

However, few papers study the AIAN workforce. An exception is work by Alonso-Villar, Del Rio, and Gradin (ADG) (2012), who included “Native Americans” (non-Hispanic single-race American Indians, Alaska Natives, Hawaiians, or Pacific Islanders) among six racial/ethnic groups and included all non-Hispanic multiracial individuals as “other.” They found substantial occupational dissimilarity between Native Americans and the population, with “Native Americans ... concentrated in lower-paid occupations” (p. 190).

Our research is similar to ADG (2012) but is different in at least five ways that allow us to build on their results. First, we focus specifically on the AIAN workforce, as opposed to a composite group of “Native Americans.” Second, we implement recently developed statistical tests (Allen, Burgess, Davidson, and Windmeijer 2015) to assess the significance of the differences in dissimilarity we report. Third, because occupational patterns remain quite different by sex, we compare within sexes rather than comparing to the overall workforce of both sexes, as in ADG. Fourth, we examine not only the single-race AIAN workforce but also the multiple-race AIAN workforce. ADG study only single-race AIANs, which introduces bias because single-race AIANs are not representative of the entire AIAN group (Liebler and Halpern-Manners 2008). Finally, when modeling factors associated with occupational differences, we use an education-based ranking of occupations as the dependent variable (rather than regional differences), so that our regressions directly shed light on factors related to the tendency for AIAN workers to be concentrated in low-skill sectors.

## Data

We focus our analyses on the American Community Survey five-year pooled sample from 2008–2012, which hereafter we will refer to as 2010, its middle year. For a few analyses, we also use additional public-use data sets collected by the Census Bureau: decennial census data from 1980, 1990, and 2000 (5% samples). We accessed all data through the IPUMS USA project at the University of Minnesota (Ruggles et al. 2015). We used weights (PERWT in IPUMS) to create statistics that are nationally representative of persons (Lumley 2004).

Our ability to detect changes over time in occupational dissimilarity is limited by changes in categorizations over time. The race categorization system has changed substantially. Since 2000, the Census has invited respondents to report multiple races and included multiple-race responses in the data, allowing us to begin tracking the multiple-race responses separately from single-race responses. There is evidence suggesting that the AIAN category does not include a consistent set of individuals across the decades (Liebler, Bhaskar, and Porter 2016; Liebler and Ortyl 2014; Passel 1997). In addition, the categorization of occupations was fundamentally changed between the 1990 Census and the 2000 Census and was modified again by 2010 (Norris, Vines, and Hoeffel 2012). Although we have used a constructed variable (OCC2010 in IPUMS) that attempts to map the earlier categories into the contemporary categories, changes in definitions, as well as the evolving nature of jobs in the economy, make perfect mapping impossible.

Throughout the paper, we include all workers age 16 and over. Because young workers have often not completed their education, we have checked that the conclusions based on the regression results we report below are robust to limiting our sample to workers age 25 and up. We find that results for the older workers are consistent with those reported here.

Our focus in this research is on two categories of American Indians/Alaska Natives: people who reported being non-Hispanic American Indian/Alaska Native alone (AIANa), and people who reported being non-Hispanic American Indian/Alaska Native in combination with one or more other races (AIANc). We show results for Hispanic AIANs only in Table 1 and the appendix table; elsewhere we combine Hispanic AIANs with other Hispanics. Hispanic AIAN workers are an especially small group. Also, people who report as AIAN and Hispanic rarely give the same race response in another census, but they often consistently report Hispanic origins (Liebler, Bhaskar, and Porter 2016).

**Results**

***Is the AIAN Occupational Distribution Different?***

In Table 1 we show a breakdown of the U.S. labor force in 2000 and 2010 by race, where each category (except where explicitly listed) is single-race and non-Hispanic. From the results in Table 1, we see that there are relatively few AIAN workers—AIAN single-race and multiple-race individuals together comprised 1.43% of the (age 16+) *labor force* but 1.63% of the population in 2010 (authors’ calculations). In most of our analyses, we compare AIANa and AIANc individuals to the largest race group in the workforce: single-race Whites.

TABLE 1  
Percentage Breakdown of the (Age 16+)  
Labor Force by Race, Over Time

Race	2000	2010
1 White	72.71	65.99
2 African American	10.57	11.45
3 Hispanic	10.48	14.95
4 Asian/PI	3.75	5.14
5 Remainder	1.09	1.04
6 AIANa	0.66	0.58
7 AIANc	0.55	0.58
8 Hispanic AIAN	0.19	0.27
Total	100.00	100.00

Our first research question is “Is the occupational distribution of AIAN workers different than that of single-race White workers, now and since 1980?” We begin to address this question using Figure 1, in which we plot the distribution of the workforce in 2010 across 26 occupation groups, separating out the results by sex and for non-Hispanic AIAN alone, AIAN in combination, and White.<sup>2</sup>

Some general patterns are evident. Females and males are very differently distributed across occupations, and differences by sex are generally large relative to differences by race. AIANc workers have an occupational distribution that is generally between that of AIANa workers and Whites; the share for AIANc lies between the shares for AIANa and White in 18 of the 26 career categories for men and 17 of 26 for women. Also noteworthy is a tendency toward under-representation of AIANa and AIANc workers of both sexes in traditional “white-collar” occupation categories, such as management, financial specialists, and legal professions, and their over-representation in traditional “blue/pink-collar” fields such as construction, healthcare support, and building/grounds cleaning and maintenance. With respect to our first research question—whether the occupational distribution of AIAN workers is different from White workers—Figure 1 (see next page) presents a mixed picture of gross similarity overall (for each sex) but also many differences occupation-by-occupation.

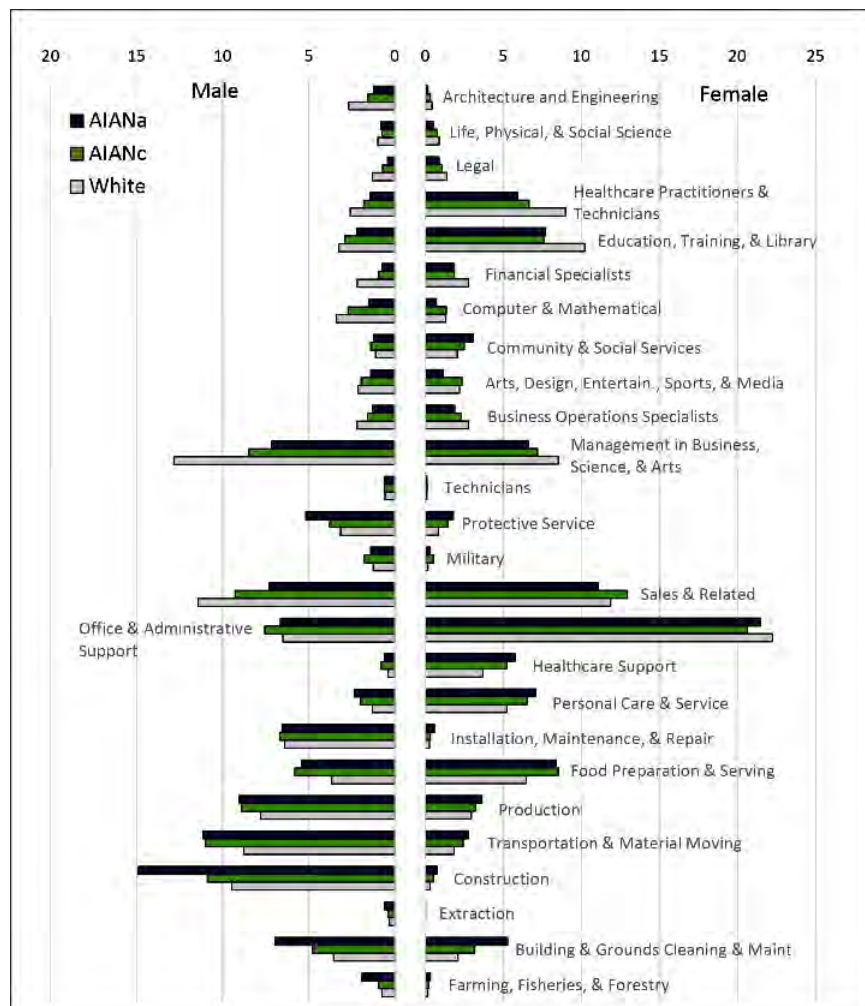
Nonetheless, the answer to our first question is clear: the AIAN occupational distribution was significantly different from the White occupational distribution in 2010 and each of the three preceding decades. To show this, we use data across all the occupations in Figure 1 to calculate an overall index of occupational dissimilarity between each AIAN group and the corresponding group of single-race White workers. Specifically, we calculate the widely used Duncan index *D*, defined as follows: For *n* occupations, we compute the statistic

## WORK CHALLENGES IN FIRST NATIONS COMMUNITIES

$$D = (1/2) \sum_{i=1}^n |A_i/A - B_i/B|$$

where  $A$  (or  $B$ ) is the total number of individuals of type A (or type B) and  $A_i$  (or  $B_i$ ) is the number of Type A (or B) individuals in occupation  $i$ . This widely used index goes back at least to Blau and Duncan (1967), but it has properties that can be undesirable (Watts 1998). As a check on the robustness of our results, we also compute the alternative indices  $I_p$  (proposed by Karmel and MacLachlan 1988) and  $A$  (proposed by Charles and Grusky 1995). In the text, we note when our results are sensitive to the choice of index.

FIGURE 1  
Percentage of Workers of That Race Group Who Worked in Each Type of Occupation in 2010, for Non-Hispanic Single-Race AIANs (AIANa), Multiple-Race AIANs (AIANc), and Whites, Separated by Sex



This index of occupational dissimilarity can be interpreted as the percentage of workers who would need to change careers in order to make the AIAN and White occupational distributions identical. In 2010,  $D$  is about 16.5 for AIANa workers and 9.9 for AIANc workers. In other words, 16.5% of AIANa workers would need to change occupation categories in order to have the same occupational distribution as White workers. Both of these values are

very significantly different from zero ( $p < 0.001$  for both), according to the likelihood ratio test described by Allen and colleagues (Allen et al. 2015).

Table 2 shows this index of dissimilarity for AIAN and other racial/ethnic groups over four decades, for males and females combined, as compared to non-Hispanic Whites. All of the index values in the table are significantly different from zero. As in 2010, dissimilarity to single-race Whites in 2000 is smaller for AIANc workers than for AIANa workers. For both 2000 and 2010, the degree of dissimilarity for AIANa workers is closer to that of African American or Asian/Pacific Islander workers than to the value for AIANc workers and is about halfway between the values of AIANc workers and Hispanic workers.

TABLE 2  
Index of Dissimilarity (and Standard Errors) for 26 Occupation Categories,  
Split by Race/Hispanic Origin and Decade [comparisons are to single-race non-Hispanic  
Whites for whom the index dissimilarity (from themselves) is automatically zero]

	AIANa*	AIANc*	Asian/PI	African American	Hispanic**	Remainder
1980	17.79 (0.37)		16.55 (0.21)	21.62 (0.08)	20.50 (0.10)	9.98 (2.00)
1990	18.16 (0.32)		15.97 (0.14)	20.35 (0.06)	22.43 (0.09)	14.91 (2.03)
2000	16.54 (0.27)	10.15 (0.47)	17.78 (0.12)	19.09 (0.08)	23.30 (0.07)	10.07 (0.31)
2010	16.47 (0.38)	9.92 (0.55)	18.13 (0.11)	19.00 (0.07)	24.14 (0.07)	10.33 (0.35)

\*For 1980 and 1990, we report the AIAN data under the AIANa column (the Census did not allow multiple race responses until 2000).

\*\*All Hispanics are grouped together.

Our results show that the degree of AIAN occupational dissimilarity changed little between 2000 and 2010 and we see no clear AIAN trend overall since 1980. This is in contrast to an apparent small but steady decrease in occupational dissimilarity from Whites for African Americans and a steady increase in occupational dissimilarity for Hispanics.

However, intertemporal comparisons should be made with caution because of cross-time changes in measures and race group composition (for example, see Liebler et al. 2014).

We also calculate the AIANa-White dissimilarity index separately for men and women in 2010 because men and women choose different occupations (as highlighted in Figure 1). Similar to the findings reported by Taylor (1994) for the distribution of indigenous Australian workers, we find a lower occupational dissimilarity index between AIANa women and White women (14.5% would need to change occupation groups to achieve parity) than between AIANa men and White men (19.8%), and this difference is statistically significant. However, for women as well as men, the answer to our first question is the same—AIAN workers have a different occupational distribution than single-race White workers.

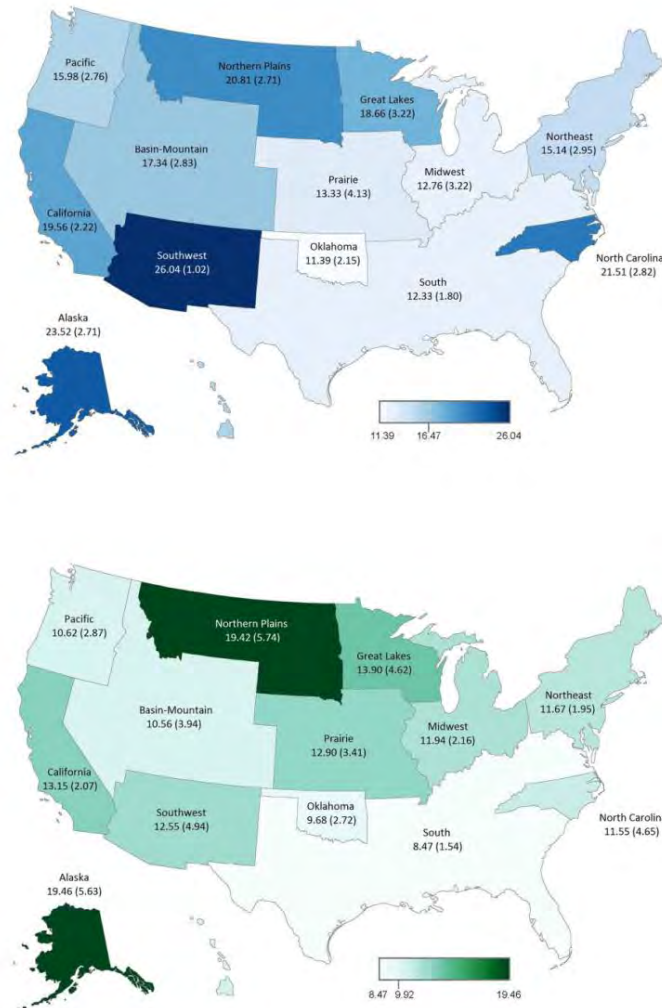
Dissimilarity indices for AIANa and AIANc workers appear to vary substantially by region within the U.S. In Figure 2 (see next page), we show the occupational index of dissimilarity for AIANa people in 13 regions (defined and discussed by Eschbach 1992). The AIANa occupational dissimilarity index is higher in areas with relatively high AIAN populations than in areas with relatively fewer AIANs. For AIANa workers, the Southwest and North Carolina stand out as having the highest degree of occupational dissimilarity with Whites in the same region, with Alaska, California, and the Basin-Mountain, Northern Plains, and Great Lakes regions also showing high levels of

## WORK CHALLENGES IN FIRST NATIONS COMMUNITIES

AIANA-White dissimilarity. For AIANc workers, different areas with high AIAN populations stand out as regions of higher occupational dissimilarity from local Whites—Alaska and the Northern Plains.

There were very disparate results for AIANA versus AIANc workers in the Southwest and North Carolina (which we find to be statistically significant, in tests not shown). In the South, the dissimilarity from local Whites is relatively low for both AIAN groups, and, in Alaska, the dissimilarity is relatively high for both. In the Northern Plains, dissimilarity appears relatively high for AIANc workers relative to Whites (higher than for AIANA workers in five regions and nearly on par with AIANA dissimilarity nationally), but the dissimilarity for AIANA workers there is higher yet. However, neither of these apparent results for the Northern Plains is statistically significant, due to few observations and thus large standard errors. (Standard errors are included in parentheses in the figure.)

FIGURE 2  
Occupational Dissimilarity Indices by Region (Blue = AIANA and Green = AIANc)

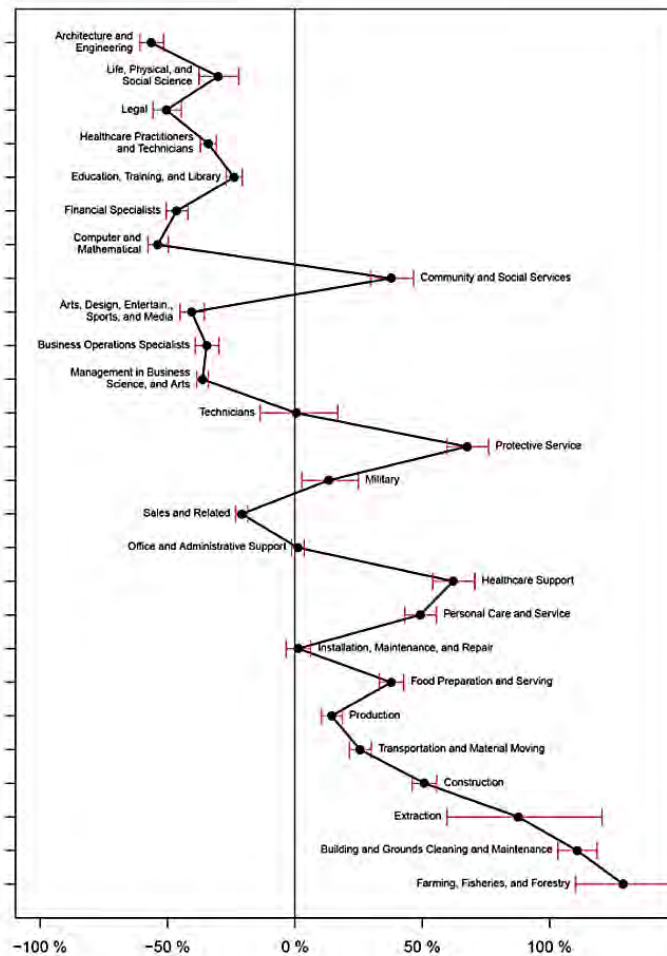


**Over- and Under-Representation in Occupations**

Our second research question is “In which occupations are AIAN workers under-represented relative to White workers? In which are they over-represented?” To begin answering this question, we return to Figure 1 (previously shown). The occupational categories there are ordered by the fraction of incumbents who had completed at least one year of college, based on the data from 2010. For example, 92.9% of members of the architecture and engineering profession attended college. This was the highest rate of college attendance by labor-force participants in any of the occupation groups, so it is shown at the top. Those in the farming, fisheries, and forestry category, shown at the bottom, had the lowest percentage of incumbents who attended college (16.9%). See Table 4 (later in this paper) for details.

With this ordering, Figure 1 suggests an occupational gap based on education. To investigate the statistical significance of the differences in occupational participation, we display in Figure 3 an index based on the ratio of the AIAN-alone employment proportion to the employment proportion of the White workforce (for men and women combined).

FIGURE 3  
Under-/Over-Representation of AIAN Alone,  
2010 (calculations and style based on Fox 2003)



## WORK CHALLENGES IN FIRST NATIONS COMMUNITIES

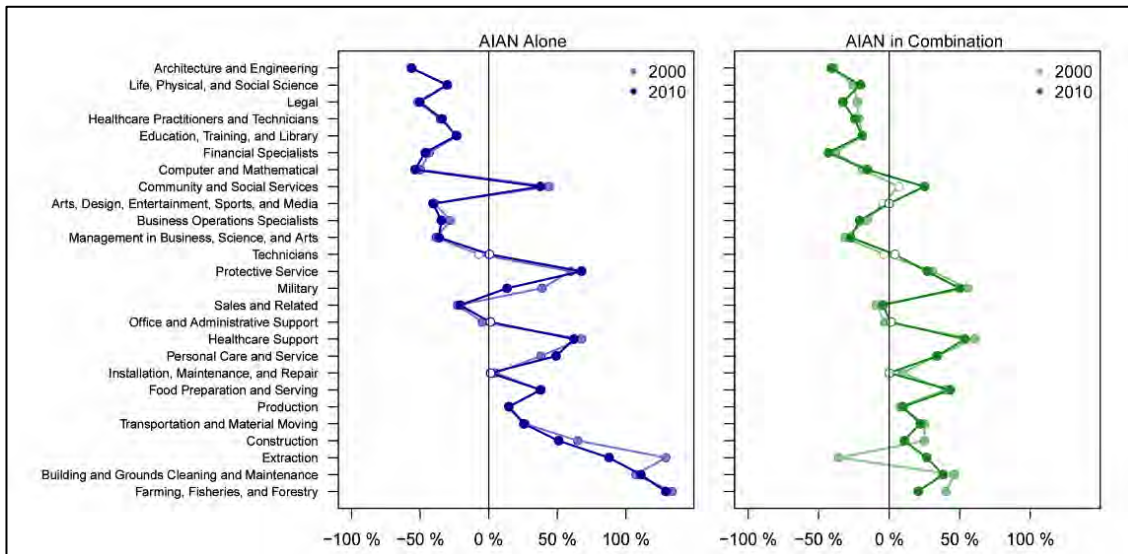
Specifically, for AIANA workers our index for any single occupation takes the value:

$$\frac{\text{share of AIANA workers in the occupation}}{\text{share of White workers in the occupation}} - 1$$

In Figure 4, we also show a parallel index for AIANc workers. Figure 3 includes thin red lines showing the 95% confidence interval for each career category and maintains the education-based ordering of the careers. In the careers in the bottom half, where individuals typically have less education, there is generally over-representation of AIAN workers. This tendency disappears in the mid-level career categories (education-wise) and transitions toward the top of the figure to under-representation in fields where higher levels of education are common.

The ratios in Figure 3 display a distinct “tilt” in the occupational representation of AIANA workers. In nine of the ten lowest categories on the education scale, there is a statistically significant overrepresentation of AIANA workers. In fields like building and grounds cleaning there are twice as many AIANA workers employed, relative to the proportion of Whites in that sector. In the most highly educated occupation categories, AIANA individuals are under-represented in ten of the top eleven (the exception being community and social services). For legal professions in particular, there are 50% fewer AIANA workers employed than one would expect if AIANA participation were proportional to participation by single-race Whites.

FIGURE 4  
Under-/Over-Representation of AIAN Over Time  
[filled circles represent statistically significant (non-zero) values]



In a version of Figure 3 (available on request) with men and women analyzed separately, the basic pattern is the same, but a few subtleties emerge. For example, AIAN underrepresentation in the legal professions is larger for men than for women. Also, although AIAN workers overall are overrepresented in protective services, this is even more true for AIAN females relative to White females than it is for AIAN males relative to White males.

In Figure 4, we expand Figure 3 to include AIANc workers and to include data for both 2000 and 2010. The results for AIANc individuals show a pattern of statistically significant, education-based occupational disparity that is

qualitatively similar to the pattern for AIANa individuals (as seen by the visual “tilt” of both panels). However, the pattern is quantitatively milder for AIANc workers than AIANa workers. In both panels of Figure 4, the observed changes in career categories between 2000 and 2010 are small (with the largest differences, like those in “extraction,” mainly due to small cell counts).

**Adjusting the Dissimilarity Index for Educational Attainment**

To further explore the relationship between education and occupation, we calculated the AIAN-White indices of dissimilarity within each of five education categories: Less than high school, high school degree, some college or associate’s degree, bachelor’s degree, and more than a bachelor’s degree. We show these results for 2010 in Table 3. For example, 12.23% of single-race AIAN workers in the lowest education category would need to change fields (to another of the 26 fields) in order for their occupational distribution to match that of the least-educated White workers. We again find that all occupational dissimilarity values for both AIAN groups in Table 3 represent a statistically significant dissimilarity from Whites ( $p < 0.001$ ).

TABLE 3  
Occupational Dissimilarity Index  
(and Standard Errors) by Race and Education in 2010

	AIANa	AIANc	White
No HS Deg.	12.23 (1.69)	7.86 (2.44)	0
HS Grad	12.95 (0.74)	7.69 (1.15)	0
Some College	10.97 (1.17)	6.88 (1.32)	0
BA	13.70 (2.05)	10.87 (1.85)	0
BA+	9.79 (2.81)	8.48 (2.27)	0
All	16.47 (0.38)	9.92 (0.55)	0

From the calculated statistics shown in Table 3, we notice that racial comparisons restricted to like-educated workforce members often produce a smaller index of occupational dissimilarity than for the general workforce (shown in the last row). This indicates that differences in educational attainment partly explain the high overall occupational dissimilarity between the AIAN workforce and the White workforce. However, the index of dissimilarity is still quite high within education categories, especially among individuals with a bachelor’s degree but no further education.<sup>3</sup> Also note that the results for AIAN in combination again lie between the results for Whites and AIAN alone for each educational category.<sup>4</sup>

**A Formal Test to Answer Question 2**

Figures 3 and 4 already show a statistically significant pattern of AIAN over-representation in low-education occupations and under-representation in high-education occupations. To provide a clear test of this overall tendency, we construct a binomial regression model, predicting the probability that a given individual is employed in a “highly educated field” (the binomial “success”) or not. In defining “highly educated fields,” we sort military workers (an industry) back into their original occupation groups. We code “high” education fields as “Architecture and Engineering” through “Management in Business, Science, and Arts” and “low” education fields as “Technicians” through “Farming, Fishing, and Forestry” (Table 4, next page). This dichotomy roughly corresponds to careers with a higher fraction of college-educated participants than in the general workforce. In Table 4, we also show the occupational income (average income of incumbents) of each of the 26 broad occupation groups. Ranking occupations by income instead of education would result in a generally similar definition of high-ranked versus low-ranked occupations.



WORK CHALLENGES IN FIRST NATIONS COMMUNITIES

TABLE 4  
Occupational Education and Occupational Income for Occupation Groups, 2008–2012 ACS

Occupation Group	Occupational Education	Occupational Income
Architecture and Engineering	high 93%	high \$85,155
Life, Physical, and Social Science	high 92%	high \$68,781
Legal	high 92%	high \$115,592
Healthcare Practitioners and Technicians	high 90%	high \$75,637
Education, Training, and Library	high 90%	low \$43,963
Financial Specialists	high 90%	high \$76,898
Computer and Mathematical	high 90%	high \$76,918
Community and Social Services	high 88%	low \$43,022
Arts, Design, Entertainment, Sports, and Media	high 81%	low \$49,298
Business Operations Specialists	high 80%	high \$68,255
Management in Business, Science, and Arts	high 76%	high \$87,336
Technicians	low 63%	low \$52,601
Protective Service	low 61%	low \$48,859
Military	low 59%	low \$44,328
Sales and Related	low 55%	low \$43,321
Office and Administrative Support	low 54%	low \$32,855
Healthcare Support	low 48%	low \$24,817
Personal Care and Service	low 45%	low \$20,723
Installation, Maintenance, and Repair	low 38%	low \$43,477
Food Preparation and Serving	low 33%	low \$15,747
Production	low 28%	low \$35,266
Transportation and Material Moving	low 28%	low \$33,464
Construction	low 26%	low \$36,669
Extraction	low 22%	low \$52,030
Building and Grounds Cleaning and Maintenance	low 22%	low \$22,281
Farming, Fisheries, and Forestry	low 17%	low \$22,249

In Table 5 on the following page, we show the results of a basic regression predicting whether a worker is in a high education occupation based only on their race response. The coefficient estimate for the intercept (-0.502) implies that a White worker in the year 2010 had a

$$\frac{e^{-0.502}}{1 + e^{-0.502}} = 37.71\%$$

chance of being employed in a highly educated field. The coefficient for AIANc worker implies a change in the log-odds of being in a highly educated field relative to the odds for the comparison group (Whites), calculated as

$$e^{-0.396} - 1 = -32.70\%$$

Thus, an AIANc worker in the labor force has a probability of 28.95% of being employed in a highly educated field. The results also imply that AIANa individuals in the labor force have an even lower probability, just 24.47%, of being employed in a highly educated field.

TABLE 5  
Binomial Regression Predicting Employment in a “Highly Educated Field,” for 2010

	Estimate	SE	z value	Pr(> z )	
(Intercept)	-0.502	0.001	-565.0	<2e-16	***
AIANc	-0.36	0.010	-38.87	<2e-16	***
AIANa	-0.625	0.011	-58.29	<2e-16	***

Notably, the Wald tests (comparing each coefficient to zero, for which the p-values included refer) and the relative size of the standard errors in Table 5 provide a clear answer to question 2. They show that there are statistically significant racial differences consistent with our earlier visualizations: both AIANa and AIANc are significantly predisposed toward employment in low education fields relative to Whites, with the disparity significantly smaller for the AIANc group.

***Do Standard Demographic Factors Account for Occupational Disparity?***

Having established that the occupational distribution of AIAN workers differs from that of single-race White workers and is tilted toward low-education fields, we now turn to our third research question: Do standard demographic factors account for the under-representation of AIAN workers in high-education occupations (relative to White workers)? To answer this question, we add additional explanatory variables, beyond race, to the regression framework introduced in the previous section.

Measures of educational achievement are, on the one hand, natural variables to add because of the obvious ties between education attainment and many occupations. On the other hand, using an individual’s education to predict whether they are in a high-education occupation may seem circular and thus merits some discussion. To define the dependent variable in our regressions, we classify occupations as high- or low-education based on whether a high or low percentage of incumbents have at least some college education. Thus, on average over the full sample of Whites and AIAN workers, there must be a positive overall average relationship between individual education attainment and whether an individual is in a high- or low-education field. However, it need not automatically be true that each additional level of education will further increase the odds that an individual will hold a high-education occupation. Nor must individual education be related to occupation on average in the AIAN portion of our sample—this population is very small relative to the White portion and thus has little influence on how occupations are ranked. So the race coefficients in a regression of occupational outcome (high- or low-education field) on individuals’ race and education can meaningfully show that (holding the effects of individuals’ educational attainment constant) AIAN workers are less likely to hold high-education occupations than Whites.

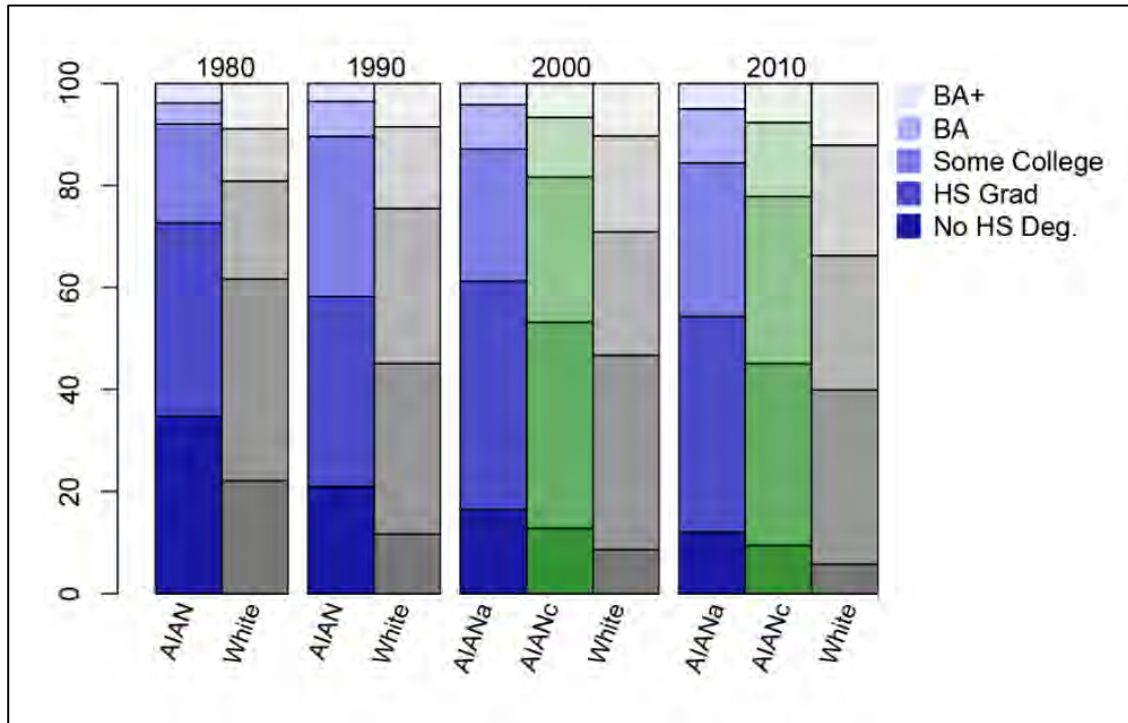
Other factors may also be related to whether a worker has a high-education occupation. For example, compared to jobs in rural areas, proportionately more jobs in metropolitan areas require high levels of education. In Table 6, we show basic summary statistics on the variables we use in our calculations: sex, location in a metropolitan area, presence of an AIAN homeland in the individual’s Public Use Microdata Area (HOMELAND in IPUMS; also see Liebler 2010), age, English proficiency, and educational attainment.

