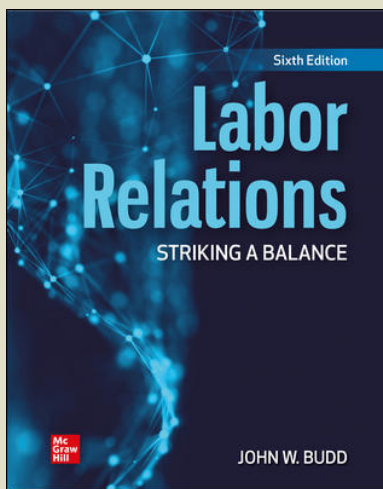


List of Changes



Labor Relations: Striking a Balance 6th Edition

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The traditional approach to studying U.S. labor relations focuses on an uncritical exploration of how the existing labor processes work: how unions are organized, how contracts are negotiated, and how disputes and grievances are resolved. And because U.S. unions have typically used these processes to win detailed work rules, there is a tendency to equate labor relations with work rules and therefore to structure labor relations courses and textbooks around examination of these work rules.

In other words, traditional labor relations textbooks are dominated by rich descriptions of the how, what, and where of the major labor relations processes. But what's missing is the why. Labor relations are not about work rules. Labor relations processes and work rules are simply a means to more fundamental ends or objectives. What are these objectives? Under what conditions are collectively bargained work rules a desirable or undesirable method for achieving these objectives? In the 21st century world of work, are there better ways of pursuing these objectives? These are the central and engaging questions of labor relations—questions ignored by textbooks that narrowly focus on how the existing labor relations processes and detailed work rules operate in practice.

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Most Significant Changes for 6e

- A new “practically speaking” feature has been added throughout the text in which management, labor, and neutral labor relations professionals give practical words of wisdom connected to the concepts being presented. Fourteen of these are distributed throughout.
- Significant overhaul of Chapter 10 to have a strong chronological order that fits a more general theme of “The Evolving Nature of Work” that now includes sections on unions in the fissured workplace, unions in the gig economy, and automation and the future of work
- Detailed coverage of the landmark *Janus* decision, including discussion of what may lie ahead. Relatedly, updated discussion of right-to-work controversies and new right-to-work states
- New coverage of the United States-Mexico-Canada Agreement

Chapter by Chapter Changes

Author’s Note: Every chapter includes updated references, updated statistics, improved table formatting, and attempts to simplify the text by simplifying complex or removing extraneous passages.

Chapter 1

- New updated opening examples of collective action
- Deleted box on Workplace Cybervoice. Online voice isn’t so unique anymore. But I do now mention it in the text, including the example of coworker.org
- New discussion of the representation gap
- New practically speaking feature
- Deleted ethics in action case to streamline the presentation. It was getting dated and ethics isn’t covered until later in the book

Chapter 2

- Changed “mainstream economics school of thought” to “neoliberal school of thought”
- Deleted historical names and references to the intellectual schools of thought to improve the focus of the presentation. Overall, tried to make this presentation more contemporary.
- Overhauled the section on “The Continued Relevance of the Labor Problem” to streamline the presentation and make it more accessible. This includes deleting the presentation of “workplace governance” as a concept (and a key term), new section headings, etc.
- New practically speaking feature

Chapter 3

- Most of the history hasn't changed (!) but I've tried to improve the clarity of presentation in various places
- The biggest changes are in the concluding section which is brought up-to-date to reflect very recent events (Trump appointment of conservative Supreme Court justices who now rule on labor cases, public sector teachers' strikes in 2018 and 2019, the 2018 Google walkout, etc.)
- New practically speaking feature

