

SELECTED REFERENCES

INDUSTRIAL RELATIONS SECTION

PRINCETON UNIVERSITY

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WORKER TRAINING AND RETRAINING: PUBLIC AND PRIVATE PLANS**

Alexander, Constance. "The Alliance for Employee Growth and Development: a joint venture that works." *Labor-Management Cooperation Brief* (U.S. Department of Labor, Bureau of Labor-Management Relations and Cooperative Programs, Washington, D.C. 20210), August, 1989. pp. 1-6. o.p.

The Alliance for Employee Growth and Development is a cooperative venture among AT&T, the Communications Workers of America (CWA), and the International Brotherhood of Electrical Workers (IBEW) designed to help individuals improve existing skills and develop new ones. The development of the Alliance, which was founded in June, 1986, and its current activities are described. "Safe landings for outplaced employees at AT&T," by William J. Barkley, Jr. and Thad B. Green describes a similar program devised by National Personnel Services Organization (a division of AT&T) to assist AT&T employees to cope with the effects of downsizing. (*Personnel Journal*, June 1992, pp. 144-147. \$6.00.) Of related interest: "Helping displaced workers: the UAW-GM Human Resource Center" by Diane Feldman (*Personnel*, March 1988, pp. 34-36. \$5.00).

Benton, Lauren, et al. *Employee training and U.S. competitiveness: lessons for the 1990s*. Boulder, CO 80301. Westview Press (5500 Central Ave.). 1991. 115 pp. \$36.00.

Technical and specialized skills, conceptual skills, and communications skills are in rising demand due to recent restructuring in industries. This book analyzes recent transformations and the implications for training in four sectors: banking, the textile industry, retailing, and business services. Of related interest are the articles "Employee retraining programs" by Paul L. Blocklyn (*Personnel*, Nov. 1988, pp. 64-66. \$5.00), and "Technological displacement: who is responsible for retraining the displaced?" by William B. Rose, Jr., et al. (*Industrial Management*, July/August 1992, pp. 12-14. \$6.00).

Creticos, Peter A. and Robert G. Sheets. *Evaluating state-financed, work-place-based retraining programs: a report on the feasibility of a business screening and performance outcome evaluation system*. Joint Study of the National Commission for Employment Policy and the National Governors' Association. (National Commission for Employment Policy,

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** Items from this list should be ordered directly from the publisher. Addresses are given in connection with most references.

1522 K St., NW, Suite 300, Washington, D.C. 20005). 1990. 60 pp. & appendices. (Research Report 89-08) On request.

State-financed, customized training programs emerged in the 1960s and 1970s as part of state efforts to attract new business to the state and promote employment expansion in existing businesses. This report is based in part on twenty-four case studies of training projects funded by four state programs. The case studies are presented in the second volume of this report, *Evaluating state-financed, workplace-based retraining programs: case studies of retraining projects*. (Research Report 91-05. 1992. 169 pp. On request).

Donahue, John D. *Shortchanging the workforce*. Washington, D.C. 20036. Economic Policy Institute (1730 Rhode Island Ave., NW, Suite 812). 1989. 40 pp. \$12.00.

According to the Economic Policy Institute, JTPA has not made much difference in the employment, earnings, and productive capacity of the American workforce. *A second chance; training for jobs* by Sar A. Levitan and Frank Gallo also finds JTPA efforts seriously lacking. (W. E. Upjohn Institute for Employment Research. 1988. 220 pp. \$16.00.) "The impact of job training programs on the reemployment probability of dislocated workers," by Yuan Ting, gives JTPA mixed reviews; many states have concentrated too much on short-term job search assistance, rather than investing in programs that offer training and higher probability of reemployment. (*Policy Studies Review*, Spring/Summer 1991. pp. 31-44, \$8.00.)

Gordus, Jeanne Prial. "The human resource implications of plant shut-downs." *Annals of the American Academy of Political and Social Science*. (Sage Publications, 275 South Beverly Drive, Beverly Hills, CA 90212), September 1984. pp. 66-79. \$10.00.

When a plant shuts down, what choices will the displaced workers have? If they cannot retire, the author observes, they will choose to retrain very rapidly or take their chances without retraining in the local labor market or elsewhere. Human resource programs, she suggests, will move rapidly to recruit the most trainable and the most reemployable individuals from the closing plant, so that retraining can take place while unemployment benefits are still available to retrainees. As a result, a very small proportion of workers will actually take retraining. Although these few workers and some programs will be successful, it will be at the expense of the majority of the displaced workers.

Joint training programs: a union-management approach to preparing workers for the future. Edited by Louis A. Ferman, et al. Ithaca, NY 14853-3901. ILR Press (New York State School of Industrial and Labor Relations, Cornell University). 1991. 277 pp. \$36.00.

A broad range of new training initiatives governed jointly by employers and unions is examined, including successful efforts in the telecommunications industry, the auto industry, and New York State. Distinctive characteristics of these programs include: negotiated contract language by which they are established; a fund for their operation; jointness in all decisions and as an operating principle; and a range of services such as career counseling, vocational training, and relocation assistance offered to bargaining unit members.

Kane, Matt and Paula Duggan. *Dislocated workers: coping with competition and conversion*. Washington, D.C. 20003, Northeast-Midwest Institute, Center for Regional Policy (218 D St., SE). 1991. 116 pp. \$15.00.