Because it is a primary independent variable of interest, we next (Figure 5) show a plot of the educational attainment of AIANa, AIANc, and White workers in 1980, 1990, 2000, and 2010. We see in Figure 5 (next page)

## WORK CHALLENGES IN FIRST NATIONS COMMUNITIES

that, compared to Whites in each year, a lower proportion of AIAN labor force participants completed each educational level. In 2000 and 2010, AIANa and AIANc are both more highly concentrated in the “high school graduate” category than Whites, with fewer college degrees and greater numbers without high school education. We can also see a general increase in graduation rates for all groups over time. Although AIAN workers are keeping up with overall educational increases, they are not catching up to close the gaps. The AIAN labor force in aggregate is more educated today than in 1980, but they are still less educated than Whites.

FIGURE 5  
Educational Attainment of Labor Force Participants by Race, Over Time



Our predictors of a worker being employed in one of the “highly educated fields” include those shown in Table 6 on the next page, as well as age squared. In Table 7 (two pages hence), we show our results in terms of fitted coefficients, net of interaction effects, with separate columns for men and women as a way of displaying interaction effects.<sup>5</sup> As in Table 5, the coefficients in Table 7 sum to the log-odds of a particular individual being employed in a “highly educated field.”

PROCEEDINGS OF THE LERA 2016 MEETINGS

TABLE 6  
 Summary Statistics for the Year 2010 (Labor Force Participants),  
 Based on Person Weights; the Reported N Is Unweighted

	Race	N	Mean	SD	Min	Max
Female	White	5,397,814	0.4687	0.4990	0	1
	AIANc	45,154	0.4963	0.5000	0	1
	AIANa	54,534	0.4988	0.5000	0	1
Metro Area	White	5,397,814	0.7353	0.4412	0	1
	AIANc	45,154	0.7216	0.4482	0	1
	AIANa	54,534	0.5045	0.5000	0	1
Homeland	White	5,397,814	0.1774	0.3820	0	1
	AIANc	45,154	0.3007	0.4586	0	1
	AIANa	54,534	0.6361	0.4811	0	1
Age	White	5,397,814	42.3989	14.2460	16	95
	AIANc	45,154	39.2964	14.1305	16	94
	AIANa	54,534	39.5640	13.6356	16	94
Not English Proficient	White	5,397,814	0.0049	0.0696	0	1
	AIANc	45,154	0.0041	0.0642	0	1
	AIANa	54,534	0.0060	0.0773	0	1

	Race	N	No HS Deg.	HS Grad.	Some College	BA	BA+
Educational Attainment	White	5,397,814	6%	34%	26%	22%	12%
	AIANc	45,154	9%	36%	33%	14%	8%
	AIANa	54,534	12%	42%	30%	11%	5%

WORK CHALLENGES IN FIRST NATIONS COMMUNITIES

TABLE 7  
Fully Adjusted Binomial Regression Predicting Employment in a “Highly Educated Field,” for 2010

	Men			Women		
	Estimate	SE		Estimate	SE	
(Intercept)	-4.4954	0.0136	** *	-4.3760	0.0147	***
Race “AIANc”	-0.1825	0.0175	** *	-0.0944	0.0160	***
Race “AIANa”	-0.2935	0.0186	** *	-0.0752	0.0161	***
“Education” HS Grad	1.0581	0.0095	** *	1.3205	0.0113	***
“Education” BA	2.8712	0.0097	** *	3.0272	0.0115	***
“Education” BA+	4.1782	0.0105	** *	4.3453	0.0125	***
Metro Area	0.1517	0.0025	** *	0.1517	0.0025	***
Homeland	-0.0171	0.0028	** *	-0.0171	0.0028	***
Age	0.0836	0.0005	** *	0.0836	0.0005	***
Age <sup>2</sup>	-0.0008	0.0000	** *	-0.0008	0.0000	***
Not Proficient in English	-0.9483	0.0183	** *	-0.9483	0.0183	***

Regardless of race, education is the best predictor of employment in a high education field, and we show in Figure 4 that AIAN workers lag in education relative to White workers. Differences in education between the groups are responsible for a significant amount of the difference between AIAN men’s and White men’s occupational structure. The same patterns are evident for women. The education coefficients increase sharply with each level of educational attainment for both men and women, and these increases are statistically significant.<sup>6</sup> The effect of education on the odds of working in a highly educated field is stronger for women than for men. Age predicts a maximum probability of high-education employment just above age 50, falling off quadratically. Living in a metropolitan area, not living near a homeland, and being proficient in English also are statistically significant predictors of working in a “highly educated field,” although their coefficients show much smaller effects than that of education.

After adjusting for these other factors, including educational attainment, all the race group coefficients are smaller than their values in the previous race-only regression (Table 5). However, they all remain statistically different from zero, implying that the factors we considered did not fully account for the under-representation of AIAN workers in high-education occupations. Compared to the disparities for AIAN men, those between AIAN women and White women are much smaller, or more nearly eliminated, after controlling for our additional factors, but even they remain statistically significant. Thus, the answer to our third research question is “no,” at least for the factors we consider.

One difference within the AIAN workforce itself does disappear with our additional controls. The probability of being in a high education occupation is statistically significantly different for AIANa men than for AIANc men, but the difference between AIANa and AIANc women in our full regression model is not significant.<sup>7</sup> We can only say that the fact that the differences for men are substantially smaller in the adjusted model (Table 7) than in the unadjusted model (Table 5) indicates much (though not all) of the observed difference in employment in a high or low education field between AIANa and AIANc male workers is accounted for by additional factors in Table 6.

## Conclusion

The raw data on occupational distribution by race reveals a clear disparity between AIAN workers and White workers that has been present since at least 1980. Both AIANa and AIANc workers are underrepresented in high-education fields like management, financial services, and legal professions, relative to White workers. AIAN workers are significantly over-represented in low-education fields like construction, healthcare support, and food preparation. These differences are especially strong when the comparisons are limited to working men.

We find that race-group differences in educational attainment are the single most important explanatory factor behind the race-group differences in whether a worker is in an occupation group with relatively high education in 2010. Accounting for differences in educational outcomes and other factors markedly reduces all the race coefficients relative to their values in a race-only regression, but they are all still statistically different from zero.

These demographic factors also explain much (for men) or all (for women) of the tendency for AIANa workers to be less likely than AIANc workers to work in a highly educated field.

Though AIAN workers have improved their educational attainment in the past decades, White workers have also been increasingly well educated, and a gap remains. Over the same decades, the aggregate occupational dissimilarity of the AIAN workforce seems to have changed little (though data issues prevent us from being certain). Although unmeasured factors also contribute to these occupational dissimilarities, our findings suggest that further efforts to close racial gaps in educational attainment can play an important role in narrowing the occupational dissimilarity between White workers and AIAN workers, thus improving lives and eliminating potential inefficiencies in how jobs are allocated.

## Appendix A: Hispanic AIAN

Because the absolute number of Hispanic AIANs is small, we exclude them from the bulk of our analyses. However, in Table 8 on the following page, we show the fitted coefficients for two regression models that include the Hispanic AIAN group (combining Hispanic AIANa with Hispanic AIANc). When compared to White workers, the disparity in education-ranked occupational outcomes is much larger for the Hispanic AIAN group than for either of the non-Hispanic AIAN groups in the “unadjusted” regression, which includes only race/ethnicity explanatory variables. All non-Hispanic AIAN-White disparities are smaller than Hispanic AIAN-White disparities after adjusting for the other covariates, but none are fully accounted for (each coefficient is statistically different from zero). Among AIAN women, the Hispanic AIAN coefficient in the adjusted model is statistically and materially larger than the coefficients for non-Hispanic AIAN workers. Among men, however, the statistical difference between Hispanic AIAN workers and AIANa workers disappears in the adjusted model.

WORK CHALLENGES IN FIRST NATIONS COMMUNITIES

TABLE 8  
Unadjusted, and Fully Adjusted, Binomial Regressions Predicting Employment  
in a “Highly Educated Field,” for the year 2010, Including Hispanic AIANs

	Estimate	SE	z value	Pr(> z )	
(Intercept)	-0.502	0.001	-564.9	<2e-16	***
Race “AIANc”	-0.400	0.010	-38.86	<2e-16	***
Race “Hispanic AIANa”	-0.948	0.017	-55.23	<2e-16	***
Race “AIANa”	-0.625	0.011	-58.28	<2e-16	***

	Men			Women		
	Estimate	SE		Estimate	SE	
(Intercept)	-4.4942	0.0135	***	-4.3748	0.0147	***
Race “AIANc”	-0.1832	0.0175	***	-0.0953	0.0160	***
Race “Hispanic AIAN”	-0.3189	0.0289	***	-0.2325	0.0274	***
Race “AIAN”	-0.2856	0.0186	***	-0.0681	0.0161	***
“Education” HS Grad	1.0531	0.0095	***	1.3151	0.0113	***
“Education” BA	2.8666	0.0096	***	3.0225	0.0115	***
“Education” BA+	4.1753	0.0105	***	4.3416	0.0124	***
Metro Area	0.1558	0.0025	***	0.1558	0.0025	***
Homeland	-0.0186	0.0028	***	-0.0186	0.0028	***
Age	0.0839	0.0005	***	0.0839	0.0005	***
Age <sup>2</sup>	-0.0008	0.0000	***	-0.0008	0.0000	***
Not Proficient in English	-0.9845	0.0179	***	-0.9845	0.0179	***
Mostly Proficient in English	-0.5448	0.0113	***	-0.5448	0.0113	***

**Appendix B: Standard Error Estimation**

The IPUMS microdata include a *SUBSAMP* variable, indexing all person level observations into 100 representative subsamples of the full data, each 1% of the entire data set. To estimate standard errors for the index of dissimilarity, we calculate the index value on each subsample ( $X_i$ ) and the entire data set ( $X$ ), then compute:

$$SE(X) = \frac{1}{\sqrt{100}} \sqrt{\frac{1}{100} \sum_{i=1}^{100} (X_i - X)^2}$$

## Endnotes

<sup>1</sup> We group Hispanic individuals by their ethnicity, regardless of race, and omit them from all race categories, except where explicitly noted. Hereafter, all race groups mentioned are non-Hispanic only unless otherwise indicated.

<sup>2</sup> For the figures, we categorized workers whose industry (not occupation) was reported as “military” to the military category. We then assigned the remaining individuals to their Census-defined occupation group, if any, as recorded by the Census Bureau.

<sup>3</sup> The Karmel and MacLachlan index for individual education groups is also usually equal to or lower than for the general workforce, but here the exception is for the least educated group (those who did not complete high school). The Charles and Grusky index parallels the index of dissimilarity for AIANa workers, except for BA+, where it is not defined due to a zero cell count. For AIANc workers, the Charles and Grusky index for the two extreme education outcomes, No HS and BA+, exceeds the overall index (and is not defined for the BA category).

<sup>4</sup> For the Karmel and MacLachlan index, we find much less dissimilarity for AIANc workers, compared to AIANa workers, in the three lowest education groups but slightly more dissimilarity in the BA and BA+ groups. We cannot produce both AIANa and AIANc values of the Charles and Grusky index for the two college groups, and we find that for the No HS group the AIANc index value exceeds the AIANa index value.

<sup>5</sup> Although it has two columns, this table is for a single model that includes interaction terms that allow race and education effects to be different among men than among women. Other variables are not interacted with sex and thus have the same value in both columns.

<sup>6</sup> We found limited evidence that educational effects differ by race. In a regression (not shown) with race and education interactions, the interactions of race and HS and race and BA were not significant, implying no AIAN-White difference in the effect of education for those levels of attainment. We did find evidence that advanced degrees (BA+) had a somewhat lower effect on occupational outcome for AIANa and AIANc workers than for White workers, but this race effect was small relative to the baseline effect of an advanced degree on workers generally.

<sup>7</sup> Note that AIANc workers are intermediate between Whites and AIANa workers, generally, but this is not true for AIAN women in Table 7. We have no explanation for this difference.

## References

- Akee, Randall, and Jonathan Taylor. 2014. *Social and Economic Change on American Indian Reservations: A Databook of the US Censuses and the American Community Survey 1990-2010*. <http://taylorpolicy.com/us-databook>.
- Allen, Rebecca, Simon Burgess, Russell Davidson, and Frank Windmeijer. 2015. “More Reliable Inference for the Dissimilarity Index of Segregation.” *The Econometrics Journal* 18(1): 40-66.
- Alonso-Villar, Olga, Coral Del Rio, and Carlos Gradin. 2012. “The Extent of Occupational Segregation in the United States: Differences by Race, Ethnicity, and Gender.” *Industrial Relations* 51(2): 179-212.
- Blau, Peter M., and Otis Dudley Duncan. 1967. *The American Occupational Structure*. The Free Press (MacMillan), New York, New York.
- Emmel, Alissa, and Theresa Cosca. 2010. “The 2010 SOC: A Classification System Gets an Update.” *Occupational Outlook Quarterly* (summer).
- Eschbach, Karl. 1992. “Shifting Boundaries: Regional Variation in Patterns of Identification as American Indian.” Dissertation (Sociology). Harvard University.



## WORK CHALLENGES IN FIRST NATIONS COMMUNITIES

- Fox, John. 2003. "Effect Displays in R for Generalised Linear Models." *Journal of Statistical Software* 8(15): 1-27.
- Charles, M., and David B. Grusky. 1995. "Models for Describing the Underlying Structure of Sex Segregation." *American Journal of Sociology* 100: 931-971.
- Karmel, T., and M. MacLachlan. 1988. "Occupational Sex Segregation—Increasing or Decreasing." *Economic Record* 64: 187-195.
- Liebler, Carolyn A. 2010. "Homelands and Indigenous Identities in a Multiracial Era." *Social Science Research* 39: 596-609
- Liebler, Carolyn A., Sonya Rastogi, Leticia E. Fernandez, James M. Noon, and Sharon R. Ennis. 2014. "America's Churning Races: Race and Ethnic Response Changes Between Census 2000 and the 2010 Census." United States Census Bureau, Center for Administrative Records Research and Applications, Working Paper 2014-09.
- Liebler, Carolyn A., Renuka Bhaskar, and Sonya R. Porter. 2016. "Joining, Leaving, and Staying in the American Indian/Alaska Native Race Category Between 2000 and 2010." *Demography* 53(2): 507-540.
- Liebler, Carolyn A., and Andrew Halpern-Manners. 2008. "A Practical Approach to Using Multiple-Race Response Data: A Bridging Method for Public Use Microdata." *Demography* 45(1): 143-55.
- Liebler, Carolyn A., and Timothy Ortyl. 2014. "More than One Million New American Indians in 2000: Who are They?" *Demography* 51: 1101-1130.
- Lumley, Thomas. 2004. "Analysis of Complex Survey Samples." *Journal of Statistical Software* 9(1): 1-19.
- Norris, Tina, Paula L. Vines, and Elizabeth M. Hoeffel. 2012. "The American Indian and Alaska Native Population: 2010." 2010 Census Briefs C2010BR-10.
- Office of Management and Budget. 1997. "Revisions to the Standards for the Classification of Federal Data on Race and Ethnicity." Federal Register Notice (October 30).
- Passel, Jeffrey S. 1997. "The Growing American Indian Population, 1960–1990: Beyond Demography." *Population Research and Policy Review* 16(1): 11-31.
- Ruggles, Steven, Katie Genadek, Ronald Goeken, Josiah Grover, and Mathew Sobek. 2015. Integrated Public Use Microdata Series: Version 6.0 [machine-readable database]. Minneapolis: University of Minnesota.
- Taylor, J. 1994. "Measuring the Occupational Segregation of Australia's Indigenous Workforce: A Census-Based Analysis." *Social Indicators Research* 31(2): 175-204.
- Watts, Martin. 1998. "Occupational Gender Segregation: Index Measurement and Econometric Modeling." *Demography* 35(4): 489-496.



# Does Construction Hazard Awareness Training Reduce Rates of Workers' Compensation Claims?

**Ashley L. Schoenfisch**

*Duke University School of Nursing  
Duke University School of Medicine*

**Clayton Sinyai**

*CPWR—The Center for Construction Research and Training*

**Hester Lipscomb**

*Duke University School of Medicine*

Researchers lack consensus on the value of safety training for work-related injury prevention. Within a 9-year (2000–2008) cohort of 17,106 union carpenters in Washington State, this study assessed whether OSHA outreach training was associated with reduced workers' compensation injury claims rates. Training resulted in a 13% reduction (non-significant) in rates of injury. The effect was greater for apprentices and with increasing time since training. Though data do not demonstrate that OSHA outreach training alone decreases injury rates, hazard awareness and protection training should be standard practice in the dangerous construction industry and coupled with more efficient approaches to injury control.

## Introduction

Policymakers frequently call for increased investment in job training, but among scholars there is little agreement regarding the efficacy of such training on work-related outcomes. Labor economists seeking to estimate the return on investment from such training find that limitations inherent in the data sources make useful generalizations difficult (Bartel 2000; Dostie 2013). In occupational safety and health, researchers face a similar issue. Practitioners frequently prescribe training as a safety intervention, but a systematic review of the scientific literature by the National Institute for Occupational Safety and Health (NIOSH) concluded that “although the ultimate goal of OHS [occupational health and safety] training is the prevention or reduction of injury, disease and death ... the degree of correlation between these outcomes and typical measures of training effects, such as knowledge gain and behavior change, is unclear at best” (Robson et al. 2010).

For workers in the dangerous construction industry, safety training may lead to important increases in worker knowledge and attitudes about occupational safety (Sokas et al. 2009; Williams et al. 2010; Forst et al. 2013) as well as measures of safety behavior (Trabeau et al. 2008; Kaskutas et al. 2013; Ruttenberg 2013). Although evidence supporting safety training's prevention of adverse health outcomes is limited (Cohen et al. 1998; Robson et al. 2010, 2012; Mullan et al. 2015), encouraging examples can be found among plumbers/pipefitters (Kinn et al. 2000), laborers (Dong et al. 2004; Williams et al. 2010), carpenters/drywall tapers (Johnson and Ruppe 2002), residential construction workers (Darragh et al. 2004), and railway construction workers (Bena et al. 2009).

---

Author's address: Ashley L. Schoenfisch, Duke University School of Nursing, 307 Trent Drive, Durham, North Carolina 27710

When the Occupational Safety and Health Act was established in 1970, the OSHA Training Institute (OTI) established a series of short hazard awareness training courses, including 10-hour (for entry-level workers) and 30-hour (for workers with safety responsibilities) construction hazard awareness courses for trades personnel. The OTI trained federal occupational safety personnel to deliver the courses to federal employees in locations around the nation. The training courses cover the “recognition, avoidance, abatement, and prevention of safety and health hazards in workplaces” and provide “information on workers’ rights, employer responsibilities and how to file a complaint” (OSHA 2014).

In the 1990s, OSHA began permitting authorized providers to offer this training in the private sector. Building industry demand drove explosive growth in delivery of “OSHA-10” and “OSHA-30” for construction. Fewer than 20,000 workers per year earned OSHA-10 and OSHA-30 cards in the early 1990s; since 2010, more than 500,000 workers per year have earned one or the other credential. The joint labor–management apprenticeship programs providing vocational training to North America’s union-sector construction workers were among the earliest and largest adopters of the training, and today virtually all of these programs have incorporated OSHA-10 and/or OSHA-30 into their apprenticeship curricula. Safety-forward gains in construction workers’ knowledge and attitudes (Sanyang 2007; Sokas et al. 2009; Wilkins 2011) and behavior (Ruttenberg 2013) have been observed following OSHA-10 training. However, evaluations of the effect of OSHA outreach training on rates of adverse construction work-related outcomes are few (Taylor 2014).

The Pacific Northwest Regional Council of Carpenters (PNWRCC), headquartered in Washington State, reported 20,544 members in 2015. These workers are employed at a defined list of union-signatory contractors; because union-signatory contractors pay into jointly administered benefit trusts at an hourly per capita rate, the union is able to report how many hours each member worked. Some members received OSHA outreach training through the carpenters’ affiliated apprenticeship and training programs, while others have not.

Building on an existing, robust, longitudinal cohort of union carpenters in Washington state over the years 2000 through 2008, researchers merged training records to existing, individual-level union records and workers’ compensation (WC) claims data to compare the rate and severity of injury claims filed by workers who had received the OSHA outreach training with those who had not.

## Methods

As part of prior research, the researchers—with assistance from the Carpenters Trusts of Western Washington (CTWW) and the Washington State Department of Labor and Industries (L&I)—created a cohort of union carpenters examine patterns in work-related injury rates (McCoy et al. 2013). The cohort comprised union eligibility, membership, and WC claims data files, linked at the individual level in a de-identified manner through use of a unique member number. Union eligibility and membership files provided by the CTWW contain for each carpenter: date of birth, gender, monthly hours worked, and data of union entry. The study cohort was limited to individuals who worked at least three months of union hours, with observation beginning in the month eligibility criteria were met (i.e., third month of union work).

WC claims data, provided by L&I contain work-related event details for each claim: date of event, date of claim, claim open/close status, ANSI/OIICS codes for the mechanism of injury, time loss (TL) status, number of paid TL days (with TL compensation paid after the third calendar day of being medically unavailable for work, not including the day of injury), and associated costs. A TL claim is one in which there was not approved work available for the injured worker within the medical restrictions; this categorization was provided to the researchers by L&I. Cost estimates are limited to payment types reported consistently between state fund and self-insured claims (i.e., accident fund dollars). This approach improves the consistency of costs across payers, but it excludes the medical portion of claims costs. All costs are adjusted using the consumer price index to 2015 dollars and assume all dollars were paid on the date of injury. Data from the claim pool, extracted in April 2010 (McCoy et al. 2013), were updated April 2016 to reflect L&I’s current methodology and estimates related to paid TL and costs.

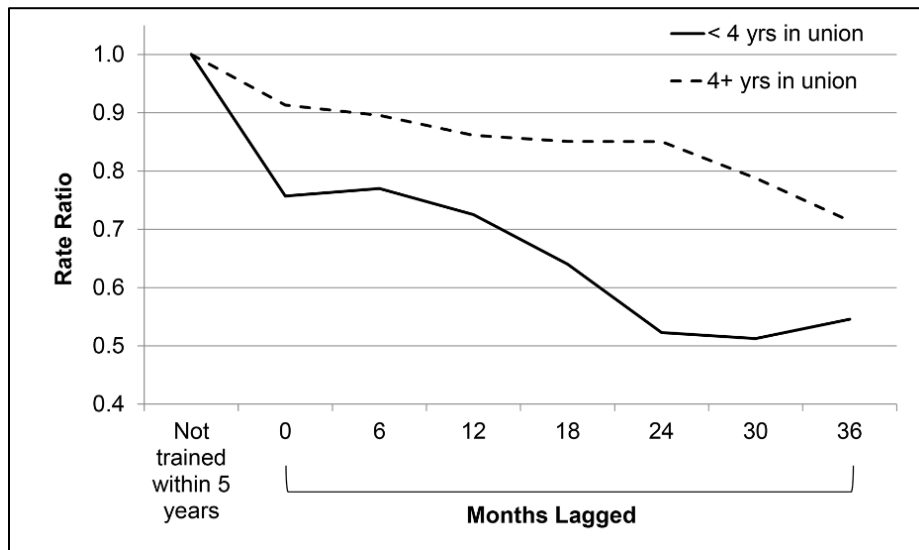
In the current study, these files were linked at the individual level to a union carpenter training data file in a similar manner. The training file, provided by the CTWW, is composed of individual-level data on the dates of OSHA-10, OSHA-30, and OSHA-500 level courses completed through PNWRCC-affiliated training centers. For

purposes of this study, an individual carpenters' union work hours were categorized as "trained" if the carpenter completed an OSHA outreach training course within the prior five years.

The characteristics of union carpenters and worker-hours with and without OSHA outreach training, as well as by type of OSHA outreach training course, were described. Time at risk (based on hours of work) and work-related outcomes were stratified by categories of OSHA outreach training (yes/no), age, gender, time in the union, and calendar time. Age and time in the union were treated as time-varying variables. Injury rates (# events/200,000 hours of union work), unadjusted and adjusted rate ratios, and 95% confidence intervals (CI) were calculated using Poisson regression, with the natural log of hours worked as the offset variable (Nizam 2014) and scaling to correct for overdispersion appropriately (Pearson  $\chi^2$ / degrees of freedom > 1.5). For analyses of TL days and costs (outcomes that are highly skewed due to a significant proportion of the cohort with no TL days or costs), negative binomial models (Hilbe 2011) were used to examine outcome rates, rate ratios, and 95% CIs, with generalized estimating equations (GEE) (Zeger et al. 1988) to account for within-subject correlation.

For this training intervention, it is plausible to assume an enhanced effect immediately following the training class and diminishing with time. It is also plausible to observe a gradually increased effect over time as trained workers spend more time in the field gaining experience applying training-based knowledge. To explore various scenarios, successive "lagged" models were constructed to examine rate ratios using varying windows of time following training (Figure 1).

FIGURE 1  
Lagging Approach



Study procedures were approved by the Institutional Review Boards of Duke University School of Nursing and the Washington State Department of Health and Human Services.

## Results

The study cohort is composed of 17,106 carpenters who worked 99,411,000 union hours in Washington state between 2000 and 2008. Nearly all are male (n = 16,466; 97.7%). The average carpenter age increased from 41.3 years in 2000 to 44.9 in 2005, and down to 42.0 in 2008 (McCoy et al. 2013). A total of 9,886 WC claims were reported and accepted for the cohort, 18.6% (n = 1,841) of which were TL claims. The rate of injuries overall and TL injuries declined 42% and 47%, respectively over the study period. A total of 2,910 (29.2%) injuries were characterized as a "Fatal Four" mechanism: fall from elevation (5.0%), electrocutions (0.3%), struck by (21.3%), and caught in/between (2.8%).

PROCEEDINGS OF THE LERA 2016 MEETINGS

During the nine-year study period, 1,017 union members took 1,089 OSHA outreach training courses through the PNWRCC-affiliated training centers. Of these, 7% (n = 67) took more than one OSHA outreach training course. Most of the courses taken were “OSHA-10 Construction” (85%), followed by “OSHA-30 Construction” (10%) and “OSHA-500 (or OSHA-502) Construction” (3%). The number of completed courses was generally steady over time, averaging 135 union members completing courses per year, with the exception of a noticeable drop in 2005/2006 to an average of 73 members completing courses per year, a 46% decrease. (In comparison, the average number of union hours worked per year during 2005 and 2006 were 8% lower than that observed in other years.)

When the individual-level training data were merged to the study cohort of members who contributed at least three months of union hours, 57.5% (n = 585) of these union carpenters who took OSHA outreach training during 2000–2008 *did not link* to the study cohort, likely due to the cohort being limited to carpenters with at least three months of union hours. Analyses related to the characteristics of workers taking OSHA outreach training, as well as those related to the effectiveness of OSHA outreach training, are based on training data from the 432 carpenters who linked to the study cohort. They completed 464 OSHA outreach training classes. Most OSHA outreach training took place in carpenters’ early years in the union, and particularly in the first year for carpenters completing OSHA-10 training (Table 1). Over 78% of OSHA-10 training was among carpenters who were likely in apprenticeship programs (i.e., more than four years in the union).

TABLE 1  
Stratified by Years in Union, OSHA Outreach Training Courses Completed  
by Union Carpenters Through PNWRCC Training Centers, 2000–2008

Years in union	OSHA-10 (n = 377)		OSHA-30 (n = 76)	
	n	%	n	%
<1	250	(66.3)	26	(34.2)
1 to <2	31	(8.2)	4	(5.3)
2 to <4	15	(4.0)	6	(7.9)
4 to <6	16	(4.2)	7	(9.2)
6 to <8	9	(2.4)	7	(9.2)
8 to <10	14	(3.7)	3	(3.9)
10 to <20	24	(6.4)	12	(15.8)
20+	18	(4.8)	11	(14.5)

Rates of reported and accepted WC claims for work-related injury were 17.4 per 200,000 union hours worked among “trained” members, compared to 19.9 per 200,000 union hours worked among “non-trained” members (RR<sub>Trained vs. Non-Trained</sub> 0.87, 95% CI 0.72–1.06) (Table 2). This relative difference did not vary significantly across categories of age or calendar time. The protective effect was more apparent among carpenters in their apprenticeship years (more than four years in the union; RR 0.76, 95% CI 0.54–1.07). No significant difference was observed in the proportion of injuries resulting in paid TL days (trained: 21.2%; non-trained: 18.6%), the median number of paid TL days per TL injury (trained: 105; non-trained: 92), or the rate of TL injury by training status (RR 1.00, 95% CI 0.65–1.53). Unadjusted and adjusted analyses yielded similar findings; the unadjusted estimates are presented.

LERA BEST PAPERS I

TABLE 2  
 Injury Frequencies, Time at Risk, Rates, Rate Ratios, and 95% CI of WC Claims for Injury by  
 OSHA Outreach Training, Overall and by Worker Age, Time in Union, Type of Work, and Calendar Year

	OSHA outreach training in past 5 years									Rate ratio <sup>b</sup> (95% CI)
	Yes				No					
	Hours	# Injuries	Rate <sup>a</sup> (95% CI)		Hours	# Injuries	Rate <sup>a</sup> (95% CI)			
Injuries, Overall	1,138,147	99	17.4 (14.3–21.2)		98,272,853	9,787	19.9 (19.5–20.3)		0.87 (0.72–1.06)	
<b><u>By carpenter age</u></b>										
<30 years	269,493	26	19.3 (13.1–28.3)		16,423,237	1,820	22.2 (21.2–23.2)		0.87 (0.59–1.28)	
30 to <40 years	356,751	27	15.1 (10.4–22.1)		28,177,004	2,960	21.0 (20.3–21.8)		0.72 (0.49–1.05)	
40+ years	506,276	45	17.8 (13.3–23.8)		53,538,101	4,999	18.7 (18.2–19.2)		0.95 (0.71–1.28)	
<b><u>By time in the union</u></b>										
Apprentices (<4 years)	355,427	33	18.6 (13.2–26.1)		23,586,374	2,890	24.5 (23.6–25.4)		0.76 (0.54–1.07)	
Journeyman (≥4 years)	782,720	66	16.9 (13.3–21.5)		74,686,479	6,897	18.5 (18.0–18.9)		0.91 (0.72–1.16)	
<b><u>By calendar year</u></b>										
2000–2002	74,999	13	34.7 (20.1–59.7)		31,806,516	3,806	23.9 (23.2–24.7)		1.45 (0.84–2.50)	
2003–2005	347,504	29	16.7 (11.6–24.0)		27,597,535	2,713	19.7 (19.0–20.4)		0.85 (0.59–1.22)	
2006–2008	715,644	57	15.9 (12.3–20.7)		38,868,803	3,268	16.8 (16.3–17.4)		0.95 (0.73–1.23)	

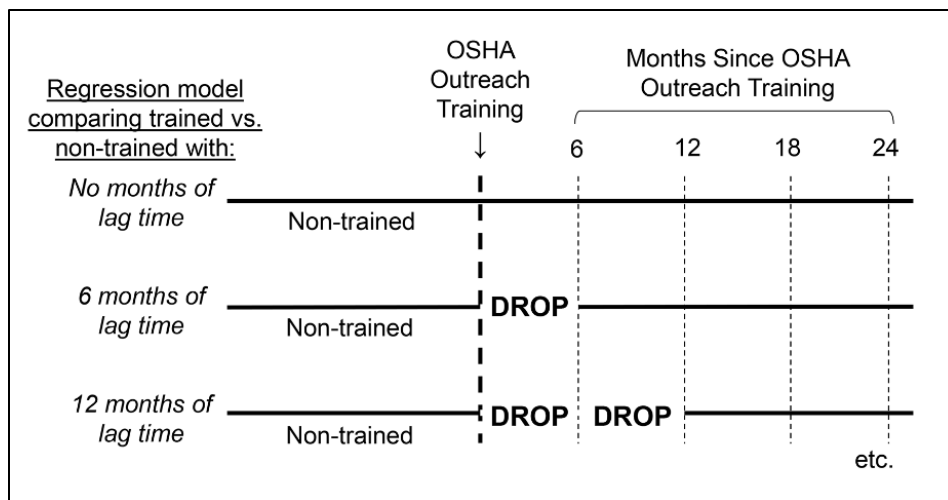
<sup>a</sup> Events per 200,000 work hours

<sup>b</sup> Compares rate of injury among trained versus rate of injury among non-trained

The number of paid TL days per 200,000 hours worked was lower among trained carpenters (trained: 547 per 200,000 union hours worked; non-trained: 1,752 per 200,000 union hours worked). Similar patterns were observed for rates of associated costs (trained: \$0.79 per union work hour; non-trained: \$1.92 per union work hour). Efforts were made to examine rates and relative rate differences of paid lost days and costs between trained versus non-trained workers using negative binomial regression and GEE. However, models often did not converge, and resulting estimates were unstable.

