6612

**ST. PAUL DISPATCH & PIONEER PRESS COMPANY
NEWSPAPER GUILD OF THE TWIN CITIES**

INDUSTRY/PRODUCT: Newspaper publishing

PROGRAM: Labor-Management Committees (1976)

COVERAGE: 350 covered; 850 total employment

STRUCTURE: Two committees. One represents circulation and other departments which have guild members. It consists of 8 union representatives (local president, executive secretary, 6 employees) and variable number of management representatives (director of employee relations, department heads, 2-4 other management representatives). Second committee covers clerical area (accounting, etc.). It consists of 7 union representatives (local president, executive secretary, 5 employees) and variable management representatives (director of employee relations, department heads, 1-2 other management representatives).

SCOPE: Broad range of noncontractual matters.

REMARKS: Committees are provided for in collective bargaining agreement. They meet when union requests a meeting on specific agenda. Committee process is considered communications apparatus with advisory or consultative function, but also is used as a method of problem solving for noncontractual matters.

CONTACTS:

St. Paul Dispatch & Pioneer Press Company
(Northwest Publications, Inc.)
55 East 4th Street
St. Paul, MN 55101

Ralph Ray
Director of Employee Relations
612/222-5011

Newspaper Guild of the Twin Cities
The Newspaper Guild, Local 2
512 Nicollett Mall Building
Minneapolis, MN 55402

John Carmichael
Executive Secretary
612/339-7031

**ST. REGIS PAPER COMPANY
INTERNATIONAL ASSOCIATION OF MACHINISTS (IAM)
UNITED PAPERWORKERS INTERNATIONAL UNION (UPIU)
INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS (IBEW)**

INDUSTRY/PRODUCT: Manufacture of paper

PROGRAM: Mutual Interest Committee (1977)

COVERAGE: 980 covered; 1,250 total employment

STRUCTURE: Committee consists of 8 union representatives (2 from each local) and 4 management representatives (mill resident manager, production manager, personnel director, plant engineer).

SCOPE: Jurisdictional problems, absenteeism, personnel transfers, safety, health, labor relations, product quality, job training, waste, production problems, quality of working life, productivity, alcoholism, drug abuse, and tardiness.

REMARKS: Committee is an advisory/consultative group, provided for in collective bargaining agreement. It meets monthly and posts minutes. Participation is voluntary. Management and labor alternate chair. Committee tries to settle problems before they become grievances.

CONTACTS:

St. Regis Paper Co. Bucksport, ME 04416	UPIU, Local 1188 Box 50 Penobscot, ME 04476
James Jursky Personnel Director 207/469-3131	Richard Holmes President 207/326-4282
IAM, Local Lodge 1821 P.O. Box 801 Bucksport, ME 04416	IBEW, Local 1777 Box 281 Bucksport, ME 04416
Kent G. Chiavelli President 207/469-3131, ext. 233	Peter Quigley President 207/469-2371
UPIU, Local 261 Box 78 Route 80 Oiland, ME 04472	
Ralph Burgess President 207/469-3202	

**SCOTT AVIATION
INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS (IBEW)**

INDUSTRY/PRODUCT: Manufacture life support systems

PROGRAM: Labor-Management Council (1981)

COVERAGE: 500 covered; 900 total employment

STRUCTURE: Steering committee with 7 union representatives (local president and 6 other union officials) and 5 management representatives (company president, 4 other company officers and managers). Five plant labor-management committees each with 5-6 union representatives (2 stewards who are permanent members and 3-4 others who are rotated) and 3 management representatives (plant superintendent and 2 others).

SCOPE: Production problems, working conditions, product quality, productivity, waste, QWL, job training, absenteeism, tardiness, overtime, personnel transfers, safety and health, alcoholism, drug abuse. No grievances or collective bargaining issues.

REMARKS: Steering Committee meets monthly following monthly plant committee meetings. It posts minutes. Management and union co-chair. Participation is voluntary. Issues not resolved at plant committee level are referred to Steering Committee. Projects have included introduction of new security system and new policy to control absenteeism and tardiness. Better communications and an improved labor-management relationship have been attributed to the labor-management committee process.

CONTACTS:

Scott Aviation
Division of Figgie International, Inc.
Erie Street
Lancaster, NY 14086

Raymond Brodzik
Supervisor of Industrial Relations
716/683-5100

IBEW, Local 326
Erie Street
Lancaster, NY 14086

George Dale
President
716/683-5100

THIRD PARTY CONTACT: Joseph Lipowski
LMC Representative
Buffalo-Erie County Labor-Management Council
One Convention Tower
Suite 407
Buffalo, NY 14202
716/856-6611

**SEALED POWER CORPORATION, HY-LIFT DIVISION
UNITED AUTO WORKERS (UAW)**

INDUSTRY/PRODUCT: Manufacture automotive tappets

PROGRAM: Labor-Management Committee (1972)

COVERAGE: 280 covered; 330 total employment

STRUCTURE: Committee consists of about 6 union and 6 management representatives; number varies.

SCOPE: Production problems and working conditions, labor relations, QWL, productivity, product quality, job training, waste, alcoholism, drug abuse, absenteeism, overtime, layoff, personnel transfers, safety and health, tardiness. No collective bargaining issues.

REMARKS: Committee meets monthly. Management and union alternate chair. Committee has identified health and safety hazards and problems which it has corrected, dealt with physical improvements such as painting and refurbishing, and is addressing the problems of alcoholism and drug abuse. Committee has held seminars and a 2-day off-site conference to give the parties a chance to get together "away from the confrontation area." According to the committee and the union, the LMC process has helped create an excellent labor-management relationship.

CONTACTS:

Sealed Power Corporation
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Muskegon, MI 49443

Lynn Fochtman
Personnel Director
616/724-5719

UAW
Local 1071
1185 East Keating Avenue
Muskegon, MI 49443

Harold McDermed
President

Vern Brusseau
International Representative
616/724-5724

**SHELBY COUNTY
AMERICAN FEDERATION OF STATE, COUNTY & MUNICIPAL EMPLOYEES (AFSCME)**

INDUSTRY/PRODUCT: Intermediate health care

PROGRAM: Employee Motivation & Special Projects Committee (1980)

COVERAGE: 340 covered; 510 total employment in Health Care Center

STRUCTURE: Committee consists of 5 elected labor representatives and 5 management representatives (hospital administrator and department heads).

SCOPE: Productivity, service quality, and other work-related problems; QWL; worker incentives; attendance; safety and morale. No grievances.

REMARKS: Committee meets at least quarterly. Management chairs meetings. Committee reviews all employee suggestions presented by employee representatives and makes recommendations to hospital administrator. Response is posted on employee bulletin boards. Committee's recommendations have included: development of system to purge medical records, conversion of an unused rest room area to storage room for patient clothes, more even distribution of easy and difficult patient cases, employee awards for exemplary performance, employee picnic. Parties report committee has been responsible for improved morale and hospital operation, and has given employees greater opportunities for promotion and training.

CONTACTS: Shelby County Health Care Center
1075 Mullins Station Road
Memphis, TN 38134

James Brown, Administrator
901/386-4361

AFSCME, Local 1733
c/o Shelby County Health Care Center
1075 Mullins Station Road
Memphis, TN 38134

Melvin Jones
Chapter Chairperson
901/386-4361

**SHEREX CORPORATION
OIL, CHEMICAL AND ATOMIC WORKERS INTERNATIONAL UNION (OCAW)**

INDUSTRY/PRODUCT: Industrial chemicals

PROGRAM: Quality of Working Life Program (1980)

COVERAGE: 250 covered; 380 total employment

STRUCTURE: Steering Committee with 8 management and 8 union representatives. Quality circles in maintenance department. Departmental core or task groups, tailored to needs of each situation, may include representatives from related departments, are not permanent.

SCOPE: Production and working conditions.

REMARKS: Program was initiated with help of outside consultant; now uses full-time internal consultant. Steering Committee meets at least monthly. Quality circles and task/core groups meet weekly. Participation is voluntary. Core/task groups and quality circles report and make recommendations to Steering Committee. Groups have recommended more than 100 changes in operations. An employee assistance program that has been developed has provided counselling, financial and other assistance to workers with alcohol, financial, marital and other problems. Since program's inception, grievances have declined. Both parties, very enthusiastic about program, report it has improved labor-management relationship and increased employee involvement in decision making.

CONTACTS:

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Plant Manager
309/697-6220

OCAW, Local 7-807
P.O. Box 68
Mapleton, IL 61547

Edsel Jones
President
309/697-6220

THIRD PARTY CONTACT: L. D. Ketchum Associates
83 Old Hill Road
Westport, CT 06880
203/227-8915

**A. O. SMITH HARVESTORE PRODUCTS, INC.
INTERNATIONAL ASSOCIATION OF MACHINISTS (IAM)**

INDUSTRY/PRODUCT: Manufacture silo unloading equipment

PROGRAM: Union-Management Communication Meeting (1979)

COVERAGE: 140-150 covered; 180 total employment

STRUCTURE: Committee is composed of 5 union representatives (3 stewards and 2 bargaining unit members) and 3 or more management representatives (plant manager, personnel manager, manufacturing manager, and others as needed for expertise in matters being discussed).

SCOPE: Product quality, job training, quality of work life, productivity, new products, state of business, general procedures and housekeeping. No grievances or collective bargaining issues.

REMARKS: Committee is provided for in collective bargaining agreement. It meets quarterly on company facilities and company time. Participation is voluntary. Management and union co-chair meetings. Committee makes formal recommendations. It posts minutes. Committee has instituted small, informal monthly shop floor meetings for employees and their supervisors to discuss schedules, production, etc. Parties feel program has improved communication and employee relations.

CONTACTS:

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143 South Jackson
Elkhorn, WI 53121

Andrew Abram
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414/723-3180

IAM, District Council 68, Local 2471
P.O. Box 413
Delavan, WI 53115

Bill Drew/George Kirkpatrick
Business Representatives
414/728-2656

**SOUTH BEND LATHE
UNITED STEELWORKERS OF AMERICA (USA)**

INDUSTRY/PRODUCT: Manufacture machine tools

PROGRAM: Labor-management committee (1975), Quality Circles

COVERAGE: 180 covered; 310 total employment

STRUCTURE: Labor-management committee consists of 2 union representatives and 4-5 management representatives. Ten Quality Circles each with 3-8 members.