Chapter 4

- Improved formatting of several tables, including new presentation of the section 7 quiz and the answers
- Most of the legal history hasn't changed (!) but I've tried to improve the clarity of presentation in various places
- Changed "nonmajority union" to "members-only union"—the substance hasn't changed, just the terminology. But hopefully this is a more accessible term to students
- Updated discussion of right-to-work controversies and new right-to-work states. Added mention that for some, right-to-work means right-to-shirk
- Reviewers typically overstate NLRB case reversals when there is a new presidential administration, esp. regarding cases that are important enough to be discussed in a text at this level (it's not a legal text). But I've indicated some key rulings that might be overturned (e.g., *Purple Communications*)
- In the classification of state bargaining laws, moved Iowa to join Wisconsin in the "broad but shallow" category to reflect recent legislative developments
- Deleted mention of the *Friedrichs* case and updated this with a substantial discussion of the 2018 Janus decision. This includes a new 800-word feature box "What Happens in the Aftermath of the *Janus* Ruling?"
- Streamlined the section on labor law reform and brought it up to date.
- Streamlined the employment discussion, including deleting extraneous details on workers comp. Added a brief mention of the racist legacy of the New Deal's Federal Housing Authority which undermines employment law
- Two new discussion questions to be focused more on current issues

Chapter 5

- Two new practically speaking features, including a quote from a worker center leader and another from an HR leader
- Updated membership and coverage statistics
- Deleted mentions of hold-up unionism and jungle unionism to improve the flow
- Brief addition of strategies of craft v. industrial unions as suggested by a reviewer
- Deleted the AFL-CIO organization chart to make room for other additions throughout the text (esp the practically speaking features)
- Textual changes in various places to streamline the presentation
- In "The Corporation" feature box, added the fact that expansion of corporate

rights has not required social approval, only legal rulings, unlike movements for civil rights, women's rights, gay rights, and rights for other oppressed groups of people.

Chapter 6

- New practically speaking feature
- Updated discussion of graduate student organizing to reflect very recent cases and examples
- New example of a bargaining unit definition to reflect new NLRB approach
- Revised presentation of the controversy over who is a supervisor
- Revised discussion of the changes brought on by the Obama-era election rules, and noted that the Trump-era board is seeking comments which signals likely changes. But no changes have actually occurred at the time of this writing.
- Incorporated new research on worker decision to join an organizing drive as a social dilemma
- Deleted mentions of "salting" as this doesn't seem to be a major issue any longer
- Noted that the Trump-era board is seeking comments on *Purple Communications* which signals likely changes. But no changes have actually occurred at the time of this writing
- New reflection question focused on a Republican-sponsored "Employee Rights Act" proposal

Chapter 7

- New practically speaking feature
- Clarified that FMCS notice requirements are for private sector negotiators. Added a mention of notice requirements for public sector negotiators
- Streamlined the discussion of bargaining structure and multiple updated references
- Brand new introduction to the subprocesses section to try to increase engagement via a better motivation for why this is needed rather than just a list of tactics
- Significantly changed Table 7.5 (four subprocesses), including addition of tactics and other things to help students appreciate the differences, as suggested by a reviewer
- To further help with accessibility, incorporated more accessible terms for the Walton and McKersie subprocesses as identified by a recent symposium: claiming value, creating value, building relationships, and negotiating internally.
- Changed key term from "mixed motive" to "mixed motive relationship"

Chapter 8

- New practically speaking feature
- Significantly overhauled Table 8.1. Edited for clarity but more significantly changed the layout to better illustrate differing levels of legal protection for different types of strikes.
- Updated inclusion of recent strikes and strike data

- Significant re-writing in the strike replacement section, mainly to improve contrasts among what's allowed in different types of strikes, as flagged by a reviewer. This includes the addition of a brand-new table to highlight these differences.
- Streamlined the corporate campaigns section, and added the importance of social media. Deleted the corporate campaign box on Ravenswood to make room for other additions
- Incorporated new research on the usefulness of a non-binding step in arbitration in order to reduce negotiator overconfidence