In lagged analyses, an increasingly protective effect of training was observed with increasing time since training, although results are statistically non-significant (e.g.,  $RR_{36\text{-month lag}} 0.66$ , 95% CI 0.35–1.25). This protective effect was greater among carpenters with more than years in the union, compared to their more experienced counterparts (Figure 2).

FIGURE 2  
Rate Ratios Comparing Work-Related Injury Rates Surrounding OSHA Outreach Training, Lagged by Increasing Amounts of Time Post-Training and Stratified by Years in the Union



## Discussion

### *Effect of OSHA Outreach Training on Rates of Injury and Related Outcomes*

Participation in OSHA outreach training was associated with a 13% reduction in rates of injury overall (measured by WC claims filed and accepted), with a more pronounced effect among workers during their apprenticeship years. Although these findings were not statistically significant and were attenuated in adjusted analyses, they bore strong similarities to patterns observed by Dong et al. (2004) who evaluated the effect of safety training on rates of work-related injury among union laborers in Washington state over two years in the mid-1990s. The authors saw a 12% reduction in injury rates among trained versus untrained workers, and this effect was greater among younger workers—a finding the authors attributed to less informal on-the-job training and a greater propensity of younger and less experienced workers to benefit from injury prevention training material (Dong et al. 2004). Findings from both studies suggest that workers with the least experience receive the most benefit from safety training. Appropriately, the Carpenters’ construction apprenticeship program mandates OSHA-10 outreach training for incoming apprentices, and first-year union members accounted for a majority of the OSHA-10 students during the period under study.

Lagged analyses suggested that as time passed since training, the magnitude of the protective effect of training increased. It is not clear whether this is attributable to the improved application of classroom knowledge with increased on-the-job experience; a sorting process in the labor market in which the safest firms seek out safety-trained workers, and vice versa; or some combination of these and other unidentified factors.



No difference was observed in the proportion of injuries resulting in paid TL, median number of paid TL days per TL injury, or rates of TL injury by training status. However, the rates of paid TL days and costs were lower among trained workers. The data were not robust enough to allow exploration of this finding beyond a comparison of simple rates, so the results are open to multiple interpretations. OSHA outreach training may indeed effectively reduce rates of severe work-related injury events; it may also be the case that firms with a preference for employees with this safety credential are also more likely to employ controls to abate severe jobsite hazards. (The nature of the WC claims data available precluded identification or follow-up of firms with the sharply reduced WC claims costs.)

An important body of occupational safety and health research indicates another possibility: workers with OSHA outreach training may exhibit different injury reporting behavior than those without. Measuring WC claims activity is not the same as measuring occupational injuries. Past research has documented that a large number of workplace injuries are not reported to WC often by employees who find the process burdensome or fear employer retaliation (Azaroff et al. 2002; Shannon and Lowe 2002; Leigh et al. 2004; Fan et al. 2006; Rosenman et al. 2006; Friedman and Forst 2007; Welch et al. 2007; Lipscomb et al. 2013, 2015; Wuellner and Bonauto 2014). In one study, 30% of carpenter apprentices completing confidential surveys said that adverse workplace events were “rarely” or “almost never” reported (Lipscomb et al. 2013). In another, more than one-quarter of plumbing and pipefitting journeymen acknowledged suffering a workplace injury they did not report (Taylor Moore et al. 2013). Firms with high-quality safety and health management programs stress reporting of all workplace injuries, even minor ones; OSHA outreach training includes instruction on reporting injuries and on workers’ legal protections against retaliation under OSHA. These incentives would tend to increase the propensity of workers to report minor injuries, in which case the 13% reduction in WC claims associated with OSHA outreach training observed in this study would conceal an even larger gap in real-world injury outcomes.

### ***Implications for the Construction Labor Market***

Epidemiologists and other occupational safety and health specialists typically use WC claims data to define occupational injury events and conduct related analyses. Managers and owners, on the other hand, have an intrinsic interest in WC claims data—and particularly costs associated with claims—as a reflection of liability. Even assuming a large number of unreported injuries, injury liability remains a major cost center for the construction industry, with base WC premiums in 2016 costing an average base rate of \$2.7466 per hour in Washington state, or \$5,493 per worker per year (Washington State Department of Labor and Industries 2016). It is plausible that funds spent to reduce those costs will bring a better return on investment than an equal amount invested to improve labor productivity.

In this study, if taken at face value, the training delivered an astronomical return on investment. While OSHA outreach training for these carpenters is wrapped into their general apprenticeship program, and not priced separately, the Associated General Contractors of Washington advertised a public rate of \$175 per worker for OSHA-10 for construction during 2016 (AGC Education Foundation 2016)—an annualized cost of \$35 if the benefits are held to the past five years. With untrained workers generating \$0.79 per work hour in injury claims, and untrained workers generating \$1.92, training would appear to save the firm \$1.13/hour. That would indicate \$2,260 in annual savings for a full-time employee (2,000 hours)—for a net gain of \$2,225 on a \$35 training investment! Is this the hiring hall? Send me more of those carpenters with an OSHA-10 or OSHA-30 card in their pocket!

And in some ways, using individual WC claims as a proxy for workplace injury understates overall compensation claims savings. The benefits of effective safety training have the potential to reach more than the worker involved. The trained worker may be less likely to cause injuries to others, or they may be more likely to speak up when they see unsafe practices or working conditions (Dong et al. 2004; Williams et al. 2010; Forst et al. 2013; Ruttenberg 2013). For example, in Forst et al. (2013) trained workers described making other workers aware of hazards, talking with supervisors about hazards, and taking on informal safety leadership roles. This potential “public good” created by training, though not captured using data from this study, could reduce the magnitude of a protective effect of OSHA outreach training on trainees’ WC claims rates.

The researchers do not contend that firms should expect to realize such a large return on their safety training investment. Other factors were likely at work here. Further, occupational safety and health practitioners recommend that firms address hazards using a hierarchy of controls (Castillo et al. 2011), attempting to reduce exposure to hazards—and ultimately work-related injuries—by eliminating a hazard or substituting safer materials and practices.

Leaving the hazard in place and training workers to avoid it is not an effective or recommended solution. Firms with a preference for hiring workers with OSHA outreach training have likely invested more than their peers in these preferred, more effective controls—and it may be that workers with OSHA outreach training also recognize and prefer employers who approach hazard control in this manner.

### ***Limitations and Strengths***

Our statistical analysis was constrained by the number of trained workers we were able to identify. Presumably, a substantial number of journeyman carpenters in this cohort received OSHA outreach training prior to the period under study, but records for that time were unavailable. Additionally, information on carpenters' OSHA outreach training through other means (e.g., other training centers, online courses) was not available. Although the training records indicated that 1,017 workers received OSHA outreach training during the period, fewer than half of these workers met the cohort requirement of at least three months of union work. As most of the training was delivered to workers with fewer than four years in the union, this is likely a consequence of apprentice attrition (Bilginsoy 2003, Byrd and Weinstein 2005, Glover and Bilginsoy 2005). Our analysis was therefore limited to comparing 432 workers who received the training during the study period to the others.

This study demonstrates both the utility and importance of robust, longitudinal surveillance data in the appraisal of long-term evaluations of the effectiveness of workplace safety interventions, as well as challenges in clearly evaluating training effects in this dangerous industry. Similar exploration of construction workers' training and injury experience outside of this dynamic cohort is unrealistic, if not impossible, in the open shop environment or otherwise. Time at risk and reported injuries were well defined, allowing for the calculation of injury rates and their examination over time surrounding documented training.

### **Conclusion**

These data do not demonstrate the likelihood that OSHA outreach training alone meaningfully decreases injury rates among union construction industry workers. Worker training in hazard awareness, injury prevention and mitigation, workers' rights, and how to report adverse work-related events *should* be standard practice, but such training alone cannot be expected to prevent work-related injury to a significant degree in this dangerous industry. Training focusing on informing works in hazard awareness and protection does not address organizational issues that broadly influence worker safety (Dekker et al. 2013). For public health researchers, the lesson here is a familiar one: Training is a supplement, not a substitute, for more effective (but sometimes more costly) strategies on occupational health's "hierarchy of controls"—eliminating a hazard, substituting a safer material or technique, or abating a hazard through engineering solutions. Firms and economists, however, may find other lessons.

### **Acknowledgments**

We thank Thomas Barrett and Jeff Jewell at the PNWRCC Training Centers and Lin Conley and Randy Parker at the CTWW for their support and access to data on carpenters' completion of OSHA outreach training courses. We also thank David Bonauto and Darrin Adams at the Safety and Health Assessment and Research for Prevention Program in the Washington State Department of L&I for support of the project, provision of L&I data, and thoughtful comments on results. This report was made possible by CPWR—The Center for Construction Research and Training, through cooperative agreement number U60-OH009762 from NIOSH. Its contents are solely the responsibility of the authors and do not necessarily represent the official views of the CPWR or NIOSH.

### **References**

- AGC Education Foundation. 2016. "Class Highlights." [constructionfoundation.org](http://constructionfoundation.org)
- Azaroff, L. S., et al. 2002. "Occupational Injury and Illness Surveillance: Conceptual Filters Explain Underreporting." *American Journal of Public Health*, Vol. 92, no. 9, pp. 1421-1429.
- Bartel, A. 2000. "Measuring the Employer's Return on Investments in Training: Evidence from the Literature." *Industrial Relations*, Vol. 39, no. 3, pp. 502-524.

- Bena, A., et al. 2009. "Effectiveness of the Training Program for Workers at Construction Sites of the High-Speed Railway Line between Torino and Novara: Impact on Injury Rates." *American Journal of Industrial Medicine*, Vol. 52, no. 12, pp. 965-972.
- Bilginsoy, C. 2003. "The Hazards of Training: Attrition and Retention in Construction Industry Apprenticeship Programs." *Industrial & Labor Relations Review*, Vol. 57, no. 1, pp. 54-67.
- Byrd, B., and M. Weinstein. 2005. "Construction Apprenticeship in Oregon: An Analysis of Data on Union and Open-Shop Apprenticeship Programs." Report prepared for the Oregon State Building and Construction Trades Council, Portland, OR.
- Castillo, D., et al. 2011. "Injuries and Occupational Safety." In Barry S. Levy, David H. Wegman, Sherry L. Baron, and Rosemary K. Sokas, eds., *Occupational and Environmental Health: Recognizing and Preventing Disease and Injury*. Philadelphia, PA: Lippincott, Williams, and Wilkins.
- Cohen, A., et al. 1998. "Assessing Occupational Safety and Health Training." Cincinnati, OH: National Institute for Occupational Safety and Health: 98-145.
- Darragh, A. R., et al. 2004. "Effectiveness of the Homesafe Pilot Program in Reducing Injury Rates Among Residential Construction Workers, 1994-1998." *American Journal of Industrial Medicine*, Vol. 45, no. 2, pp. 210-217.
- Dekker, S. W., et al. 2013. "The Little Engine Who Could Not: 'Rehabilitating' the Individual in Safety Research." *Cognition, Technology & Work*, Vol. 15, no. 3, pp. 277-282.
- Dong, X., et al. 2004. "Effects of Safety and Health Training on Work-Related Injury among Construction Laborers." *Journal of Occupational and Environmental Medicine*, Vol. 46, no. 12, pp. 1222-1228.
- Dostie, B. 2013. "Estimating the Returns to Firm-Sponsored On-the-Job and Classroom Training." *Journal of Human Capital*, Vol. 7, no. 2, pp. 161-189.
- Fan, Z. J., et al. 2006. "Underreporting of Work-Related Injury or Illness to Workers' Compensation: Individual and Industry Factors." *Journal of Occupational and Environmental Medicine*, Vol. 48, no. 9, pp. 914-922.
- Forst, L., et al. 2013. "More Than Training: Community-Based Participatory Research to Reduce Injuries Among Hispanic Construction Workers." *American Journal of Industrial Medicine*, Vol. 56, no. 8, pp. 827-837.
- Friedman, L. S., and L. Forst. 2007. "The Impact of OSHA Recordkeeping Regulation Changes on Occupational Injury and Illness Trends in the US: A Time-Series Analysis." *Occupational and Environmental Medicine*, Vol. 64, no. 7, pp. 454-460.
- Glover, R. W., and C. Bilginsoy. 2005. "Registered Apprenticeship Training in the US Construction Industry." *Education+ Training*, Vol. 47, no. 4/5, pp. 337-349.
- Hilbe, J. M. 2011. *Negative Binomial Regression*. New York, NY: Cambridge University Press.
- Johnson, K. A., and J. Ruppe. 2002. "A Job Safety Program for Construction Workers Designed to Reduce the Potential for Occupational Injury Using Tool Box Training Sessions and Computer-Assisted Biofeedback Stress Management Techniques." *International Journal of Occupational Safety and Ergonomics*, Vol. 8, no. 3, pp. 321-329.
- Kaskutas, V., et al. 2013. "Fall Prevention and Safety Communication Training for Foremen: Report of a Pilot Project Designed to Improve Residential Construction Safety." *Journal of Safety Research*, Vol. 44, no. February, pp. 111-118.
- Kinn, S., et al. 2000. "Evaluation of Safety Orientation and Training Programs for Reducing Injuries in the Plumbing and Pipefitting Industry." *Journal of Occupational and Environmental Medicine*, Vol. 42, no. 12, pp. 1142-1147.
- Leigh, J. P., et al. 2004. "An Estimate of the US Government's Undercount of Nonfatal Occupational Injuries." *Journal of Occupational and Environmental Medicine*, Vol. 46, no. 1, pp. 10-18.
- Lipscomb, H., et al. 2013. "Safety, Incentives, and the Reporting of Work-Related Injuries Among Union Carpenters: 'You're Pretty Much Screwed If You Get Hurt at Work.'" *American Journal of Industrial Medicine*, Vol. 56, no. 4, pp. 389-399.

## PROCEEDINGS OF THE LERA 2016 MEETINGS

- Lipscomb, H., et al. 2015. "Non-Reporting of Work Injuries and Aspects of Jobsite Safety Climate and Behavioral-Based Safety Elements among Carpenters in Washington State." *American Journal of Industrial Medicine*, Vol. 58, no. 4, pp. 411-421.
- McCoy, A., et al. 2013. "20 Years of Work-Related Injury and Illness Among Union Carpenters in Washington State." *American Journal of Industrial Medicine*, Vol. 56, no. 4, pp. 381-388.
- Mullan, B., et al. 2015. "Active Behaviour Change Safety Interventions in the Construction Industry: A Systematic Review." *Safety Science*, Vol. 79, no. November, pp. 139-148.
- Nizam, A. 2014. "Poisson Regression Analysis." In David G. Kleinbaum, Lawrence L. Kupper, Azhar Nizam, and Eli S. Rosenberg, eds., *Applied Regression Analysis and Other Multivariable Methods*. Boston, MA: Cengage Learning.
- OSHA. 2014. "OSHA Outreach Training Program." [www.osha.gov/dte/outreach](http://www.osha.gov/dte/outreach)
- Robson, L. S., et al. 2010. "A Systematic Review of the Effectiveness of Training & Education for the Protection of Workers." Toronto: Institute for Work & Health, 2010; Cincinnati, Oh: National Institute for Occupational Safety and Health. (This publication can also be tracked as DHHS (NIOSH) Publication No. 2010-127.)
- Robson, L. S., et al. 2012. "A Systematic Review of the Effectiveness of Occupational Health and Safety Training." *Scandinavian Journal of Work, Environment & Health*, Vol. 38, no. 3, pp. 193-208.
- Rosenman, K. D., et al. 2006. "How Much Work-Related Illness and Injury Is Missed by the Current National Surveillance System?" *Journal of Occupational and Environmental Medicine*, Vol. 48, no. 4, pp. 357-365.
- Ruttenberg, R. 2013. "The Economic and Social Benefits of OSHA-10 Training in the Building and Construction Trades." CPWR. [www.cpwr.com/publications/economic-and-social-benefits-osh-10-training-building-and-construction-trades](http://www.cpwr.com/publications/economic-and-social-benefits-osh-10-training-building-and-construction-trades)
- Sanyang, A. 2007. "OSHA-10: Key in Construction Safety Awareness." *Blueprints: A Technical Publication of American Society of Safety Engineers' Construction Practice Specialty*, Vol. 7, no. 1, pp. 12-17.
- Shannon, H. S., and G. S. Lowe. 2002. "How Many Injured Workers Do Not File Claims for Workers' Compensation Benefits?" *American Journal of Industrial Medicine*, Vol. 42, no. 6, pp. 467-473.
- Sokas, R. K., et al. 2009. "An Intervention Effectiveness Study of Hazard Awareness Training in the Construction Building Trades." *Public Health Reports*, Vol. 124, no. 4, pp. 161-168.
- Taylor, E. L. 2014. "Safety Benefits of Mandatory OSHA-10 Hour Training." CPWR. [www.cpwr.com/publications/safety-benefits-mandatory-osh-10-hour-training](http://www.cpwr.com/publications/safety-benefits-mandatory-osh-10-hour-training)
- Taylor Moore, J., et al. 2013. "Construction Workers' Reasons for Not Reporting Work-Related Injuries: An Exploratory Study." *International Journal of Occupational Safety and Ergonomics*, Vol. 19, no. 1, pp. 97-105.
- Trabeau, M., et al. 2008. "A Comparison of 'Train-the-Trainer' and Expert Training Modalities for Hearing Protection Use in Construction." *American Journal of Industrial Medicine*, Vol. 51, no. 2, pp. 130-137.
- Washington State Department of Labor and Industries. 2016. "Rates for Workers' Compensation: 2016 Base Rates by Business Type and Classification Code." [www.lni.wa.gov/Claimsins/Insurance/Ratesrisk/Check/Rateshistory/Default.Asp](http://www.lni.wa.gov/Claimsins/Insurance/Ratesrisk/Check/Rateshistory/Default.Asp)
- Welch, L., et al. 2007. "Is the Apparent Decrease in Injury and Illness Rates in Construction the Result of Changes in Reporting?" *International Journal of Occupational and Environmental Health*, Vol. 13, no. 1, pp. 39-45.
- Wilkins, J. R. 2011. "Construction Workers' Perceptions of Health and Safety Training Programmes." *Construction Management and Economics*, Vol. 29, no. 10, pp. 1017-1026.
- Williams, Q., et al. 2010. "The Impact of a Peer-Led Participatory Health and Safety Training Program for Latino Day Laborers in Construction." *Journal of Safety Research*, Vol. 41, no. 3, pp. 253-261.
- Wuellner, S. E., and D. K. Bonauto. 2014. "Exploring the Relationship Between Employer Recordkeeping and Underreporting in the BLS Survey of Occupational Injuries and Illnesses." *American Journal of Industrial Medicine*, Vol. 57, no. 10, pp. 1133-1143.
- Zeger, S., et al. 1988. "Models for Longitudinal Data: A Generalized Estimating Equation Approach." *Biometrics*, Vol. 44, no. December, pp. 1049-1060.

## XI. LERA Best Papers II

---

### “Sure the Snack Bar Is Great, But a Union Contract Would Be Even Sweeter!”: Union Organizing in the Digital-Only News Media

**Howard R. Stanger**  
*Wehle School of Business*  
*Canisius College*

As digital journalism finds its place in the new-media landscape, helped by a crop of web-only publications, younger journalists are beginning to demand the kind of work protections, decent wages, and newsroom solidarity that many of their older counterparts once enjoyed  
—Maharidge, 3/2/16

In January 2015, *Washington Post* reporter Lydia DePillis hypothesized about why unions have failed to organize workers in new media.<sup>1</sup> First, she contends, they have lost leverage because the labor supply of aspiring journalists exceeds labor demand in an environment where content is becoming increasingly commoditized. Second, the mostly young (white), educated workers from comfortable backgrounds are less familiar with unions who’ve “built personal brands” that they can transfer to other media companies (DePillis, 1/30/15).

Although partially correct, she was proven wrong by the events that transpired six months later when digital journalists at *Gawker* chose the Writers Guild of America, East (WGAE) to represent them. Eighty out of 107 journalists signed authorization cards in support of WGAE. Management voluntarily recognized the union without a fight. In the four months following this surprising victory, journalists at six other digital-only newsrooms chose either the WGAE or the NewsGuild-CWA (NG), formerly The Newspaper Guild-CWA to represent them.<sup>2</sup> All except one property voluntarily recognized the unions, another unexpected outcome<sup>3</sup> (Table 1, next page).

This paper explores this recent wave of union organizing in digital newsrooms in the United States and attempts to answer the following questions: What issues have spurred labor organizing? Why was the road to unionization paved smoothly? What is the current state of collective bargaining? What are the future prospects for unions in online news and for labor in general? Finally, what, if any, policy implications emerge from this study?

### Troubles in the Fourth Estate: Legacy Newspapers and the Shift to Digital Media

Since 2005, the print newspaper industry has experienced a dramatic decline in print advertising revenues, its lifeblood. Newspapers posted a record high \$49.4 billion in advertising revenues that year, but dropped precipitously until reaching \$19.9 billion in 2014, the last year for which industrywide data is available.<sup>4</sup> Estimates for 2015 indicate an additional drop of 8%, the biggest single-year drop since 2009.<sup>5</sup> Most of the decline continues to be in print ads, which still comprise 75% of total revenues. Digital advertising revenues also fell 2% in 2015. By comparison, total Internet revenues grew over 20%, to \$59.6 billion, last year (Mitchell and Page, March 2014, p. 7; Mitchell et al., June 2016, p. 9, 13; Sass, 6/27/16).

---

Author’s address: Department of Management, Wehle School of Business, Canisius College, Buffalo, NY 14208

TABLE 1  
Digital-Only News Outlets and Union Situation

News Outlet	Year Founded	Principal Owner	Location	Union	Date of Recognition	Rep Process	Vote or CBU Size	Status
Gawker	2003	Nick Denton	NYC	WGAE	6.3.2015	VR*	80-27	CBA (3.1.16)
Guardian US	2011	Guardian UK	NYC	NewsGuild	7.29.2015	VR	45	Negot.
Salon	1995	Salon Media	SF & NYC	WGAE	8.1.2015	VR	26-0	Negot.
VICE	1994	Shane Smith	NYC	WGAE	8.10.2015	VR	75	CBA (4.21.16)
ThinkProgress	2005	Ctr for Am Progress	Wash DC	WGAE	9.30.2015	VR	30	Negot.
Al Jazeera America	2013	Qatari Govt	NYC	NewsGuild	10.5.2015	NLRB	32-5	Closed
Huffington Post	2005	Verizon/AOL	NYC	WGAE	1.14.2016	VR	262	Negot.

\*Voluntary recognition

## Troubles in the Fourth Estate: Legacy Newspapers and the Shift to Digital Media

Since 2005, the print newspaper industry has experienced a dramatic decline in print advertising revenues, its lifeblood. Newspapers posted a record high \$49.4 billion in advertising revenues that year, but dropped precipitously until reaching \$19.9 billion in 2014, the last year for which industrywide data is available.<sup>4</sup> Estimates for 2015 indicate an addition drop of 8%, the biggest single-year drop since 2009.<sup>5</sup> Most of the decline continues to be in print ads, which still comprise 75% of total revenues. Digital advertising revenues also fell 2% in 2015. By comparison, total Internet revenues grew over 20%, to \$59.6 billion, last year (Mitchell and Page, March 2014, p. 7; Mitchell et al., June 2016, p. 9, 13; Sass, 6/27/16).

The largest losses have occurred in the print classified area, where ad dollars have migrated to digital and captured by companies such as Craigslist, Facebook, Google, and other pure-play Internet companies. In 2014, for example, digital media captured 77% of the \$31.6 billion classified revenues in the United States. The effect on newspapers has been financially devastating: classified ad revenues dropped from almost \$20 billion in 2000 to \$4.1 billion in 2013.

Despite a move to digital media, where a record-setting 166 million people consumed online newspaper content in October 2014, digital advertising still represents a small share (14.5%) of total newspaper ad revenues. Newspapers' share of the digital advertising market fell from 16.4% in 2003 to 7.9% in 2013, while total advertising and audience revenues across all categories shrank by over 35% between 2003 and 2013, from \$57.4 billion to \$37.6 billion. A major contributing factor is that the industry has lost nearly half its print readership since 2005<sup>6</sup> (Mutter, 7/16/14 & 11/20/14; Mitchell and Page, March 2014, p. 7 and April 2015, pp. 2-4; Sass, 11/25/14).

Although still profitable,<sup>7</sup> pre-tax profits for publicly traded newspaper companies tanked by 37% between 2003 and 2013. Over the past two decades, major U.S. newspapers have seen multiple ownership changes and steep declines in value. This has occurred within the past few years in Boston, Philadelphia, Chicago, Washington, San Diego, Minneapolis, and elsewhere. Industry changes also have included spinoffs of newspaper units into separate companies and consolidation. Between 2004 and 2014, the number of dailies fell from 1,457 to 1,331 (Mutter, 7/16/14; Mitchell, 5/22/15; Mitchell et al., June 2016, pp. 18-19).

The economic difficulties in print newspapers have led to major contractions in newsroom staffing. Since a recent high of 56,400 jobs in 2001, employment fell to 32,900 by 2015, a 41% decline. While major staffing cuts occurred between 2015 and 2016, most occurred between 2005 and 2010 and were felt largely by the mid-size urban metros. Employment, however, grew at smaller papers, while overall employment levels have stabilized (American Society of News Editors, 7/28/15; Fox, 7/28/15; Mitchell, June 2016, p. 17). These employment trends have landed

the job of newspaper reporter high on *CareerCast's* annual list of endangered jobs. Since 2013, it has vied with lumberjack as the worst job (Mullin and Hare, 10/14/15).

According to the U.S. Bureau of Labor Statistics, total newspaper employment dropped by about 60% since 1990, going from 458,000 to 183,000. By comparison, employment in Internet publishing and online broadcasting rose from about 30,000 to almost 198,000, with former taking off since 2008 (Greenslade, 6/6/2016). The economic challenges facing the newspaper industry have had a direct impact not only on employment but also labor relations.

Stanger (2013) provides a detailed overview of these linkages. He found that the biggest developments in labor relations in the twenty-first century have been the decline of union membership, concessionary and hard bargaining, and unions fighting to protect the integrity of their contracts. While difficult and challenging business conditions and labor relations affect traditional print newspapers, there has been recent and rapid growth in the digital-only media segment.

## Digital News: A Rising Phoenix or Flash in the Pan?

Twenty years after experimenting with and making big investments in online news, newspaper publishers have yet to develop a viable business model to support online journalism, nor have they created a product that's competitive in relation to the print counterpart. According to Chyi, "Not only does the audience respond to the print edition more favorably, advertisers vote for the print edition with their ad dollars ... The dead-tree edition still account[s] for as much as 85% of total ad dollars since the recession, ... [and] for every \$16 in print advertising revenue lost, only \$1 in digital ad dollars was gained" (Chyi 2013, pp. 9, 57, 64).<sup>8</sup>

Unable to recover lost print ad revenues, publishers have tried various types of digital subscription models. In 2014, more than 450 newspapers charged for online content (Chyi 2013, p. 86). A recent American Press Institute survey found that 77 of 98 papers with circulation over 50,000 require readers to pay for unlimited online access. Of the 77, 71 launched subscription plans within the past five years, although the potential revenues generated are "still murky at best" (American Press Institute 2016, pp. 1-4).

Summing up the problem with online newspapers, Chyi argues that "given information surplus, news commoditization, and the perceived inferiority of online content, charging anything for general interest news in digital format has proven difficult. But many papers are still doing it..." (Chyi 2013, p. 87).<sup>9</sup>

Despite the lack of consensus on a viable business model to sustain digital journalism, there has been significant growth in online-only journalism and a proliferation of digital-only outlets in recent years.

A 2014 Pew Research Center report attempted to "put a number on the shifting journalism landscape"<sup>10</sup> to account for editorial staffing at 30 major digital news organizations and 438 smaller ones. Those 468 outlets, the vast majority of which started in the past decade, have produced almost 5,000 full-time editorial jobs. Overall, there has been a relatively quick shift of talent to digital news jobs. Some of these startups have grown to maturity and earn a profit, while many continue to lose money (Mitchell and Page, March 2016, pp. 2-3).

In 2015, advertisers spent almost \$60 billion on digital ads, up 20% from 2014 and from \$32 billion in 2011. Digital accounts for one-third of all ad spending on any platform, while mobile consists of over half of the \$31.6 billion spent on digital. (As recently as 2010, mobile comprised less than 1% of total digital ad spending.) This is no surprise given that mobile audiences are driving the growth in digital media, especially at the digital natives. Digital is second behind only television as the source from where many Americans often get their news. The main beneficiaries, however, continue to be social media and technology companies, especially Google and Facebook which, along Microsoft, AOL, and Yahoo, generated \$30.9 billion out of a total of \$50.7 billion in domestic ad revenues (Mitchell and Page, April 2015, pp. 17-21; Mitchell et al., June 2016, pp. 45-48, 52).

Despite the recent flow of investment dollars into digital natives,<sup>11</sup> long-term viability is still not assured. This doubt is warranted by the difficulty that legacy news organizations have had in producing enough revenue, particularly advertising dollars (Jurkowitz, 3/26/14).

In the area of employment growth, the largest 30 outlets have been responsible for creating over 3,000 jobs or 102 positions per outlet. The six largest employers are *VICE* (1,100),<sup>12</sup> *Huffington Post* (575), *Politico* (186), *BuzzFeed* (170), *Bleacher Report* (140), and *Gawker* (132). Five of the 30 on the list have become unionized since this report was

issued. The other 438 organizations surveyed produced only 4.4 jobs per outlet. Some of these positions were created circa 2005, with many after 2010. A number of these organizations have filled voids left by legacy media in the areas of local news, international coverage and investigative journalism (Mitchell and Page, March 2014, pp. 10-15).

The top five digital-native news entities<sup>13</sup> in terms of the total number unique visitors (as of January 2015) are *HuffingtonPost.com* (100 million), *BuzzFeed.com* (77.9 million), *BleacherReport.com* (44.2 million), *BusinessInsider.com* (37.3 million), and *CNET.com* (30.5 million). Newly unionized outlets in the top ten include *HuffingtonPost.com*, *VICE.com* (15.6 million) and *Gawker.com* (14.1 million).

Two recent trends in digital-only media have the potential to affect union formation and collective bargaining—concentration and consolidation and an uncertain business model. The three biggest online publishers and news aggregators provide 20% of all news consumed online, while the top ten publishers, which together own 60 news sites, accounted for 47% of total online traffic to news content in 2015. The next largest 140 accounted for most of the other half (Sass, 5/12/16).

Across the media landscape, which includes digital-only, a few large corporations—such as Comcast, AT&T, Verizon, and Charter<sup>14</sup>—and newer outlets like Vox Media, which recently acquired *ReCode*,<sup>15</sup> there is a trend toward consolidation, scale, and vertical integration in order to earn enough ad revenue to be profitable. This is increasingly becoming more difficult when the duopoly of Google and Facebook reap more than 40% of the digital ad market in the U.S. In the first quarter of 2016, they captured 85 cents of every *new* dollar spent on online advertising (Doctor, 5/28/15 and 4/13/16; Alpert, 8/19/15; Eavis, 4/23/16).

Digital-only media also is concentrating geographically on both coasts, especially in New York City. Smaller hubs are taking shape in the Bay Area, Los Angeles, Miami, and Washington, D.C. The upshot is that journalism jobs are migrating to where the workforce will likely be more politically, socially, and culturally liberal. Journalist Michael Massing refers to the growing geographical concentration in lower Manhattan as “forming a sort of journalistic counterpart to Silicon Valley and replicating the parochialism of the New York media elite” (Massing, 6/25/15; Benton, 3/25/16).

While geographic clustering and industry concentration and consolidation have the potential to make labor organizing easier, recent industry financial troubles could slow or reverse union gains. In April 2016, *BuzzFeed* cut its revenue goal in half, setting off concern that digital media was bumping up against challenging headwinds (*ReCode*, 4/13/16). The evidence for this isn’t hard to find. According to *BuzzFeed*: “There’s blood in the pixels again. Since the beginning of last year, media companies with large U.S. digital operations have been shedding employees and even shutting down entirely (e.g., *Gigaom* and *Al Jazeera America*). In total, more than 1,000 job cuts have been announced over the last 12 months, and industry watchers fear more to come” (Zeitlin, 4/12/16).