SCOPE: Productivity; any problem that group decides is important.

REMARKS: Labor-management committee meets monthly and posts minutes. Quality Circles meet weekly. Participation is voluntary. Labor-management committee reviews circle recommendations and forwards these to Department head. One outcome of circle process has been improved castings inspection results, showing lowered defect rate.

CONTACTS:

South Bend Lathe
400 West Sample
South Bend, IN 46621

J. R. Boulis, President
219/289-7771

USA Local 22
400 West Sample
South Bend, IN 46621

John Deak, President
219/289-7771

**SPAULDING FIBRE COMPANY
INDEPENDENT ASSOCIATION OF PLASTIC AND FIBRE WORKERS**

INDUSTRY/PRODUCT: Manufacture industrial plastics

PROGRAM: Labor-Management Committee (1977)

COVERAGE: 400 covered; 500 total employment

STRUCTURE: Committee consists of 4 union representatives (local president, vice president, 2 chief stewards) and 6 management representatives, (plant manager, industrial relations manager, engineering manager, 3 production managers).

SCOPE: Absenteeism, overtime, layoff, personnel transfers, safety and health, product quality, job training, waste, QWL, productivity, production problems, alcoholism, drug abuse, tardiness. No grievances or collective bargaining items.

REMARKS: Committee meets monthly and posts minutes. It has initiated a pre-retirement counseling program and an employee assistance program for alcohol and drug abuse. It also has dealt with medical and life insurance issues. In the area of plant operation, committee developed a fork truck route away from highly populated area. Committee is credited with helping to reduce the number of grievances and improving the labor-management relationship.

CONTACTS:

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310 Wheeler Street
Tonowanda, NY 14150

William J. Lavin
Industrial Relations Manager
716/692-2000, ext. 408

Independent Association of Plastic & Fibre Workers
Local 1
310 Wheeler Street
Tonowanda, NY 14150

Ernest Sims
President
716/692-2000, ext. 301

**STATE OF NEW YORK
AMERICAN FEDERATION OF STATE, COUNTY & MUNICIPAL EMPLOYEES (AFSCME)**

INDUSTRY/PRODUCT: Public service

PROGRAM: State of New York Governor's Office of Employee Relations/Council 82, AFSCME Committee on Quality of Working Life (1980).

COVERAGE: 12,000--Security Services Unit, 500--Security Supervisors Unit employees covered.

STRUCTURE: Executive Committee includes Council 82 president, Council 82 executive director, commissioner of department of correctional services, director of governor's office of Employee Relations. Project Identification Committee (PIC) consists of 3 members appointed by the state, 3 by the union and a director (non-voting member). Virtually all facilities have labor-management committees.

SCOPE: Productivity, QWL.

REMARKS: Committee was formed to identify and fund specific projects to improve quality of work life, employee morale, productivity and labor-management relations. Under the current NYS-Council 82 agreement annual funding is \$1 million. Executive Committee and PIC each meet at least quarterly. PIC, by majority vote, recommends projects to Executive Committee. Executive Committee approval must be by unanimous vote. Committees at agency- and facility-level identify QWL projects. With NYS/CSEA and NYS/PEF statewide committees Quality of Working Life Committee sponsors state employment continuity center, day care centers, employee assistance program and training to combat sexual harassment in the work place. Other projects include training for corrections officers on how to maximize chances for survival if taken hostage in a prison, pilot physical fitness program, renovation of vacant State-owned space for employee meeting and recreation purposes, health appraisals on pilot group of 1,000 employees (employees each learn specific health risks they face and how to lessen risk), and conversion of a building to housing for one facility's corrections officers, who otherwise would have to commute 3-4 hours daily. Key participants in QWL process at facilities have received orientation to the process. Quality of Working Life Committee publishes newsletter, Quality of Work Life Report.

CONTACTS:

State of New York	AFSCME, Council 82
9th Floor	63 Calvin Avenue
74 State Street	Albany, NY 12206
Albany, NY 12207	John Burke, Executive Director
Chris Hill, Staff Director	518/489-8424
518/473-0800	

**STATE OF NEW YORK
CIVIL SERVICE EMPLOYEES ASSOCIATION (CSEA), AFSCME**

INDUSTRY/PRODUCT: Public service

PROGRAM: New York State Governor's Office of Employee Relations/CSEA Joint Labor-Management Committee on the Work Environment & Productivity (CWEP) (1979)

COVERAGE: 36,000 administrative services (clerks, typists, stenos); 23,000 operational services (maintenance helpers, plumbers, construction equipment operators); 40,000 institutional services (therapy aides, direct care staff in mental hygiene facilities and youth camps).

STRUCTURE: Executive Committee includes director of the Office of Employee Relations, CSEA president, neutral chairman. Two subcommittees (continuity of employment and productivity and quality of work life) each include 3 union representatives, 3 State representatives, and 1 neutral. (CWEP has dropped a third original function to deal with performance evaluation.) Several agencies and facilities have labor-management committees.

SCOPE: Continuity of employment, productivity, quality of work life.

REMARKS: Program grew out of successful 1976 Continuity of Employment Committee which assisted State in workforce planning to avoid layoffs and minimize worker displacement resulting from budget cuts, etc. Program funding is \$2 million, \$2.5 million and \$3 million for three-year term of 1982 NYS-CSEA contract. Executive Committee meets monthly, generates projects, and approves subcommittee proposals. Recommendations are not binding on either party. Subcommittees initiate proposals and consider those from facility-level or agency-level committees. One of CWEP's early projects was sponsoring workshops to introduce managers and supervisors to "clerical bridge program" which helps employees move from clerical and secretarial to professional jobs. CWEP, with NYS/CSEA and NYS/PEF committees, provides seed money for day care centers. CWEP study, concluding that first center started was a benefit, became basis for expansion of program to 32 centers throughout State. CWEP and other Statewide committees also fund State employment continuity center, employee assistance program, and training to combat sexual harrassment. Agency projects CWEP has approved include employee orientation program, two employee assistance programs, and introduction of QC process in Department of Motor Vehicles clerical operation. CWEP, with two agencies, is studying issue of part-time and shared work. Mini-CWEP's have been established at 4 worksites. 1982 contract earmarks \$150,000 of CWEP's funding for study of employee burnout. CWEP publishes QWL Review.

CONTACTS:

State of New York 99 Washington Avenue Twin Towers, Suite 2008 Albany, NY 12210	CSEA 33 Elk Street Albany, NY 12207
Carolyn Lemmon Staff Director (Management) 518/474-8904	Thomas Coyle Staff Director (Union) 518/474-8904

STATE OF NEW YORK
PUBLIC EMPLOYEES FEDERATION (PEF)

INDUSTRY/PRODUCT: Public service

PROGRAM: New York State Governor's Office of Employee Relations/Professional Development and Quality of Working Life Committee (PDQ) (1979)

COVERAGE: 48,000 employees covered statewide--professional, scientific and technical services unit (PS&T)

STRUCTURE: Committee consists of 3 members appointed by PEF, 3 appointed by the State, and an impartial chairperson selected by parties.

SCOPE: Professional development and training, performance evaluation, quality of work life.

REMARKS: PDQ has been charged with the establishment of a performance evaluation system, the creation of educational opportunities, professional development and training programs, and other programs to improve quality of working life. Funding for PDQ, under the NYS/PEF bargaining agreement, is \$2 million for the first year of the contract (\$1.25 million earmarked for professional training and development), and \$2.5 million for each of the second and third years (\$1.75 million earmarked each year for training and development). PDQ approves/rejects and recommends allocation of monies to fund proposals. Proposals from facilities to State must include formation of labor-management committee with PS&T and management employee members to supervise and monitor project. By late 1980 PDQ had established performance evaluation system and arranged training for some 16,000 supervisors and managers responsible for its implementation. PDQ also established tuition reimbursement program and in-service training courses (interviewing skills, stress management, work productivity assessment, time and administrative management, etc.). With NYS/CSEA and NYS/AFSCME statewide committees, PDQ funds state employment continuity center, provides seed money for day care center, funds employee assistance program, and sponsors training to combat sexual harassment. Other projects PDQ is conducting or funding include research report on employees' quality of work life, nurses' attitude study (to develop recommendations for retention of nurses), pilot project to improve women's access to managerial and upper-level supervisory positions, exit interview program, training in stress control, CPR training, defensive driver training, workshops to give professionals in isolated locations access to information, purchase of bullet-proof vests for parole officers, and project to reduce administrative paperwork in office of Mental Health. PDQ publishes monthly newsletter, PDQ Announces.

CONTACTS:

State of New York 9th Floor 74 State Street Albany, NY 12207	PEF PDQ Committee 74 State Street, Suite 903 Albany, NY 12207
Donald Giek Staff Director 518/473-5702	Robert W. Whiting Program Associate 518/473-5798

**STATE OF OREGON
OREGON PUBLIC EMPLOYEES UNION**

INDUSTRY/PRODUCT: Public service

PROGRAM: Quality Circles (1981)

COVERAGE: 20,000 covered; 38,000 total employment

STRUCTURE: State consultant assists each agency to implement process. At the agency level steering committee with stratified membership (from agency director to circle leaders) is set up to direct effort. Pilot programs: Dammasch State Hospital, 8 QCs; Vocational Rehabilitation Center. 6-8 QCs. Circle membership averages 5-6 people.

SCOPE: Communicatons, food service, housekeeping, unit care problems, job training, quality of working life.

REMARKS: Agency steering committee meets at least monthly. Circles meet 1 hour per week. Program began because of Governor's interest in QCs as way to improve productivity and involve employees in problem solving process. Participation is voluntary. Meetings are held to keep employees informed about program.