This book is meant as a practical guide for those responsible for implementing Title III of the Job Training and Partnership Act of 1982. It describes important programs and useful strategies for helping dislocated workers find new jobs at good wages. The aspects of the dislocation issue that are examined include: who experiences dislocation and why; the responsibilities of federal, state, and local agencies under the 1988 amendments to JTPA and how Title III can be improved; how to anticipate dislocation; options for initial responses to worker dislocation; job-search assistance; policy and program issues related to retraining; and basic skills training. Many of the chapters contain case studies of effective adjustment efforts and include contact names, addresses and telephone numbers.

Leigh, Duane E. *Does training work for displaced workers? A survey of existing evidence*. Kalamazoo, MI 49007. W. E. Upjohn Institute for Employment Research (300 S. Westnedge Ave.). 1990. 120 pp. \$11.00.

This monograph attempts to answer a number of questions involving government training assistance to displaced workers: Do some types of training work better than others? Do some groups of workers benefit more from training than others? To the extent that training improves reemployment prospects, does it work by increasing post-training wage rates or by reducing the duration of unemployment? And, referring specifically to vocational training, how do we know what to train workers to do? Analysis of empirical evidence from a variety of programs suggests that job search assistance should be at the core of adjustment assistance services offered to displaced workers. Evidence regarding other services, including retraining, is not as conclusive. Leigh is also the author of *Assisting displaced workers: do the states have a better idea?* (W. E. Upjohn, 1989. 172 pp. Text edition \$21; paper text edition \$12.00.)

New developments in worker training; a legacy for the 1990s. Edited by Louis A. Ferman, et al. Madison, WI 53706. Industrial Relations Research Association (1180 Observatory Drive). 1990. 338 pp. \$20.00.

Broad economic and social changes in the United States during the 1980s put new emphasis on the importance of training for firms, unions, employees, and policymakers. While traditional training efforts were strengthened, a variety of new experiments were begun, some initiated by employers, some structured as union-management programs, some originating within the labor movement, and some established as public-private partnerships. This volume explores many of the themes that emerged from these developments, and examines their potential impact on the 1990s. Although the main focus is the United States, consideration is also given to relevant approaches to training in Canada and Europe.

Romero, Carol J., Donald Cox and Arnold Katz. *The potential effectiveness of the Employment Service in serving dislocated workers under EDWAA: evidence from the 1980s*. Washington, D.C. 20005. National

Commission for Employment Policy (1522 K St., NW, Suite 300). 1991. 104 pp. On request.

In 1988 the Economic Dislocation and Worker Adjustment Act (EDWAA) was passed to amend Title III of JTPA. This report examines how EDWAA may influence the ability of the Employment Service to assist dislocated workers. Two other National Commission for Employment Policy reports are of related interest: *Assisting dislocated workers: alternatives to layoffs, and the role of the Employment Service under the Economic Dislocation and Workers Adjustment Assistance Act* (1991. 111 pages. On request), and *Improving the effectiveness of the Employment Service: defining the issues* (1991. 33 pp. On request).

Sharpening the competitive edge: case studies: partnerships for training and retraining in a changing economy. Prepared by the Clearinghouse of the National Alliance of Business in cooperation with Office of Productivity, Technology & Innovation, U.S. Department of Commerce. Washington, D.C. 20005. National Alliance of Business (NAB Clearinghouse, 1015 15th St, NW). 1987. 31 pp. \$7.00.

Sixteen examples of successful training and retraining strategies designed to help workers adapt to changing employment circumstances are described. Of related interest: *How workers get their training: a 1991 update* (U.S. Department of Labor, Bureau of Labor Statistics. 1992. Bulletin 2407. 67 pp. On request).

U.S. Congress, Office of Technology Assessment. *Technology and structural unemployment: reemploying displaced adults.* Washington, D.C. 20402. Superintendent of Documents, U.S. Government Printing Office. 1986. 445 pp. (OTA-ITE-250) Available through National Technical Information Service, Springfield, VA 22161 (Order #PB86-206174). Paper \$52.00; fiche \$9.00.

This report concentrates on the problems of displaced blue-collar and non-professional white-collar workers. The best route back to a good job for many semiskilled blue-collar workers is retraining, although even with retraining, initial wages are often lower than on the old jobs.

U.S. Employment and Training Administration. Office of Strategic Planning and Policy Development. *Improving the quality of training under JTPA.* Washington, D.C. 20210. U. S. Department of Labor. 1991. Various pages. (Research and Evaluation Report Series 91-A) On request.

Some observers of JTPA job training programs have argued that the system places too much emphasis on short-term training for entry-level jobs, and not enough emphasis on jobs with potential for career advancement. To assess the quality of the training provided under JTPA during program year 1988, this study examines how the design and implementation of JTPA services influenced the quality of the training provided to JPTA participants using case examples from fifteen different Service Delivery Areas (SDAs) and forty-three different training programs throughout the U.S. Concluding recommendations identify how actions at the Federal, state, and SDA levels can improve the effectiveness of JTPA training. Of related interest: *The Job Training Partnership Act* (National Commission for Employment Policy. 1987. 240 pp. o.p.); *What's happening with JTPA? A complete analysis of NAB's 1984 survey data* (National Alliance of Business, 1985, 45 pp.; o.p.), and *Worker dislocation*, edited by Robert F. Cook (W. E. Upjohn Institute, 1987, 219 pp., \$22.00).