The problems are rooted in the increasingly more treacherous web advertising business, the plateauing of website traffic at many large sites, and challenges from automated advertising and ad-blocking tools, which have led to estimated global industry revenue losses of over \$20 billion, and an oversupply of online advertising impressions that generate pennies on the dollar in revenue and are often ignored.<sup>16</sup> Perhaps more fundamental is the transition from an Internet of websites to an Internet of mobile apps and social platforms, controlled by Facebook, Google, and Twitter (Herrman, 4/17/16; Willens, 4/27/16; Yang, 5/3/16). These headwinds, according to *Mother Jones*, could mean a slow popping of the digital media bubble or—as others contend—a potential strategic shift to TV, which earns substantial total revenue (Alpert, 10/12/15; Hagey, 11/2/15; Bauerlein and Jeffery, 4/28/16). It is in the context of recent rapid growth in an uncertain business environment that union formation has been taking shape.

## A Tale of Two Guilds: The NewsGuild and the Writers Guild of America-East

Two unions have been organizing digital newsroom employees—the NewsGuild (NG) and the Writers Guild of America, East (WGAE). The NG is the largest and oldest of the two—sometimes competing—unions. It was founded as the American Newspaper Guild in 1933 and absorbed by the Communications Workers of America in 1997. It currently has about 25,000 members in the United States and Canada, down from a peak of about 32,000 in 1986. Roughly 2,000 members work in digital media, including editorial employees at a few digital-only newsrooms (Richardson, 1/28/15; Alpert, 8/19/15; NewsGuild website, [www.newsguild.org/](http://www.newsguild.org/)).



In September 2015, the NG secured a \$500,000 Strategic Industry Fund grant from CWA to organize digital newsrooms and hired a handful of organizers in NYC and D.C. The NG believes that this initiative reflects a core principle: “that quality journalism isn’t sustainable without quality jobs. And democracy isn’t sustainable without quality journalism” (*The Guild Reporter*, Fall 2015, pp. 2, 6). Moreover, NG president Bernie Lunzer believes that the union is the right one for digital-only employees because it has a long history of representing journalists in a bottom-up manner, is “platform neutral,” and has devoted half a billion dollars to organizing. The time also is right because many startups have stabilized and are profitable (*The Guild Reporter*, Fall 2015).

The Writers Guild of America, East (WGAE) represents almost 4,000 workers, including writers for TV, film, documentaries, and broadcast and radio news. The WGAE has a West Coast counterpart and, like the NG, is affiliated with the AFL-CIO. Executive Director Lowell Peterson has been central to organizing activities in digital media. Despite its smaller size, the WGAE has been relatively more successful organizing digital editorial workers. It currently represents employees at *Gawker*, *Salon*, *VICE*, *ThinkProgress*, and *The Huffington Post*, the largest unit to date. These victories between June and October 2015 are returns to the WGAE’s 2009 organizing initiative, “Writers Guild 2.0” (WGAE website; Warren, 8/12/15; Richardson, 9/16/15).

A third, more inchoate organization, Media Workers Unite (MWU), was established by journalist and activist Mike Elk in the summer of 2015. Until 2015 Elk was a labor reporter at *Politico* but was discharged allegedly for attempting to organize the newsroom. Elk’s father, aunt, and uncle were organizers for the United Electrical, Radio, and Machine Workers of America (UE), a radical union. In October 2015, the MWU held its inaugural convention in Louisville, K.Y. The MWU’s 12-point plank covers issues such as overtime, diversity, ethics, employment discrimination, training and technology, freelancer and intern rights, and union elections free from interference from management. To date, the MNU has not conducted any formal organizing drives (Beaujon, 8/13/15; Mullin, 8/20/15; [mediaworkersunite.com/](http://mediaworkersunite.com/)).

## **“Sure the Snack Bar Is Great, But a Union Contract Would Be Even Sweeter!”: Issues Driving the Demand for Unions<sup>17</sup>**

In the same way that technology has “disrupted” legacy media, union organizing has upset the industry’s business model, which is undergirded by a workforce that is young (20s and 30s), highly educated, skilled, but low-paid and insecure. Many of these journalists were once content just to have a job in the aftermath of the Great Recession. No longer. Evoking the first wave of newsroom unionism, *The Nation*’s Michelle Chen reminds us that “newspaper and entertainment workers helped rebrand industrial unionization during the 1930s, and redefined the meaning of the industry itself, as writers, actors and other creative workers mobilized to prove the artistic nature of their craft work did not preclude the need for rights and standards at work” (Chen, 10/5/15). The current wave of newsroom journalism holds out hopes for defining professional and labor standards in digital media and perhaps for a revived labor movement.

There appear to be similarities, however, between then and now. Despite their upper-class backgrounds, “a lot of (young digital) journalists share the same basic concerns as factory workers, or home care workers, or other types of workers who traditionally turn to labor unions in this country,” according to *Huffington Post* labor reporter Dave Jamieson” (Moses, 8/13/15; Cohen, 9/1/15).

Younger workers might be less likely to be union members, but they hold more favorable views of unions than do other age groups, according to a Pew Research Center poll. For example, 55% of Americans between 18 and 29 years old said they viewed unions favorably compared with 29% who didn’t. For older respondents, the number dropped to 46% favorable and between 40 to 43% unfavorable (Pew Research Center, 4/27/15). Similarly, a recent Gallup poll found that while 58% of Americans approved of unions and 37% want them to have more influence, 66% of adults between 18 and 34 years old approved of unions and 44% want unions to have more influence. Approval ratings for the 18- to 34-year-old group are the highest of any demographic category (Gallup, 8/17/15).

The motivations for union representation vary by organization, but a set of common factors appear across news outlets. In addition to economics—pay and benefits—working conditions are a major concern. Many journalists, for example, cite stress owing to overwork and the relentless nature of their jobs in a 24/7 news cycle. Mike Elk contends, “Reporters are forced to work long hours when a big news story breaks, but how do you get overtime pay or ask for time off without a union contract?” (Mullin, 8/20/15).

The desire for workers to have a voice in shaping workplace rules also is a top priority. Hamilton Nolan, journalist and lead organizer at *Gawker*, the site of the first successful digital-only drive, explains why the editorial staff unionized. Although “Gawker Media is a very good place to work,” he contends that every workplace could use a union, which is the “only real mechanism that exists to represent the interests of employees ... This is useful in good times (which our company enjoys now), and even more in bad times (which will inevitably come)” (Nolan, 4/16/15).

At *Gawker*—and elsewhere—employees have expressed concerns about the lack of transparency and inconsistency in work rules and employment policies. Recognizing that the company is well run, pays competitive salaries, and treats its employees reasonably well, Nolan points to certain issues that employees would like to see addressed—pay commensurate with experience and type of work done and a way “to ensure that things like pay and raises are set in a fair, transparent, and unbiased way.” To accomplish these and other goals, Nolan calls for “some basic mechanism for giving employees a voice in the decisions that affect all of us here” (Nolan, 4/16/15).

In his missive, Nolan tries to assuage the concerns of management and his co-workers who might oppose or be skeptical of unions: “Nobody is seeking to hurt this company, or plunder it for all it’s worth, or find a way to attack people that run it. We’re just trying to make it a bit more functional and a bit more fair” (Nolan, 4/16/15).

As the industry and workforce mature, employees also seek sustainable careers, especially since legacy media companies have shed so many jobs and cut short once-stable careers (Maharidge, 3/2/16). One politics reporter at *ThinkProgress* notes that many of the young newsroom employees started their careers in the depths of the recession and had been told by others that they were lucky to have any job. But now she and her colleagues have learned “you can’t eat exposure, you can’t pay your rent with experience, as valuable as those things are” (Somaiya, 9/23/15). Gabriel Arana, former senior media editor at *The Huffington Post*, who was involved in the union drive there, echoed a similar sentiment: “A lot of these new-media companies feel like tech companies. But at a certain point, having free snacks at work means less than having a retirement account or a decent salary that you can raise a family on. Digital media is maturing. People want the stability to be able to make a career out of it” (Maharidge, 3/2/16).

## How Progressive Are the Media Liberals?: “Words Are Cheap. Unions Can Cost Money”

One of the more impressive aspects of labor organizing in digital-only newsrooms has been the relative ease by which unions formed at *Gawker*, *Salon*, *Guardian US*, *VICE*, *ThinkProgress*, *Al Jazeera America*, and *The Huffington Post*. All but one resulted from voluntary card-check procedures. At *Al Jazeera America*, management demanded an NLRB-supervised election, which the union easily won. This quick burst of successful union organizing is rare U.S. labor relations.

Soon after *Gawker* unionized, Nolan challenged executives at similarly liberal media outlets to respect employees’ desires for union representation in a piece entitled, “How Progressive Are the Media Liberals?” Disappointed that executives at the left-leaning publication *Salon* hired a public relations firm and a labor lawyer and acted “markedly different from what progressive values would have dictated” during an organizing drive, Nolan dared them to uphold their political conviction: “Words are cheap. Unions can cost money. This is where we learn how real all of these nice progressive media bosses really are. If they won’t support their own workers’ union, they were lying the whole time” (Nolan, 7/31/15).

As the discussion below reveals, the role of management is especially important in the organizing process and might suggest ways that U.S. labor policy could be altered to enable workers to express their preferences for workplace representation free from management interference. Research shows that the desire for workplace representation is significant. For example, Freeman and Rogers (1999) found that 32% of nonunion private-sector workers (44% overall) would vote for a union at their workplace, and that larger numbers of workers want some type of representation. In subsequent reports, Freeman notes that this number rose to 53% in 2005 (Freeman 2007a, pp. 26, 35-36; 2007b, pp. 1-2). With private-sector union density rates currently at 6.7% (Bureau of Labor Statistics, 1/28/16), there clearly appears to be a “representation gap” owing to a deteriorating legal and political environment (Farber 2015), the role of management resistance and unfair labor practices during the organizing process (Ferguson 2008), and union decentralization (Fiorito and Jarley 2012).<sup>18</sup>

## Organizing the “Quick and Painless” Way: From *Gawker* to *The Huffington Post*

Over a period of six months, from June 2015 to January 2016, editorial employees at seven properties formed unions the “quick and painless way.” The 500-plus union-represented employees pale in comparison to the tens of thousands of jobs lost in newspapers and other media, but they have the potential to establish a beachhead from which to increase union density in the future.

### *Gawker*

Backed by the WGAE, the editorial staff at the gossip and media news site initiated an organizing drive in April 2015 that had widespread though not universal support. By late May, the WGAE and Gawker Media, *Gawker’s* parent company, headed by co-founder Nick Denton, jointly announced a “first-of-its-kind election whereby the members of Gawker Media’s editorial staff will determine whether they wish to form a union.” The route to unionization also was atypical: “By mutual agreement we are bypassing [the NLRB] in favor of holding our own secret-ballot vote ... [W]e believe the cumbersome and often factious process of unionization is premised on an assumption of complete antagonism between labor and management” (Craggs, 5/27/15; Mullin, 5/28/15).

Veteran labor reporter Steven Greenhouse opined on the significance of the upcoming vote: “If the unionization effort succeeds, it will be a big PR boost for the ailing labor movement. It will show that unions, which have focused in recent years on organizing low-wage workers, can also attract hip, highly educated workers, many of them Ivy League graduates” (Greenhouse, 6/2/15). It did succeed. *Gawker* staffers voted 80-27 for the WGAE (Richardson, 6/10/15). Denton, who was “intensely relaxed” about the prospect of a unionized workroom said, “There’s no reason that so many U.S. workplaces are contentious, and I’m very pleased *Gawker* is leading the movement in the online media world toward collaboration and inclusion” (Warren, 6/4/15; Meyerson, 6/9/15).

In addition to be the first to organize, *Gawker* also was the first digital-only newsroom to reach a contract settlement, in February 2016, that was ratified overwhelmingly by 99 editorial employees in early March. The seven-page contract, which runs for three years, establishes minimum salaries ranging from \$50,000 for staff reporter to \$150,000 for editor-in-chief. It also provides annual raises, health and retirement benefits, paid time off, a grievance procedure, severance pay, editorial independence, limits to contractor labor, a diversity committee, monthly meetings between the union and management, and union security. The agreement also gives management operating flexibility and includes an at-will clause, which is uncommon in most labor contracts but common in WGAE ones (Richardson, 3/9/16; *Collective Bargaining Agreement, Writers Guild of America, East and Gawker Media*, effective 3/1/16-2/28/19).

### *Salon*

In early July 2015, following the *Gawker* election, all 26 editorial staffers at Salon Media sought WGAE representation. The San Francisco-based outlet, which features politics, breaking news, and technology, was founded in 1995. It employs half its editorial staff in NYC with the remainder in San Francisco and others working remotely across the country. In a public letter, employees stated that a union would provide an “opportunity to establish standards and practices in Internet journalism” (Jamieson, 7/2/15). Moreover, it claimed, employees “are doing this because we believe in our publication and want it to be successful ... We believe this organizing campaign is a positive and public way for us to put those [progressive] values into practice, right here at home” (Richardson, 7/8/15).

*Salon’s* editor-in-chief David Daley was supportive of employees’ wishes: From its very inception, [*Salon*] proudly embraced progressive values and a commitment to our workers and to labor” (Jamieson, 7/2/15). Despite his favorable remarks and employees’ unanimous union support, it took a month of foot-dragging before management recognized the WGAE (Richardson, 8/5/15).

### *Guardian US*

In late July 2015, all 45 U.S. newsroom employees of the British news organization’s rapidly growing U.S.-based operations cast their vote for the NewsGuild in a private American Arbitration Association-supervised election.

## PROCEEDINGS OF THE LERA 2016 MEETINGS

President Lunzer signified the victory this way: “Digital media is growing up, and it’s time our digital reporters received the same benefits and protections as their print media colleagues.” A company spokesperson remarked, “We are happy to voluntarily recognize the [NewsGuild] and look forward to working constructively, in best Guardian tradition, with the *Guardian US* editorial staff who have voted in favor of collective representation” (Alpert, 7/29/15). The U.S.-based staffers joined the company’s tradition of union representation in the UK and Australia (Bhatia, 7/29/15).

### ***VICE***

Originally founded as a punk rock print magazine called *VICE* in Montreal in 1994, *VICE* Media has roughly 700 U.S. employees in its Brooklyn office, about 10% who are journalists. On August 7, *VICE* agreed to voluntarily recognize the WGAE through card-check procedures. With 75 editorial employees in the unit, *VICE* became the largest digital media company to unionize at the time. It was also well-heeled, being valued at \$2.5 billion in 2014 (Alpert, 8/7/15).

In a letter to co-founder and CEO Shane Smith, employees said they “are proud of the work we do here at *VICE*. We love being part of a company that is changing media and having an impact on the world ... We believe that a union is a logical next step for the long-term legacy of the company.” The young employees’ main concern was having a voice in management decision making (Richardson, 8/12/15).<sup>19</sup>

On April 21, 2016, following the lead at *Gawker*, *VICE* employees ratified a three-year labor agreement by a 73-2 vote. The contract includes minimum salaries of \$45,000/year, raises totaling 29%, protections of the current health plan, permission for unit employees to engage in non-*VICE* work, compensatory time off for work on weekends or other scheduled days off, guaranteed severance pay, and a commitment to meet on a monthly basis to discuss work-related issues. Like the *Gawker* contract, this one also includes an at-will clause. Chief Operating Officer Alyssa Mastromonaco seemed pleased with the pioneering contract: “This is great news: Both sides have come together and struck a deal that continues to propel *VICE* forward as media’s most innovative and entrepreneurial workplace” (WGAE, 4/15/16 and 4/21/16; Rose, 4/20/16).

### ***Al Jazeera America***

In late summer 2015 editorial employees at the Qatari government-owned news outlet moved toward unionizing. In its mission statement, employees said they “want to work with *Al Jazeera* management in a spirit of honesty, integrity, and transparency—both to produce the news and to improve the workplace in which we produce it.” Employees were upset at the “lack of transparency, inconsistent management and a lack of clear redress” at the digital outlet. Specifically, they were displeased with discrepancies in pay, confusion about job assignments, the evaluation process, and workplace climate (Calderone, 9/3/15; Richardson, 9/9/15).

*Al Jazeera America* (*AJAM*) staffers chose the 2,800-member NewsGuild of New York to represent them. Failing to achieve voluntary recognition, the union filed for an NLRB election for the 50-member bargaining unit in late September. Despite management’s protest of a few unit positions, the union won in a lopsided 32-5 vote. Management proclaimed that it looked “forward to concluding a collective bargaining agreement and will continue to work closely with all of our staff to make working at *AJAM* a positive experience” (Warren, 9/29/15 and 10/6/15; Richardson, 10/14/15).

The union victory at *AJAM* proved to both challenging—it has been the only contested NLRB election so far—and pyrrhic because the company announced it would shutter its digital and cable news operations by the end of February 2016 because of a drop in energy prices that sustained this government-owned business (Hagey and Flint, 1/13/16; Sutton, 2/8/16). Even without a contract, the NewsGuild negotiated a severance package stronger than the company’s initial offer and won guarantees that employees would receive the benefits even if they secured a new job before *AJAM* closed down for good (Hartman, 3/7/16).

### ***ThinkProgress***

Editorial employees at the left-leaning public affairs website *ThinkProgress* joined the WGAE and won voluntary recognition in late September 2015 from its parent, the Center for American Progress (CAP). CAP is a progressive D.C.-based public policy research and advocacy organization founded in 2005 by lawyer Jedd Legum. Like editorial

workers at other digital-only properties, the *ThinkProgress* staff desired to improve their pay and benefits, have voice in the workplace, and create a more structured workplace (Richardson, 9/30/15).

Support for the union by the roughly 30 editorial employees was unanimous. In a letter to CAP president Neera Tanden, staffers noted that the website and CAP have “long publicized the many benefits of unionization for individual workers, the middle and working class, and the economy as a whole. Here at *ThinkProgress*, we believe having a union will help us protect and elevate the good conditions we currently enjoy in our workplace, both for ourselves and for all who come after us” (Jamieson, 9/25/15). Legum agreed: “We support and recognize the move by *ThinkProgress* staffers to join the (WGAE). Our shared goal is to make *ThinkProgress*’ exceptional team of writers and editors even stronger and continue our cutting-edge work covering the issues that matter most” (Richardson, 9/30/15).

### ***The Huffington Post***

In 2011, AOL purchased *The Huffington Post* for \$315 million. In June 2015, AOL and *The Huffington Post* were acquired by the telecom giant Verizon for \$4.4 billion. A few months later, editorial employees at this liberal-left news site, founded by Arianna Huffington in 2005, formed an organizing committee, assisted by the WGAE, to help them achieve workplace voice, editorial freedom, management transparency, better pay, clearer job duties, a more efficient hiring process, and more diversity in its workforce. If successful it would become the largest digital-only bargaining unit (Kaufman, 6/30/15; Ember, 10/7/15; Richardson, 12/2/2015).

In late 2015, employees asked management to voluntarily recognize the union given that 220 of the roughly 350 eligible employees had signed authorization cards. A few months prior, Huffington publicly declared her support for the union. Finally, in January 2016, employees voted “overwhelmingly” for representation by the WGAE in a card-check vote that created a 262-person unit. The WGAE’s Lowell Peterson remarked on the victory: “*The Huffington Post* establishes a critical mass of support for collective bargaining in digital media ... This movement empowers the people who write, edit, and produce content to build sustainable careers doing the work they care about.” Arianna Huffington was equally optimistic: “We look forward to a great relationship with our union as we work together to take *The Huffington Post* to new heights across the globe” (Richardson, 1/20/16).

Since the *Huffington Post* vote, no other digital-only media properties have been unionized, and only two of the six remaining newsrooms have secured labor agreements. At present, close to 500 editorial employees are represented by unions, but both the WGAE and the NG remain committed to organizing new units. Although both print and digital journalism continue to face challenging economic circumstances, plenty of opportunities exist to create collective bargaining relationships for tens of thousands of media workers.

## **Conclusions and Implications**

This paper has explored the recent wave of successful labor organizing in digital-only media, a relatively new but growing media segment. This burst of union activity occurred over a relatively short period of time (six months) and without much management opposition, both anomalous in U.S. labor relations.

Unlike the older, more seasoned, union veterans in legacy media, digital-only media workers are younger, more educated and affluent, and have less experience with labor unions. Still, surveys reveal that younger workers, especially more liberal ones, support unions in greater numbers than other age groups (Pew research Center, 4/27/15; Gallup, 8/17/15). Moreover, as Budd (2010) uncovered using National Longitudinal Survey of Youth data, while most workers are likely to be unionized in their forties, many experience unionism for the first time as younger workers. He found that almost 65 percent of the entire cohort studied was unionized in at least one of their jobs by age 40/41, with half first unionized by 23 and three-quarters by 27. One implication, Budd notes, is that “U.S. labor unions have an important, and probably overlooked the opportunity to develop a supportive, firsthand relationship with quite a large fraction of the U.S. workforce” (Budd 2010, p. 222). In the case of digital-only news workers, unions are, in fact, taking advantage of this opportunity that many other unions have not yet capitalized on. As Table 1 shows, in the seven successful organizing drives to date, editorial employees voted overwhelmingly—in some cases unanimously—for union representation.

The mostly young digital-only workforce is not only more educated and likely more liberal than older workers, but so too are their employers, which has helped with labor organizing. Instead of fighting employees’ attempts to

unionize the way most American employers do, in six of the seven cases, these digital-only employers voluntarily recognized unions via some form of card check. Even at *Al Jazeera America*, where employees voted in an NLRB-supervised election, management opposition was tempered. While most employers do not hold progressive beliefs, and not all progressive employers support unions in their workplaces, the seven cases discussed above suggest that amending labor law to enable workers to express their desires for a union—free from management interference—may restore the original promise of the National Labor Relations Act. As Freeman and his colleagues (1999, 2007a, 2007b) have found, there is a large “representation gap” in the U.S. that is also revealed in the case of digital-only media. In addition, as this study and prior research make clear, card-check procedures are an effective way to close this gap (Eaton and Kriesky 2001, 2009).

Having established a foothold in digital media, both in the online operations of traditional newspapers and the digital natives, both the NewsGuild and the Writers Guild are committed to growing their memberships and increasing union density in new media in order to establish industrywide professional and labor standards that will benefit their members and uphold the nation’s democratic principles, which gave the news industry its revered status as the Fourth Estate.

This effort, however, remains fraught by the unsettled nature of the industry and other events. For example, in addition to industry challenges discussed above, a \$140 million legal judgment against Gawker Media Group, in a case involving the former wrestler Hulk Hogan, forced it to file for bankruptcy and put itself up for sale. The fate of both Gawker Media and the first collective bargaining agreement in a digital-only newsroom—and perhaps in others—will have to await the public auction of the company in late July 2016 (Ember, 6/10/16; Richardson, 6/15/16).

Even without collective bargaining, digital-only employers could still address employees’ concerns over compensation, voice, transparency, fairness, stable careers, and other issues that have become salient to their mostly millennial workforce. These concerns are also shared by many workers in both the “gig economy” and the low-wage service sector. With industrial and craft union labor in decline for decades, the future of the American labor appears to reside in the fortunes of these disparate groups of workers who have been agitating for a stronger voice in the workplace to help them achieve better pay and benefits, higher quality jobs, employment stability, and personal dignity. Whether or not the recent actions by fast-food, retail, and media workers will reignite the American labor movement remains to be seen, but media workers are well-positioned to publicly chronicle these struggles in the same their counterparts in smoky and noisy newsrooms did in the 1930s.

## Endnotes

<sup>1</sup> New media has been referred to by other names that will be used interchangeably here: digital natives, digital-only media, online journalism, etc.

<sup>2</sup> In January 2015, the Newspaper Guild-CWA officially removed “paper” from its name. The new, NewsGuild-CWA, reflects changes in media that have occurred over the past few decades and the union’s broader jurisdiction, which includes broadcast news and nonprofits (Richardson, 1/28/15).

<sup>3</sup> The NewsGuild represents journalists at the digital-only *Daily Beast*, which it inherited through a merger with the unionized *Newsweek* in 2011. After owner IAC sold *Newsweek*, the Guild negotiated a separate contract with *Daily Beast* (DePillis, 1/30/15). The NewsGuild also represents editorial employees at politically left websites *Truthout* and *In These Times*, print magazine with a web presence (Sterne, 9/1/15).

<sup>4</sup> The Newspaper Association of America, the main industry trade group, ceased reporting data after 2014.

<sup>5</sup> Estimates are based on data from the remaining seven publicly traded newspaper companies, which own about a quarter of U.S. dailies (Mitchell et al., June 2016, p. 9).

<sup>6</sup> Average weekday circulation fell 7% between 2014 and 2015, the largest decline since 2010. The decline was entire due to print circulation, which fell 9%, while digital circulation rose 2% (Mitchell et al., June 2016, p. 10).

<sup>7</sup> Despite the doom and gloom predictions by many media analysts and industry insiders, media economist Marc Edge argues that metro dailies in both the U.S. and Canada have been adaptable, viable, and profitable. Though

revenues, earnings, and profit levels declined, none of the companies suffered an annual loss for its newspaper division, according to financial reports for 11 publicly traded U.S. newspaper companies and five in Canada between 2006 and 2013. The majority of companies emerged from the Great Recession with double-digit profits. The biggest problem for most of these companies was burdensome debt accrued for purposes of acquisitions for which some companies declared bankruptcy (Edge 2014a).

<sup>8</sup> In a study of three cities, the Pew Research Center finds that almost half of newspaper readers rely only on the print edition, which remains an important part of newspapers' business model and garners over three-quarters of their advertising revenue (Barthel, 1/6/16).

<sup>9</sup> Marc Edge, in *Greatly Exaggerated: The Myth of the Death of Newspapers* (2014b) also refutes the conventional wisdom that the print newspaper is dead and that the future lies in online journalism. Edge, however, provides a more comprehensive and historical account than Chyi.

<sup>10</sup> The Pew Research Center's annual *State of the News Media 2015* reaffirms the challenges of identifying the nature and scope of the industry: "Overall, digital news entrants and experimentation, whether from longtime providers or new, are on the one hand now so numerous and varied that they are difficult to keep track of. On the other hand, the pace of technological evolution and the multiplicity of choice—from platforms to devices to pathways—show no signs of slowing down" (Mitchell and Page, April 2015, p. 8).

<sup>11</sup> *VICE* Media has raised \$70 million, Vox Media has secured \$60 million, and BuzzFeed has received \$46 million. Facebook, the largest publishing platform, has \$13 billion in cash, \$7.9 billion in sales and a 37% operating margin. Investors favor exponential growth in audience size and page views over traditional metrics as revenues and profitability, according to industry analyst Alan Mutter. Investors hope that these new digital ventures will merit an IPO or be acquired by a well-heeled player (Mutter, 4/2/14).

<sup>12</sup> This number includes all full-time employees, not just editorial staff.

<sup>13</sup> Only *The Huffington Post* (4) and *BuzzFeed* (7) are on the list of the ten largest digital news entities, which include all media companies with an online presence.

<sup>14</sup> Charter Communications completed its acquisition of Time Warner Cable in mid-May 2016 and now stands as the second-largest broadband provider in the country behind Comcast (Steele and McKinnon, 5/18/16).

<sup>15</sup> Vox Media and *BuzzFeed* both benefitted from NBC Universal's investment of \$200 million each (Doctor, 4/13/16).

<sup>16</sup> Cost per Thousand, or CPM, is the standard measurement for online ads. The industry might be better off changing the metric to some measure of "time spent," which would enable publishers to charge advertisers more (Willens, 4/27/16).

<sup>17</sup> Mike Elk to fellow journalists at *Politico*, where he unsuccessfully tried to agitate co-workers to organize a union there (Wemple, 7/2/15).

<sup>18</sup> The literature on union organizing is too voluminous to address here. The articles cited above contain many referenced to the most important works related to organizing.

<sup>19</sup> *VICE UK* staffers, inspired by union activity in the U.S., commenced an organizing drive under the auspices of the National Union of Journalists in February 2016. Employees have sought a fair and transparent compensation system, job security, work-life balance, career opportunities, and to relieve the ongoing stresses and strains of the never-ending news cycle (Sweney, 2/8/16). In late Spring 2016, 130 employees from different work areas at *VICE* Canada selected the Canadian Media Guild to assist them in achieving "some basic standards," more consistency and transparency in work rules and pay, improved benefits, just cause protections, and clear journalistic standards (*The Guild Reporter*, Summer 2016, p. 1).

## Select Bibliography

Bibliographic note: Given the length of the original bibliography, this one is more selective. It includes all the academic sources and the main industry reports. Other key sources used here include, but are not limited to, Pew Research Center, Poynter Institute, Nieman Journalism Lab, *Reflections of a Newsosaur* blog, Bloomberg BNA's *Labor Relations Week* and *Daily Labor Report*, *The New York Times*, *The Wall Street Journal*, and many of the same digital-only media outlets covered in this paper. A full bibliography is available from the author [stangerh@canisius.edu](mailto:stangerh@canisius.edu).

- Chyi, H. Iris. 2013. *Trial and Error: U.S. Newspapers' Digital Struggles Toward Inferiority*. Pamplona, Spain: Universidad de Navarra.
- Eaton, Adrienne E., and Kriesky, Jill. 2001. "Union Organizing Under Neutrality and Card Check Agreements." *Industrial and Labor Relations Review*, Vol. 55, no. 1 (October), pp. 42-59.
- Eaton, Adrienne E., and Kriesky, Jill. 2009 (January). "NLRB Elections Versus Card Check Campaigns: Results of a Worker Survey." *Industrial and Labor Relations Review*, Vol. 62, no. 2, pp. 157-172.
- Edge, Mark. 2014.a "Newspapers' Annual Reports Show Chains Profitable." *Newspaper Research Journal*, Vol. 35, no. 4 (Fall), pp. 66-82.
- Edge, Mark. 2014.b. *Greatly Exaggerated: The Myth of the Death of Newspapers*. Vancouver: New Star Books.
- Farber, Henry. 2015. "Union Organizing Decisions in a Deteriorating Environment: The Composition of Representation Elections and the Decline in Turnout." *Industrial and Labor Relations Review*, Vol. 68, no. 5 (October), pp. 1126-1156.
- Ferguson, John-Paul. 2008. "The Eyes of the Needles: A Sequential Model of Union Organizing Drives, 1999-2004." *Industrial and Labor Relations Review*, Vol. 62, no. 1 (October), pp. 3-21.
- Fiorito, Jack, and Jarley, Paul. 2012. "Union Organizing and Membership Growth: Why Don't They Organize?" *Journal of Labor Research*, Vol. 33, no. 4 (December), pp. 461-486.
- Freeman, Richard B. 2007a. "Can the United States Clear the Market for Representation and Participation?" In Freeman, R. B., Boxall, P., and Haynes, P., *What Workers Say: Employee Voice in the Anglo-American Workplace*. Ithaca: Cornell University Press.
- Freeman, Richard B. 2007b (February 22). "Do Workers Still Want Unions? More Than Ever." (Briefing Paper #182). Economic Policy Institute. [www.sharedprosperity.org/bp182.html](http://www.sharedprosperity.org/bp182.html)
- Freeman, Richard B., and Rogers, Joel. 1999. *What Workers Want*. Ithaca: Cornell University Press.
- Mitchell, Amy. Project for Excellence in Journalism (PEJ), Pew Research Center. 2014 (March 26). "State of the News Media 2014: The Growth in Digital Reporting: What It Means for Journalism and News Consumers." [www.journalism.org/files/2014/03/Shifts-in-Reporting\\_For-uploading.pdf](http://www.journalism.org/files/2014/03/Shifts-in-Reporting_For-uploading.pdf)
- Mitchell, Amy, Jesse Holcomb, and Rachel Weisel. Pew Research Center. 2016. (June). "State of the News Media 2016." [www.journalism.org/2016/06/15/state-of-the-news-media-2016](http://www.journalism.org/2016/06/15/state-of-the-news-media-2016)
- Mitchell, Amy, and Dana Page. Project for Excellence in Journalism (PEJ), Pew Research Center. 2015 (April 29). "State of the News Media." [www.journalism.org/files/2015/04/FINAL-STATE-OF-THE-NEWS-MEDIA1.pdf](http://www.journalism.org/files/2015/04/FINAL-STATE-OF-THE-NEWS-MEDIA1.pdf)



## XI. LERA Best Papers II

---

### Do Different Stakeholders Matter Differently to Workers? Developing and Applying a Stakeholder CSR Measure to Organizational Behavior Outcomes

**Brandon C. Grant**

*University of Illinois at Urbana-Champaign*

**Joel E. Cutcher-Gershenfeld**

*Brandeis University*

**Robert A. Bruno**

*University of Illinois at Urbana-Champaign*

Corporate social responsibility, or CSR, has traditionally been measured and studied under several names, all of which attempt to measure CSR as a sum of an organization's internal behaviors by compartmentalizing those behaviors by *domain*. The measure developed in this paper focuses instead on the stakeholder *targets* of those behaviors, and in doing so allows researchers to explore target-specific outcomes of CSR perceptions more completely. Additionally, while previous studies of CSR have focused on measurement at the management level, this study measures CSR as perception at the worker level. Study 1 confirmatory factor analysis supported four-factor stakeholder-focused structure, which fit the data significantly better than the original four-factor domain structure. Study 2 further develops this stakeholder measure of corporate social responsibility by reducing the scale to three dimensions. Structural equation modeling demonstrates predictive validity for the dimensions on key organizational outcomes such as counterproductive work behaviors and organizational citizenship behaviors.