CONTACTS:

State of Oregon
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Salem, OR 97310

Ted Coonfield
Consultant in Management Development
503/378-5578

Oregon Public Employes Union
Local 503, SEIU
P.O. Box 12159
Salem, OR 97309

Eleanor Meyers, Research Analyst
503/581-1505

**SUN REFINING AND MARKETING COMPANY
OIL, CHEMICAL AND ATOMIC WORKERS (OCAW)**

INDUSTRY/PRODUCT: Oil refinery

PROGRAM: Quality of Work Life (1980)

COVERAGE: 620 (420 in bargaining unit) covered; 620 total employment

STRUCTURE: Steering committee consists of 9 members of management, 1 clerical (chosen by fellow workers), 2 union officers (local president and financial secretary) and 2 rank and file members appointed by the union. Refinery core group with 12 members, includes management, hourly workers and technical staff. Twelve core groups each consist of foreman, 2-3 hourly workers, an engineer and a staff person (clerical, lab technician, etc.). Some 135 workers are actively involved. Workers facilitate core groups.

SCOPE: Health and safety, security, technological improvements, mechanical efficiency, employee concerns. No grievances or collective bargaining items.

REMARKS: Steering committee sets policy, long range plans, and training for participants. Refinery core group manages day-to-day activities of core groups. Core groups deal with individual unit problems. Both steering committee and core groups meet twice a month on company time. Concerns core groups have handled include increasing operator training skills, resolving engineering problem in the soft water system, finding better ways to get proper people for overtime, improving parts distribution system, reducing use of outside contractors for maintenance work and getting better locker facilities for women employees. One result of the QWL process has been the elimination of time clocks.

CONTACTS: Sun Refining and Marketing Company
P.O. Box 920
Toledo, OH 43693

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419/691-3561, ext. 208

OCAW, Local 7-912
5457 Asta Court
Toledo, OH 43613

Shirril B. Sigrist, President
419/691-3561

**TENNESSEE VALLEY AUTHORITY
TENNESSEE VALLEY TRADES & LABOR COUNCIL**

INDUSTRY/PRODUCT: Production and transmission of electric power

PROGRAM: Cooperative Committees (1941)

COVERAGE: Under 10,000 employees involved

STRUCTURE: Central Joint Cooperative Committee consists of Executive Board of the Council and 12 division managers and directors. Local joint committees at plants, projects and divisions include top supervisor and other labor and management representatives.

SCOPE: Safety, productivity, efficiency, and employees' concerns.

REMARKS: Committees are provided for in collective bargaining agreement. Central Committee sets basic guidelines and oversees cooperative program. It meets at least once a year. Union and management co-chair. All action taken is by unanimous concurrence. Local joint committees elect labor and management co-chairmen and secretary. These three act as steering committee for local committee. Most local committees meet monthly on company time. They receive suggestions from employees and supervisors, evaluate suggestions and take action by unanimous concurrence.

CONTACTS:

Tennessee Valley Authority
200 Liberty Building
415 Walnut Street
Knoxville, TN 37902

Bob Logue
Secretary of Essential Joint Cooperative Programs
615/632-6965

Tennessee Valley Trades & Labor Council
301 West Vine Avenue
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J. W. Merritt
General Vice-President
International Association of Bridge, Structural & Ornamental Ironworkers
615/523-3251

**TOPPS CHEWING GUM, INC.
INTERNATIONAL BROTHERHOOD OF TEAMSTERS (IBT)**

INDUSTRY/PRODUCT: Confectionary products, sports cards

PROGRAM: Union - Management Forum (1978)

COVERAGE: Seasonal: 400-1,300 covered; 500-1,500 total employment

STRUCTURE: Committee consists of 17 union representatives (business agent and all elected stewards) and 11 management representatives (vice president manufacturing and 10 other management representatives). Problem solving subcommittees formed as needed. Workers participate on these subcommittees.

SCOPE: Labor relations, communications, product quality, production problems, waste, productivity, job training, absenteeism, overtime, layoffs, transfers, safety and health, drug abuse and alcoholism. No grievances or collective bargaining issues.

REMARKS: Committee meets every 2 months; management and union alternate chair. Committee meets with workers and posts minutes. It has revised company's incentive system, planned and implemented family open house, and changed communications policy. According to management, co-operative committee process laid groundwork for the successful 1979 contract negotiations. Employees' problems are solved faster. There have been no strikes and fewer grievances since committee was formed.

CONTACTS: Topps Chewing Gum, Inc.
401 York Avenue
Duryea, PA 18642

Edward R. Dulworth
Vice President - Manufacturing
717/457-6761

IBT
Local 229
3104 North Main
Scranton, PA 18508

Joe Mecca
Business Agent
717/344-7219

**TRW, INC.
JET AIRCRAFT WORKERS UNION**

INDUSTRY/PRODUCT: Manufacture jet and turbine engine parts

PROGRAM: Scanlon Plan (1975)

COVERAGE: 1,080 covered; 1,350 total employment

STRUCTURE: Screening committee composed of local union president, rotating steward, 1 representative from each production committee, general manager, 3 other management representatives. Twenty-seven production committees, each with 1 supervisor and 3-5 workers elected by members of the unit.

SCOPE: Product quality, production problems, productivity, waste, QWL, job training. No collective bargaining issues.

REMARKS: Management chairs the screening committee which reviews suggestions and proposals. Committee meets monthly; posts minutes. Bonuses have been in the range of 7.5% - 14%.

CONTACTS:

TRW, Inc.
Turbine Components Division
P.O. Box 2725
1400 N. Cameron Street
Harrisburg, PA 17105

Terry A. Lyden
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Jet Aircraft Workers Union
Local 1400
1400 N. Cameron Street
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Jack Rescorla, President
717/255-3584, 3585

THIRD PARTY CONTACT: Fred LeSieur Associates, Inc.
359 Bel Marin Keys Boulevard
Novato, CA 94947
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**UNIROYAL, INC., ENGINEERED PRODUCTS COMPANY
UNITED RUBBER WORKERS (URW)**

INDUSTRY/PRODUCT: Rubber and plastics processing

PROGRAM: Labor-Management Committee (1942)

COVERAGE: 900 covered; 1,350 total employment

STRUCTURE: Five management and 12-15 union representatives.

SCOPE: Contractual issues, personal conflict, incentive payments.

REMARKS: Committee, provided for in collective bargaining agreement, has decision making authority. It meets bi-weekly and posts minutes. Division stewards identify problem areas at each meeting. Committee sends these to divisions for solution. Results are written up and dealt with at next meeting. Committee has had success in reducing grievances.

CONTACTS:

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Plastics Division
312 North Hill Street
Mishawaka, IN 46544

Edward J. Purcell
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219/255-2181

URW, Local 65
107 East First Street
Mishawaka, IN 46544

George Bolock
President
219/255-2288

**UNITED AIRLINES
ASSOCIATION OF FLIGHT ATTENDANTS (AFA)**

INDUSTRY/PRODUCT: Air Transportation

PROGRAM: Quality of Work Life (1979)

COVERAGE: 9,000 covered; 43,000 total employment

STRUCTURE: Policy Committee with 3 union representatives (Master Executive Council president, vice president, and treasurer) and 7 management representatives (vice president for in-flight services, industrial relations director, 4 other directors, manager industrial relations for in-flight services). Station committees include station managers from each location, their union counterparts and local executive council chairperson. Base Committees (local project committees) include management employees, flight attendants and a union representative (size varies depending on project or problem involved).

SCOPE: Service quality, quality of work life, job training, absenteeism, overtime, layoff, personnel transfers. No collective bargaining issues except improvement of grievance handling process.

REMARKS: With third party assistance, parties identified areas of concern and worked jointly on solutions. As a result parties have eliminated certain steps in grievance procedure, developed joint contract training course, established consistent industrial relations management approach, explored concept of discipline without punishment, and identified problems of the work force's changing social makeup. Policy committee now meets monthly. Local committees meet as frequently as once a week. Management personnel are required to participate; employee participation is voluntary. Committees discuss issues and make formal recommendations. Committees are dealing with commuting problems, aging of workforce, developing performance measurement systems, and improving systems related to service.

CONTACTS:

United Airlines	AFA
In-Flight Services	10700 West Higgins Road, #201
P.O. Box 66100	Rosemont, IL 60018
Chicago, IL 60666	Diana Robertson
Charles W. Thomson	Master Executive Control
Director	312/297-7170
Industrial Relations	
Flight Employees	
312/952-4525	

THIRD PARTY CONTACT: Louis Davis
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University of California
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Los Angeles, CA 90024

**U.S. GOVERNMENT, AIR FORCE, SACRAMENTO AIR LOGISTICS CENTER
AMERICAN FEDERATION OF GOVERNMENT EMPLOYEES (AFGE)**

INDUSTRY/PRODUCT: Military support system

PROGRAM: Quality Circles (1981)

COVERAGE: 1,600 covered; 1,960 total employment in Directorate of Distribution

STRUCTURE: Steering Committee with 1 union representative (chief steward) and 9 management representatives (director and deputy director of distribution, 7 division chiefs). Eight QCs, each with about 10 members.

SCOPE: Overtime, safety, health, product quality, job training, waste, production problems, quality of work life, and productivity. No grievances or collective bargaining issues.

REMARKS: Purpose of program is to improve quality of work life and productivity. Steering Committee, chaired by management, meets quarterly. Quality Circles meet weekly. Participation is voluntary. Meetings are held during work hours. Circles can implement solutions to problems in their own area. One circle suggestion, going from computer paper product to microfiche, was adopted resulting in savings of about \$1,000. Program has improved employee morale. Management reports program is showing a cost-benefit ratio of 3-4:1. Directorate expects to have 150 quality circles operating by end of 1982.

