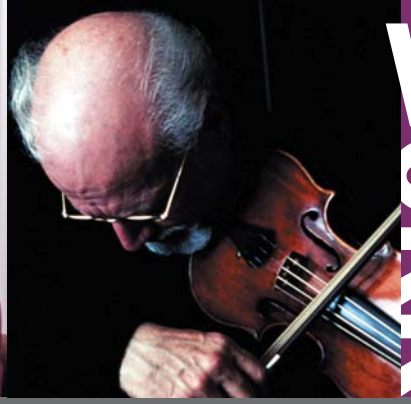
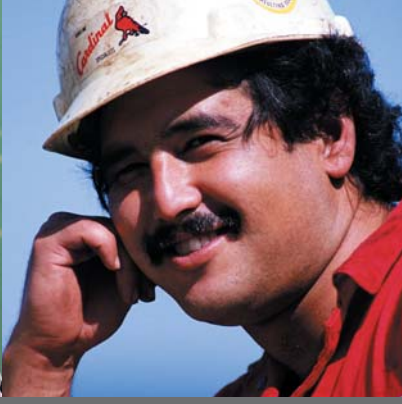
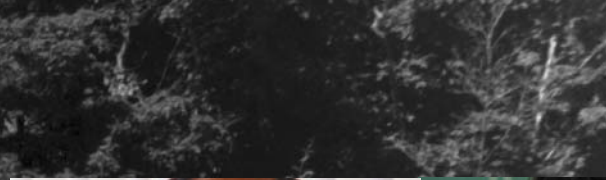




Photo Courtesy of Chautauque Institution



WORK

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TOWARD A REGION OF CHAMPIONS

TOWARD A REGION OF CHAMPIONS

CHAPTER 12: THE HIGH ROAD TO OPPORTUNITY



In the past few decades, international economic developments, technological changes and communication innovations have transformed America's economy. These global forces have given rise to innovation and transformation at the most local level, in workplaces everywhere. Leaders in industry and labor generally agree that the traditional systems of work organization and labor relations are not fully appropriate for the realities of today's economy. The traditional system was based on control and conflict; the emerging system, resulting from innovative practices, centers on adaptation and collaborative problem solving. While the traditional system emphasized win-lose relationships, the emerging system emphasizes pursuit of mutual gains.

Business and industrial relations researchers find in the evolving workplace systems clusters of features: flexible work organization, extensive workplace communication, information sharing, collaborative problem solving, compensation linked to performance and/or knowledge, and workforce development. These practices enable enterprises to compete not merely on the basis of current costs but also on the basis of productivity, quality, innovation, flexibility, and customization – all of which can help firms establish sustainable marketplace advantages. Such practices also provide enterprises with an opportunity to realize the greatest benefit from worker skills, talents and commitment.

The innovative practices of the newer workplace systems also benefit workers. The traditional system saw labor as an input whose cost merely had to be minimized. The emerging system sees the workforce as a valuable resource that will generate the greatest returns when human-resource investments are not neglected. Costs are still important, but the new system

makes explicit the potential for mutual gains. Moreover, in a world where work can be transferred almost anywhere on the globe, employment security is weakest for workers where managers think only in traditional terms.

Managers, union leaders and workers in Western New York are well on their way into this emerging system. The research reported here provides strong evidence of the region's progress. Taken as a whole, the quantitative results of the survey, the extensive comments of the respondents, and the case studies paint a picture that has many variants and great diversity. It is not, of course, a perfect picture.

Furthermore, these pictures of progress in the workplaces of Western New York should not obscure the obvious challenges facing the region: sluggish job growth, the out migration of young people, and local labor market deficiencies that still leave many without employment while employers express concern about a looming skill shortage. Not all citizens share in current economic opportunities in Western New York, and education and training institutions grapple with new demands for skills and expertise. With the workweek lengthening for many, workers struggle to balance family life and employment demands. Some working families have yet to feel the benefits of the prosperity boom of the 1990s, a boom that got to wages last. Issues of regional cooperation, the environment, urban sprawl and development, the technological infrastructure, and the relationships between the public and the private sectors will all affect the economic health of the community in the future.

The *Champions at Work* who are a part of this project have committed themselves to sharing their experience and expertise as the region tackles these challenges and the many opportunities of the future. The directory at the end of this report provides information on each of them. They are a part of what is expected to be a growing network of business and union leaders working together with public officials and educational institutions to continue to build the high road to opportunity in Western New York.

The AFL-CIO Economic Development Group and Buffalo Niagara Enterprise have both taken great strides forward even as this report was being written. The EDG is working on a diverse array of projects, including mechanisms for assuring low-cost power for the region, investment and labor agreements in the reconstruction of Buffalo's public schools, and strengthened technical and career education. BNE's promotional campaigns can be seen throughout the region giving Western New Yorkers a positive look at the many advantages and strengths of our community. Their business development initiatives reach out to the global economy.