The past five decades have seen a sizeable increase in scholarly interest in the study of corporate social responsibility (CSR), specifically with respect to the role of stakeholders to an organization's CSR initiatives (i.e., Camplin 2011; Freeman 1984; Rolland and O'Keefe Bazzoni 2009; Werther and Chandler 2005, 2010). Carroll (1979, 1991, 1999) defines CSR as the "social responsibility of business encompass[ing] the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time" (Carroll 1979, p. 500). Carroll also provides a useful definition of stakeholders as part of a larger discussion on how stakeholders are inextricably linked to an organization's CSR practices, defining stakeholders as "those groups or persons who have a stake, claim, or an interest in the operations and decisions of the firm" (1991, p. 43). Examples of stakeholders include workers, labor unions, communities, shareholders, the environment, customers, suppliers, and the like. Since Carroll (1979), many scholars have begun to explicitly incorporate the term "stakeholder" in how they define and conceptualize CSR, moving forward what we refer to as *stakeholder CSR*.<sup>1</sup> We define stakeholder CSR as volitional organizational behaviors, actions, and considerations above and beyond financial and legal obligations directed toward any party or who can affect or are affected by said actions, behaviors, and considerations.

---

Author's address: Brandon C. Grant, School of Labor and Employment Relations, University of Illinois at Urbana-Champaign, 504 East Armory Champaign, IL 61820

In addition to stakeholder CSR, scholars have recently begun to take interest in the relationship between workers' perceptions of their organization's justice-related initiatives—such as CSR—and behavioral outcomes (i.e., Gond, El-Akreimi, Igalens, and Swaen 2010), yet when taken together, no known research to date has undertaken the task of developing a measure that captures those worker perceptions. As the two studies in this paper demonstrate, one of the most beneficial uses of such a measure is demonstrating how different stakeholders (specifically, external society) matter differently to workers when considering behavioral outcomes.

For some time, scholars have emphasized the importance of targets of organizational behaviors and how they tend to operate differently and carry with them different antecedents and outcomes (i.e., Bennett and Robinson 1999). Recently scholars have taken an interest in exploring the role of *stakeholder corporate social responsibility (CSR)*, which emphasizes the importance of *targeted stakeholders* in determining leadership behaviors, such as transformational leadership, and subsequently follower outcomes (i.e., Groves and LaRocca 2011; Groves 2014) while other scholars have sought to link CSR to worker outcomes such as *organizational citizenship behaviors* and *counterproductive work behaviors*, as well as trust, commitment, and job satisfaction (Gond, El-Akreimi, Igalens, and Swaen 2010).

“The development of [CSR] practices [and the measurement thereof] is associated with the emerging idea that [CSR] is a good market practice ... [and] designates the activities and organizational processes adopted by businesses to meet their social responsibilities” (Maignan, Ferrell, and Hult 1999: pp. 455-6). In an effort to understand the relationship between CSR at the organizational level and perceptions of organizations by consumers and society, Maignan et al. (1999) developed a four-factor measure of socially responsible “citizenship” behavior. Motivated by an interest in interpreting the drivers of organizations' active decision to engage in socially responsible behavior, these authors developed a scale that groups activities “representative of corporate citizenship ... typifying economic, legal, ethical, and discretionary citizenship toward the three stakeholder groups of interest: employees, customers, and public stakeholders” (p. 460). While the predictive validity of a measurement grouping items by type of activity is strong for employee commitment and customer loyalty, Maignan et al. (1999) are unable to demonstrate the extent to which each targeted stakeholder groups (i.e., stockholders, workers, unions, and society) matters differently from one another in predicting behavioral outcomes. This paper serves to remedy this gap in the literature.

Research in the social sciences has traditionally emphasized the importance of worker attitudes in managing organizations (i.e., Grant 2007; Organ 1988; Penney and Spector 2005), noting that when workers have favorable attitudes toward their jobs and their organizations this can lead to desirable outcomes such as increased levels of organizational citizenship behavior (Organ 1988) and decreased levels of counterproductive work behaviors (Bennett and Robinsons 2001; Penney and Spector 2005). Taking into account the importance of worker perceptions of their organizations, the importance of targets of their organizations behaviors, actions, and decisions (i.e., stakeholder targets), and the significance of targets of worker behavioral outcomes (i.e., the organization vs. other individuals), this paper links these three domains and synthesizes them while simultaneously establishing an important and useful measure of perceived stakeholder CSR.

Taking Freeman's definition of stakeholders, the potential number of a given organization's stakeholders is conceivably limitless, which forces both organizational managers and scholars to carefully select stakeholder groups for consideration. A measure of CSR that examines worker perceptions of their organization's CSR activities directed toward specific stakeholder groups—yet remains sufficiently malleable to be adapted for additional stakeholder groups in the future—is needed. Using a four-factor measure (shareholders, society at large, workers as individuals, and the union), this paper seeks first to establish a model of stakeholder-focused perceptions of CSR, and second to demonstrate the predictive validity of this model for two behavioral outcomes: organizational citizenship behaviors (OCBs) and counterproductive work behaviors (CWBs).

## **Stakeholder Corporate Social Responsibility and Its Measurement**

Corporate social responsibility (CSR) is an important subject of inquiry, yet the study and measurement of CSR are relatively inconsistent and empirical examinations have yielded inconclusive results (McWilliams, Siegel, and Wright 2006). At the heart of this dilemma is the lack of a measurement device that is applied consistently across studies, and is appropriately broad in scope. Building on the work of Aguilera, Rupp, and colleagues, Gond et al. (2010) explicitly connect CSR to perceived social justice by workers, and subsequently connect these perceptions to

behavioral outcomes. Individuals internalize perceptions of operations and decision making by asking themselves if a decision made about or an action targeting themselves was fair (i.e., Colquitt 2001), and they similarly consider whether a decision made about or action targeting others (such as fellow workers, their union, or society at large) was fair (Rupp 2011).

The interpretation, definition, and measurement of CSR have become clouded with the emergence of various conceptualizations of CSR such as stakeholder models, ethical models, and social obligation models (see Carroll 1999: p. 290). Ethical models of CSR focus on the moral duty an organization has to do what's right irrespective of whether the moral actions are good for the business and emphasize the humanitarian/moral obligations that organizations should embrace. Social obligation models emerged in the 1950s as some of the first justifications for CSR, which imply that an organization, permitted to exist and operate by society, is indebted to society and is obligated to do right by society. Stakeholder models arrived in the mid-1990s and specified targets and actors (see Maignan and Ferrell 2004 for a summary). This article takes the stakeholder perspective of CSR and demonstrates how organizing measurement items to emphasize specific stakeholder groups not only fits the data better than the four-factor model proposed by Maignan and colleagues (1999) but has predictive power for key behavioral outcomes.

## The Measurement of Corporate Social Responsibility

One challenge that researchers studying CSR face is that it has many definitions, which leads to inconsistent measurement and ultimately inconclusive findings. Given the wide scope of actors, stakeholders, and motives that contribute to an organization's CSR initiatives, a definition of CSR that captures this breadth is important to developing a scale that adequately measures CSR across the wide stakeholder landscape, but also across the many organizational levels at which CSR operates (Aguilera and Rupp 2007).

As Wood and Jones point out, while the fit and predictive power of adaptations of Carroll's four-domain model of CSR are inconclusive and limited, they do emphasize that, generally, "the *fundamental* responsibility of business is economic ... [and] 'the business of business is business'" (p. 233). In practice, this suggests that the other three domains of CSR (legal, ethical, and discretionary) take a backseat to economic performance/responsibility, providing firms with justification to neglect these other forms of social responsibility in the name of profits. Stakeholders—those who have an effect on or are affected by an organization's actions and behaviors—become linked to the definition and operationalization of CSR. In failing to include stakeholders in the operationalization of CSR, organizations miss out on key opportunities to influence desirable outcomes at the worker level. As the studies in this paper will demonstrate, different stakeholders do in fact matter differently in determining worker-level outcomes.

## Scale and Item Development

### *Hypotheses*

The perceived relationship between a worker's union and her employer has a well-documented history of importance to workers, whether positive and cooperative (i.e., Balser and Winkler 2012; Leana, Ahlbrandt, and Murrell 1992), adversarial (i.e., Hammer and Stern 1986; Kelly and Kelly 1991), or inappropriate (i.e., Harcourt and Lam 2007<sup>2</sup>). Other behavioral outcomes of scholarly interest include organizational citizenship behavior (OCB) and counterproductive work behavior (CWB). Generally, one might expect to see a positive relationship between CSR perceptions and OCB as well as a negative relationship between CSR perceptions and CWB. Similar to OCB, counterproductive work behaviors (CWBs) also have been shown to have the same two sub-dimensions (interpersonal and organizational), and tend to operate with similar antecedents (although the literature is less clear than that of OCB; see Dar 2010). With evidence from studies such as Balser and Winkler (2012) indicating that positive, cooperative union-management relations improves worker attitudes toward their employer and Dean (1954) indicating that workers can experience dual loyalty to both their employer and their union, we anticipate that when workers perceive their union to be a target of their organizations' CSR initiatives they will be (a) more likely to engage in OCB targeting their organization and (b) less likely to commit CWBs targeting their organization.

Hypothesis 1: Perceived union-targeted CSR will be (a) positively related to OCB-O, (b) negatively related to CWB-O, and (c) not significantly related to OCB-I or CWB-I.

Society-targeted CSR includes many items from the “discretionary” domain in Maignan et al.’s original scale and looks at topics such as charitable donations, philanthropic activities, and environmental sustainability. According to Rupp (2007), when workers perceive this to be high in their organizations, citizenship behaviors should increase while counterproductive work behaviors should decrease. This should operate as a perceived justice when workers “look out” into the world from their position in their organization. In response, helping behaviors should go up while undesirable behaviors go down. As was demonstrated by Colquitt (2001) among others, when workers perceive procedures to be fair, they are likely to respond with organizationally-directed outcome behaviors. Similar to Hypothesis 1, society-targeted CSR is a macro-level sub-dimension of stakeholder CSR, so is expected to be positively related to both sub-dimensions of OCB and negatively related to both sub-dimensions of CWB—but only significantly related to OCB-O and CWB-O.

Hypothesis 2: Perceived society-targeted CSR will be (a) positively related to OCB-O, (b) negatively related to CWB-O, and (c) not significantly related to OCB-I or CWB-I.

Counterproductive work behaviors are commonly exhibited when workers feel they have experienced injustice in the workplace. When workers feel as though their organization does not consider them an important stakeholder and treat them accordingly, workers are likely to respond with organizationally-directed behaviors. Consistent with Rupp (2007), different from Hypotheses 1 and 2, we expect perceptions of worker-targeted CSR to be both internalized (looking in) and externalized to peers (looking around); therefore, worker-targeted CSR is expected to be positively related to both sub-dimensions of OCB and CWB.

Hypothesis 3: Perceived worker-targeted CSR will be (a) positively related to OCB-O and OCB-I and (b) negatively related to CWB-O and CWB-I.

Finally, when organizations are fiscally responsible, we expect that all stakeholders will respond favorably. At the worker level, this means that workers should be more likely to engage in helping OCB-Os that benefit the organization and less likely to commit CWB-Os that harm the organization. Similar to Hypotheses 1 and 2, owners and shareholders are likely to be perceived by individual workers as a macro/organizational-level group, so we do not expect to find a significant relationship between shareholder-targeted CSR and either OCB-I or CWB-I.

Hypothesis 4: Perceived shareholder-targeted CSR will be (a) positively related to OCB-O, (b) negatively related to CWB-O, and (c) not significantly related to OCB-I or CWB-I.

### ***Methods—Study 1***

The items used in Study 1 are adopted from the scale developed by Maignan et al. (1999). Note that the items have been adapted to be responded to by workers (the original scale was intended to be completed by managers). For example, one item from the original scale was worded: “My employer ... is recognized as a trustworthy company,” and in the adapted scale was reworded: “My employer is recognized by the public as a trustworthy company” and “My employer is recognized by workers as a trustworthy company.” This is important because, in Study 2, these and additional items are further adapted to be more internally consistent. For the new stakeholder measure of CSR in Study 1, additional items are included that are adapted from other scales, including job attitudes, grievance negotiations, employer relationship.

### ***Sample***

Participants were 326 workers attending a week-long labor education program at a large Midwestern university. This sample included 72% males and 28% females, of which 25% were African American, 8% Latin American, 60% Caucasian, 1% Pacific Islander; the remainder reported other/bi-racial. The average age of participants was 44 years.

*Procedure*

The new scale includes the additional items adopted from measures of job attitudes, grievance negotiations, and relationship with the employer. Participants were given paper copies of questionnaires over a 4-day period and asked to complete during breaks in classroom activities. The participants were asked to complete surveys on a voluntary basis, with no other inducements. The items on the surveys were mostly directed toward either employers or unions.

*Outcome Measures*

All outcome measures were assessed with a 5-point Likert-type scale, with anchors ranging from 1 = *strongly disagree* and 5 = *strongly agree*.

Organizational Citizenship Behavior was measured with five items taken from Organ (1988) such as “I assist others with their work (when not asked)” and “I adhere to informal rules devised to maintain order.” In study 1, only OCB-Os were measured, so OCB-I hypotheses were unable to be tested in this study.

Counterproductive Work Behavior was measured using a two-dimension scale from Bennett and Robinson (2000) comprised of eight total items: *Organizational* items included “Over the last 6 months how frequently have you intentionally worked slower?” and *Interpersonal* items included “Over the last 6 months how frequently have you bad mouthed the supervisor to others?” Given the low base rate of reported counterproductive work behaviors, items included (such as slacking at work or showing up late) were less extreme than those used in other studies (such as theft and sabotage behaviors).

**Analysis—Study 1**

We first conducted a confirmatory factor analysis using the structural equation modeling package *lavaan* in R. Using maximum likelihood estimation with the intercorrelation matrix for all of the items as input, we compared several a priori corporate social responsibility factor models, including a one-factor (general) model, a two-factor model suggested by exploratory factor analysis (EFA), and a four-factor model based on stakeholder CSR theory. Upon determining the best-fitting model (the four-factor model), using *lavaan*, we put the confirmatory model together with a structural path model complete with all factor loadings and path coefficients, demonstrating the hypothesized relationships between the Stakeholder CSR dimensions and the outcome variables. Table 1 includes the chi-square difference tests as well as fit indices, which indicate that the four-factor model is the best fit to the data of the models tested. The results of the chi-square difference tests show evidence that, given the data, the four-factor model is the best-fitting model with a p-value < .001.

TABLE 1  
Study 1:  $\chi^2$  Difference Tests and Fit Indices for CSR Factor Structure

Models	df	AIC	BIC	$\chi^2$	$\Delta\chi^2$	NFI	CFI	RMSEA
1-Factor (Null) Model	275	21643	21832	1181.5				
2-Factor Model	274	21522	21715	1058.3	123.18***	0.582	0.648	0.094
4-Factor Model	269	21235	21447	761.48	296.84***	0.699	0.779	0.075

\*\*\*p < 0.001

**Results—Study 1**

*Confirmatory Factor Analysis*

We compared the fit of four different factor structures for Study 1, the first of which was a single-factor structure comprised of all 25 items from Maignan et al. The two-factor model then shows two sub-dimensions that are supported by theory; the first factor comprises all items related to either workers or their union, the second factor comprises all additional items, particularly regarding social obligations and shareholder responsibility.

Fit indices, found in Table 1, using exploratory factor analysis for the first study suggest that the best-fitting model was the four-factor structure, with items loading best onto the four sub-dimensions of stakeholder CSR: Shareholders,

Workers, Union, and Society. RMSEA for the four-factor model is .075, which is slightly higher than what many researchers consider to be a “good” fit [Kenny (2015) states that an RMSEA of .05 or lower implies a good-fitting model]. The CFI for the four-factor structure is .699, and the NFI is .779. While both below the threshold of .90 (the typical level implied by Bollen (1989b) to be a “good” fit), like the RMSEA both were the best fit to the data of all models tested. This was partially remedied in the second study, but future research in this area should pay much more attention to the development/refinement of this scale, including a more explicit measure of content validity, item reduction, and convergent/discriminant validation (see Shafiq et al. 2014 for more on scale development and stakeholder CSR). Lastly, the change in  $\chi^2$  from the two-factor model to the four-factor model was 296.84, and statistically significant at the  $p < .001$  level, indicating that the change from the two-factor to the four-factor model was significant.

Counterproductive work behaviors, as mentioned, can be directed at either the organization or at individuals within the organization. Evidence for discriminant validity between these two dimensions of counterproductive work behaviors has been established in the literature on industrial and organizational psychology and is beyond the scope of this paper (e.g., Bennett and Robinson 1997). However, because these two dimensions are thought to be sub-facets of one overall construct of counterproductive work behaviors, the two are considered (and should be expected to be) highly correlated. Additionally, because counterproductive work behaviors and organizational citizenship behaviors have much in common, these constructs should all be expected to be correlated but should not share much variance. The results of the structural equation modeling for Study 1 show that these three constructs do indeed have a small amount of covariance, but the covariances are also statistically insignificant. The results of this can be seen in Tables 4 and 8 of the Appendix.

Hypothesis 2 predicted the relationships between society-targeted CSR (a) OCB-Os and (b) CWB-Os. The results of Study 1 do not provide support for Hypothesis 2. Hypothesis 3 predicted a positive relationship between worker-targeted CSR and OCB as well as a negative relationship between both sub-dimensions of CWB. There is evidence that shows no support for Hypothesis 3; in fact, the sign on the OCB dependent variable was significantly negative, the opposite of the hypothesized relationship. Shareholder CSR was predicted to be positively related to OCB-Os and negatively related to CWB-Os, and preliminary evidence also shows no support for this Hypothesis 4.

TABLE 2  
Study 1: Full Model Regression Coefficients and (Standard Errors)

	CWB-O		CWB-I	
CSR–Shareholder	.032 (.067)	.181 (.137)	.115* (.065)	.221* (.132)
CSR–Society	-.038 (.066)	-.234* (.125)	.073 (.064)	-.106 (.117)
CSR–Union	.082 (.213)	.670** (.341)	.092 (.062)	.692** (.322)
CSR–Worker		.099 (.066)		.110* (.062)
				-.641* (.332)

	OCB	
CSR–Stockholder	.98 (.073)	.100 (.099)
CSR–Society	.074 (.066)	.162 (.152)
CSR–Union	.104 (.065)	.250** (.114)
CSR–Worker		.050 (.066)
		-.306* (.180)

\*  $p < .10$ ; \*\*  $p < .05$ ; \*\*\*  $p < .01$

## Study 2

Establishing model fit using factor analysis as well as predictive power is necessary for validating a measure (i.e., Chronbach and Meehl 1995). Using both exploratory and confirmatory factor analysis in Study 1, a stakeholder measure of CSR was shown not only to fit the data better than the original domain measure but also that the four-factor structure was the best fit to the data of the three models compared. Study 1 also shows evidence that the stakeholder measure had good predictive power for organizational outcomes. Study 2 served then as a replication and confirmation of the findings of Study 1 by keeping as many things about the study similar as possible, while modifying the measurement device to improve internal consistency. Recreating the CSR items from the Maignan et al. (1999) scale helped to again ensure a level of content validity, which is important when developing a new scale. As with Study 1, the same three outcomes were measured, and in Study 2 some additional items were included to increase internal consistency of the scales, to add an interpersonal/organizational dimension to the organizational citizenship behaviors construct.

## Methods—Study 2

### Sample

Participants were 400 workers attending a week-long labor education program at a large Midwestern university as was described in Study 1, albeit at a different point in time. This sample included 71% males and 25% females (the remainder did not report gender), of which 22% were African American, 8% Latin American, 1% Asian, and 62% Caucasian 1%, 1% Pacific Islander; the remainder reported other/bi-racial. The average age of participants was 42.6 years. Of the 400 surveys collected, 25 were dropped due to large levels of incompleteness (75% or more incomplete), and three more were dropped due to inappropriate responses (profanities written in open-response items) or obvious carelessness in responding (all items answered “1”), so the final sample size for Study 2 was 372.

### Procedure

Most items were only slightly modified versions of questions from the original questionnaires used in Study 1 in order to be more internally consistent, and are grouped similarly. Participants were given paper copies of questionnaires during their orientation to the labor education program and asked to complete. The participants were primed minimally, and instead simply asked to complete surveys on a voluntary basis. Just as in Study 1, the items on the survey were mostly directed toward either employers or unions.

### Outcome Measures

All outcome measures were assessed with a 5-point Likert-type scale, with anchors ranging from 1 = *strongly disagree* and 5 = *strongly agree*. Respondents were provided with a 6th option, “I don’t know,” which was later coded as a neutral response (“Neither agree nor disagree”).

Organizational Citizenship Behavior was measured with five items from Organ (1988) such as “I assist others with their work (when not asked)” and “I adhere to informal rules devised to maintain order.” In addition to items from Study 1, additional items were included from Organ (1992)’s study and replications thereof. Additional items were from scales that looked at organizational citizenship behaviors as both interpersonally targeted and organizationally targeted (similar to the scale of counterproductive work behaviors used in Study 1, as well as here in Study 2).

Counterproductive Work Behavior was measured using a two-dimension scale from Bennett and Robinson (2000) comprised of eight total items: *Organizational* items included “Over the last 6 months how frequently have you intentionally worked slower?” and *Interpersonal* items included “Over the last 6 months how frequently have you bad mouthed the supervisor to others?”

## Analysis—Study 2

Using the structural equation modeling package in R (*lavaan*, the same as in Study 1), we first began by running fit statistics on the newly developed scale, using maximum likelihood estimation with the intercorrelation matrix for all of the items as input. Having determined the best-fitting model in Study 1, we began the analysis with the new scale and put the confirmatory model together with a structural path model complete with all factor loadings and path

coefficients, again demonstrating the hypothesized relationships between the Stakeholder CSR dimensions and the outcome variables.

**Results—Study 2**

Due to the high degree of collinearity between the Union CSR latent variable and the Worker CSR latent variable (.890), in Study 2, we were forced to drop one in order to run the analyses. We chose to drop the Union CSR variable; however, the Worker CSR variable if dropped produced nearly identical results (available upon request). The relationship between union-targeted CSR and CWB-O was hypothesized to be negative and the relationship with OCB-O to be positive. The relationship between worker-targeted CSR and (OCB-O and OCB-I were hypothesized to be positive and CWB-O and CWB-I to be negative. Results of Study 2 were all opposite from what was hypothesized, and all but one was statistically significant, thus unresponsive of Hypothesis 3. Hypothesis 2 was supported, and Hypothesis 4 was not. The full model with all regression coefficients, standard errors, and significance levels can be found in Table 3.

TABLE 3  
Study 2: Full Model Regression Coefficients and (Standard Errors)

	OCB-O		OCB-I	
CSR–Stockholder	.114 (.073)	.058 (.110)	.082 (.066)	.060 (.100)
CSR–Society	.145** (.072)	.183* (.109)	.115* (.066)	.190* (.100)
CSR–Worker	-.026 (.069)	-.139* (.208)	-.097 (.063)	-.208** (.078)

\* p < .10; \*\* p < .05; \*\*\* p < .01

	CWB-O		CWB-I	
CSR–Stockholder	.032 (.067)	.083 (.105)	.115* (.065)	.108 (.057)
CSR–Society	-.038 (.066)	-.175* (.105)	.073 (.064)	-.043 (.097)
CSR–Worker	.099 (.066)	.137* (.081)	.110* (.062)	.068 (.075)

\* p < .10; \*\* p < .05; \*\*\* p < .01

A trade-off argument seems to suggest that, when workers feel their organization has violated social norms, they might respond by either *diminishing* helpful behaviors such as OCBs or *increasing* harmful behaviors such as CWBs and that engaging in one will offset the desire to engage in the other. Additionally, by targeting individuals within the organization, this behavior might offset the desire or need to target the organization with responsive behaviors.<sup>3</sup> Hypothesis 2 predicted the relationships between society-targeted CSR and (a) organizational citizenship behaviors and (b) counterproductive work behaviors. The relationship between society-targeted CSR and OCB directed toward the organization was positive and significant ( $\beta = .183^*$ ), and the estimated relationship between society-targeted CSR and CWB targeting the organization was negative ( $\beta = -.175^*$ ), and of the remaining two dependent variables, both coefficients were in the direction hypothesized, but one was statistically significant, thus supporting Hypothesis 2.



Hypothesis 3 predicted a positive relationship between worker-targeted CSR and both OCB-O and OCB-I, as well as a negative relationship between worker-targeted CSR and both CWB-O and CWB-I. This is due to the fact that, in accordance with Rupp (2011) perceptions of worker CSR can be thought of as both looking in (“I am a worker”) and looking around (“we are all workers”) might operate at multiple levels, and have multi-level outcomes. Results indicate partial support for the hypothesis. Both OCB-I and OCB-O were negatively related to worker CSR ( $\beta = -.208^{**}$ ,  $\beta = -.139^{*}$ , respectively), and both CWB-I and CWB-O were positively related to worker CSR ( $\beta = .068$ ,  $\beta = .137^{*}$ ). One explanation for these results is that perhaps to some extent causality flows in the opposite direction of that hypothesized and that, in reality, low levels of OCB might cause employers to be more socially responsible toward their workers, and given that these data are cross-sectional, definitively arguing for causality is challenging. Taken together, it could also be the case that as CSR targeting workers increases, workers are less likely to commit CWBs, and this is offset by a decrease in citizenship behaviors as well. Considering the paradox discussed above, a trade-off between citizenship behaviors and other types of performance, such as CWB, might exist—and could be the driver behind the results seen here.

Finally, Hypothesis 4 predicted the relationship between shareholder CSR and organizational citizenship behaviors directed toward the organization to be positive. The results of Study 2 showed no support for Hypothesis 4. The slope coefficient for shareholder CSR on CWB-O ( $\beta = .083$ ) and OCB-O ( $\beta = .058$ ), but neither were significant. Additionally, the results of Study 2 indicate that the relationship between shareholder CSR and CWB-I was positive and significant ( $\beta = .108^{*}$ ,  $p < .10$ ) and shareholder CSR and OCB-I was positive but not significant ( $\beta = .060$ ).

## Discussion, Future Directions, and Conclusion

The results of the data analyses in Study 1 show early indications that a stakeholder model and measure of CSR are a somewhat effective way to understand and operationalize the construct of perceived stakeholder CSR in a way that not only fits the data well but has predictive capabilities as well. As the stakeholder perspective on CSR continues to gain ground in organizational studies, an increasing need for a validated measure of CSR through the lens of stakeholders grows increasingly necessary. As can be seen from the results of Study 1, confirmatory factor analysis indicates that the stakeholder measure of CSR offered in this paper is a good fit to the data, moreover than the domain CSR measure used in previous research.

In the cases of both worker-targeted CSR (in both studies) and union-targeted CSR (in Study 1), and the outcomes counterproductive work behaviors and organizational citizenship behaviors, the mixed results cast a wider shadow on the relationship between these four constructs and present one limitation of this study. Given that both studies are cross-sectional in nature, there is no definitive way to establish causality. As such, it is possible that worker and union-targeted CSR do not *cause* counterproductive work behaviors and citizenship behavior, but perhaps that *causality flows in the opposite direction*, or perhaps that causality flows bi-directionally. One interpretation of this would be that in some instances, high levels of counterproductive work behaviors and lower levels of organizational citizenship behaviors cause organizations to engage in higher levels of CSR directed toward workers, unions, and society, while in other instances when organizations engage in higher levels of CSR targeting those stakeholder groups, organizational citizenship behaviors are higher, and counterproductive work behaviors are lower as a result. Some have argued that OCB operates proactively, and CWB reactively to various environmental stimuli and/or individual differences, which may also explain why workers’ reactions to their organization’s various targeted CSR initiatives and the mixed results of these studies.

Study 1 shows preliminary evidence with respect to society-targeted CSR and CWB-Os and OCB-Os. Study 2 investigated these findings in more detail, and the results demonstrate that society-targeted CSR as a sub-dimension of the stakeholder model of CSR appears to have good predictive power in determining a variety of organizational outcomes. These findings support the view that when workers view their organization as socially responsive to others outside of the company, they respond with overall favorable behaviors. These findings also support the argument that OCB is a proactive, rather than a reactive, construct and that organizations respond favorably to helpful citizenship behaviors with socially responsible behaviors. In other words, when workers are “looking out” into the external environment and perceiving their organization as doing the same and exhibiting positive socially responsible behaviors, their extra-role behaviors mirror those. With the collection of longitudinal data, it is possible

to unpack this more thoroughly and to uncover evidence that of the four CSR stakeholders being examined in this study, society might have the strongest predictive power. Future research should examine this further, and perhaps consider breaking down the society stakeholder group further, into sub-groups such as non-governmental organizations (NGOs), the ecological environment, and other third-party stakeholders not directly involved in the organizational operations yet are affected by them all the same.

The findings in this study are the first of its kind to demonstrate empirically how the stakeholder dimensions of CSR can predict behavioral outcomes. As the results indicate, the hypotheses were somewhat supported, but the ways in which they were not supported is perhaps just as interesting as the ones that were. The results of this research are broad and hold some serious implications for organizational practices and management. First, as scholars and managers alike have known for some time, CSR perceptions have strong predictive power in determining several types of worker behaviors. Additionally, as Rupp and colleagues (2008) have suggested, organizations must not only consider workers attitudes toward internalized justice perceptions, but organizations must also look outside of their walls in considering implications for organizational success. These studies show evidence that workers are not only concerned with justice and fairness directed at themselves but at others as well. Of equal importance, these studies show evidence that, indeed, different stakeholders *do* matter differently to workers. This means that organizations would do well to consider how their workers perceive their fair treatment of other stakeholders besides just workers and shareholders, and when workers perceive their organization as fair, this climate can act as a determinate of both desirable and undesirable behaviors.

Research on corporate social responsibility continues to grow among management, practitioners, consultants, and scholars. Studying how CSR directed toward specific stakeholders operates, how it is supported by organizations and workers, and how it influences organizational outcomes should only continue to grow as more organizations embrace social justice initiatives, sustainability, and socially responsible behaviors. This paper begins to explore a previously under-examined relationship between CSR and organizational behavioral outcomes and provides several avenues for future research to explore. The future of CSR from the stakeholder perspective, as well as labor relations and worker attitudes toward CSR targeting specific stakeholder groups, appear to be quite bright.

## Endnotes

<sup>1</sup> Dahlsrud (2008) provides an excellent summary of the literature on stakeholder CSR definitions.

<sup>2</sup> These authors discuss the pushback against the Canadian Labour Association of Canada for negotiating “sweetheart contracts” with several employers, resulting in weak CBAs representing union members.

<sup>3</sup> In a similar vein, Bolino, Klotz, and Turnley (2012) found that the trade-off of stress in personal/family life caused by engaging in OCBs with the professional benefits was worth it to workers.

## References

- Aguilera, R. V., Rupp, D. E., Williams, C. A., and Ganapathi, J. (2007). Putting the S Back in Corporate Social Responsibility: A Multilevel Theory of Social Change in Organizations.” *Academy of Management Review*, 32(3), 836-863.
- Arbuckle, J. L., and Wothke, W. (1999). *Amos 4.0*. Chicago, IL: Smallwaters.
- Balsler, D., and Winkler, A. (2012). “Worker Behavior on the Job: A Multi-Methods Study of Labor Cooperation with Management.” *Journal of Labor Research*, 33(3), 388-413.
- Bazillier, R., and Vauday, J. (2009). The Greenwashing Machine: Is CSR More Than Communication? DR LEO ; 2009-10. DR LEO, 2009-10. 2009. <hal-00448861v3>
- Bemmel, B. (1994). “The Determinants of Grievance Initiation.” *Industrial and Labor Relations Review* [serial online]. 47(2):285-301. Available from Business Source Complete, Ipswich, MA.
- Robinson, S. L., and Bennett, R. J. (1997). Workplace Deviance: Its Definition, Its Manifestations, and Its Causes. In Lewicki, R. J., Bies, R. J., and Sheppard, B. H., eds., *Research on Negotiations in Organizations*, Vol. 5, pp. 3-27. Amsterdam: Elsevier Science.