CONTACTS: Sacramento Air Logistics Center
Directorate of Distribution
McClellan Air Force Base, CA 95652

Dale Nelson
Chief of Resources Management Branch
916/643-3615

AFGE
Local 1857
6539 Grattan Way
North Highlands, CA 95660

Sal Minagno
Chief Steward
916/643-4290

**U.S. GOVERNMENT, ANNISTON ARMY DEPOT
AMERICAN FEDERATION OF GOVERNMENT EMPLOYEES (AFGE)**

INDUSTRY/PRODUCT: Rebuilds combat tanks and stores ammunition

PROGRAM: Quality Improvement Circles (1980)

COVERAGE: 3,800 covered; 4,500 total employment

STRUCTURE: Steering Committee is composed of local union president and 9 management representatives (commanding officer, QC administrator; directors of quality, maintenance, management information systems; supply and transportation, resource management, and administration and services, civilian executive assistant). Thirty-four quality circles each with 5-15 employees (520 employees total).

SCOPE: Overtime, safety, health, product quality, job training, waste, production problems, quality of work life, and productivity. No grievances or collective bargaining issues.

REMARKS: Program was started by Commanding General of DESCOM to increase productivity and quality of work life for employees, and to establish better communications between employer and employees. Participation is voluntary. Commanding Officer chairs steering committee. QCs meet weekly during work hours at depot. QC program has newsletter. QCs make recommendations to management. By developing a new method of packing and unpacking missile trackers one circle saved depot more than \$1,000 per year in man-hours. QC program has effected a rate of return on investments of 2:1.

CONTACTS:

Anniston Army Depot
SDSAN-DRM-PM (Bourg)
Anniston, AL 36201

Cliff Bourg, QC Administrator
205/238-6306

AFGE, Local 1945
P.O. Box 367
Bynum, AL 36253

Joe Hardman, President
205/236-2506

**U.S. GOVERNMENT, BUREAU OF INDIAN AFFAIRS
NATIONAL FEDERATION OF FEDERAL EMPLOYEES (NFFE)**

INDUSTRY/PRODUCT: Education

PROGRAM: Labor-management committee (1978)

COVERAGE: 40 covered; 140 total employment

STRUCTURE: Committee consists of 4 union representatives (local president, stewards) and 4 management representatives (superintendent, principals).

SCOPE: Teachers' workload, utilization of facilities.

REMARKS: Committee was formed because of low morale among teachers and rivalry between tribe and Bureau of Indian Affairs. Its objective is to strengthen leadership role of superintendent and union stewards and officers. It was created with FMCS assistance and is provided for in collective bargaining agreement. Committee's function is advisory/consultative. It meets monthly, posts minutes and holds meetings with workforce. Committee's activities are reported in a newsletter.

CONTACTS: Bureau of Indian Affairs
Indian School
Flandreau, SD 57028
Jack Belkham, Superintendent
605/997-2451

NFFE, Local 187
c/o Indian School

Mary Fitzgerald, President
605/997-2451

**U.S. GOVERNMENT, DEPARTMENT OF AGRICULTURE
NATIONAL JOINT COUNCIL OF FOOD INSPECTION LOCALS, AFGE**

INDUSTRY/PRODUCT: Meat and poultry inspection

PROGRAM: Relationships by objectives committees (1980)

COVERAGE: 1,900 covered; 2,350 total employment

STRUCTURE: Service level committee of headquarters management officials and council representatives. Regional level committee of regional directors and regional council representatives. Area/circuit level committees with area/circuit supervisors and local representatives.

SCOPE: Committees consider any issues.

REMARKS: RBO committees were formed to help labor and management improve their relationship by improving communications, exchanging views, discussing operational improvements, resolving problems and establishing means of adjustment. They meet quarterly. Participation is voluntary. Roundtable format is used with mediator acting as moderator. Committees' can implement decisions. They distribute information to employees and supervisors as needed. Parties have agreed to 32 objectives, and report more trust, healthier atmosphere, and fewer grievances and ULP's.

CONTACTS:

U.S. Department of Agriculture
Food Safety & Quality Service
Meat & Poultry Inspection
1718 Peachtree Street, N.W., Room 216
Atlanta, GA. 30309

Ray O. Cantrell
Program Management Officer, Southern Region
404/881-3911

National Joint Council of Food Inspection Locals, AFGE
317 North Rehoboth Boulevard
Milford, DE 19963

James Murphy
Chairman, National Joint Council
302/422-0725

THIRD PARTY CONTACTS:

Howard Furman, Commissioner FMCS Room 428, 908 South 20th Street Birmingham, AL 35205 205/254-1445	J. D. Bates, Commissioner FMCS 1422 West Peachtree Street, N.W. Suite 400 Atlanta, GA 30309 404/881-2473
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U.S. GOVERNMENT, DEPT. OF LABOR, LABOR-MANAGEMENT SERVICES ADMINISTRATION
AMERICAN FEDERATION OF GOVERNMENT EMPLOYEES (AFGE)
NATIONAL UNION OF COMPLIANCE OFFICE OFFICERS (NUCO)
NATIONAL COUNCIL OF FIELD LABOR LODGES (NCFL) (AFGE)

INDUSTRY/PRODUCT: Public service

PROGRAM: Participation Circles (1981)

COVERAGE: 1,200 covered

STRUCTURE: Separate steering committees for national office and each field region. Representation includes management and union officials, program coordinator, and facilitator as an ex-officio member. Generally 5-10 members in a circle.

SCOPE: Organizational effectiveness, product quality, quality of working life. Collective bargaining issues and matters limited by statute or Federal regulation are excluded.

REMARKS: Formed to increase employee involvement in the work process as a resource toward improving service, organizational effectiveness, communications, and the quality of working life. Currently, steering committee and 5 circles operating in Philadelphia region, steering committees established in Chicago and Kansas City regions, and preliminary activity beginning in national office and the Atlanta region.

CONTACTS:

DOL/LMSA
200 Constitution Avenue, N.W.
Washington, DC 20216

Peter Husselmann
Coordinator
202/523-6098

AFGE, Local 12
c/o DOL/LMSA

Holgate Young
Chief Steward
202/523-7320

NUCO
4525 Blakely Avenue, N.E.
Bainsbridge Island, WA 98110

Thomas A. Thompson
President
206/442-4244

U.S. GOVERNMENT, DEPT. OF TRANSPORTATION, FEDERAL AVIATION ADMINISTRATION
NATIONAL ASSOCIATION OF AIR TRAFFIC SPECIALISTS (NAATS)

INDUSTRY/PRODUCT: Public service

PROGRAM: Great Lakes Region Quality of Working Life (QWL) Program (1979)

COVERAGE: 750 covered (250 in bargaining unit); 5,000 total employment

STRUCTURE: Advisory group of top regional management officials and regional union representatives. Diagonal Slice Groups of employees (60% journeymen, 40% staff) selected by management and union. Currently active at Indianapolis Flight Service Station, Indianapolis Center Airway Facilities Sector, Minneapolis Airports District Office, Minneapolis General Aviation District Office, and Cleveland Center Airway Facilities Sector.

SCOPE: Organizational effectiveness, QWL, employee concerns, work environment.

REMARKS: FAA, seeking to revitalize airway facilities and air traffic service, recognized need to address human portion of organization. It initiated ATF-1 Planning Project for National Airspace System, involving group of line employees from field facilities and regional offices in airway facilities and air traffic. Thousands of FAA employees participated in various phases. Task groups prepared reports of findings and recommendations. Project was completed in mid-1978. One of Project's subgroup's recommendations--a process they developed to assess impact of new technology, and used on Electronic Tabular Display System--produced a half-million dollar savings. Project also led to issuance in March 1979 of Order 1000.31, Managing Human Considerations in Aviation, in which FAA acknowledged its dependence on people to make the system work and instructed agency managers to provide opportunities for employees to be involved in development of decisions directly affecting them. Since August 1979, Great Lakes Region has had pilot program to address Order 1000.31. It involves a 3-phase process--data collection on issues and concerns of unit involved, analysis of concerns and development of proposals by selected group of volunteers, and implementation or rejection of proposals by unit manager. Advisory group oversees and evaluates project. Diagonal Slice Group has met weekly since 1980. Participation is voluntary. In one project it reviewed specifications for Model I and II automated systems, part of the \$300 million Flight Service Modernization Program. All 14 of its recommendations were incorporated into updated plans, and regional director offered expertise in assessment he advised be done of entire Modernization Program.

CONTACTS:

Federal Aviation Administration	NAATS
Great Lakes Region	2208 Winton Avenue
2300 East Devon Avenue	Speedway, IN 46224
Des Plaines, IL 60018	Harry Steffy, Regional QWL Rep.
Frederick E. Gilbert	317/247-2570
Spec. Asst. to Deputy Regional Director	
312/694-7222	

**U.S. GOVERNMENT NAVAL AIR REWORK FACILITY
INTERNATIONAL ASSOCIATION OF MACHINISTS (IAM)**

INDUSTRY/PRODUCT: Military equipment

PROGRAM: Quality Circles (1981)

COVERAGE: 1,870 covered; 3,120 total employment

STRUCTURE: Steering Committee is composed of 1 union representative (selected by local president) and 12 management representatives (6 service area representatives, 5 production area representatives, QC program administrator). Sixteen quality circles, each with 6-10 employees.

SCOPE: Safety, health, product quality, job training, waste, production problems, quality of work life, productivity and other work-related problems. No grievances or collective bargaining issues.

REMARKS: QCs meet weekly. Program is voluntary. QC Program Administrator chairs steering committee. QCs can implement some decisions; for major problems they make recommendations to management. Program has resulted in better communications between employer and employees, better employee morale, and improved shop efficiency.

CONTACTS: Naval Air Rework Facility
Commanding Officer, Attention: Code 231
Jacksonville, FL 32212

Edmund Fenley, QC Program Administrator
904/772-2105

IAM, Local 1630
Jacksonville, FL 32212

Bob Wilson, In-Plant Chairman
904/772-3603

**U.S. GOVERNMENT, NORFOLK NAVAL SHIPYARD
FEDERAL EMPLOYEES METAL TRADES COUNCIL**

INDUSTRY/PRODUCT: Ship and submarine repair

PROGRAM: Quality Circles (1979)

COVERAGE: 10,250 covered; 12,500 total employment

STRUCTURE: Steering Committee composed of 2 union representatives (Metal Trades Council President, chief steward) and 8-9 management representatives (shipyard commander, group superintendent, 2 shop heads, 3 foremen, senior manager from engineering office). Two subcommittees. Six Quality Circle facilitators. Sixty Quality Circles each with about 10 workers. Another 14 circles are expected to start in near future.