The findings of this report can strengthen those efforts. It provides a record of some of the community's most valuable assets, documenting:

- ▶ commitment and optimism in a high-quality workforce
- ▶ practical, pragmatic approaches based on problem solving in operation
- ▶ creativity and experimentation utilizing the skills and knowledge of people throughout the organizations
- ▶ traditions of reconciling opposing interests into mutual advantage, a historical function collective bargaining
- ▶ the emergence of more inclusive, democratic decision-making that can promote the good of the whole
- ▶ models of cooperation that might be applied to other conflicts and controversies that jeopardize economic and social progress in the region

The Champions at Work network is poised to expand on the strengths this report found in workplaces throughout the area. Their service to the community will be rewarded by a brighter economic future on a base of shared prosperity.



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Jack holds a B.A. degree in economics from the State University of New York at Fredonia and a M.B.A. from St. Bonaventure University. His professional experience working with people and their problems, especially during trying times, has been well proven by his career. While Manager of Training at the University of Maryland, he developed training programs for public participation, as well as custom-designed programs for individuals in both private and public sectors. As Coordinator of the Industrial Council for Chautauqua County, he was responsible for council training and served as a liaison for labor-management activities. His career with AL Tech Specialty Steel Corporation included all aspects of human resources, and he was involved in successfully negotiating two labor contracts with the USWA. While at AL Tech between 1983 and 1999, he served as the Manager of Training & Employment, Manager of Human Resources, and Director of Human Resources. Surviving the downsizing of AL Tech, and its struggle through bankruptcy, and emerging as Empire Specialty Steel's General Manager of Operations, he now serves as a liaison among operations, production planning, and sales.

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CYNTHIA D. BANKS

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Cynthia D. Banks is a graduate of the University of Pennsylvania, and has over 15 years of experience in human resources, living and working in Philadelphia, PA; Chicago, IL; and now Buffalo, NY. Her philosophy is to serve as an employee engagement advocate, understanding employee needs and concerns, clarifying expectations and bringing employees together in a team-based environment. Cynthia works toward enhanced performance, continuous process improvement and increased profitability for the organization.

WARREN BARTEL

President
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Warren Bartel has said that he thinks of his career as different stages of professional development. He learned leadership skills serving in the military during the Vietnam War as a lieutenant and officer in the U.S. Army. His skills for handling responsibility were developed at a very young age, as a battery commander in Korea when he was 24 years old, where he was responsible for 300 people and hundreds of millions of dollars worth of equipment. Warren spent 23 years working for USX, a large steel company, during a turbulent time when the industry was downsizing. At USX, he worked his way up to the general management level, where he was faced with the responsibility of eliminating thousands of jobs – something that he did not enjoy, but realized was necessary to prevent factories from closing. He is proud of the fact that none of the factories that he was responsible for closed. After USX, Warren was the chief operating officer at Wearton Steel, the largest ESOP in the world at the time. At Wearton, he strengthened his skills in other areas of the business, including the company governing process, financial management, and consensus-building skills for working with groups using cooperation. Working as a general manager at American Brass when Joe Goodell retired in 1994, Warren was named Goodell's successor as OAB president, the position that he currently holds.

JACK BARRETT

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Jack Barrett has been with TOPS since 1968. A graduate of Canisius College, he started at TOPS before graduation as a personnel assistant and has held a variety of positions over the years that allowed him to develop a strong background in human resources and labor relations. Benefits Manager, Director of Labor Relations and Vice President of Labor Relations (beginning in 1987), are just a few of the important positions that he has held at TOPS. He is a Management Trustee of a number of Taft-Hartley Benefits Funds including Teamsters WNY Health and Welfare Fund, UFCW Local 1 Benefits Fund and Labor Health of WNY. Mr. Barrett has held his current position, Vice President of Human Resources for TOPS Markets, since 1998.

BARBARA BAUCH

President
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Barb Bauch has been a registered nurse at Mercy Hospital for 30 years, and was instrumental in union organizing Mercy employees. She began the first organizing campaign in August 1989, and the CWA was voted in in 1991 to represent the nurses and the service, technical, and clerical employees. Barb was elected president of Local 1133 when the first contract was settled in 1992.