- Bennett, R. J., and Robinson, S. L. (2000). "Development of a Measure of Workplace Deviance." *Journal of Applied Psychology*, 85(3), 349.
- Bentler, P. M. (1990). "Comparative Fit Indexes in Structural Models." *Psychological Bulletin*, 107(2), 238.
- Bergeron, D. M. (2007). "The Potential Paradox of Organizational Citizenship Behavior: Good Citizens at What Cost?" *Academy of Management Review*, 32(4), 1078-1095.
- Bergeron, D. M., Shipp, A. J., Rosen, B., and Furst, S. A. (2011). "Organizational Citizenship Behavior and Career Outcomes: The Cost of Being a Good Citizen." *Journal of Management*, 39(4).
- Berman, S. L., Wicks, A. C., Kotha, S., and Jones, T. M. (1999). "Does Stakeholder Orientation Matter? The Relationship Between Stakeholder Management Models and Firm Financial Performance." *Academy of Management Journal*, 42(5), 488-506.
- Bies, R. J., and Moag, J. S. (1986). *Interactional Justice: Communication Criteria of Fairness. Research on Negotiation in Organizations*, Vol. 1, pp. 43-55. Amsterdam: Elsevier Science.
- Bolino, M. C., Klotz, A. C., Turnley, W. H., and Harvey, J. (2013). "Exploring the Dark Side of Organizational Citizenship Behavior." *Journal of Organizational Behavior*, 34(4), 542-559.
- Bollen, Kenneth A. (1989a). *Structural Equations with Latent Variables*. New York : Wiley.
- Bollen, K. A. (1989b). "A New Incremental Fit Index for General Structural Equation Models." *Sociological Methods and Research*, 17(3), 303-316.
- Burnham, K. P., and Anderson, D. R. (2004). "Multimodel Inference Understanding AIC and BIC in Model Selection." *Sociological Methods and Research*, 33(2), 261-304.
- Camplin, J. C. (2011). "Aligning Safety and Social Responsibility: Safety as a Value-Add to Corporate Stakeholders." *Professional Safety*, 56(5), 46-55.
- Carpenter, N. C., Berry, C. M., and Houston, L. (2014). "A Meta-Analytic Comparison of Self- Reported and Other-Reported Organizational Citizenship Behavior." *Journal of Organizational Behavior*, 35(4), 547-574.
- Carroll, A. B. (1979). "A Three-Dimensional Conceptual Model of Corporate Performance." *Academy of Management Review*, 4(4), 497-505.
- Che, X. (2012). *An Exploratory Study of Reception of Organizational Citizenship Behaviors and Work Related Outcomes: It is Good for Your Co-workers*. (Unpublished doctoral dissertation). University of South Florida. [scholarcommons.usf.edu/etd/4297/](http://scholarcommons.usf.edu/etd/4297/)
- Colquitt, J. A. (2001). "On the Dimensionality of Organizational Justice: A Construct Validation of a Measure." *Journal of Applied Psychology*, 86(3), 386.
- Dahlsrud, A. (2008). "How Corporate Social Responsibility Is Defined: An Analysis of 37 Definitions." *Corporate Social Responsibility and Environmental Management*, 15(1), 1-13.
- Dar, O. L. (2010). "Trust in Co-Workers and Employee Behaviours at Work." *International Review of Business Research Papers*, 6(1), 194-204.
- Davis-Kean, P. E. (2005). "The Influence of Parent Education and Family Income on Child Achievement: The Indirect Role of Parental Expectations and the Home Environment." *Journal of Family Psychology*, 19(2), 294.
- Dean, L. R. (1954). "Union Activity and Dual Loyalty." *Industrial and Labor Relations Review*, 526-536.
- DeVellis, R. F. (2012). *Scale Development: Theory and Applications*, Vol. 26. Thousand Oaks, CA: Sage.
- Ferris, D. L., Brown, D. J., Berry, J. W., and Huiwen, L. (2008). "The Development and Validation of the Workplace Ostracism Scale." *Journal of Applied Psychology*, 93(6), 1348-1366.
- Fleishman, E. A., and Harris, E. F. (1962). "Patterns of Leadership Behavior Related to Employee Grievances and Turnover." *Personnel Psychology*, 15(1), 43-56.
- Fodchuk, K. M. (2007). "I. Management Principles: The Theory of Management: Work Environments That Negate Counterproductive Behaviors and Foster Organizational Citizenship: Research-Based Recommendations for Managers." *Psychologist-Manager Journal*, 10(1), 27-46.

## PROCEEDINGS OF THE LERA 2016 MEETINGS

- Fox, S., Spector, P. E., and Miles, D. (2001). "Counterproductive Work Behavior (CWB) in Response to Job Stressors and Organizational Justice: Some Mediator and Moderator Tests for Autonomy and Emotions." *Journal of Vocational Behavior*, 59(3), 291-309.
- Freeman, R. E. (1984). "Stakeholder Management: Framework and Philosophy." Mansfield, MA: Pitman.
- Gond, J. P., El-Akrehi, A., Igalens, J., and Swaen, V. (2010). *Corporate Social Responsibility Influence on Employees*. Research Paper Series. International Centre for Corporate Social Responsibility. Nottingham University.
- Groves, K., and LaRocca, M. (2011). "Responsible Leadership Outcomes Via Stakeholder CSR Values: Testing a Values-Centered Model of Transformational Leadership." *Journal of Business Ethics* [serial online], 98, 37-55.
- Groves, K. S. (2014). Examining Leader-Follower Congruence of Social Responsibility Values in Transformational Leadership. *Journal of Leadership and Organizational Studies*, 21(3), 227-243.
- Hamann, R., and Kapelus, P. (2004). "Corporate Social Responsibility in Mining in Southern Africa: Fair Accountability or Just Greenwash?" *Development*, 47(3), 85-92.
- Hammer, T. H., and Stern, R. N. (1986). "A Yo-Yo Model of Cooperation: Union Participation in Management at the Rath Packing Company." *Industrial and Labor Relations Review*, 39(3), 337-349.
- Harcourt, M., and Lam, H. (2007). "Union Certification: A Critical Analysis and Proposed Alternative." *WorkingUSA*, 10(3), 327-345.
- Hensley, R. L. (1999). "A Review of Operations Management Studies Using Scale Development Techniques." *Journal of Operations Management*, 17(3), 343-358.
- Hinkin, T. R. (1998). "A Brief Tutorial on the Development of Measures for Use in Survey Questionnaires." *Organizational Research Methods*, 1(1), 104-121.
- Hinkin, T. R. (2005). "Scale Development Principles and Practices." *Research in Organizations: Foundations and Methods of Inquiry*, 161-179.
- Kaplan, H. B. (1975). *Self-Attitudes and Deviant Behavior*. Pacific Palisades, CA: Goodyear.
- Kelly, J., and Kelly, C. (1991). "Them and Us: Social Psychology and The New Industrial Relations." *British Journal of Industrial Relations*, 29(1), 25-48.
- Kenny, D. A. (2012). *Measuring Model Fit*. [davidakenny.net/cm/fit.htm](http://davidakenny.net/cm/fit.htm)
- Klotz, A. C., and Bolino, M. C. (2013). "Citizenship and Counterproductive Work Behavior: A Moral Licensing View." *Academy of Management Review*, 38(2), 292-306.
- Labig, C. E., and Greer, C. R. (1988). "Grievance Initiation: A Literature Survey and Suggestions for Future Research." *Journal of Labor Research*, 9(1), 1-27.
- Leana, C. R., Ahlbrandt, R. S., and Murrell, A. J. (1992). "The Effects of Employee Involvement Programs on Unionized Workers' Attitudes, Perceptions, and Preferences in Decision Making." *Academy of Management Journal*, 35(4), 861-873.
- Maignan, I., Ferrell, O. C., and Hult, G. T. M. (1999). "Corporate Citizenship: Cultural Antecedents and Business Benefits." *Journal of the Academy of Marketing Science*, 27(4), 455-469.
- McClendon, J. A., Wheeler, H. N., and Weikle, R. D. (1998). "The Individual Decision to Unionize." *Labor Studies Journal*, 23(3), 34-54.
- McWilliams, A., Siegel, D. S., and Wright, P. M. (2006). "Corporate Social Responsibility: Strategic Implications." *Journal of Management Studies*, 43(1), 1-18.
- Organ, D. W. (1988). *Organizational Citizenship Behavior: The Good Soldier Syndrome*. Lexington, MA: Lexington Books.
- Orlitzky, M., Schmidt, F. L., and Rynes, S. L. (2003). "Corporate Social and Financial Performance: A Meta-Analysis." *Organization Studies*, 24(3), 403-441.
- Price, J. L., and Mueller, C. W. (1986). *Handbook of Organizational Measurement*. Marshfield, MA: Pitman.
- Rolland, D., and O'Keefe Bazzoni, J. (2009). "Greening Corporate Identity: CSR Online Corporate Identity Reporting." *Corporate Communications: An International Journal*, 14(3), 249-263.

- Rupp, D. E. (2011). "An Employee-Centered Model of Organizational Justice and Social Responsibility." *Organizational Psychology Review*, 1(1), 72-94.
- Rupp, D. E., Shao, R., Jones, K. S., and Liao, H. (2014). "The Utility of a Multifoci Approach to the Study of Organizational Justice: A Meta-Analytic Investigation into the Consideration of Normative Rules, Moral Accountability, Bandwidth-Fidelity, and Social Exchange." *Organizational Behavior and Human Decision Processes*, 123(2), 159-185.
- Shafiq, A., Klassen, R. D., Johnson, P. F., and Awaysheh, A. (2014). "Socially Responsible Practices: An Exploratory Study on Scale Development Using Stakeholder Theory." *Decision Sciences*, 45(4), 683-716.
- Sweeney, P. D., and McFarlin, D. B. (1993). "Workers' Evaluations of the 'Ends' and the 'Means': An Examination of Four Models of Distributive and Procedural Justice." *Organizational Behavior and Human Decision Processes*, 55(1), 23-40.
- Tepper, B. J., and Taylor, E. C. (2003). "Relationships Among Supervisors' and Subordinates' Procedural Justice Perceptions and Organizational Citizenship Behaviors." *Academy of Management Journal*, 46(1), 97-105.
- Werther, W. B., and Chandler, D. (2005). "Strategic Corporate Social Responsibility as Global Brand Insurance." *Business Horizons*, 48(4), 317-324.
- Werther Jr, W. B., and Chandler, D. (2010). *Strategic Corporate Social Responsibility: Stakeholders in a Global Environment*. Thousand Oaks, CA: Sage.
- Williams, L. J., and Anderson, S. E. (1991). "Job Satisfaction and Organizational Commitment as Predictors of Organizational Citizenship and In-Role Behaviors." *Journal of Management*, 17(3), 601-617.
- Woods, C. M. (2006). "Careless Responding to Reverse-Worded Items: Implications for Confirmatory Factor Analysis." *Journal of Psychopathology and Behavioral Assessment*, 28(3), 186-191.



## XII. LERA Annual Reports

---

### LERA Executive Board Meeting Minutes

Tuesday, January 5, 2016, 11 a.m. PT

In Person, and Via Conference Call

*Call to order*—the meeting was called to order at 11 a.m. by Bonnie Castrey, President. Present at the meeting were officers President Bonnie Castrey and Secretary-Treasurer Craig Olson, NCAC Chair William Canak and President Elect Janice Bellace. Also present were board members John Budd (Program Committee Co-Chair), Alex Colvin, Dennis Dabney, Tazewell Hurst III, Ken May, and Patrice Mareschal. Unable to attend were Janice Bellace, Dennis Dabney, Rebecca Givan, Charles Jeszeck, Kris Rondeau, and Beth Schindler. LERA staff in attendance was Emily Smith. Via Conference Call – Saul Rubinstein, Marlene Heyser, Bill Dwyer, Owen Herrstadt, Rebecca Givan, Jeff Keefe.

#### Reports

*President and Executive Committee Report*—President Bonnie Castrey reports the LERA 68<sup>th</sup> Annual Meeting is going well. Appointments to LERA Awards Committee (Tia Denenberg and Doug Kruse), the Development Committee (Jim Pruitt and Cyndi Furseth), have been made, and she continues to review other committees. Officers have remained in close contact with LERA staff throughout the last six months. Many of our software and files were deleted and they have been salvaged or reconstructed.

*Finance Report*—Secretary-Treasurer Craig Olson reports that we need an additional layer of oversight on cash and deposit handling so that there is no duplication in cash-handling. Motion to accept audit moved by Alex Colvin and seconded by David Lewin, and unanimously passed, no no's and no abstentions. Olson reports that 2015 was not a good year for the association, at a loss of \$65000, not the worst deficit in recent years, but unsustainable. We had a drop in dues income, about 15%. Our sponsorship income is down 33%. There are user issues with our online MemberClicks software complicating online renewals. Our member losses have stemmed with late Fall membership promos, but we are still down 8% overall. We are down 15% in membership revenue overall. Overall, looking at membership revenues, we lost about \$20,000 in income between organizational members, member dues, and sponsorship income. The other factor for loss is the implementation and planning of the Pittsburgh Annual Meeting. The former director over-ordered meals and hospitality events, accounting for a \$35,000 swing from 2014 to 2015 in meetings. Our publications were also more expensive in 2015, but we have reduced our professional staff to one so 2016 is expected to see a small surplus. We will augment with part-time and student help in 2016. Alex Colvin commends President Bonnie Castrey and Secretary-Treasurer on their handling of the budget crisis that occurred this year, bringing the organization back into fiscal responsibility. Bill Canak moves to accept financials, seconded by Alex Colvin. The motion passed unanimous, no no's or abstentions.

*Strategic Thinking Committee*—David Lewin reports that a Request for Proposal has been formulated to review the headquarters home for the organization. Does it continue to make sense for LERA to continue its headquarters at the University of Illinois at Urbana-Champaign? A letter of interest was formulated to see if there was any interest in other Universities becoming LERA's new home, and several Universities expressed interest. (Rutgers, Cornell, Univ. of Illinois, and others have responded). We ought to consider continuing at the University of Illinois for the time being, a year or two, and then consider a new home in a few years. Our current thinking is that we ought to continue at the University of Illinois at Urbana-Champaign. There have been leadership changes and faculty turn-over at the University of Illinois – five new faculty this fall, two more faculty next fall, and just interviewed for a third position. We have had some excellent professors move, but have replaced them with young and exciting new assistant professors. When we began the review, we were examining what our best practices would be with LERA's headquarters and organization. Rutgers, Cornell, Penn State, and University of Illinois at Urbana-Champaign have all

expressed interest. It's important that we stabilize the organization over the next few years. We would like to encourage the new professors at the University of Illinois School of LER become LERA members and that a local chapter be formulated in Central Illinois (William Canak). Janice Bellace comments that other schools are happy to host LERA, but they did not wish to take it away from Illinois if University of Illinois was interested in retaining LERA. Rebecca Givan reports the same for Rutgers; they were willing and able to step up, but not wishing to compete with Illinois. Perhaps we could make it a requirement that the institution needs to have a local chapter. We could use a few year time frame to require a local chapter to be part and parcel with the headquarters institution. Saul Rubinstein suggests that multiple Universities share in the support of LERA (consortium in this digital age) – not necessary that we could have certain capacities supported by more than one organization. There are discreet things that other Universities could contribute you (ILR Press, etc.) marketing. Owen Herrnstadt agrees that we need one administrative home with a good amount of support, but it is a great idea to develop the idea of getting more direct involvement by the other labor centers and schools around the country. Hopefully, some of them are represented by the board, but an increased institutional presence would be great. There are aspects of what LERA does or could be doing that could be linked and enhanced with digital cooperative effort. Bill Canak suggests that we continue to consider the aspect of multiple universities contributing, what would be the complexities and what would be the efficiencies. We could put a group together to think on this. Motion to continue to study this topic, for the next two years, and re-consider sending an RFP in two years at the end of 2017. Motion by Ken May, seconded by Janice Bellace, passed unanimously, no no's and no abstentions.

*National Chapter Advisory Committee*—William Canak reports that we had a successful showing of chapter awards in 2015, which is great. He also reports that there are activities happening at local chapters that may have repercussions at LERA, including CEU's and SHRM credits that happen routinely at chapters, why not LERA? We also have video happening at local chapters, as well as shirts, mugs, and other LERA branded items. Everyone who registers at TERRA conference, everyone gets a 4 G thumb drive that contains all papers and related documents that people would like to share for LERA meeting attendees. Chapters do this, why not LERA. We have been asking Chapters to promote LERA more, joint membership, and polling constituencies about why various organizations join or do not join. These issues are discussions (chapter administration, chapter programming, chapter marketing and participation) that happen at the LERA Annual Meeting at the chapter representatives meeting. What are best practices on administration, membership, and programming? Hoping to reproduce our awards success in 2016. SW Pennsylvania, Florida, new Student Chapter – currently pushing Universities to pursue student LERA chapters, an official chartered student chapter. In Minneapolis, we will be doing a workshop on how to create a student chapter. We might consider finding out which Universities that do not have an ILR school might be targeted (Janice Bellace). Bill and Janice to follow-up as new membership business.

*Development Committee*—Marlene Heyser Committee chair reports. Bonnie has appointed two new members, Jim Pruitt and Cyndi Furseth, and we will put together some regularly scheduled conference calls for the Development Committee. We need a new strategy for sponsorship dollars. We need an on-going revenue stream. Bonnie Castrey thanks Marlene for her continued efforts. Janice Bellace, President sends out a letter in the Fall. Would there be a way to incorporate the already established Industry Councils and Interest Sections to reach out on an institutional level to the organizations that make the most sense? We will need to revitalize the Industry Councils and Interest Sections in order to do this. We need to address membership in a very real way where we have a meeting specifically to address membership needs – David Lewin made this suggestion. Steve Sleight and a few others like him should be at the table when we put together this meeting.

*Membership Report*—Jeffrey Keefe reports that his efforts to support academic enrolment by adding a LERA Journal has hit a wall. The editorial committee is, however, pursuing a joint publication with the ILR Review.

*LERA 68<sup>th</sup> Annual Meeting Program Committee*—Bonnie Castrey reports that work continues apace. A P&L has been put together for the meeting, and the program is nearly in place. We have worked with the ISA to do a joint program on the Thursday, May 26, 2016 of the program. Registration prices accepted by the board with the exception to increase on-site registration for members to \$375. The student rate should also be listed as the student/apprentice rate. The motion passed unanimously, no no's and no abstentions. Bonnie Castrey reports that NAA will conduct a



## LERA ANNUAL REPORTS

joint venture, a LERA/NAA session on the LERA program and a LERA/NAA session on the NAA program at their meeting. Allen Ponak requests that we would like to waive registration fees for the respective registrants at the respective meetings.

*LERA 69<sup>th</sup> Annual Meeting*—Janice Bellace reports that Alex Colvin has spearheaded a joint meeting in 2017 with CIRA the Canadian Industrial Relations Association. This might mean additional LERA members.

*LERA Winter 2016 Meeting*—Sanford Jacoby submitted a report about the activities of the program committee leading up to the LERA Winter 2016 Meeting in San Francisco, CA January 3-5, 2016.

LERA will establish a LERA ILR Review moved and seconded, passes unanimously. LERA would like to establish a book review. The Board thinks that it would be difficult to administrate this award and motions that we pursue that we recognize leading book authors at the LERA Annual Meeting, motioned by Ken May and seconded by Patrice Mareschal.

### **New Business**

*LERA Bylaw Revisions*—These are still being reviewed by the board and we will revisit at the February board meeting, 2016.

LERA Annual Meeting swag, shirts, and videos are a good idea. We will try to pursue these at the next LERA Annual Meeting. Would it be good to conduct brief interviews with meeting attendees about why they attend and what issues are important to them. Bill Canak and John Budd to work on this jointly, possibly with some student help.

Next meeting will take place via conference call in February, closed executive session. We also need to conduct a session on membership. Steve Sleight and Jeff Keefe should be there.

*Adjournment*—The conference call meeting was adjourned at 2:10 p.m. by President Bonnie Castrey. Ken May moved the motion to the floor and Patrice Mareschal seconded it. The motion was unanimously passed by the board.

## **LERA Executive Board Meeting Minutes**

### **Friday, February 19, 2016, 10 a.m. EST**

### **Via Conference Call**

*Call to order*—the meeting was called to order at 10 a.m. by Bonnie Castrey, President. Present at the meeting were officers President Bonnie Castrey, Secretary-Treasurer Craig Olson, and NCAC Chair Bill Canak. Also present were board members John Budd (Program Committee Co-Chair), Eric Fidoten, Owen Herrnstadt, Tazewell Hurst, III, Ken May, Kris Rondeau, Janice Bellace (President Elect), Marty Mulloy (Past President). Unable to attend were Janice Bellace, Dennis Dabney, Rebecca Givan, Charles Jeszeck, Kris Rondeau, and Beth Schindler. LERA staff in attendance was Emily Smith.

### **Reports**

*President and Executive Committee Report*—President Bonnie Castrey reports that past director Eric Duchinsky tendered his resignation effective August 15, 2015. The Executive Committee met, reviewed the budget and financials, and appointed Emily Smith as Interim Executive Director, with a subsequent increase in pay. This motion came forward to the board as a committee action, was discussed, and ratified unanimously by the Board. The process of reviewing the budget determined that profit and loss are not meeting projections for 2015, and the officers of the organization continue to review the situation actively.

*Interim Director Report*—Emily Smith reports that all administrative functions are complete for 2015, such as audit, insurance, and filings. The Research Volume has been mailed to members and Perspectives on Work proceeds according to schedule to be mailed this Fall. Top priority for remainder of 2015 is to increase member dues revenue and bring back the members we have lost if possible. We are planning five member promotions, three in September and two in October to help bring up member dues for 2015. Essentially, revenue is down in all categories, including new members, renewals, library subscribers, organizational members, and meeting income. Much of this may be linked to a new fulfillment system put in place in 2014, but additional information is needed and a full discovery will be made. Most areas of expense are up in 2015 compared to the projected budget, including Annual Meeting, *Research Volume*, *Perspectives on Work*. Steps will be taken in 2016 to bring expenses back within projections. Our short-term remedy for the losses sustained in 2015 is maintain a full-time staff of one at the LERA office instead of two, and augment that with temporary clerical help as needed, for at least the period of a year. Long-term decisions will need to be made after an inquiry is complete about the future of LERA's headquarters.

*Finance Report*—Secretary-Treasurer Craig Olson reports that member dues are down precipitously in 2015. This may be due to the change from fulfillment through the UIP to MemberClicks. Members, library subscribers, and contributions are all down, likely connected to issues with the MC software or the user experience of it. The Annual Meeting income was also down from last year, because the meeting had 100 fewer attendees from 2014 to 2015. Almost all areas of expense are up, and need to be considered and controlled in 2016. We will keep full-time staff members to one at LERA for the next year to help with this.

*Annual Meeting Profit and Loss*—Secretary-Treasurer Craig Olson reports that the organization lost money on the LERA 67<sup>th</sup> Annual Meeting, May 28-31, 2015, in Pittsburgh, PA. This was carefully reviewed by staff and the causes were over-ordering of food and beverage, ordering additional breaks (food and beverage events other than meals or receptions), paying for travel and lodging of some meeting participants, and paying for registration of some meeting participants. The last three years of profit and loss for LERA Annual Meetings have been reviewed, and steps will be taken in 2016 to ensure that we have a profitable meeting. The contracts for Minneapolis and Anaheim will be reviewed by staff and altered where needed and if possible. The Minnesota venue appears to be affordable, while the Anaheim venue may not be according to the contracts as they currently stand. Some discussion took place about the attributes of setting separate prices for registration and various events, versus having a registration price that covers all events (or most of them) at the meeting. Having a reduced registration price can be attractive to some. Having separate tickets for hospitality events can reduce inclusivity at the conference and increase staffing. This will continue to be evaluated.

*LERA 68<sup>th</sup> Annual Meeting, May 26-29, 2016, Minneapolis Update*—Bonnie Castrey reports that Emily Smith and she will be completing a site visit at the Millennium Hotel by the end of September, and reviewing the contract

## LERA ANNUAL REPORTS

that we have in place. We have printed a postcard to promote the meeting and John Budd has done considerable advance promotion already, including at the Association of Labor Relations Agencies (ALRA) conference, which just took place this summer in Minneapolis. Marketing promotion begins in earnest when the program is set in January 2016.

In Minneapolis, LERA will meet jointly with the Industry Studies Association, with one day overlapping between the two, as we did in Portland 2014. Both organizations are working towards making this a collaborative day. President Bonnie Castrey and Emily Smith will be meet with the ISA program chairs to discuss the joint meeting in Minneapolis. Thursday, May 26 will be an overlap day and we will be discussing programming, joint plenaries, other collaborative events, hotel logistics, registration, and more.

Program Committee Co-Chair John Budd reports that Thursday and Friday will be the key days to pull in local practitioners, something to consider as Thursday is already constrained as the overlap day between ISA and LERA. He also reports that this conference is scheduled for the Memorial Day Weekend, and that could prove challenging to bringing in locals who are making vacation plans.

### **Executive Session**

*New LERA Executive Director*—The LERA Board excused LERA staff and conducted a closed executive session of the board meeting. President Bonnie Castrey reported that Emily Smith has been appointed as LERA Executive Director with a salary of \$75,000 per year.

*Next Board Meeting*—We are currently dealing with a number of challenges, and President Bonnie Castrey encourages all board members to attend the next board meeting in person for follow-up to these discussions, potential bylaw changes, and important issues facing the organization including strategic thinking committee findings. It will take place Tuesday, January 5, 2016, at the PARC 55 San Francisco, Market Street Room, and begin at 11am. A call-in option will be explored for those who cannot make the meeting in person; **however, this will be a crucial meeting for this Board and all are encouraged to attend in person.**

*Adjournment*—The conference call meeting was adjourned at 10:22 a.m. by President Bonnie Castrey.

## **LERA Executive Board Meeting Minutes**

Friday, April 15, 2016, 10 a.m. to 4 p.m. CT

*Big Ten Conference Center, 5440 Park Place, Rosemont, IL 60018*

*Call to order*—the meeting was called to order at 10 a.m. by Bonnie Castrey, President. Present at the meeting were officers President Bonnie Castrey, President Elect Janice Bellace, Past President Marty Mulloy, and Secretary-Treasurer Craig Olson. Also present were board members John Budd (Program Committee Co-Chair), Charles Jeszeck, and Ken May. LERA Staff Emily Smith was present. Attending via conference call were Tazewell Hurst, III, Bill Dwyer, Bill Canak, Dennis Dabney, Eric Fidoten, Marlene Heyser, and Patrice Mareschal. Others in attendance were Jeff Keefe (Membership Committee Chair), David Lewin (Strategic Thinking Committee), and Stephen Sleight. Unable to attend were Alex Colvin, Rebecca Givan, Owen Herrstadt, Saul Rubinstein, Kris Rondeau, Beth Schindler. LERA staff in attendance was Emily Smith.

### **Reports**

*President and Executive Committee Report*—President Bonnie Castrey reports the board decided to conduct a special board meeting centered around membership at the January 2016 board meeting, and the meeting taking place today is that meeting.

*LERA 68<sup>th</sup> Annual Meeting 2016 Update*—President Bonnie Castrey reports that registration is tracking well, in terms of both numbers of registrants and in revenue received.

*LERA Finance & Membership Committee*—Craig Olson, Secretary-Treasurer and Jeff Keefe, Chair, report on the state of membership in the LERA. This working meeting business and brain storming session revolved around discussion of increasing membership in the Association including current membership numbers and goals for 2016 and beyond.

### **New Business**

Methods of reaching out to diverse constituencies were discussed so that our events, membership, and leadership reflect diverse demographics of the workforce. Two key methods were discussed to increase membership and ties to local chapters, as well as labor and management.

*Creating Ties With Local Chapters*—The first method is to address our bylaws to create Affiliate status for local LERA chapter members. This would require a bylaws change so that we can more closely tie the LERA chapters to LERA, and one of these changes would include the addition of Regional Vice Presidents that will stand for election to the LERA board, from three regions across the country to represent local LERA chapters. The three regions (East, West, and MidWest) would rotate candidates between labor, management, and neutral/government/academic, so that one of each perspective serve in any given year. For nominal dues from the chapter, the LERA will include local chapter members in our e-Bulletins and give them member rates at our events. They would not have additional member benefits.

*Creating Ties with Labor and Management*—Also, the LERA will augment organizational member benefits to non-academic organizational members by offering both Associate status to non-academic organizational members' employees, up to 10-12, and additional skill-building training of their choice that will lead to a certificate of completion. These individuals, as Associates, would be eligible to receive our e-Bulletins, and special member pricing at LERA events. In addition, the LERA can offer to put together special pre-conference (Annual Meeting) day training workshops for their employees, on topics that they consider valuable as part of their organizational membership package. Also, programming could take place with local chapters. We might also offer Industry Council advisory positions to organizational members.

## LERA ANNUAL REPORTS

A \$500 organizational membership would yield: 1 Full Regular Individual Membership, Recognition (web, pubs, meeting signage), access to publications, print and online; 10-12 affiliates who will receive e-Bulletin, member pricing at events, and online access to publications.

Assignments were made for individual member of this meeting to follow up with specific individuals and organizations. A list of brainstorming follows:

- *Labor Economists*—While LERA's number of labor economists has decreased, the Society of Labor Economists has grown. We should ensure that we market the fact that we have 18 sessions at the AEA meetings to entice them, and be sure to mention that you must be a member to submit a proposal. Craig Olson suggests that we pay for an ad in the Journal of Labor Economics, and further notes that a session on point/counterpoint of the minimum wage would be a good session topic.
- *Sociologists*—Ruth Milkman is someone to reach out to for interacting with sociologists.
- *Public Policy*—Lisa Lynch at Heller School at Brandeis and Charles Jeszeck at the USGAO might be good contacts to discuss how to reach people who deal in public policy to become LERA members.
- *Labor*—AFL-CIO, IAM, Teamsters, and Steelworkers (Steve Sleight), CWA, AFSCME, Amer Postal Workers and NJ Ed Assn (Jeff Keefe).
- *Building Construction Trade*—Training, PLA's, infrastructure investing (Joel Cutcher-Gershenfeld, Dale Belman). The board would like to recommend an award for joint labor-management recognition for both Dale Belman and Sean McGarvey to be presented at the next LERA Annual Meeting.
- *Adjunct/Grad Student Organizations*—connect at the school level. AAUP-Liebowitz (Bonnie Castrey), AAUP/AFT (Patrice Mareschal to pursue organizational membership. They meet in May/June. Patrice will speak to Jewell Gould, and Emily will contact Patrice about AFT.
- *LERA/NAA*—Joint sessions at respective meetings (regional meetings?)
- *Boeing*—John Budd
- *BCBSA NLA*—Bonnie Summers
- *Pepsi, Coke, Exxon, Shell, Ford, Campbell Soup, Disney*
- *Nurses Unions*—Jeff Keefe (AFT) Ann Tomeey, National Nurses United

*Adjournment*—The conference call meeting was adjourned at 3:32 a.m. by President Bonnie Castrey.

## LERA Executive Board Meeting Minutes

Noon to 2 pm, Friday, May 27, 2016

Millennium Hotel, Minneapolis, MN

In attendance:

- **Officers:** *Bonnie Castrey (Past President), Janice Bellace (President Elect), Marty Mulloy (Past President), and Bill Canak (NCAC Chair)*
- **Board Members:** *John Budd, Alex Colvin, Dennis Dabney, Bill Dwyer, Rebecca Givan, Owen Herrstadt, Tazewell Hurst III, Ken May, and Saul Rubinstein.*
- **Committee Chairs:** *Marlene Heyser (Development), David Lewin (Strategic), and Jeff Keefe (Membership).*
- **Special Guests:** *Bonnie Summers, Chris Preiner, and Tony Seguibo, of BlueCross Blue Shield Assn. NLO.*
- **LERA Staff:** *Emily Smith*

**Not in attendance:** *Craig Olson, Secretary-Treasurer; Eric Fidoten; Charles Jeszeck; Patrice Mareschal, and Kris Rondeau.*

*Call to order.* The meeting was called to order at 11:55 a.m. by Bonnie Castrey, President.