SCOPE: Product quality, productivity, production problems, waste, quality of work life, safety, health, and job training. No grievances, collective bargaining issues or matters that affect federal or state law.

REMARKS: Norfolk began QCs to achieve quality and productivity improvements and cost reductions by bringing employees into process of identifying and resolving workplace problems. Management emphasizes expectations that process's ultimate benefit will derive from improved quality of work life and sense of importance to the organization workers feel they gain through QCs. Program implementation began with formation of steering committee (SC). SC chairman is elected by committee members. SC chose facilitator and established QC pilot project for one-year evaluation period. Participation is voluntary at all levels of organization. In 1981 permanent QC office was established in Productivity Programs Office. Centralized meeting area is being established. QC's meet weekly during work hours. They make presentations of problem solutions to management. Circle activities are reported in shipyard newspaper. January 1982 report by Norfolk states that as of December 1981, \$332,612 had been spent on QCs. At the same time savings realized through QC recommendations totaled \$1,133,759. Some QC projects contributing to those savings included development of system to make tools readily available and save time previously spent waiting at tool room (\$200,000), in-house manufacture of lathe wipers (\$6,000), relocation of spare electronic parts into centralized, catalogued area (\$135,700), and reduction of correspondence copies and blue prints sent to C133 with use of central microfilm library and standard drawings (\$23,700). Important circle solutions with intangible or immeasurable savings have included providing proper equipment use training; installing better lighting and proper exhaust ventilation, and other workplace improvements.

CONTACTS:

Norfolk Naval Shipyard Quality Circles Office Code 109.5, Building 184 Portsmouth, VA 23709	Metal Trades Council Norfolk Naval Shipyard Portsmouth, VA 23709
Bob Greiner Program Manager 804/393-3510	Ron Ault President 804/399-1058

**U.S. GOVERNMENT, PORTSMOUTH NAVAL SHIPYARD
AMERICAN FEDERATION OF GOVERNMENT EMPLOYEES (AFGE)
FEDERAL EMPLOYEES METAL TRADES COUNCIL
INTERNATIONAL FEDERATION OF PROFESSIONAL & TECHNICAL ENGINEERS (PTE)**

INDUSTRY/PRODUCT: Repair, overhaul and conversion of nuclear submarines

PROGRAM: Quality Circles (1980)

COVERAGE: 8,500 covered; 8,500 total employment

STRUCTURE: Steering committee with 3 union representatives and 7 employee and management representatives. Thirty-three circles in several departments.

SCOPE: Quality, job training, waste, production problems, safety, health, and quality of work life.

REMARKS: Circles were formed to improve communications and employee relations. Purpose of quality circles is to improve the quality of the products, service, and work life by utilizing employee creativity, promoting harmonious working relationships, and developing problem solving capabilities. Circles meet weekly or more often if necessary. Participation is voluntary. Quality circles are chaired by supervisors and workers. Their authority is advisory/consultative. Program began with 7 circles in pilot phase.

CONTACTS:

Portsmouth Naval Shipyard
Portsmouth, NH 03801

Jean Foster, Quality Circle Chief Facilitator
207/439-1000, x1541

Federal Employees Metal Trades Council
P.O. Box 2052
Portsmouth Naval Shipyard
Portsmouth, NH 03801

PTE
P.O. Box 2047
Portsmouth Naval Shipyard
Portsmouth, NH 03801

AFGE
P.O. Box 2067
Portsmouth Naval Shipyard
Portsmouth, NH 03801

**U.S. GOVERNMENT, VETERANS ADMINISTRATION HOSPITAL
SERVICE EMPLOYEES INTERNATIONAL UNION (SEIU)
NEW YORK STATE NURSES ASSOCIATION**

INDUSTRY/PRODUCT: Medical services

PROGRAM: Quality Circles (1981)

COVERAGE: 244 nurses and 790 SEIU covered; 1,570 total employment

STRUCTURE: Steering committee has 6 management and 1 union representatives. About 160 employees participate in quality circles with 6-14 members each. Groups include doctors, engineers, lab supervisors, housekeeping aides, biomedical engineers, ambulatory case nursing personnel, other nurses, cooks (production workers), x-ray technicians in radiology, physical therapists, and dieticians.

SCOPE: Safety, delivery of service, work unit problems. No collective bargaining issues.

REMARKS: Albany VA hospital is one of several hospitals in which Veterans Administration initiated pilot Quality Circle programs. Program was initiated with assistance of outside consultant. Steering committee meets monthly. Circles meet one hour weekly. Management chairs steering committee. Circle activities are reported in hospital's bimonthly newspaper. Informational meetings on circle process also are held. Problems on which circles have worked include setting up work priority system, expediting work flow, tracking files and films, and improving preparation of patients' meals. Results have included reduction in specimen slip errors and in duplication of paperwork. Quality Circle program is expanding.

CONTACTS: Veteran's Administration Hospital
Albany, NY 12208

Michael Hauck
QC Facilitator
518/462-3311, ext. 221

SEIU
Local 200
c/o VA Hospital

Ray Dawson
President
518-462-3311, ext. 618

New York State Nurses Association
District 9

Irene Lussier
518/462-3311, ext. 398

**U.S. GOVERNMENT, VETERANS ADMINISTRATION HOSPITAL
AMERICAN FEDERATION OF GOVERNMENT EMPLOYEES (AFGE)**

INDUSTRY/PRODUCT: Medical services

PROGRAM: Labor-management committee (1975)

COVERAGE: 800 covered; 970 total employment

STRUCTURE: Committee consists of 5 union and 5 management representatives.

SCOPE: Labor relations, quality of work life, quality of service, operation problems, productivity, promotions, reorganization, job training, waste, absenteeism, overtime, tardiness, layoff, personnel transfers, safety and health, alcoholism, and drug abuse. Committee can handle problems within collective bargaining agreement.

REMARKS: Committee is an advisory/consultative group that meets monthly. Four times a year it meets with all levels of management. Management and the union alternate chair. Management reports that there has been only one grievance in several years. Almost all problems are solved on an informal basis. Committee's resolution of problem concerning contracting out of dietary services realized a cost savings for hospital and saved jobs.

CONTACTS: Veteran's Administration Hospital
Highland Drive
Pittsburgh, PA 52106

Peter Sepe
Director, Personnel Service
412/363-4900, ext. 254

AFGE
Local 3344
Highland Drive
Pittsburgh, PA 52106

Curtis Jackson
President
412/363-4900, ext. 326

**U.S. GOVERNMENT, VETERANS ADMINISTRATION HOSPITAL
AMERICAN FEDERATION OF GOVERNMENT EMPLOYEES (AFGE)**

INDUSTRY/PRODUCT: Medical services

PROGRAM: Quality Circles (1981)

COVERAGE: 700 covered; 1,310 total employment

STRUCTURE: Steering committee consists of the union president, representatives of various activities (personnel, nursing, industrial engineering, pharmacy, anesthesiology, custodial), and a facilitator. Twelve circles with 10 members each.

SCOPE: Absenteeism, overtime, safety and health, quality of work life and productivity. No collective bargaining items or grievances.

REMARKS: Program was implemented with assistance of outside consultant. Circles meet one hour weekly, during working hours, at the hospital. Participation is voluntary. Circles involve nonmembers through a problem suggestion system. Nonmembers are invited to attend circle meetings but cannot participate. A circle's solution to problem of removing biological waste from a lab saved the hospital \$4,000. Another circle found efficient way to route lab slips and saved hospital \$9,000. Ongoing projects include orientation for incoming doctors and study of ways to reduce overtime. The hospital reports quality circle members become very involved in circle process and communication is greatly enhanced. Complaints about problems have been greatly reduced because employees are actively involved in solving them.

CONTACTS: Veterans Administration Hospital
Gainesville, FL 32602

Richard Walker
Organizational Development Specialist (Facilitator)
VA Medical Center - Code OOB
904/376-1611, ext. 6204

AFGE, Local 2779
c/o Veterans Administration Hospital

Danny Hunt
President
904/376-1611, ext. 6076

**U.S. GOVERNMENT, VETERANS ADMINISTRATION LAKESIDE HOSPITAL
GENERAL SERVICE EMPLOYEES UNION**

INDUSTRY/PRODUCT: Medical services

PROGRAM: Quality Circles (1981)

COVERAGE: 450 covered; 1,300 total employment

STRUCTURE: Steering Committee with 3 union representatives (president, committee member, steward) and 6 management representatives (director, assistant director, chief of staff, administrative personnel). Nine Quality Circles plus circle for Quality Circle leaders.

SCOPE: Production problems, quality of work life, productivity, absenteeism, overtime, safety, product quality, waste and other work-related matters. No discussion of personalities, personal problems or collective bargaining issues.

REMARKS: Quality Circle program is provided for in collective bargaining agreement. Outside consultant helped implement program. Steering committee meets monthly. Circles meet one hour weekly. Participation is voluntary. Minutes are posted. Circles make formal recommendations to management. They also have resolved many problems informally. Quality Circle process has helped reduce absenteeism and sick leave, facilitated problem identification and informal resolution, and helped improve morale, enhance communication, and achieve cost savings.

CONTACTS: Veterans Administration Lakeside Hospital
333 East Huron
Chicago, IL 60611

Flora Austin
Facilitator
312/384-8764, ext. 272

General Service Employees Union, Local 73
c/o VA Lakeside Hospital

Willie Lawson
President

**U.S. GOVERNMENT, VETERANS ADMINISTRATION RECORDS PROCESSING CENTER
AMERICAN FEDERATION OF GOVERNMENT EMPLOYEES (AFGE)**

INDUSTRY/PRODUCT: Public service

PROGRAM: Union Management Committee (1970)

COVERAGE: 80 covered; 130 total employment

STRUCTURE: Committee consists of 3 union representatives (union president, vice president, chief steward) and 3 management representatives (director of center, assistant director, management analyst).

