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LABOR AND EMPLOYMENT RELATIONS ASS.

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LERA Then and Now

- Founding 1947
- Early history
- Growth to “Big Tent”
- Industrial relations-Personnel administration split
- Recent history
- Current membership
Key LERA Concepts, Efforts

- Labor-management collaboration
  - Kaiser Permanente, Southwestern Air
  - Overland Resources Group
  - Interest-based bargaining
    - Boston Public School union negotiation
- Alternative worker organization
- Worker voice
- Full employment
- Economic justice
- Digitization and interactivity
• President Martin Mulloy, Ford Motor Co. V.P. for Labor Relations (ret.)

Past president Lisa Lynch, dean, Brandeis University School for Public Policy

Past Presidents, cont’d

- David Lewin, Neil H. Jacoby Chair in Management, UCLA, emeritus

Eileen Appelbaum, senior economist **Center for Economic and Policy Research** and author

Three U.S. labor secretaries:
- John T. Dunlop, Harvard economist
- George Shultz, Stanford Hudson Institute
- Ray Marshall, University of Texas
David Weil

- U.S. DoL Wage and Hour Administrator
- Boston University management professor, Harvard University Kennedy School Transparency Project, EPRN researcher
- Author, *The Fissured Workplace*
LERA Publications

- Annual research volume
- *Perspectives on Work* practitioner magazine
- Annual Meeting Proceedings
- LERAw eb.org
- Employment Policy Research Network
- Members-only content
- LERA on LinkedIn
Mapping the Future for Labor Management Relations

Feature Section: New Worker Organizing and Voices

New books by David Weil, Appelbaum-Milkman, Blasi-Freeman-Kruso, Richard Locke, and many more...
The Citizen’s Share

JOSEPH BLASI
RICHARD FREEMAN
DOUGLAS KRUSE

THE
CITIZEN’S
SHARE

PUTTING
OWNERSHIP
BACK INTO
DEMOCRACY
Employment Policy Research Network

- Online employment think tank established 2011 ([employmentpolicy.org](http://employmentpolicy.org))

  Principal investigator
  Thomas A. Kochan, MIT

- Researchers: economists; labor relations, labor law, management, public policy and H.R. professors; sociologists.
EPRN: Researching Employment

- Employment Regulations
- Equal Employment Opportunity
- Globalization, Employment, and Labor Standards
- Immigration
- Labor and Employment Law
- Labor Force Demographics/Supply
- Labor Management Relations
- Public-Sector Employment Issues
- Regional Economic Development/Adjustment
- Skills, Work, and Technology
- Social Insurance
- Sustainable Entrepreneurship
- Unemployment
- Wages/Compensation
- Work/Family Policy
EPRN Researchers

- Andy Sum, Northeastern University, Center for Labor Market Studies
- Frank Levy, MIT
- Michael Reich, UC-Berkeley, Institute for Research on Labor and Employment
- Ellen Dannin, PSU School of Law (emerita)
Barry Bluestone, dean, Northeastern University

Gerald Davis, University of Michigan, Ross School of Business

Joel Cutcher-Gershenfeld, U. of Illinois, professor, past dean

Matt Finkin, U of I College of Law
The Origins and Evolution of the Field of Industrial Relations in the U.S.

The Origins & Evolution of the Field of

INDUSTRIAL RELATIONS

in the United States

BRUCE E. KAUFMAN
Multinational Human Resource Management and the Law

Matthew W. Finkin and Joel Cutcher-Gershenfeld, with Takashi Araki, Philipp Fischinger, Roberto Fragale Filho, Andrew Stewart and Bernd Waas

MULTINATIONAL HUMAN RESOURCE MANAGEMENT AND THE LAW: COMMON WORKPLACE PROBLEMS IN DIFFERENT LEGAL ENVIRONMENTS
Why Good People Can’t Get Jobs: The Skills Gap and What Companies Can Do About It

Cappelli’s Solutions to ‘Skills Gap’

- Work with education providers.
- Bring back aspects of the apprenticeship.
- Promote from within.
When I’m Sixty-Four: The Plot Against Pensions and the Plan to Save Them
1. Good jobs

“We have a Social Security problem. We have an employment crisis.” (Peter Diamond, Nobel Laureate in Economics, MIT “Cyclical Unemployment, Structural Unemployment,” Seminar, U. of I. College of Business March 7, 2013)

“Creative monopoly”


- “From the mid-1940s through the 1970s, median wages and productivity growth rose in tandem. Since the 1980s productivity continued to grow steadily while wages stagnated.”
3. Physical and digital infrastructure.

“The American Society of Civil Engineers estimates that we need to invest $3.6 trillion in infrastructure by 2020.” (Charles Blow, N.Y. Times, Sept. 8, 2014).

Google is taking steps to expand Google Fiber (100 times faster than standard broadband), its nascent ultrahigh-speed Internet service, to 34 cities … (Claire Caine Miller, N.Y. Times, Feb. 19, 2014)
4. Human capital investment.

- U.S. Education = U.S. Health Care?
- Peter Drucker’s prognostication?
- “Upcredentialing”
- Company training?
5. Alternative forms of worker organization.
Perspectives on Work, LERA’s practitioner fall 2014 magazine theme: Alternative forms of worker organization:

- “AFL-CIO Mobilizes Young Workers”
- “Organizing the Fragmented Unorganized”
- “Conversations with Equal Exchange’s Worker-Owners”
- “Farm Ethics and Farm Labor”
- “International Informal Worker Organizations”
- “Representing Restaurant Workers—and Owners”
6. Continuing globalization, digitization, subcontracting ("fissuring").

“If it can be digitized, it will be globalized.”
7. “Financialization.”

“The Financialization of the U.S. Corporation,” by William Lazonick
8. Whiter R&D, innovation?

- Peter Thiel: Narrow meaning of “technology” innovation. NPR “On Point,” Sept. 29, 2014

- Federal biomedical research funding (NIH) has gone down 20 percent in the last decade. Funding ALS research story on NPR, Sept. 15, 2014.

- John Rogers. multidisciplinary research group at the U of I. National Science Foundation funds 55 percent of university research.


Conceive of workers as long-term assets, not as costs.


- No. of U.S. states in which workers not guaranteed paid parental leave: 47
- No. of the world’s 20 other wealthiest nations in which they are not: 0
Employment Megatrends


“Businesses should be taking the stagnation of living standards as a canary in their coal mine. Companies will not survive for the long run if their communities are stagnant.”


2. Manufacturing returns.
3. Wages rise?

4. Labor-management collaboration.
5. Education alignment. “Too good not to be better?”
Unsolicited Advice

- Be your own CEO and CIO.

- Knowledge is (still) power. Read *The Wall Street Journal* every day. *The Economist.*

- Follow market leaders and industries.

- Seek out other viewpoints.