### New Business

Marlene Heyser, Bonnie Summers, Tony Seguibo, and Chris Preiner presented a proposal for LERA to review the feasibility of providing educational opportunities for the staff of BlueCross BlueShield Association in several locations each year around the United States. The board approved this motion to review the feasibility of such a program, and Marlene Heyser will follow up with more details at future meetings.

### Approval of the Minutes

The minutes of the January 5, 2016 LERA Executive Board Meeting and the April 15, 2016 LERA Executive Board Meeting were reviewed and unanimously approved by the Board.

### Committee Reports

*Financial Report*—reported by Bonnie Castrey, LERA President. Craig Olson is ill in the hospital and unable to present the financial report. The financial report was reviewed mid-year 2016 figures, and accepted by the board. Mid-year income is on track with projections, although sponsorships are still unaccounted by and if not procured, will be a large impact to our bottom line. We can also expect to receive an additional \$11,300 in income from the ISA at the conclusion of the 68<sup>th</sup> Annual Meeting in Minneapolis to offset the cost of their meals. In expenses, LERA overspent our projected budget for membership promotion in an effort to reach people by mail this year, as much of our online processes are in the process of being fixed, and we still have some promotions to factor in this fall. Also over budget is expense area of awards; 8 additional awards were purchased this year than budgeted for in our projections.

*Editorial Committee Report*—reported on by Ariel Avgar, LERA Editor-in-Chief. The LERA 2017 Research Volume proposal “No One Size Fits All: Worker Organization, Policy and Movement in a New Economic Age” edited by Janice Fine was discussed and accepted by the board. The LERA 2018 Research Volume proposal “The Contradictions of Pension Fund Capitalism” proposed by Johanna Westar was also discussed and approved by the LERA Executive Board.

## LERA ANNUAL REPORTS

*Nominating Committee*—reported by Bonnie Castrey. Stephen Sleigh has been picked to head up our nominating committee this year. His committee will be Dennis Dabney, Segio DelGado, Sheila Mayberry, Jodi Hoffer Gittell and Tazewell Hurst. Those who are elected will serve three-year terms on the board beginning June 1, 2017 and through May 31, 2020. The President Elect will also stand unopposed and if elected, will serve as President elect June-June 2017-18, and as President June-June in 2018-19 and Past President June-June in 2019-20.

*Strategic Thinking Committee*—reported on by Bonnie Castrey and David Lewin. The LERA Strategic Thinking Committee reported on a comprehensive set of bylaws revisions to be voted on in the LERA General Membership meeting, and all recommendations were accepted by the LERA board unanimously. The changes to LERA's bylaws will be distributed at the LERA General Membership meeting on Saturday, May 28, 2016 and put to the LERA membership for a vote.

LERA staff has checked whether or not meeting attendees at the LERA 69<sup>th</sup> Annual Meeting are current LERA members, and has colored their meeting registration badges accordingly. The vote will take place with people holding up their color-coded name badges to be counted, as only current LERA members can vote in the LERA General Membership meeting.

The LERA Executive Board will again meet in Chicago in conjunction with the LERA Winter Meeting on Sunday, January 8, 2017, and then in Anaheim, CA in conjunction with the LERA 69<sup>th</sup> Annual Meeting, on Friday, June 2, 2017.

*Meeting was adjourned at 1:55 p.m. by Bonnie Castrey.*

## **LERA General Membership Meeting and Awards Ceremony** 5:30 p.m., May 28, 2016 North Grand Ballroom, Hotel Millennium, Minneapolis, MN

*Call to order.* The meeting was called to order at 5:42 p.m. by Bonnie Castrey, President.

### **Committee Reports**

*Development and Contributions Committee Report.* Marlene Heyser reported that LERA will begin a new funding initiative to raise \$50,000 this year. Additionally, there will be an effort to educate LERA members to how to leave a gifts from their estates.

*Finance and Membership Report.* Executive Director Emily Smith reported that we have made remarkable progress this past year to dig out from past years' deficit. Thanks to several sponsors, including Kaiser Permanente, and from the positive cash flow created by this year's annual meeting, we are looking to be able to get Emily help in the office. Dues for 2017 will be held at the current levels. With the new Chapter Affiliate initiative, the association is hoping for more membership growth next year as well.

*Editorial Committee Report.* Ariel Avgar, Editor in Chief reports that the 2017 Research Volume will be a volume edited by Johanna Westar, "The Contradictions of Pension Fund Capitalism". The Committee is currently preparing concepts for the 2018 and 2019 volumes, including Janice Fine's proposal for a volume on "No One Size Fits All: Worker Organization, Policy and Movement In a New Economic Age", which had initially been tapped as the 2017 edition, but production changes pushed it into 2018. Avgar reported that another task of the Editorial Committee is to pre-review submitted papers for the Best LERA Papers to be published in an *ILR Review* issue. The Committee thanked all who submitted papers for Competitive Papers and for the many paper sessions in the meeting.

*Program Committee Report.* Janice Bellace, President Elect and Program Chair for the LERA 2017 Annual Meeting in Anaheim CA, on June 1-4 at the Hilton Anaheim Hotel shared that the meeting theme is "Jobs, Opportunity and Equity in the New World of Work" and the call for proposals has been issued. Deadline is November 15, 2016.

*NCAC Chapter Report and Star Award.* Bill Canak, Chair of the National Chapter Advisory Committee, reported on the chapters, including a possible new startup of a Minnesota Chapter and a new student chapter in New Jersey (RU LERA). He presented a 2016 Chapter Star Award to the Long Island NY LERA Chapter.

*Strategic Thinking Committee Report.* David Lewin, Past President and Chair explained a new initiative from the committee and Board meant to involve chapter members in the national LERA and requiring national members to belong to a chapter if a chapter is located their area. A new "affiliate" status would be given to all chapter members allowing them access to all LERA publications, news, job board, and other services available from the LERA website for a nominal additional fee from the chapters. Additionally, the Board will be expanded to include 3 new regional vice presidents from the chapters, alternating regions and perspectives. The motion was made

"That the language in the LERA Bylaws and Constitution be amended to reflect new affiliate status of LERA Chapter members, new requirements of the chapters to work with the LERA, the addition of three regional vice presidents to the LERA Board to represent Chapters, and other minor changes to the grammar and syntax of the documents."



## LERA ANNUAL REPORTS

David Lewin, presenting the motion on behalf of the committee, noted that LERA's current bylaws permit changes to be made by vote at the General Membership Meeting, and that only national members in good standing were eligible to vote (said members being signified by the color of their name card). The motion to amend the bylaws was seconded and discussion ensued. All of the discussion related to the issue of the new category of affiliated membership for local chapter members, who would pay nominal dues. Rudy Olswald of LERA Gateway Chapter (St. Louis, MO) stated that he did not believe individual local chapters had sufficient time in which to discuss the change regarding affiliate members. Bill Canak, NCAC chair, explained how local chapter representatives had been informed. An amendment to the motion was then made; namely, to have the vote on the bylaws changes be done via mail ballot. After more discussion, the question was called. The amendment to the original motion was defeated, by a vote of 24 to 18. Then a vote was taken on the original motion. The vote was 41 in favor and 3 against, and the motion to amend the bylaws as submitted by the bylaws revision committee was approved. President Bonnie Castrey noted that a bylaws implementation committee would be established as there were many implementation issues to be resolved.

### 2016 Awards Ceremony

*Best Dissertation Award Committee.* Bruce Kaufman of the Thomas A. Kochan and Steven R. Sleigh Best Dissertation Award Committee asked President Bonnie Castrey to award the Best Dissertation Award to co-winners: Mark Gough, Cornell University and Chunyun Li, Rutgers University. Two honorable mentions were also awarded to Qianyun Xie, University of Minnesota and Sarah Young, University of Tennessee-Knoxville

*LERA Awards Committee.* Co-Chairs Doug Kruse and Tia Denenberg presented the 2016 slate of awards.

- The John T. Dunlop Outstanding Scholar Awards were given to co-winners John-Paul Ferguson, Stanford University and Aaron Sojourner, University of Minnesota for national research issues and the winner for international contributions was Xiangmin "Helen" Liu, Pennsylvania State University.
- The Outstanding Practitioner Awardee was Allison Beck, FMCS. Accepting for Allison was Scot Beckenbaugh.
- The Susan C. Eaton Outstanding Scholar-Practitioner Award went to David Weil, the US Department of Labor and Boston University.
- Academic Fellows for 2016 are Morris Kleiner, University of Minnesota; Roy Adams, McMasters University; Teresa Ghilarducci, New School for Social Research; and Lisa Blomgren Amsler, Indiana University-Bloomington. Practitioner Fellows are Marcia Greenbaum, Workplace Solutions; Marlene Heyser, Workplace Law Strategies; and Eric Mooshegian, International Union of Operating Engineers.

*James Scoville Best International Paper Committee.* John Budd presented the 2016 Best International Paper Award to co-winners: Valeria Pulignano, K.U. Leuven and Jasmine Kerrissey, University of Massachusetts-Amherst.

### New and Other Business

The next LERA Annual Meeting will be held June 1-4, 2017 in Anaheim CA, at the Anaheim Hilton Hotel. After asking for any New or Other Business items and hearing none, President Bonnie Castrey thanked

PROCEEDINGS OF THE LERA 2016 MEETINGS

the Executive Board and all present and handed over the gavel to Janice Bellace, the new LERA President. President Bellace adjourned the meeting at 7:25 p.m.

## LERA Executive Board Meeting Minutes

### Monday, December 12, 2016, 2 p.m. ET

### Via Conference Call

*Call to order*—the meeting was called to order at 2:00 p.m. by Janice Bellace, LERA President. Present at the meeting were officers Janice Bellace, President, Bonnie Castrey, Past President, Harry Katz (President-Elect); Bill Canak, NCAC Chair; Craig Olson, Secretary-Treasurer; Ariel Avgar, Editor-in-Chief. Board Members present at the meeting were Annette Bernhardt, John Budd, Jonathan Donehower, Eric Fidoten, Rebecca Givan, Owen Herrnsstadt, Charles Jeszeck, Patrice Mareschal, Dan Marschall, Kris Rondeau, Saul Rubinstein, Jeff Wheeler. Committee Chairs present included Marlene Heyser, Jeff Keefe, and Steve Sleigh. Emily Smith was present from LERA staff. Not attending the meeting were Dennis Dabney and Beth Schindler.

### Reports

*Approval of the Minutes*—President Janice Bellace presented the minutes from the General Membership Meeting in Minneapolis. They were approved unanimously with no abstentions and no no's.

*Nominating Committee Report*—Secretary-Treasurer Craig Olson reports on the slate from this year's Nominating Committee. Steve Sleigh reported that the committee met in November and sought to find quality nominees with balance on the slate in terms of gender, geographic distribution, Chapter members, and other areas of diversity. Bonnie Castrey seconded, and the board unanimously approved the slate of candidates for the LERA 2017 election with no abstention's and no no's.

This slate contains a new seat of an academic board member that is reserved specifically for an academic that represents a school that does not have a dedicated IR/HR program, or that is a small school, or someone who is a lecturer and not a tenure-track professor, etc. This first seat will have a two-year term so that we will have 5 candidates that expire each year, but will continue with a three-year term following that.

There will be forthcoming nominees and alternates to run for the new position of Regional Vice President (of which there will be three, one to represent Chapters in each region: East, West, and Mid). These names will come from a sub-committee of NCAC members and Chapter leaders and we will add these to the election in accordance with our bylaws revisions that were voted on in Minneapolis. Bonnie Castrey can elaborate on this process when she talks about Implementation Committee business.

*Program Committee Reports*—Janice Bellace reports on the progress of both the LERA Winter Meeting 2017 and the LERA 69<sup>th</sup> Annual Meeting in Anaheim, CA. For the LERA 69<sup>th</sup> Annual Meeting we had about 55 session submission proposals and the session looks full and robust. The Program Committee is currently checking for obvious gaps in programming and there is a good balance between practitioner and academic sessions, and that we have good content from the West Coast and examining plenary sessions. By the time LERA meets in Chicago, the program should be more or less finalized. Most of the comments from the program committee had to do with having more descriptive titles. Becky Givan wants to emphasize that the plenary sessions should consider gender, race, age, and constituency diversity in our plenary speakers.

The LERA 2017 Winter Meeting will take place at the Hyatt Regency in January 6-8, 2017. Sandy Jacoby and Jeannette Wicks-Lim have headed this up, and this is Sandy's last year. He'll be replaced by Susan Johnson at Upjohn next year, and the program looks terrific. The board members are encouraged to attend, and the next LERA Board meeting will take place on site. Emily will staff an information booth, and please RSVP if you plan to attend the board meeting. The LERA 2018 Winter Meeting will take place in Philadelphia.

*Implementation Committee Report*—Bonnie Castrey reports. The committee has met several times, and we have held two conference calls asking Chapters to participate, of which 17 have participated. The NCAC will continue to work with the Implementation Committee to continue to get participation from the remaining chapters. The committee is recommending that all the Chapters east of Ohio (Ohio and East) be in the East Region, all the Chapters Colorado and West be in the West region, and everything in between be considered the Mid region. That approximates

## PROCEEDINGS OF THE LERA 2016 MEETINGS

roughly equal numbers of affiliates for each region, as chapters self-report members. Affiliates will not be members of national, but they will receive our e-Bulletins. The other large area that we talked about in rolling this out is setting up three nominating sub-committees so that people who really know people in those regions can nominate a couple of good folks from each region, and get those people on the election ballot. Joel Cutcher-Gershenfeld is working to put out a survey to all of the chapters and Bill Canak will continue to work on participation. The dues structure for Chapter to national dues has not been reviewed since 2013, and the Implementation Committee recommends that the board review the dues structure as a separate process from the implementation committee process. The doubling of dues is seen as recent history, not ancient history by Chapters, and caution is advised when reviewing dues changes.

*National Chapter Advisory Committee*—William Canak reports. Penn State University, which has an extensive online program, is developing with the NCAC an online chapter for its online students. Also, more of our chapters are being more aggressive on offering MCLE/CLE and SHRM credits for their workshops. The NCAC will continue to work with chapters as the implementation process proceeds. In Anaheim, the Chapter Reps will meet, and for the second year, the Chapters will be making contributions to sponsor and host a Chapter reception in Anaheim. There will also be a workshop on various aspects of chapter administration, on finances, administration, programming, etc.

*Financial Report, Audit and Budget*—Craig Olson reports. The audit has been conducted for 2015 successfully with two findings, first the auditor suggests that LERA have two signatories on checks written, and second, that staff should keep track of hours by program area as a cost accounting measure. The budget is tracking towards being in the black for 2016, due to a successful annual meeting, keep expenses low, and fixing the MemberClicks functionalities.

Biggest budget consideration for 2016 and 2017 is adding second full-time staff member. LERA has operated with one full-time staff member since August 2015. Bernadette Tiemann has been working part-time (20 hours per week as a temporary worker) for about six months; and the current plan is to move forward with hiring a full-time permanent staff member by January 16, 2017.

*Editorial Committee Report*—Ariel Avgar reports that the 2016 edition is just about to hit mailboxes, and that the 2017 edition, edited by Johanna Westar is asking for draft chapters by January and completed chapters by June 2017. We also have a 2018 volume lined up edited by Janice Fine on experimentation and low-wage worker organization. They are in early stages of establishing chapters and authors, but should be in line for 2018. The Editorial Committee is pleased to have two volumes out and is hopeful to solicit proposals to submit to the board in June, possibly interested in a topic on education, and if anyone has any ideas, please forward them to the committee. The committee has not traditionally sent out a CFP, they have informally solicited proposals. Janice Bellace and Marlene Heyser suggest LERA send out a request for proposals on topics for Research Volumes to Chapters in January 2017.

The LERA Best Papers issue of the Cornell ILR Review is taking place now from the Minneapolis meeting. They received 10 papers from the meeting, and 5 were taken for consideration, and we are hoping to have 2 or 3 that make it into the journal, and we hope that this process can be well marketed for the Anaheim meeting so that authors have an understanding of the process and the opportunity that is available. The goals of this were two-fold. One, to have an institutional relationship with an academic journal, and secondly, often younger scholars want to see a clear linkage between opportunities to present research and then to have it published in a scholarly journal. The five papers that got sent through were of high quality, and hopefully if we have enough high quality submissions in the future, we are hopeful to get even a special issue in the future.

*Development Committee Report*—Marlene Heyser Committee chair reports. When Eric was the Executive Director, he made the contacts himself with Ford, and he didn't communicate well to the Development Committee, so it's possible that we've not been able to. John Flemming sits on a board with Eric Fidoten and Eric may be able to make some in-roads there. The board recommends that we re-establish communication with Marty Mulloy, Bill Dirksen, and Jimmy Settles, and that Eric Fidoten contact John Flemming. Janice Bellace suggests that wherever this budget is coming from has a contact individual, and we need to find who that person is at the Ford-UAW partnership committee.

David Lewin and Marlene Heyser are continuing to explore the relationship between BlueCross BlueShield Association National Labor Office to establish educational opportunities for their staff on an annual basis utilizing LERA educators with the idea that it could represent a revenue stream for LERA on a yearly basis. They are thinking

of an East Coast and a West Coast program, and perhaps even Midwest program in a few years. For OCLERA, they have dinner meetings every other month. On May 30, 2017, the OC LERA will conduct its monthly meeting that evening, very close to the Hilton where LERA will meet. They will invite LERA national meeting attendees, and also promote the LERA 69<sup>th</sup> Annual Meeting to their own members. Jim Pruitt is the co-chair for this event for OC LERA.

*Membership Committee Report*—Jeffrey Keefe reports that membership is low but appears to have possibly bottomed-out. The areas where member numbers have dwindled are Emeritus and Regular members. Last year's effort was to attempt to bring in new members from the Chapters, and we might be in the very start of seeing some results from that effort.

What types of content and services would be appealing to newly organizing student worker unions? If we are going to invite them to join the organization, then we should have content and services that appear to them. Board suggests that we invite them in to decide what the programming should be in Anaheim to meet their needs, and that we discuss this further in January 2017 at our next meeting.

The last election could present a crisis for labor in this country and may result in the opportunity to receive grant funds to address the crisis. Much of what has been said about the Trump administration is contrary to LERA's values. LERA could play the role of promoting serious and thoughtful bi-partisan dialogue from people from different perspectives. Let's identify entities who would fund research projects in this vein and discuss further in January.

Recruiting student members into LERA is to use the Wall Street Journal model of recruiting ten students into joining LERA, and that professor would receive a free annual membership in return. The students at Rutgers run their own Chapter, and they seem to be very interested in what the bigger questions about labor and employment relations that students are interested. Students want networks and jobs, so let's give more thought on how we can better serve them.

Bill Canak has suggested that LERA members should receive a membership card annually in the mail to keep in their wallet; let's review this idea again in Chicago and get feedback from the board and consider the cost and benefits and how to best implement the idea if we wish to proceed. Staff should try to bring samples and prices to the January meeting, along with an example of the Card as suggested by Bill.

## **New Business**

*LERA Hotel Contract in Baltimore 2018*—LERA reviewed location options for 2018, in the East region, and gave consideration to union hotels and to locations of LERA Chapters. Janice Bellace reached out to the Maryland chapter and they were very excited to act as a host Chapter for 2018 and organizing efforts are already underway. Baltimore is a nice blue-collar contract to Washington, DC, and the local chapter seems to have good ties to the city administration.

Cleveland is on our short list for 2019, and they do have a beautiful new union hotel, so this is looking like a good choice. Dan Marschall also supports the choice of Cleveland for 2019.

*Webcasting and LERA events*—LERA can explore the option of obtaining a webcasting service for a fixed fee annually. LERA has obtained a thirty-day free trial, thanks to a suggestion from Harry Katz, and we will use the thirty-day free trial to conduct webcasting at the LERA 2017 Winter Meeting in Chicago, in preparation for the Anaheim meeting. This service, once paid for, provides two concurrent licenses (web casting rooms) to webcast two events at any given time, so LERA Chapters and other LERA working groups could tap into this service if this is helpful and valuable. It could add value to chapters, and LERA could be developing a video catalogue that would also represent a value to LERA members.

*Adjournment*—The conference call meeting was adjourned at 2:54 p.m. by President Janice Bellace. The motion was unanimously passed by the board.



# **Labor and Employment Relations Association**

Champaign, Illinois

Financial Statements

For the Years Ended  
December 31, 2015 and 2014

Feller & Kuester CPAs LLP  
Certified Public Accountants  
806 Parkland Court, Suite 1  
Champaign, IL 61821  
217-351-3192

## TABLE OF CONTENTS

	<u>Page No.</u>
INDEPENDENT AUDITOR'S REPORT	1 – 2
FINANCIAL STATEMENTS	
Statements of Financial Position	3
Statements of Activities	4
Statements of Cash Flows	5
NOTES TO FINANCIAL STATEMENTS	6 – 15
SUPPLEMENTAL INFORMATION	
Schedule of Functional Expenses – For the Year Ended December 31, 2015	16
Schedule of Functional Expenses – For the Year Ended December 31, 2014	17



# *Feller & Kuester CPAs LLP*

---

**Tax - Audit - Bookkeeping**

806 Parkland Court, Suite #1 - Champaign, Illinois 61821

*Phone - (217) 351-3192 Fax - (217) 351-4135 Email - neal@fellerkuester.com*

---

## INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of  
Labor and Employment Relations Association  
Champaign, Illinois

We have audited the accompanying financial statements of the Labor and Employment Relations Association (a nonprofit organization) which comprise the statements of financial position as of December 31, 2015 and 2014, and the related statements of activities and cash flows for the years then ended, and the related notes to the financial statements.

### **Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditor's Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Opinion**

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Labor and Employment Relations Association as of December 31, 2015 and 2014, and the changes in its net assets and its cash flows for the years then ended in accordance with the accounting principles generally accepted in the United States of America.

**Other Matter**

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The schedules of functional expenses on pages 16 and 17 are presented for purposes of additional analysis and are not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

*Feller & Kuester CPAs LLP*

Feller & Kuester CPAs LLP  
Champaign, Illinois

August 23, 2016

**LABOR AND EMPLOYMENT RELATIONS ASSOCIATION**  
**STATEMENTS OF FINANCIAL POSITION**  
**DECEMBER 31, 2015 AND 2014**

	<b>2015</b>	<b>2014</b>
<b>ASSETS</b>		
<b>Current Assets</b>		
Cash and Cash Equivalents	\$ 136,263	\$ 226,823
Investments	23,145	22,856
Accounts Receivable, Net	911	250
Prepaid Expenses	2,296	6,256
Inventory	6,729	5,537
Accrued Interest and Royalties	2,617	4,305
Total Current Assets	171,961	266,027
<b>Property and Equipment, Net</b>	848	1,587
<b>TOTAL ASSETS</b>	\$ 172,809	\$ 267,614
<b>LIABILITIES AND NET ASSETS</b>		
<b>Current Liabilities</b>		
Accounts Payable	\$ 575	\$ 8,085
Funds Held for Other Organizations	5,805	7,516
Accrued Liabilities	15,557	24,315
Dues Collected in Advance	54,742	56,757
Subscriptions Collected in Advance	10,484	7,278
Deferred Sponsorships	-	25,000
Deferred Chapter Dues	6,300	8,560
Other Deferred Revenue	-	1,755
Total Current Liabilities	93,463	139,266
<b>Net Assets</b>		
Temporarily Restricted		
Eaton Memorial Scholarship Receipts	32,040	31,935
Kochan-Sleigh Award Receipts	43,090	43,624
Scoville Award Receipts	6,455	7,041
Dunlop Fund	19,809	19,474
Gershenfeld Fund	23,298	23,030
Total Temporarily Restricted	124,692	125,104
Unrestricted Net Assets	(45,346)	3,244
Total Net Assets	79,346	128,348
<b>TOTAL LIABILITIES AND NET ASSETS</b>	\$ 172,809	\$ 267,614

See Accompanying Notes.

**LABOR AND EMPLOYMENT RELATIONS ASSOCIATION  
STATEMENTS OF ACTIVITIES  
FOR THE YEARS ENDED DECEMBER 31, 2015 AND 2014**

	2015		2014		
	Unrestricted	Temporarily Restricted	Total	Temporarily Restricted	Total
<b>Support and Revenues</b>					
Membership Dues	118,190	-	118,190	137,775	137,775
Meeting Income	87,484	-	87,484	105,080	105,080
Organization Dues & Sponsorships	49,000	-	49,000	70,800	70,800
Subscriptions	18,546	-	18,546	20,005	20,005
Chapter Fees	12,760	-	12,760	11,300	11,300
Member Contributions	11,499	315	11,814	9,772	16,194
Royalties	5,772	-	5,772	11,587	11,587
Ad Income	1,400	-	1,400	1,000	1,000
Publications	257	-	257	347	347
Mailing List Rental	238	-	238	723	723
Administrative Fees	98	-	98	834	834
Investment Income	-	289	289	-	1,483
Interest Income	314	177	491	345	160
Net Assets Released from Restrictions	1,193	(1,193)	-	4,205	(4,205)
<b>Total Support and Revenues</b>	<b>306,751</b>	<b>(412)</b>	<b>306,339</b>	<b>373,773</b>	<b>377,633</b>
<b>Expenses</b>					
Program Services					
General	166,237	-	166,237	187,521	187,521
Meetings	89,809	-	89,809	78,968	78,968
Publications	41,604	-	41,604	41,541	41,541
Supporting Services					
Management and General	50,979	-	50,979	80,714	80,714
Membership Development	6,712	-	6,712	10,691	10,691
<b>Total Expenses</b>	<b>355,341</b>	<b>-</b>	<b>355,341</b>	<b>399,435</b>	<b>399,435</b>
Change in Net Assets	(48,590)	(412)	(49,002)	(25,662)	(21,802)
Net Assets, Beginning of Year	3,244	125,104	128,348	28,906	150,150
Net Assets, End of Year	<b>\$ (45,346)</b>	<b>\$ 124,692</b>	<b>\$ 79,346</b>	<b>\$ 3,244</b>	<b>\$ 128,348</b>

See Accompanying Notes.

**LABOR AND EMPLOYMENT RELATIONS ASSOCIATION  
STATEMENTS OF CASH FLOWS  
FOR THE YEARS ENDED DECEMBER 31, 2015 AND 2014**

	<b>2015</b>	<b>2014</b>
<b><u>CASH FLOWS FROM OPERATING ACTIVITIES</u></b>		
Change in Net Assets	\$ (49,002)	\$ (21,802)
Adjustments to Reconcile Change in Net Assets to Net Cash Provided by (Used in) Operating Activities		
Depreciation Expense	739	1,080
Loss on Disposal of Fixed Assets	-	445
Net Unrealized (Gains) Losses on Investments	412	(715)
(Increase) Decrease in Operating Assets		
Accounts Receivable, Net	(661)	26,306
Prepaid Expenses	3,960	481
Inventory	(1,192)	1,060
Accrued Interest and Royalties	1,688	(659)
Increase (Decrease) in Operating Liabilities		
Accounts Payable	(7,510)	(8,004)
Funds Held for Other Organizations	(1,711)	2,581
Accrued Liabilities	(8,758)	2,256
Dues Collected in Advance	(2,015)	(22,319)
Subscriptions Collected in Advance	3,206	(3,018)
Deferred Sponsorships	(25,000)	25,000
Deferred Chapter Dues	(2,260)	860
Other Deferred Revenue	(1,755)	855
Net Cash Provided by (Used in) Operating Activities	(89,859)	4,407
<b><u>CASH FLOWS FROM INVESTMENT ACTIVITIES</u></b>		
Reinvested Interest, Dividends, and Capital Gains	(701)	(768)
Net Cash Provided by (Used in) Investment Activities	(701)	(768)
<b><u>CASH FLOWS FROM FINANCING ACTIVITIES</u></b>		
None	-	-
Net Cash Provided by (Used in) Financing Activities	-	-
Net Increase (Decrease) in Cash and Cash Equivalents	(90,560)	3,639
Beginning Cash and Cash Equivalents	226,823	223,184
Ending Cash and Cash Equivalents	\$ 136,263	\$ 226,823

See Accompanying Notes.

**LABOR AND EMPLOYMENT RELATIONS ASSOCIATION  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2015 AND 2014**

**NOTE 1 – NATURE OF ACTIVITIES AND SIGNIFICANT ACCOUNTING POLICIES**

**Organization and Nature of Activities**

The Labor and Employment Relations Association (the Organization) was founded in 1947 to encourage research in all aspects of the field of labor, employment, and the workplace. It is a nonprofit scholarly association of academic, labor, business, and neutral communities committed to the full discussion and exchange of ideas between and among its broad constituencies through meetings, publications, and its various electronic listservs and websites. The Organization's National Office is located in Champaign, Illinois and serves the association by planning conferences and meetings and publishing the various researches of its members. The main sources of support and revenues for the Organization are contributions, membership dues and subscriptions, and meeting income.

**Subsequent Events**

Subsequent events have been evaluated through August 23, 2016, which is the date the financial statements were available to be issued.

**Accrual Basis of Reporting**

The Organization has chosen to report on the accrual basis of accounting. Accordingly, revenue is recognized when earned and expenses are recognized when incurred in conformity with accounting principles generally accepted in the United States of America (GAAP).

**Estimates**

The preparation of financial statements in conformity with GAAP requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

**Cash and Cash Equivalents**

For purposes of reporting cash flows, cash and cash equivalents include all cash and highly liquid investments acquired with an original maturity date of three months or less. Since the penalties of converting certificate of deposits to cash is insignificant, all certificate of deposits have been included with cash and cash equivalents. As of December 31, 2015 and 2014, \$101,547 and \$102,248 of cash and cash equivalents are temporarily restricted and are subject to donor-imposed stipulations.

**Investments**

Investments consist of intermediate term bond index funds. All investments are held as temporarily restricted and are subject to donor-imposed stipulations.

**LABOR AND EMPLOYMENT RELATIONS ASSOCIATION**  
**NOTES TO FINANCIAL STATEMENTS**  
**DECEMBER 31, 2015 AND 2014**

**Accounts Receivable**

Accounts receivable are recorded primarily for outstanding invoices for membership dues and subscriptions. An allowance for doubtful accounts is based on an analysis of expected collection rates determined from experience. The Organization had an allowance for doubtful accounts of \$100 at December 31, 2015 and 2014.

**Inventory**

The Organization's inventory of directories, research volumes, proceedings, and perspective magazines is carried at the lower of cost and market value. Cost is determined on the basis of first in – first out.

**Property and Equipment**

Property and equipment expenditures in excess of \$500 are capitalized at cost. Donated property and equipment are capitalized at estimated cost or fair market value at the time of donation. Depreciation of the assets is computed using the straight-line method over their estimated useful lives. The range of estimated useful lives by type of asset is as follows:

Furniture and Equipment	5-7 years
-------------------------	-----------

**Net Assets**

Net assets of the Organization and changes therein are classified and reported as follows:

*Unrestricted Net Assets* – Net assets that are not subject to donor-imposed stipulations.

*Temporarily Restricted Net Assets* – Net assets subject to donor-imposed stipulations that may or will be met, either by actions of the Organization and/or passage of time. When a restriction expires, temporarily restricted net assets are reclassified from restrictions. Contributions received with temporarily restrictions that are met in the same reporting period are reported as unrestricted support and increase unrestricted net assets. The Organization had \$124,692 and \$125,104 of temporarily restricted net assets as of December 31, 2015 and 2014, respectively.

*Permanently Restricted Net Assets* – Net assets subject to donor-imposed stipulations that they be maintained permanently by the Organization. Generally, the donors of these assets permit the Organization to use all or part of the income earned on any related investments for general or specific purposes. The Organization had no permanently restricted net assets as of December 31, 2015 and 2014.

**Grant Revenue**

Grant funds received under contracts that require provision of services by the Organization are recognized as revenue to the extent that expenses have been incurred for the purpose specified by the grantor. The excess of grant monies received over expenses incurred is accounted for as deferred revenue. The excess of grant expenditures over grant monies received is accounted for

**LABOR AND EMPLOYMENT RELATIONS ASSOCIATION  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2015 AND 2014**

as grant revenue receivable to the extent that additional grant revenue has been awarded and will be paid.

Grant funds received with only general restrictions and public donations are considered to be available for unrestricted use unless specifically restricted by the donor. When such restrictions exist, the revenue is recorded as temporarily restricted until the restrictions are met.