SCOPE: Issues not covered by collective bargaining process.

REMARKS: Committee is provided for in collective bargaining agreement. Its objective is to improve communication between labor and management. It meets quarterly and posts minutes which also are read at union meetings. Committee makes recommendations. Issues have included, for example, temperature in the working area; administrative leave during snow storms, etc.

CONTACTS: Veterans Administration Records Processing Center
P.O. Box 5020
St. Louis, MO 63115

George Byrnes
Assistant Director
314/263-3985

AFGE, Local 3038
P.O. Box 5020
St. Louis, MO 63115

Melvin Hayes
President
314/263-3698

**UNIVERSAL STEEL COMPANY OF MICHIGAN
INTERNATIONAL BROTHERHOOD OF TEAMSTERS (IBT)**

INDUSTRY/PRODUCT: Steel service center

PROGRAM: Quality of Work Life Committee and Quality Circles (1978)

COVERAGE: 33 in bargaining unit; 70 total employment covered by program

STRUCTURE: Committee is composed of 3 union representatives (senior steward and 2 alternates), 4 management representatives (plant manager, plant superintendent and 2 staff members), and 2 group leaders (union members). Quality Circles members are from different work classifications. About 33 workers participate in Quality Circles.

SCOPE: Any issue except those covered in the collective bargaining agreement.

REMARKS: Committee meets quarterly. It has promoted establishment of quality circles, which meet monthly. Participation is voluntary. Committee was responsible for establishment of a new job to improve truck loading operation. (A sub-group wrote the job description.) Company reports the committee has had a major influence on plant's operation.

CONTACTS: Universal Steel Company of Michigan
1800 West Willow Street
Lansing, MI 48901

Don MacDonald
Plant Manager
517/487-5563

IBT, Local 580
11156 Jerrysen Street
Grand Ledge, MI 48837

Al Niblock
Senior Steward
517/627-4976

**US AIR
INTERNATIONAL ASSOCIATION OF MACHINISTS (IAM)**

INDUSTRY/PRODUCT: Air transportation

PROGRAM: "Farm-out" Committees (1976)

COVERAGE: 1,280 covered; 2,000 total employment

STRUCTURE: Each department committee (plant maintenance, automotive, component and Code 7) consists of the director and the manager of the department, 3 union committeemen, and the department's shop steward.

SCOPE: Subcontracting issues.

REMARKS: Committees are provided for in a supplemental agreement. They determine whether work that may be contracted out could be done more economically in-house. Committees meet monthly. They are credited with bringing back in-house work that might have been contracted out.

CONTACTS:

US Air
Greater Pittsburgh International Airport
Pittsburgh, PA 15231

Raymond J. Miller
Director, Labor Relations
412/777-7270

IAM
Local Lodge 1976
803 West 38th Street, #3
Beaver Falls, PA 15010

James T. Varsel
President
412/847-1710

**WARNER & SWASEY, SUBSIDIARY OF BENDIX CORPORATION
INTERNATIONAL ASSOCIATION OF MACHINISTS (IAM)**

INDUSTRY/PRODUCT: Manufacture turning machines

PROGRAM: Quality Circles (1981)

COVERAGE: 500 covered; 900 total employment

STRUCTURE: Steering Committee is composed of 5 union representatives (president, vice-president, backup steward, assistant chief steward, machinist), and about 5 management representatives (vice-president of management, director of industrial relations, supervisors, company president on ad hoc basis, facilitator). Fifteen quality circles with about 109 members.

SCOPE: Safety, product quality, production problems, quality of work life, productivity. Circles do not deal with pay policies.

REMARKS: After a bad strike about four years ago, company conducted attitudinal survey and discovered that employees had a myriad of problems. Company started quality circles to address these problems. Basic principles of program are outlined in Letter of Agreement between Company and Union. Outside consultants assisted start of program. Participation is voluntary. Workers are guaranteed they will not lose jobs as a result of program. Steering Committee meets monthly. It is chaired on a rotating basis every 3 months by all members. Quality Circles meet weekly. Supervisors are circle leaders. A subcommittee for communications has been established for the QC program. QCs post minutes. QC activities are reported in a newsletter and on QC bulletin boards. Steering Committee visits each circle once a month. QCs have authority to implement solutions to problems they identify. Projects can not be "bumped up" to Steering Committee. QC accomplishments have included improvements in shop safety procedures, the institution of a new method of handling materials/work in process (savings of \$20,000 a year), resolution of tool crib problem (time savings, equivalent of \$30,000) restructure of phone system (saving \$132,000) and design of assembly tools (savings \$2,000-\$3,000). Communication between management and workers has improved a great deal.

CONTACTS:

Warner & Swasey
5701 Carnegie Avenue
Cleveland, OH 44103

Charles Kopf
Coordinator/Facilitator
216/432-5489

IAM, Local 1253
4206 Woodbridge Avenue
Cleveland, OH 44109

Jeff Smith
President
216/432-5637

**WEIRTON STEEL
INDEPENDENT STEELWORKERS UNION**

INDUSTRY/PRODUCT: Manufacture steel

PROGRAM: Quality of Work Life (1981)

COVERAGE: 8,500 covered; 11,500 total employment

STRUCTURE: Steering Committee with 8 union representatives (union president, representatives from each of 7 sections) and 8 management representatives (vice president for operations, vice president quality control, vice president for industrial relations, 3 supervisors, program manager, and public relations director). Twenty-four circles. Three quality circle facilitators.

SCOPE: Overtime, safety, product quality, job training, waste, production problems, quality of work life, productivity, work practices. No grievances or collective bargaining issues.

REMARKS: Participation is voluntary. Steering committee meets quarterly. Circle leaders are selected by members. Foremen participate as members. Program issues a newsletter. Circles choose problems and implement solutions at their own level or make formal presentations to management. Items dealt with have included more efficient running of the tandem rolling mills and improved housekeeping around workplaces. One circle studied cost of replacing lost safety equipment and recommended purchase of lockers. These since have reduced cost of replacing gloves and equipment from \$1,800 to \$720 a month. Program has resulted in improved communications, morale, and quality.

CONTACTS:

Weirton Steel
2971 West Street
Weirton, WV 26062

Norma Jean Lilly
Manager QWL
304/797-2381

Independent Steelworkers Union
2971 West Street
Weirton, WV 26062

Richard Arango
President
304/748-8080

**WESTINGHOUSE ELECTRIC CORPORATION
INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS (IBEW)
INTERNATIONAL UNION OF ELECTRICAL WORKERS (IUE)**

INDUSTRY/PRODUCT: Electronics, defense electronics systems, broadcasting and cable, aerospace, construction (including transportation and elevators), power generation.

PROGRAM: Quality Circles (1978)

COVERAGE: 140,000 (about 45,000 in bargaining units) covered; 140,000 total employment

STRUCTURE: Decentralized structure. Each Division implements its own QC process. No steering committees. Local facilitators start QCs. At present some 15,000 employees are participating in more than 1,500 circles. About 50 additional circles are being started each month.

SCOPE: Work-related issues focused on workers' areas of expertise; generally day-to-day problems, QWL, quality improvement. No collective bargaining issues.

REMARKS: Corporate headquarters developed program and program materials in-house, and trained local facilitators. Facilitators then adapted program to their plant. Nearly all of Westinghouse's 150 U.S. locations has a facilitator. Participation is voluntary for both management and employees. Employees receive extensive training in problem solving techniques. Process has improved communication between labor and management and contributed to reductions in grievances, turnover, and absenteeism. Management reports that the long term objective of this process is to develop a truly participative organization providing all employees the opportunity to grow and achieve their maximum potential.

CONTACTS:

Westinghouse Electric Corp. Productivity & Quality Center P.O. Box 160 Pittsburgh, PA 15230	IBEW 1125 - 15th Street, N.W. Washington, D.C. 20005
Ralph Barra Director, Corporate Quality 412/778-5020	Tom Hickman Director of Manufacturing 202/833-7082
	IUE 300 Jonnet Building Monroeville, PA 15146 Vincent Vingle, Chairman IUE-Westinghouse Conference Board 412/372-9286

**WESTVACO CORPORATION
UNITED PAPERWORKERS (UPIU)**

INDUSTRY/PRODUCT: Manufacture paper

PROGRAM: Paperworkers/Westvaco Labor-Management Committee (1980)

COVERAGE: 1,110 covered; 1,380 total employment

STRUCTURE: Committee consists of 6 union representatives (local president, 2 vice-presidents, and 3 executive committee members) and 6 management representatives (mill manager, assistant manager, industrial relations manager, 3 department managers). Union's international representative and area director and the company's division manager are ex-officio members. Committee has established department committees and standing committees to address health and safety, productivity.

SCOPE: Any issues except grievances and collective bargaining issues.

REMARKS: FMCS helped establish committee after conducting successful Relationships by Objectives (RBO) program with the parties. Committee's purpose is to monitor implementation of RBO objectives and promote cooperative attitude developed through RBO. Committee meets monthly. It posts minutes and its activities are reported in a newsletter. Its members generally have authority to make and implement decisions. Department committees report to millwide committee. Health and safety committee has solved most problems it has handled and productivity committee has introduced training program for productivity improvement.

CONTACTS: Westvaco Corporation
Covington, VA 24426

Jim Dell, Industrial Relations Manager
703/962-2111

UPIU, Local 675
424 West Prospect Street
Covington, VA 24426

Ernest Jones, President
703/962-4971

THIRD PARTY CONTACT: Don Doherty, Commissioner
FMCS
P.O. Box 10027
Richmond, VA 23240
804/771-2841

**XEROX CORPORATION, NORTH AMERICAN MANUFACTURING DIVISION
AMERICAN CLOTHING & TEXTILE WORKERS UNION (ACTWU)**

INDUSTRY/PRODUCT: Manufacture copiers and duplicators

PROGRAM: Union/Management QWL Process (1980)

COVERAGE: 4,300 covered; 8,700 total employment

STRUCTURE: Joint Union-Management Planning and Policy Committee with 4 union and 7 management members. Each plant has a committee with about 9 union and 9 company members. 100 teams throughout company, each with 6-9 members.