Chapter 9

- Two new practically speaking features, one with an important nonunion application
- Reduced repetitiveness of the chapter opening and the first section
- Addition of multiple subheadings in several sections to improve clarity
- Replaced *Friederichs* with *Janus*, and a brief discussion about how this has shifted the terrain of the union security debates in the public sector (e.g., when can resign membership?).
- Rewrote the section on forced arbitration of employment law claims. Deleted the feature box to better integrate its essential material into the text, added new concerns with transparency, and connected this to the 2018 Google walkout

Chapter 10

- The organization of everything except the first section has been drastically overhauled. At the suggestion of a reviewer, I've tried to carry the chronological theme more clearly through the chapter.
- With the revised organizational structure, different areas have been better integrated (e.g., discussion of partnerships at Saturn and Kaiser-Permanente in the same place; also integration of escape-force-foster change strategies with resistance to change).
- A clearer distinction between self-directed work teams and labor-management partnership has been added
- The chapter now has a broader title (The Evolving Nature of Work), and now includes sections on unions in the fissured workplace, unions in the gig economy, and automation and the future of work.
- New practically speaking feature
- New internet exploration exercise focused on gig worker activism
- Added a mention of the Hawthorne experiments as suggested by a reviewer

Chapter 11

- New practically speaking feature
- Added a brief explanation of what it means to "govern the global workplace" and tightened the connections with the alternatives and schools of thought from chapter 2.
- Shortened and updated the maquiladora box

- Significantly overhauled the sections on NAFTA and U.S. free trade agreements. With NAFTA likely being replaced by the United States-Mexico-Canada Agreement (pending ratification), I have reduced the amount of detail on NAFTA (though I did add more on evaluating its effects), and changed the section's orientation from NAFTA to U.S. Free Trade Agreements. I now emphasize the evolution toward labor chapters within FTAs (rather than the NAFTA side agreement approach) and the incorporation of core labor standards in the FTAs. I provide some specifics for the United States-Mexico-Canada Agreement.
- I've deleted the NAALC listing of provisions, and also the application box on the Sony case. I've added a new application box on the Guatemala panel hearing, which is more current and reflects the new post-NAFTA approach.
- As part of these changes, NAALC is no longer a key term. Labor chapter has been added as a key term as a replacement.
- Updated box on global union solidarity at DHL and UPS
- Deleted Sony Mexico box as it was getting dated
- Significantly revised and updated ethics in action box. Now connects to both globalization and financialization. Also ties to new addition in the text about globalization reducing a company's connection to a local community

Chapter 12

- New practically speaking feature
- Updates to each country where needed, including possible new directions in Mexico; 2017 Macron reforms in France
- To sharpen the contrast with other systems, made it clear that high coverage in Sweden is not because of extension mechanisms
- Updated presentation of central and eastern European unions, included challenges of out-migration stemming from joining the EU
- Added mention of New Zealand's previously compulsory unionism requirement
- Added mention of Japanese women-only unions
- Significant additions to the section on China, especially the complex, sometimes contradictory nature of labor relations in China, and also increased repression under the Xi administration

Chapter 13

- New practically speaking feature
- In the intro to the what should unions do section, noted which ones seek to increase union power, and which ones seek to make unions more attractive to workers and even business. To group these options together, the employer ownership model is moved up to be presented third.
- Changed key term from "nonmajority union" to "members-only union" to be more accessible to students. Also, to this I added an idea I saw that sees members-only unions as a springboard to sector bargaining
- Improved the discussion of worker centers, and added "worker center" as a key term

- To the social movement unionism section, I also tried to emphasize the community linkages, and I added a paragraph on “bargaining for the common good”
- Deleted the repetition of explaining the dimensions of financialization as these are covered in chapter 12
- In the strengthening the NLRA section, revised to focus most attention on the election process, including some ambitious proposals for reversing the default from nonunion to union, or having periodic elections in all workplaces (“easy in, easy out”)
- In the transforming the NLRA section, added the idea of works councils as “training wheel voice” (workers can experience voice and see how it works before seeing if they want more), from a recent chapter by Richard Freeman and others

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