**Contributed Services and Goods**

Contributed services are reported as contribution revenue and as assets or expenses only if the services create or enhance a non-financial asset (for example property and equipment) or:

- Would typically need to be purchased by the Organization if the services had not been provided by contribution.
- Require specialized skills.
- Are provided by individuals with those skills (such as accounting, financial, construction, educational, electrical, legal, medical, and other services provided by accountants, investments advisers, contractors, teachers, electricians, lawyers, doctors, and other professional and craftspeople).

For the years ended December 31, 2015 and 2014, the value of contributed services meeting the defined requirements for recognition in the financial statements as outlined above were not material and have not been recorded on the financial statements. The Organization does receive free office space from the University of Illinois. However, the value for the use of this office space has not been reported on the financial statements.

**Income Tax Status**

The Organization is a nonprofit association that is exempt from federal income tax under Section 501 (c)(3) of the Internal Revenue Code. In addition, the Internal Revenue Service has determined that the Organization is not a private foundation as defined in Section 509(a)(1) and Section 170(b)(1)(A)(vi) of the Code.

The Organization has evaluated its exposure resulting from uncertain income tax position and determined the exposure is not material to the financial statements. In addition, the Organization is not aware of any tax position for which a significant change is reasonably possible within the next 12 months. Therefore, these financial statements do not include a liability for uncertain tax positions. Upon recognition of a liability for an uncertain tax position, the Organization would recognize interest expense and penalties in operating expenses.

The Organization files information tax returns in the U.S. federal jurisdiction and the state of Illinois. Its federal and Illinois information tax returns prior to fiscal year 2012 are closed. The Organization does not have any tax returns currently under examination by either the Internal Revenue Service (IRS) or any U.S. state jurisdiction.



**LABOR AND EMPLOYMENT RELATIONS ASSOCIATION  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2015 AND 2014**

**Membership Dues and Advance Subscriptions Collected**

Membership dues and subscriptions are assessed and recognized as revenue based on the life of the dues or subscription.

**Functional Allocation of Expenses**

The costs of providing the various programs and other activities have been summarized on a functional basis in the statement of activities. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

NOTE 2 – ARRANGEMENTS WITH THE UNIVERSITY OF ILLINOIS

The Organization moved its offices to the University of Illinois at the end of 1999. Under an arrangement with the University, the employees of the Organization are employed by the University. The employees' pension and benefits are part of the University's plans. The Organization then reimburses the University quarterly for the cost of its employees.

The University of Illinois holds some cash for the Organization. These "claim on cash" balances were \$12,632 and \$21,614 as of December 31, 2015 and 2014, respectively. These balances have been included with cash and cash equivalents.

NOTE 3 – UCIRHRP SERVICING ARRANGEMENT TO ADMINISTER BUSINESS

On January 3, 2003, the Organization entered into a servicing arrangement to administer the business of the University Council of Industrial Relations and Human Resources Programs (UCIRHRP). These servicing duties include dues notification and collection, annual meeting arrangement and report preparation, and maintaining a data base and network communications for this separate organization. A separate financial statement is maintained for this company, but UCIRHRP's cash is maintained in the Organization's general bank account. The amount of cash belonging to UCIRHRP in the general account is shown on the Organization's balance sheet as Funds Held for Other Organizations. UCIRHRP's cash balance in the Organization's custody was \$5,805 at December 31, 2015 and \$5,865 at December 31, 2014. The Organization is allowed to keep 20% of dues collected each year as an administrative fee.

NOTE 4 – CONCENTRATIONS OF CREDIT RISK

Financial instruments that potentially subject the Organization to credit risk consist principally of checking accounts, money markets accounts, and certificates of deposits at financial institutions. However, management continuously monitors the Organization's balances at financial institutions. Deposits held at any financial institutions were fully insured by the Federal Deposit Insurance Corporation (FDIC) at December 31, 2015 or 2014. The "claims on cash" held with the University of Illinois as stated in Note 2 is not insured since it is not held in a financial institution. In addition, the Organization had undeposited funds of \$0 and \$7,850 at December 31, 2015 and 2014, respectively. Since these funds were not yet deposited with a financial institution it was covered by FDIC.

**LABOR AND EMPLOYMENT RELATIONS ASSOCIATION  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2015 AND 2014**

**NOTE 5 – TEMPORARILY RESTRICTED NET ASSETS**

**Susan C. Eaton Scholar-Practitioner Memorial Fund**

The Organization set up a memorial fund in honor of an author of a 1998 “Perspectives on Work” article and active young the Organization member, who died on December 30, 2003. At its June 1, 2004 meeting, the Organization approved the establishment of an annual Susan C. Eaton Scholar-Practitioner award and grant to be paid to one or more qualified scholar researchers in even-numbered years or practitioners in odd-numbered years doing research in the labor and employment relations or related field. The Organization’s Executive Board directed that 10% of any gifts received each year are unrestricted and can be used for administrative expenses. As of December 31, 2015 and 2014, these temporary restricted funds totaled \$32,040 and \$31,935, respectively.

**Kochan-Sleigh Best Dissertation Award Fund**

On March 27, 2006, the Organization set up a temporarily restricted fund with contributions from a member and matching contributions from General Electric. The fund is restricted for a minimum of fifteen years and may be used to pay for the \$1,000 annual best dissertation award and plaque. After the fifteen year period, the fund may be continued or the amount remaining in the fund may be released and become available to the Organization for unrestricted purposes. The Organization’s Executive Board directed that 10% of any gifts received each year are unrestricted and can be used for administrative expenses. As of December 31, 2015 and 2014, these temporary restricted funds totaled \$43,090 and \$43,624, respectively.

**Jim Scoville Award Fund**

On January 9, 2009, the Organization set up a temporarily restricted fund with a \$10,000 contribution from the University of Minnesota’s Industrial Relations Center to honor a member and retiring professor. The fund was established to pay an annual award of \$500 and a plaque for best paper on international and comparative employment issues. The Organization’s Executive Board directed that 10% of any gifts received each year are unrestricted and can be used for administrative expenses. As of December 31, 2015 and 2014, these temporarily restricted funds totaled \$6,455 and \$7,041, respectively.

**John T. Dunlop Public Policy Fund**

On May 8, 2010, the Organization established a temporarily restricted fund to subsidize a named John T. Dunlop Public Policy Session at future the Organization National Policy Forums and/or at the Organization annual meetings. The Organization’s Executive Board directed that 10% of any gifts received each year are unrestricted and can be used for administrative expenses. This fund will be so named for five or ten years, at which time the Organization’s Executive Board will review the fund to determine whether to continue or modify the fund. As of December 31, 2015 and 2014, these temporary restricted funds totaled \$19,809 and \$19,474, respectively.

**LABOR AND EMPLOYMENT RELATIONS ASSOCIATION  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2015 AND 2014**

**Gladys and Walter Gershenfeld Publication Fund**

On May 8, 2010, the Organization established a temporarily restricted fund to honor the memory of long-time members and past presidents Walter and Gladys Gershenfeld for the purpose of supporting the Organization's electronic and print publications. The fund will be so named for ten years, at which time the Organization will review the fund's purpose and uses, and whether to continue or modify the fund. The Organization's Executive Board directed that 10% of any gifts received each year are unrestricted and can be used for administrative expenses. As of December 31, 2015 and 2014, these temporarily restricted funds totaled \$23,298 and \$23,030, respectively.

NOTE 6 – INVESTMENTS

Financial Accounting Standards Board ("FASB") Codification 820, Fair Value Measurements, establishes a framework for measuring fair value. That framework provides a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1 measurements) and the lowest priority to unobservable inputs (Level 3 measurements). The three levels of the fair value hierarchy under FASB Codification 820 are described below:

Level 1 – Inputs to the valuation methodology are based on unadjusted quoted prices for identical assets or liabilities in active markets that the Organization has the ability to access.

Level 2 – Inputs to the valuation methodology include quoted prices for similar assets or liabilities in active markets, quoted prices for identical or similar assets or liabilities in inactive markets, inputs other than quoted prices that are observable for the asset or liability, and inputs that are derived principally from or corroborated by observable market data by correlation or other means. If the asset or liability has a specified (contractual) term, the Level 2 input must be observable for substantially the full term of the asset or liability.

Level 3 – Inputs to the valuation methodology are unobservable and significant to the fair value measurement.

The asset's and liability's fair value measurement level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. Valuation techniques used need to maximize the use of observable inputs and minimize the use of unobservable inputs.

The following is a description of the valuation methodologies used for assets measured at fair value. There have been no changes in the methodologies used at December 31, 2015 and 2014.

*Intermediate Term Bond Funds:* Valued at the NAV of shares held by the Organization at year-end based on readily determinable fair values,

**LABOR AND EMPLOYMENT RELATIONS ASSOCIATION  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2015 AND 2014**

which are published daily and are the basis for current transactions.

The preceding methods described may produce a fair value calculation that may not be indicative of net realizable value or reflective of future fair values. Furthermore, although the Organization believes its valuation methods are appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine the fair value of certain financial instruments could result in different fair value measurements at the reporting date.

The following table sets forth by level, within the fair value hierarchy, the Organization's assets at fair value as of December 31, 2015 and 2014:

*Assets at Fair Value as of December 31, 2015*

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
Intermediate Term Bond Funds	\$23,145	-	-	\$23,145

*Assets at Fair Value as of December 31, 2014*

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
Intermediate Term Bond Funds	\$22,856	-	-	\$22,856

Net investment earnings for the years ended December 31, 2015 and 2014 are summarized as follows:

	<u>2015</u>	<u>2014</u>
Dividends	\$ 622	\$ 636
Capital Gains Distributions	79	132
Net Unrealized Gains (Losses)	<u>(412)</u>	<u>715</u>
Total Investment Income	\$ 289	\$ 1,483

This investment income, including unrealized gains and losses, are being reported on the statement of activity as investment income.

**NOTE 7 – PROPERTY AND EQUIPMENT**

As of December 31, 2015, Property and Equipment consists of:

Furniture and Equipment	\$ 14,551
Less: Accumulated Depreciation	<u>(13,703)</u>
Property and Equipment, Net	\$ 848

As of December 31, 2014, Property and Equipment consists of:

Furniture and Equipment	\$ 15,639
Less: Accumulated Depreciation	<u>(14,052)</u>
Property and Equipment, Net	\$ 1,587

**LABOR AND EMPLOYMENT RELATIONS ASSOCIATION  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2015 AND 2014**

Depreciation expense for the years ended December 31, 2015 and 2014 was \$739 and \$1,080, respectively.

**NOTE 8 – ACCRUED EXPENSES**

As of December 31, 2015, Accrued Expenses consist of:

Accrued Payroll	\$ 4,073
Accrued Benefits/Taxes	1,352
Accrued Vacation	<u>10,132</u>
Total	\$ 15,557

As of December 31, 2014, Accrued Expenses consist of:

Accrued Payroll	\$ 5,082
Accrued Benefits/Taxes	2,002
Accrued Vacation	<u>17,231</u>
Total	\$ 24,315

**NOTE 9 – COMMITMENTS**

The Organization had a contract with University of Illinois Press (UIP) for UIP to provide membership management services and publication of *Perspectives on Work* (magazine) for an annual fee of \$28,280. The five year agreement commenced on January 1, 2007 and expired on December 31, 2012. Although the original contract expired, the terms continued through December 31, 2014. As of December 31, 2014, the Organization is no longer under contract with UIP and no future payments are due to UIP.

On February 26, 2013, the Organization signed a 12 month contract from March 1, 2013 to February 28, 2014 with a company to provide services to manage the EPRN website and provide content for the Organization's website. The contract states that the Organization will pay this company \$2,400 per month for a total of \$28,800. The Agreement automatically renews for consecutive 12 month terms, unless the Agreement is terminated by one or both of the parties as set forth herein. Beginning the second cycle and continuing until termination or renegotiation, the Organization will increase the base rate every year by two percent (2%) over the previous year's base rate. For example: \$2,448 per month for twelve months starting March 1, 2014; \$2,497 per month for twelve months starting March 1, 2015; \$2,546 per month for twelve months starting March 1, 2016; and so on.

The Organization has signed contracts with hotels in Pittsburgh, Minneapolis, and Anaheim for the 2015, 2016, and 2016 Annual Meetings. If these contracts were cancelled at December 31, 2015 and 2014, the Organization would have owed \$109,521 and \$61,965, respectively, to the Pittsburgh, Minneapolis, and Anaheim hotels.

**LABOR AND EMPLOYMENT RELATIONS ASSOCIATION  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2015 AND 2014**

**NOTE 10 – PENSION PLAN AND RETIREMENT CONTRIBUTIONS**

The University of Illinois (the University) contributes to the State Universities Retirement System of Illinois (SURS), a cost-sharing multiple-employer, defined-benefit pension plan with a special funding situation whereby the State makes substantially all actuarially determined required contributions on behalf of the participating employers. SURS was established July 21, 1941, to provide retirement annuities and other benefits for staff members and employers of the State universities, certain affiliated organization, and certain other State educational and scientific agencies and for survivors, dependents and other beneficiaries of such employees. SURS is considered a component unit of the State of Illinois' financial reporting entity, and is included in the State's financial reports as a pension trust fund. SURS is governed by Section 5/15, Chapter 40, of the *Illinois Compiled Statutes*. SURS issues a publically available financial report and required supplementary information. That report may be obtained by accessing the Web site at [www.SURS.org](http://www.SURS.org) or by calling 1-800-275-7877.

SURS federal tax identification number is 37-6006008. The plan was underfunded by \$20,110,500,000 as of June 30, 2013, the most recent actuarial valuation date, which includes actuarial value of assets totaling \$14,262,600,000 and accrued actuarial liabilities totaling \$34,373,100,000. The plan was underfunded by \$21,584,800,000 as of June 30, 2014, the most recent actuarial valuation date, which includes actuarial value of assets totaling \$12,788,300,000 and accrued actuarial liabilities totaling \$34,373,100,000.

While the Organization reports under Financial Accounting Standards Board, the University reports under Governmental Accounting Standards Board (GASB). GASB Statement No. 68, *Accounting and Financial Reporting for Pensions*, issued June 2012, will be effective for the University beginning with its year ending June 30, 2015. This statement requires governments providing defined benefit pensions to recognize their long-term obligation for pension benefits as a liability for the first time, and to more comprehensively and comparably measure the annual costs of pension benefits. This Statement also enhances accountability and transparency through revised and new note disclosures and required supplementary information. As the Organization participates in SURS through the University, this standard may impact the Organization's financial statements in addition to the University. Management is in the process of evaluating the potential impact this standard will have on its financial statements.

Eligible employees must participate upon initial employment. Employees are ineligible to participate if (a) employed after having attained age 68; (b) employed less than 50% of full time; or (c) employed less than full time and attending classes with an employer.

Plan members are required to contribute 8.0% of their annual covered salary and substantially all employer contributions are made by the State on behalf of the individual employers at an actuarially determined rate. The Organization's current employer rate is 12.69% of annual covered payroll. The contribution requirements of plan members and employers are established and may be amended by the Illinois General Assembly. During the years ended December 31, 2015, 2014 and 2013, the Organization reimbursed the University of Illinois \$13,231, \$14,743, and \$16,436, respectively, for the employer's payments to SURS for eligible employees.

**LABOR AND EMPLOYMENT RELATIONS ASSOCIATION  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2015 AND 2014**

Employers hired prior to April 1, 1986 are exempt from contributions required under the Federal Insurance Contribution Act. Employees hired after March 31, 1986 are required to contribute 1.45% of their gross salary for Medicare. The Organization is required to match this contribution. As of December 31, 2015 and 2014, all employees were required to contribute 1.45% of their gross salary for Medicare.

Employees may also elect to participate in certain tax-sheltered retirement plans. These voluntary plans permit employees to designate a part of their earnings into tax-sheltered investments and thus defer federal and state income taxes on their contributions and accumulated earnings under the plans. Participation and the level of employee contributions are voluntary. The Organization is not required to make contributions to these plans.

**NOTE 11 – POST-EMPLOYMENT BENEFITS**

The State of Illinois (the State) provides health, dental, vision, and life insurance benefits for retirees and their dependents in a program administered by the Department of Central Management Services. Substantially all State employees become eligible for post-employment benefits if they eventually become annuitants of one of the State sponsored pension plans. Health, dental, and vision benefits include basic benefits for annuitants and dependents under the State's self-insurance plan and insurance contracts currently in force. Annuitants may be required to contribute toward health, dental, and vision benefits with the amount based on factors such as date of retirement, years of credited service with the State, whether the annuitant is covered by Medicare, and whether the annuitant has chosen a managed health care plan. Annuitants who retired prior to January 1, 1998, and who are vested in the SURS do not contribute toward health, dental, and vision benefits. For annuitants who retired on or after January 1, 1998, the annuitant's contribution amount is reduced five percent for each year of credited service with the State; therefore, those annuitants with twenty or more years of credited service do not have to contribute toward health, dental, and vision benefits. Annuitants also receive life insurance coverage equal to the annual salary of the last day of employment until age 60, at which time the benefit becomes \$5,000.

The State pays the SURS' portion of employer costs for the benefits provided. The total cost of the State's portion of health, dental, vision, and life insurance benefits of all members, including postemployment health, dental, vision, and life insurance benefits, is recognized as an expenditure by the State in the Illinois Comprehensive Annual Financial Report. The State finances the costs on a pay-as-you-go basis. The total costs incurred for health, dental, vision, and life insurance benefits are not separated by department or component unit for annuitants and their dependents nor active employees and their dependents.

A summary of post-employment benefit provisions, changes in benefit provisions, employee eligibility requirements including eligibility for vesting, and the authority under which benefit provisions are established are included as an integral part of the financial statements of the Department of Central Management Services. A copy of the financial statements of the Department of Central Management Services may be obtained by writing to the Department of Central Management Services, Stratton Building, Room 720, Springfield, Illinois, 62706-4100.

**LABOR AND EMPLOYMENT RELATIONS ASSOCIATION  
SCHEDULE OF FUNCTIONAL EXPENSES  
FOR THE YEAR ENDED DECEMBER 31, 2015**

	MEETINGS						PUBLICATIONS						SUPPORTING SERVICES			Totals
	General	Annual Conference	ASSA Meeting	Other Meetings	Directory	Newsletter	Annual Proceedings	Perspectives	Research Volume	Other Publications	Management & General	Membership Development				
Compensation	\$ 96,665	-	\$ -	-	\$ -	\$ -	\$ -	-	-	\$ -	\$ -	\$ -	\$ 17,922	-	\$ 114,587	
Payroll Taxes & Fringes	38,551	-	-	-	-	-	-	-	-	-	-	-	7,113	-	45,664	
Contract Labor	31,021	-	-	-	-	-	-	-	-	-	-	-	-	-	31,021	
Depreciation	-	-	-	-	-	-	-	-	-	-	-	-	739	-	739	
Loss on Disposal of Fixed Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Insurance	-	-	-	-	-	-	-	-	-	-	-	-	3,843	-	3,843	
Bank Charges	-	-	-	-	-	-	-	-	-	-	-	-	1,851	-	1,851	
Promotion	-	2,906	149	-	-	-	-	-	-	-	-	-	3,397	-	6,452	
Fulfillment	-	-	-	-	-	-	-	-	-	-	-	-	7,664	-	7,664	
Postage and Freight	-	300	-	-	-	-	2,214	1,263	-	-	-	-	1,418	-	5,195	
Accounting/Auditing	-	-	-	-	-	-	-	-	-	-	-	-	4,850	-	4,850	
Printing and Production	-	2,490	139	-	-	-	7,505	7,338	43	-	-	-	-	-	17,515	
Services	-	-	-	-	-	-	12,221	9,307	-	-	-	-	-	-	21,528	
Other Publication Costs	-	-	-	-	-	-	1,390	-	323	-	-	-	-	-	1,713	
Meals/Receptions	-	66,513	3,464	-	-	-	-	-	-	-	-	-	-	-	69,977	
Travel	-	4,692	976	-	-	-	-	-	-	-	-	-	-	-	5,668	
Other Meeting Expenses	-	7,269	410	11	-	-	-	-	-	-	-	-	-	-	7,690	
Computer Supplies/Services	-	490	-	-	-	-	-	-	-	-	-	-	2,861	-	3,351	
Website	-	-	-	-	-	-	-	-	-	-	-	-	1,900	-	1,900	
Office Supplies	-	-	-	-	-	-	-	-	-	-	-	-	77	-	77	
Student & Member Awards	-	-	-	-	-	-	-	-	-	-	-	-	-	3,042	3,042	
Fundraising Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Duplicating Expense	-	-	-	-	-	-	-	-	-	-	-	-	315	-	315	
Telephone & Fax	-	-	-	-	-	-	-	-	-	-	-	-	383	-	383	
Chapter Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Dues	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other Committee Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	273	273	
Miscellaneous Office	-	-	-	-	-	-	-	-	-	-	-	-	43	-	43	
	<u>\$ 166,237</u>	<u>\$ 84,660</u>	<u>\$ 5,138</u>	<u>\$ 11</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 23,330</u>	<u>\$ 17,908</u>	<u>\$ 366</u>	<u>\$ 50,979</u>	<u>\$ 6,712</u>	<u>\$ 355,341</u>				



**LABOR AND EMPLOYMENT RELATIONS ASSOCIATION  
SCHEDULE OF FUNCTIONAL EXPENSES  
FOR THE YEAR ENDED DECEMBER 31, 2014**

	MEETINGS					PUBLICATIONS					SUPPORTING SERVICES				Totals
	General	Annual Conference	ASSA Meeting	Other Meetings	Directory	Newsletter	Annual Proceedings	Perspectives	Research Volume	Other Publications	Management & General	Membership Development			
Compensation	\$ 112,163	-	\$ -	-	\$ -	-	\$ -	-	\$ -	-	\$ 16,173	\$ -	-	\$ 128,336	
Payroll Taxes & Fringes	45,087	-	-	-	-	-	-	-	-	6,706	-	-	-	51,793	
Contract Labor	29,280	-	-	-	-	-	-	-	-	-	-	-	-	29,280	
Depreciation	-	-	-	-	-	-	-	-	-	1,080	-	-	-	1,080	
Loss on Disposal of Fixed Assets	-	-	-	-	-	-	-	-	-	445	-	-	-	445	
Insurance	-	-	-	-	-	-	-	-	-	3,773	-	-	-	3,773	
Bank Charges	-	-	-	-	-	-	-	-	-	2,731	-	-	-	2,731	
Promotion	-	4,256	-	139	-	-	-	-	-	-	-	3,252	-	7,647	
Fulfillment	-	-	-	-	-	-	-	-	-	20,240	-	-	-	20,240	
Postage and Freight	-	707	-	52	-	-	1,403	-	1,110	228	-	-	-	3,500	
Accounting/Auditing	-	-	-	-	-	-	-	-	-	4,800	-	-	-	4,800	
Printing and Production	-	1,841	-	-	-	-	12,732	-	4,400	-	-	-	-	19,041	
Services	-	-	-	-	-	487	12,737	-	6,715	68	-	-	-	19,939	
Other Publication Costs	-	-	-	-	875	375	139	-	-	-	-	-	-	1,889	
Meals/Receptions	-	47,666	-	-	-	-	-	-	-	-	-	-	-	47,666	
Travel	-	3,602	1,889	611	-	-	-	-	-	-	-	-	-	6,102	
Other Meeting Expenses	-	15,171	479	150	-	-	-	-	-	-	-	-	-	15,800	
Computer Supplies/Services	-	2,405	-	-	-	-	-	-	-	439	-	-	-	2,844	
Website	-	-	-	-	-	-	-	-	-	18,601	-	-	-	18,601	
Office Supplies	991	-	-	-	-	-	-	-	-	1,263	-	-	-	2,254	
Student & Member Awards	-	-	-	-	-	-	-	-	-	-	5,985	-	-	5,985	
Fundraising Expense	-	-	-	-	-	-	-	-	-	367	994	-	-	994	
Duplicating Expense	-	-	-	-	-	-	-	-	-	438	-	-	-	367	
Telephone & Fax	-	-	-	-	-	-	-	-	-	438	-	-	-	438	
Chapter Expenses	-	-	-	-	-	-	-	-	-	-	349	-	-	349	
Dues	-	-	-	-	-	-	-	-	-	641	-	-	-	641	
Other Committee Expenses	-	-	-	-	-	-	-	-	-	-	111	-	-	111	
Miscellaneous Office	-	-	-	-	-	-	-	-	-	2,789	-	-	-	2,789	
	\$ 187,521	\$ 75,648	\$ 2,559	\$ 761	\$ 875	\$ 375	\$ 27,011	\$ 12,225	\$ 68	\$ 80,714	\$ 10,691	\$ 10,691	\$ 399,435		



*The LERA gratefully acknowledges the continuing support of its  
Sustaining Sponsors and Organizational Members.*

### **SUSTAINING SPONSORS 2016**

UAW/Ford National Programs  
Bloomberg BNA  
Institute for Construction Economic Research  
Kaiser Permanente  
Prouty Castrey Art Fund

### **ORGANIZATIONAL MEMBERS 2016**

AFL-CIO Department of Professional Employees  
AFL-CIO Working for America Institute  
American Federation of Teachers  
BlueCross BlueShield National Labor Office  
Boston University, Questrom School of Business  
Cornell University Scheinman Institute of Conflict Resolution  
Cornell University School of Industrial and Labor Relations  
Federal Mediation and Conciliation Service  
Harvard University  
Indiana University of Pennsylvania PA Center for the Study of Labor Relations  
International Association of Machinists and Aerospace Workers  
International Brotherhood of Boilermakers  
Jobs with Justice Education Fund  
Massachusetts Institute of Technology (MIT) Sloan School of Management  
Michigan State University School of Labor and Industrial Relations  
National Public Employer Labor Relations Association  
New York State Nurses Association Economic & General Welfare Program  
Orange Country Transportation Authority  
Pennsylvania State University Labor Studies and Employment Relations  
Rollins College Department of Business & Social Entrepreneurship  
Rutgers University School of Management and Labor Relations  
Saint Joseph's University Haub School of Business  
San Diego Municipal Employee Association  
Seabury Group LLC  
Society for Human Resource Management (SHRM)  
Tennessee State Employees Association  
The Dannon Company  
UCLA Institute on Conflict Resolution  
United Food and Commercial Workers Local #1776  
United Steelworkers  
University of California-Los Angeles, Institute for Research on Labor and Employment  
University of California-Los Angeles, Anderson School of Management  
University of California—Berkeley, Institute for Research on Labor and Employment  
University of Illinois at Urbana-Champaign School of Labor and Employment Relations  
University of Minnesota Carlson School of Management  
University of Newcastle  
University of Toronto Center for Industrial Relations and Human Resources  
West Virginia University Department of Industrial Relations and Management

For more information about Organizational Membership with the LERA, please visit the LERA website:  
<https://lera.memberclicks.net/organizational-memberships>

# Alphabetical List of Authors

Janice R. Bellace.....	65
Umar M. Boodoo .....	51
Robert A. Bruno .....	127
Joel E. Cutcher-Gershenfeld .....	127
Dante DeAntonio.....	53
Barry Eichengreen .....	1
Robert J. Flanagan.....	7
Lorenzo Frangi .....	51
Knut Gerlach .....	11
Teresa Ghilarducci .....	33
Rafael Gomez.....	51
Brandon C. Grant.....	127
Robert P. Hebdon .....	51
Carolyn A. Liebler .....	85
Hester Lipscomb .....	105
Deirdre McCaughey .....	45
Gwen McGhan .....	45
Michael Papadopoulos.....	33
James A. Parrott.....	75
Siavash Radpour .....	33
Ashley L. Schoenfisch.....	105
Tomoyuki Shimanuki.....	51
Clayton Sinyai.....	105
Howard R. Stanger .....	115
Robert Thornton .....	53
Edward Timmons.....	53
Dick Todd.....	85
Jie Wang.....	19
Jacob Wise .....	85

*You are invited to become a member of*

## **THE LABOR AND EMPLOYMENT RELATIONS ASSOCIATION**

The Labor and Employment Relations Association (LERA) was founded in 1947 by a group who felt that the growing field of industrial relations required an association in which professionally minded people from different organizations could meet. It was intended to enable all who were professionally interested in industrial relations to become better acquainted and to keep up to date with the practices and ideas at work in the field. To our knowledge there is no other organization that affords the multiparty exchange of ideas we have experienced over the years—a unique and valuable forum. After 69 years, both our academic and practitioners agree with the conviction of the founders that the encouragement, reporting, and critical discussion of research are essential if our professional field is to advance.

Our local and national membership of 5,000 includes representatives of management, unions, government; practitioners in consulting, arbitration, mediation, and law; and scholars and teachers representing many disciplines in colleges and universities in the United States and Canada, as well as abroad. Libraries and institutions interested in the publications of the Association are also invited to become subscribing members and thereby receive the same member publications. Organizational memberships in the Association are also available.

Membership dues cover publications for 12 months and entitle members to the electronic newsletter, membership directory and proceedings of the annual meeting online, and printed copies of the annual research volume, and the magazine, *Perspectives on Work* (volumes also available online). Additional online resources include Chapter Profiles and an IR/HR Degree Program Listing for the United States, Canada, and Australia.

Dues for the 2017 calendar year are listed below. International memberships require an additional \$20.00 per year to cover postage costs.

Regular Member.....	\$199.00
Contributing Member.....	\$310.00
Emeritus Member (10 years+ membership and no longer employed) .....	\$110.00
Student Member (full-time, limited to 4 consecutive years) .....	\$30.00
Library Subscriber.....	\$300.00

Tax-deductible financial contributions to the Association to support its educational activities are always welcome. You can make an online contribution at our website, [leraweb.org](http://leraweb.org), and choosing “Donate”. If you are not already a member, we invite you to join the LERA by sending your membership application and dues payment. You can also join online at the LERA website, [leraweb.org](http://leraweb.org) by choosing “Membership”, or request an invoice. Inquiries regarding membership, meetings, and publications should be addressed to the LERA office.

### **LABOR AND EMPLOYMENT RELATIONS ASSOCIATION**

University of Illinois at Urbana-Champaign  
121 LER Building, 504 E. Armory Avenue  
Champaign, IL 61820 USA

Phone: 217-333-0072 Fax: 217-265-5130

Email: [LERAoffice@illinois.edu](mailto:LERAoffice@illinois.edu) Web: [leraweb.org](http://leraweb.org)

Also in the  
Labor and Employment Relations Association Series

***The Evolving Health Care Landscape: How Employees, Organizations,  
and Institutions are Adapting and Innovating***

Edited by Ariel C. Avgar and Timothy J. Vogus..... \$29.95

***Inequality, Uncertainty, and Opportunity: The Varied and Growing  
Role of Finance in Labor Relations***

Edited by Christian E. Weller.....\$29.95

***The Disunited States of America: Employment Relations Systems in Conflict***

Edited by David Jacobs and Peggy Kahn.....\$29.95

***Collective Bargaining Under Duress: Case Studies of Major U.S. Industries***

Edited by Howard Stranger, Ann C. Frost, and Paul F. Clark.....\$29.95

***Public Jobs and Political Agendas: The Public Sector in an Era of Economic Stress***

Edited by Daniel J. B. Mitchell.....\$29.95

***Employee Ownership and Shared Capitalism: New Direction in Research***

Edited by Edward J. Carberry.....\$29.95

***Transforming the U.S. Workforce Development System: Lessons from  
Research and Practice***

Edited by David Finegold, Mary Gatta, Hal Salzman, and Susan J. Schurman.....\$29.95

***Human Rights in Labor and Employment Relations: International and  
Domestic Perspectives***

Edited by James A. Gross and Lance Compa .....\$29.95

***The Gloves-off Economy: Workplace Standards at the Bottom of America's  
Labor Market***

Edited by Annette Bernhardt, Heather Boushey, Laura Dresser, and Chris Tilly.....\$29.95

***Employee Pensions: Policies, Problems, and Possibilities***

Edited by Teresa Ghilarducci and Christian E. Weller.....\$29.95

Book orders and request for prices and order forms for the above LERA publications should be sent to:

ILR Press, Cornell Univ., P.O. Box 6525, Ithaca, NY 14851

Phone 607-277-2211, Fax 607-277-6292

Web [www.cornellpress.cornell.edu](http://www.cornellpress.cornell.edu)

*Additional volumes are available through ILR Press.*

Information about ordering printed copies of the *Proceedings of the LERA Annual Meeting* can be found online at <https://lera.memberclicks.net/publications>. Orders for printed copies of *Perspectives on Work* and other LERA publications should be sent to the LERA Office:

LERA, 121 LER Building, 504 E. Armory Ave., MC-504, Champaign, IL 61820

Phone 217-333-0072, Fax 217-265-5130

Email [LERAOoffice@illinois.edu](mailto:LERAOoffice@illinois.edu), Web [leraweb.org](http://leraweb.org)

ISBN 978-0-913447-13-0