SCOPE: Any problem outside the collective bargaining agreement: QWL, productivity, absenteeism, safety, health, product quality, job training, waste, production methods and problems, tools, equipment, housekeeping, development of workers.

REMARKS: Process was initiated by company to enhance closer working relations, promote decision making at lower levels, identify and resolve work-related problems and contribute to the overall well being of the company. Teams meet 1-2 hours weekly. Participation is voluntary. Full-time QWL union and management coordinators work in pairs to train and work with teams. Company pays for 28 of the 40 hours of training; 12 hours are on employees' time.

CONTACTS:

Xerox Corporation
North American Manufacturing Division
800 Phillips Road
Webster, NY 14580

Dominick Argona, Manager
Employee Involvement Systems
716/422-6646

ACTWU, Local 14-A
Webster, NY 14580

Tony Costanza, President
Rochester Joint Board
716/422-2393

Section II: Industry Labor-Management Committees

COAL

Studies ways to improve labor relations and productivity. Reviews use of the grievance procedure, recommends improvements to labor relations training and ways to prevent strikes. Examines productivity problems including work practices, safety standards, and other factors.

Joint United Mine Workers - Industry Development Committee (JUIDC)

Dennis Saunders, Labor Co-chair
United Mine Workers, Dist. 29
P.O. Box 511
Beckley, WV 25801
304/252-0611

W. G. Kegel, Management Co-chair
Rochester & Pittsburgh Coal
Company
655 Church Street
Indiana, PA 15701
412/349-5800

CONSTRUCTION

Formed to secure business and jobs for the unionized construction industry by increasing productivity and quality, reducing costs and restrictive work rules, increasing managerial efficiency, and consulting on job assignments, etc. to prevent jurisdictional disputes and other causes of work stoppages.

Construction Industry Management & Colorado Building and Construction Trades Councils Joint Committee
"Union Jack"
1660 South Albion Street
Suite 300
Denver, CO 80222

John Donlon, Labor Co-chair
303/832-6499

Dale Harrington, Management
Co-chair
303/455-5566

Involvement & Management,
Advance Growth & Employment (IMAGE)
524 St. Louis Road
Collinsville, IL 62234

Byron Farrell, Management Co-chair
618/254-0157

Bob Weis, Labor Co-chair
618/656-1174

TOP-NOTCH
1800 North Meridian
Indianapolis, IN 46202

Robert E. Payne
317/923-2361

Massachusetts Labor-Management
Committee in Construction
220 Boylston Street
Chestnut Hill, MA 02167

Robert Dickinson, Secretary
617/964-1800

Muskegon Division National Electrical
Contractors Association and
International Brotherhood of Electrical
Workers, Local 275

Terry Rake, Business Manager
IBEW
1341 Getty Street
Muskegon, MI 49442
616/722-9621

Keith Nye, Chairman
Muskegon Division
National Electrical Contractors
Association
1770 Terrace Street
Muskegon, MI 49442
616/726-4006

Productivity & Responsibility to
Increase Development and Employment
(PRIDE)
Development and Employment
P.O. Box 20563
St. Louis, MO 63139

Al Hinton, Executive Director
314/645-0110

Operation SIR

Rowland Oakes, Management Co-chair
AGC
P.O. Box 7315
Reno, NV 89510
702/329-6116

Frank Byrne, Labor Co-chair
Northern Nevada Building Trades
Council
1150 Terminal Way
Reno, NV 89502
702/322-3361

Southern Tier Builders Association & Southern Tier Building Trades Council

Robert Hall, Management Co-chair
Southern Tier Builders Association
65 East Main Street
Falconer, N.Y. 14733
716/665-4026

Elliot Ellis, Labor Co-chair
Southern Tier Building Trades
Council
112 South 3rd Street
Olean, N.Y. 14760
716/372-5009

Operation TOPP 1010 Yale Avenue Cincinnati, OH 45206

James Harlow, Labor Co-chair
513/721-4206

Bill Besl, Management Co-chair
513/631-5500

Operation MOST 1027 West Fifth Avenue Columbus, OH 43212

Dan Rankin
614/294-1647

MASONRY

Forum to discuss ways to achieve stable labor relations, promote quality, improve living standards. Exploring improvements to mediation and arbitration, ways to increase worker mobility, and quality of work life pilot programs.

Bricklayers & Allied Craftsmen -
Mason Contractors Association of
America Labor-Management
Relations Committee

L. Gerald Carlisle, Executive Vice
President

Bricklayers & Allied Craftsmen
815 15th Street, N.W.
Washington, D.C. 20005
202/783-3788

George A. Miller, Executive Vice
President

Mason Contractors Association
17 West 601 14th Street
Oakbrook Terrace, IL 60181
312/620-6767

MEN'S CLOTHING

Developing new technology to make the industry more competitive.

Tailored Clothing Technology
Corporation (TC)²

Jerome F. Gore, President (TC)²
Chairman and CEO

Hart, Schaffner and Marx
101 North Wacker Drive
Chicago, IL 60606
312/372-6300

Murray Finley, President
Amalgamated Clothing and Textile
Workers Union

15 Union Square
New York, N.Y. 10003
212/242-0700

Jerome Dorf, Program Administrator
(TC)²

Vice President and Comptroller
Hart, Schaffner and Marx

POLICE AND FIRE

Prevents disruptions in public safety services through information and problem-solving activities. Discusses issues and problems that affect the delivery of services. Provides impasse resolution assistance and labor-management relations training.

The Indiana Labor-Management Committee for Police and Fire
400 East Seventh Street
Bloomington, IN 47405
812/335-7851

Michael J. Quinn, Executive Director
Indiana Association of Cities & Towns
317/635-8616

Thomas H. Miller, President
Professional Firefighters Union
317/359-5171

Robert Trobaugh, President
Fraternal Order of Police
317/459-5101

RETAIL FOOD

Facilitates collective bargaining, prevents strikes, and promotes communication on issues confronting the industry. Members include company representatives, the Teamsters, the UFCW, and the Food Marketing Institute.

Joint Labor-Management Committee of the Retail Food Industry
Suite 320, 1625 Eye Street, N.W.
Washington, D.C. 20006

Phil Ray, Executive Director
202/331-0950

RAILROAD

Fosters cooperation outside collective bargaining, facilitates increased productivity and safety by enhancing worker motivation and qualifications, and improves capital and labor productivity.

New England Labor-Management Task Force
Room 229A, 242 St. John Street
Portland, ME 04102

Stanley Maxwell, Project Director
Ernest Phillips, Labor Co-director
John Dowd, Labor Co-director
207/773-0007

St. Louis Terminal Project
1139 Olive, Room 506
St. Louis, MO 63101

H. C. Gruenkemeyer, Co-director
W. C. Elledge, Co-director
314/622-2981

Houston Terminal Project
501 Crawford, Suite 515
Houston, TX 77002

Don Joiner, Project Director
Charles Little, Labor Co-director
713/546-3251

Third party contact for railroad projects:

Daniel Kozak/John F. Murphy
Federal Railroad Administration
Office of Federal Assistance
Room 5100, 400 7th Street, S.W.
Washington, D.C.. 20590
202/426-6277

Section III: Productivity and Quality of Work Life Centers

Center for Government and Public Affairs
Auburn University at Montgomery
Montgomery, AL 36193
Dr. Raymond B. Wells
Director
205/279-9110

Productivity Center
Industrial Engineering Department
University of Arkansas
Fayetteville, AR 72701
John Imhoff
Director
501/575-3156

Department of Management
University of Arizona
Tucson, AZ 85721
Professor Neil Herrick
602/626-3892

Productivity Institute
College of Business Administration
Arizona State University
Tempe, AZ 85287
Dr. Eileen K. Aranda
602/965-7625

Productivity Council of the Southwest
California State University
STF 124
5151 State University Drive
Los Angeles, CA 90032
John R. Frost
Executive Director
213/224-2975

Center for the Quality of Working Life
Institute of Industrial Relations
University of California
405 Hilgard Avenue
Los Angeles, CA 90024
Joel Fadem
Senior Fellow
213/825-8862

Center for Effective Organizations
Graduate School of Business
Administration
University of Southern California
Los Angeles, CA 90089
Edward E. Lawler, III
Director
213/743-8765

American Center for the Quality
of Work Life
3301 New Mexico Avenue, N.W.
Suite 202
Washington, D.C. 20016
Kevin Sweeney
President
202/338-2933

Center for Productivity Studies
American University
5010 Wisconsin Avenue, N.W.
Suite 309
Washington, D.C. 20016
David S. Bushnell
Director
202/686-2834

Harvard Project on Technology, Work,
and Character
1710 Connecticut Avenue, N.W.
Washington, D.C. 20009
Dr. Michael Maccoby
Director
202/462-3003

Commerce Productivity Center
U.S. Department of Commerce
14th & Constitution Avenue, N.W.
Room 7413
Washington, D.C. 20230
Carol Ann Meares
202/377-0940

National Productivity Group
Accounting and Financial Management
Division
General Accounting Office
Room 6027
441 G Street, N.W.
Washington, D.C. 20548
Brian Usilaner
Associate Director
202/275-5818

Florida Productivity Center
The Florida State University
306 Stone Building, Room 114
Tallahassee, FL 32306
Dr. Frank W. Banghart
904/644-6831

South Florida Productivity Center
New World Center Campus
300 N.E. Second Avenue
Room 1402
Miami, FL 33102
Dr. Jack Daniels
Associate Dean
Urban Affairs & Occupations
Harry Hoffman
Department Chairperson
Business
305/577-6759

Georgia Productivity Center
Engineering Experiment Station
Georgia Institute of Technology
Atlanta, GA 30332
Professor R. L. Yobs
Director
404/894-3404

Productivity Center
Georgia State University
University Plaza
Atlanta, GA 30303
Dr. Stanley J. Smits
404/658-2792