GARY BICHLER

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Gary earned a B.S. degree in construction management at Syracuse University in 1977. Since then, he has gone on to build a notable career in the construction industry. He started his career as an engineer/estimator with Frey Electric Construction Company. From 1978-1980, he worked for Cannon Management Services as a Senior Project Manager. He then served as the Chief Purchasing Agent/Project Executive for Siegfried Construction Company before becoming the Director of Purchasing at Buffalo Crushed Stone, Inc. (1983-1994). Gary joined the Louis P. Ciminelli Construction Co., Inc. as Executive Vice President and Chief Operating Officer in 1995, and was promoted to President in 1997. He is responsible for all day-to-day general construction operations and currently oversees a wide range of products. Gary has served in the U.S. Air Force, and his professional and community affiliations include the Mental Health Association of Erie County (Board of Directors and past president), the Boy Scouts of America Board of Directors, the Construction Industry Employers Association Board of Directors, and St. Joseph's Collegiate Institute Board of Trustees.

JAMES BICKHART

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James Bickhart has been active in the union for over 30 years. For USWA Local 2693 he has served as Recording Secretary (1969-1976), Vice President (1976-1979) and President (1979-1985). He has been the President of the Dunkirk Area Labor Council since 1974, and an international Staff Representative for the USWA since 1985. He is also the current Vice President of the New York State AFL-CIO, a position he has held since 1998. Jim has responsibilities in the areas of negotiation and ratification of labor contracts, and researching, compiling, and interpreting data and statistics relevant to various contracts. Other duties include contract interpretation, researching and investigating problems pursuant to grievance, arbitration and mediation

procedures. He has represented the USWA in NRLB and PERB hearings, and works with and services 17 different companies in Western New York, which represent approximately 2,200 USWA members. Jim received a bachelor of arts degree in economics from the State University of New York at Fredonia, and has participated in several collective bargaining courses at Cornell University. He has served in the United States Naval Reserve, is active in the Salvation Army Board, the United Way, the American Cancer Society, and the Dunkirk Free Library.

DANIEL M. BOODY

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Dan Boody became a union painter at the age of 18 in 1968. His experience as a journeyman painter (1968-80) led to his position as an instructor for the Iroquois Job Corps Center in Medina, N.Y., where he taught the various skills and hazards of the painting trade in 1981-82. From 1982-85, Dan held the position of Financial Secretary/Treasurer of the Painters Union, and in 1985 he was elected as the Business Manager/Secretary/Treasurer of Painters District Council 4. Mr. Boody is also the Trustee of several Painters and Allied Trades Trust Funds, and the President of the Buffalo Building & Construction Trades Council. He is on the Boards of the Buffalo AFL-CIO, the Buffalo & Erie County Labor-Management Council, the NYS Health & Safety Construction Council, and the NYS Building Trades Council. Dan has been the recipient of many awards, including the Eugene J. Mays Memorial Award, the Buffalo AFL-CIO Labor Leader of the Year Awards, and the Buffalo AFL-CIO Council Labor Communicator of the Year Award. He has received education and training through Cornell University's New York State School of Industrial and Labor Relations.

ROBERT T. BRADY

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Mr. Robert T. Brady has been with Moog since 1966. In 1976, he became Vice President and General Manager of the Aerospace Division, and subsequently President of the Aerospace Group in 1981. In 1988, Mr. Brady was elected President and Chief Executive Officer. He was elected Chairman of the Board in 1996. Prior to joining Moog, he served as an officer in the U.S. Navy. He received his B.S. degree in mechanical engineering from Massachusetts Institute of Technology and his M.B.A. from the Harvard Business School. He serves on the board of directors of Acme Electric Corporation, Astronics Corporation, M&T Bank Corporation, Seneca Foods Corporation, and National Fuel. He was recently elected as the Buffalo Niagara Partnership's chairman of the board for the coming year.

KEVIN J. CLARKE

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Growing up on Long Island, Mr. Clarke came to Western New York to attend Niagara University. Over the course of his professional career, he has worked for 15 to 18 different manufacturing operations across the United States. He returned to Western New York in 1986, when the Chairman of Quebecor asked him to come to the Depew facility to restore profitability and stability. He has remained at the Buffalo facility since then, and has been recognized as an integral part of the harmonious labor relations that exist at the plant. Well-respected in both the labor and business communities, Kevin has made a pledge to "fill the parking lot with cars" and achieve full employment at the Western New York facility.

KEVIN DONOVAN

Regional Director
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Kevin Donovan was hired at the Tonawanda General Motors Foundry in 1971 at the age of 19. After six months at the foundry, he was laid off and got a job at GM's Tonawanda Forge. Kevin spent several months at the Forge before taking a leave of absence to return to school. Working at the Forge during summers and attending classes the rest of the year, he started at Alfred State College and transferred to the University at Buffalo. He got involved in the UAW in 1974 when he ran for his first election for alternate committeeman, but did not win. In 1976, Kevin ran for trustee of Local 846 on the executive board, a position that he won, and he became chairman of the trustees. He worked his way up through the union, becoming a shop steward in 1981, a position he held until 1990, during which time he also served as financial secretary of the Local. He was elected president of UAW Local 846 in 1990 serving until 1997, when he was appointed to the international staff as the education director. After a year as education director he was named area director of UAW Region 9, which covers Western New York, New Jersey and Eastern Pennsylvania, and is headquartered in Buffalo, NY.