Quality of Working Life Program
Institute of Labor and Industrial Relations
University of Illinois at Urbana-Champaign
540 East Armory Avenue
Champaign, IL 61820
Vernon G. Talbott
Associate Professor
217/333-0980

Productivity Center
Graduate School of Management
Northwestern University
Evanston, IL 60201
Dr. Frank H. Cassell
Professor of Industrial Relations
312/492-3465
Dr. Gustov J. Rath
Director, Design & Development Center

Maryland Center for Productivity and
Quality of Working Life
College of Business and Management
University of Maryland
College Park, MD 20742
Dr. Thomas C. Tuttle
Director
301/454-6688

Northeast Labor Management Center
30 Church Street, Suite 301
Belmont, MA 02178
Michael J. Brower
Executive Director
617/489-4002

Industrial Cooperative Association
249 Elm Street
Somerville, MA 02144
Stephen Dawson
Director
617/628-7330

Michigan Quality of Work Life Council
755 West Beaver Road
Troy, MI 48084
Basil J. Whiting, Jr.
Executive Director
313/362-1611

Institute for Social Research
University of Michigan
426 Thompson Street
Box 1248
Ann Arbor, MI 48106
F. Thomas Juster
Director
313/764-8363

Work in America Institute, Inc.
700 White Plains Road
Scarsdale, N.Y. 10583
Jerome M. Rosow
President
914/472-9600

National Center for Public Productivity
John Jay College of Criminal Justice
City University of New York
445 West 59th Street
New York, NY 10019
Marc Holzer
Director
212/489-5030

Division of Extension & Public Services
New York State School of Industrial &
Labor Relations
Cornell University
3 East 43rd Street
New York, NY 10017
Jack Kaufman
Associate Director
212/599-4573

New Systems of Work and Participation
Program
New York State School of Industrial &
Labor Relations
Cornell University
Ithaca, NY
Dr. William F. Whyte
607/256-4530

MDC, Inc.
1717 Legion Road
P.O. Box 2226
Chapel Hill, N.C. 27514
George B. Autry
President
919/968-4531

Productivity Research and
Extension Program
North Carolina State University
P.O. Box 5511
Raleigh, NC 27650
Dr. William Smith
Director
919/733-2370

The Ohio State University
Center for Human Resource Research
5701 North High Street
Room 200
Worthington, OH 43085
Dr. Don Ronchi
614/888-7309

Bowling Green Productivity and
Gainsharing Institute
Bowling Green State University
Bowling Green, OH 43403
Dr. Timothy L. Ross
Director
419/372-0016

Work in Northeast Ohio Council
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Hudson, OH 44236
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216/650-1745
216/656-1977

Oklahoma Productivity Center
School of Industrial Engineering &
Management
Oklahoma State University
322 Engineering North
Stillwater, OK 74078
Dr. Scott Sink
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Oregon Productivity Center
Oregon State University
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Corvallis, OR 97331
Dr. James L. Riggs
Director
503/754-3249

Labor Education and Research Center
University of Oregon
154 PLC
Eugene, OR 97403
Emory Via
Director
503/686-5054

Quality of Work Life Center for Central
Pennsylvania
Pennsylvania State University
Capitol Campus
Middletown, PA 17057
Dr. Rupert F. Chisholm, Jr.
Director
717/948-6053

Management and Behavioral Science Center
 Wharton School
 University of Pennsylvania
 Vance Hall
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 Philadelphia, PA 19104
 Thomas Gilmore
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Wharton Applied Research Center
 University of Pennsylvania
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 Philadelphia, PA 19104
 Robert Keidel
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Graduate School of Industrial
 Administration
 Carnegie-Mellon
 Pittsburgh, PA 15213
 Dr. Paul Goodman
 412/578-2288

Pennsylvania State University
 609 Business Administration Building
 University Park, PA 16802
 Dr. Gerald I. Susman
 814/863-2382

Pennsylvania MILRITE Council
 513 Finance Building
 Harrisburg, PA 17120
 Gregg Robertson
 Executive Director
 717/783-7408

Center for Labor & Human Resource
 Studies
 Temple University
 Philadelphia, PA 19122
 Richard Leone
 Director
 215/787-6843

American Productivity Center, Inc.
 123 North Post Oak Lane
 Houston, TX 77024
 Kathleen Sutton
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 713/681-4020

Texas Center for Productivity and Quality
 of Work Life
 College of Business Administration
 Texas Tech University
 Room 1102
 P.O. Box 4320
 Lubbock, TX 79409
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 Director
 806/742-1530

John E. Gray Institute
 Lamar University
 P.O. Box 10067
 Beaumont, TX 77710
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University of Texas
 College of Business Administration
 Department of Management
 Austin, TX 78712
 Brian Moore
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Utah Center for Productivity & Quality of
 Working Life
 Utah State University
 UMC 35
 Logan, UT 84322
 Dr. Gary B. Hansen
 Director
 801/750-2283

National Center for Employee Ownership
 1611 South Walter Reed Drive
 Arlington, VA 22204
 Dr. Corey Rosen
 Executive Director
 703/979-2375

N.T.L. Institute
 Rosslyn Station
 P.O. Box 9155
 Arlington, VA 22209
 Judy Leibowitz
 Program Manager (QWL)
 703/527-1500

Section IV: Area Labor-Management Committees

National Association of Area
Labor-Management Committees
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John Popular
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301/777-8700

Evansville Area Labor-Management
Committee
1133 Mill Road, Suite 208
Evansville, IN 47710
Ernest E. Franke
Coordinator
812/426-2261

South Bend/Mishawaka Labor-Management
Committee
c/o South Bend/Mishawaka Chamber of
Commerce
P.O. Box 1677
South Bend, IN 46634
Eli D. Miller
Executive Director
219/234-0051

Siouxland Labor-Management Committee
808 - 5th Street
Baxter Building, Suite 100
Sioux City, IA 51101
Frank Mandicino
Robert Gleeson
712/255-7265

Kentucky Department of Labor
Governor's Labor-Management Advisory
Council
U.S. 127 South Building
Frankfort, KY 40601
Fred Francis
Executive Director
502/564-3075

Louisville Labor-Management Committee
Memorial Auditorium, Room 1
970 South Fourth Street
Louisville, KY 40203
Henri Mangeot
Executive Director
502/584-5183

Cumberland Area Labor-Management
Committee, Inc.
County Office Bldg. - Room 2
33 Pershing Street
Cumberland, MD 21502
John J. Popular, II
Executive Director
301/777-8700

Lansing Area Joint Labor-Management
Committee, Inc.
1801 West Main Street
Lansing, MI 48915
Martin Bakken
Director
517/482-1654

Jackson County Labor-Management
Relations Conference Board
c/o Jackson County Department of
Economic Development
120 West Michigan
Jackson, MI 49201
John O'Neill
Executive Director
517/788-4330

Muskegon Area Labor-Management
Committee
1065 - 4th Street
Muskegon, MI 49441
Harold Workman
Coordinator
616/722-3633

Upper Peninsula Labor-Management
Council, Inc.
410-A Cohodas Administrative Center
North Michigan University
Marquette, MI 49855
Joaquin Gomez
Secretary-Treasurer
906/227-2101

New Spirit of St. Louis Labor-Management
Committee
Equitable Building
St. Louis, MO 63102
Michael Riley
Executive Director
314/231-5555

Buffalo-Erie County Labor-Management
Council
One Convention Tower, Suite 407
Buffalo, NY 14202
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716/856-6611

Chemung County Labor-Management
Committee
Fassett Commons
Elmira College
Elmira, NY 14901
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North Chautauqua County Industrial
Council
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State University College
Fredonia, NY 14063
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Jamestown, NY 14701
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Labor-Management Conference Board
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Portsmouth, OH 45662
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Toledo, OH 43624
Louis Thomson, Jr.
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419/247-6469

Mahoning Valley Labor-Management
Citizens Committee
200 Wick Building
Youngstown, OH 44503
N. Laird Eckman
Acting Director
216/759-3668

Economic Development Council of
Northeastern Pennsylvania
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Avoca, PA 18641
Howard Grossman
Executive Director
717/655-5581

Clinton County Labor-Management
Committee
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Lock Haven, PA 17745
Len Mayer
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Scranton/Lackawanna Labor-Management
Committee
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Scranton, PA 18503
Msgr. Constantine V. Siconolfi
Chairman
717/346-8925

Philadelphia Area Labor-Management
Committee
One East Penn Square - Suite 1400
Philadelphia, PA 19107
James Martin
Executive Director
215/568-7597

Planning Economic Progress (PEP)
Co-chairs:
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Business Manager
Sabine Area Building & Construction
Trades Council
3720 Nederland Avenue
Nederland, TX 77627
Maurice Meyers
President
Accurate Business Machines
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Beaumont, TX 77701
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West Virginia Labor-Management Advisory
Council
1900 East Washington Street
Charleston, WV 25305
Mark Julian
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304/348-7890

North Central Wisconsin Labor-Management
Council
c/o University of Wisconsin
Room 204 Delzell
Stevens Point, WI 54481
Janis Borski
Secretary-Treasurer
715/346-4646

Green Bay Area Labor-Management
Council
P.O. Box 244
Green Bay, WI 54305
Jerry Maloney
President
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Fox Cities Area Labor-Management
Council
P.O. Box 1602
Appleton, WI 54913
Jerry Maloney
President
414/731-4962

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UNION NAME(S):

INDUSTRY/PRODUCT:

TYPE OF PROGRAM:

YEAR STARTED:

COVERAGE:

NO. EMPLOYEES IN PLANT:

NO. EMPLOYEES IN BARGAINING UNIT:

NO. EMPLOYEES COVERED BY PROGRAM:

STRUCTURE OF PROGRAM (COMPOSITION OF COMMITTEES, ETC.):

SCOPE OF PROGRAM (ACTIVITIES/TYPES OF PROBLEMS ADDRESSED):

REMARKS (NARRATIVE DESCRIPTION OF EXPERIENCES/OUTCOMES):

COMPANY CONTACT(S):

UNION CONTACT(S):

THIRD PARTY CONTACT(S):

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