THOMAS DZIEDZIC

President/Principal Executive Officer
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In his first job out of high school, Tom joined Teamsters Local 1016, and shortly after ran for Business Agent of the local. He was defeated the first time out, but won his second bid for election in 1981, and eventually went on to become Local 1016's Principal Executive Officer. After the merger of Local 1016 with Teamsters Local 264 in 1985, Tom became the Business

Manager and President of Local 264. He held this position until 1988 when he became the Local's Principal Executive Officer, the position that he still holds today. He has become well known for his innovative ideas and success against union-busting campaigns, and has earned a seat on the International Union's "Panel on Union Busting." He has been elected as President of Joint Council 46 of the Teamsters, which gives him the responsibility of approximately 9,500 Teamsters throughout Western New York.

THOMAS A. FENTNER

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Tom has served as the Senior Vice President of Human Resources for the Kaleida Health System since its creation in 1997, and is responsible for the design, development, implementation and delivery of all human resources programs and services throughout the entire system. Before Kaleida was formed, he was the Vice President of Human Resources at The Children's Hospital of Buffalo (1990-1997). Tom held several positions at Goldome before entering the healthcare arena, serving as the Senior Vice President and Director of Human Resources (1987-1990), the VP of Employment and Employee Relations (1983-1987), and the VP and Regional Manager of Retail Banking Division (1982-1983). Prior to Goldome, he worked for the Western New York Savings Bank. He earned a B.S. in business administration from the Rochester Institute of Technology, and graduated with honors from the Fairfield University Graduate School of Finance and Management. Mr. Fentner has membership and trusteeship in various organizations including: Small Wonders of Buffalo Day Care, The United Way of Buffalo, the WNY Enclave of Senior HR Executives, the Buffalo Public Development Council, General Child Care, Inc., SEIU Upstate Local 1199 Pension Fund, UB J.O.B.S. Program for mentoring M.B.A.s and The H.R. Executive Roundtable Group.

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HERBERT D. FULSOM*Shop Chairman***UAW LOCAL 2100**

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Herb Fulsom has worked at Trico since February 7, 1973, before the UAW organized the company's three Buffalo plants and the workforce was still represented by an independent Trico workers' union. He has held various positions at Trico including: production worker, shipping room employee, material handler, floor inspector, apprentice tool and die maker, and tool and die maker. The UAW began its organizing campaign at Trico between 1976 and 1977, and Mr. Fulsom immediately got involved as an in-plant organizer. When UAW Local 2100 was certified in 1978, he was appointed as a bargaining committee member for the initial agreement. He stayed at Trico through the disastrous job cuts in the 1980s and 90s, when two out of three Trico plants in Buffalo were closed and production was moved to a maquiladora on the Texas-Mexico border. His involvement with UAW Local 2100 has been significant. He has served as Chairman of the Education Committee (1979-82), Editor of the Local Union Newspaper (1978-83), Chairman of the By-laws Committee (1978-82, 1998-Present), Financial Secretary (1980-82), and Bargaining Committee Member (1982-84). He has held the position of Shop/Bargaining Committee Chairman since 1991. Mr. Fulsom received additional education and training through Cornell University's Industrial and Labor Relations Program (1980-82), and the Management Engineering Program at Erie Community College (1984-86).

JOSEPH E. GOODELL*Former Executive Director***THE BUFFALO PHILHARMONIC ORCHESTRA***Former President and CEO***OUTOKUMPU AMERICAN BRASS**

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Joe Goodell is a graduate of Massachusetts Institute of Technology and received his M.B.A. from Harvard University Graduate School of Business. Before coming to Buffalo, he was senior vice president of Cleveland-based Sohio Chemical & Industrial Products Co. He was president and CEO of American Brass from 1985 to 1994, overseeing 2,000 employees and leading the money-losing company into a new era of financial success as the world's second most-profitable brass producer. In 1990 he negotiated the sale of American Brass to Outokumpu Oy of Finland, creating what is now Outokumpu American Brass. After 9 years as president of American Brass, he retired, only to come out of retirement in 1995 to serve as a volunteer interim Executive Director of the Buffalo Philharmonic Orchestra. The BPO chose Goodell for his highly-positive labor-management record and his business skills. He was named permanent Executive Director in 1996, and President in 1997. Joe was chairman of the Horizons Waterfront Commission and is a board member of Buffalo Downtown Development Corp. and the Buffalo State College Foundation, and is a former director of several other organizations.

JOE C. GREEN*Executive Vice President/Chief Administrative Officer/Director/Member, Executive Committee***MOOG, INC.**

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Joe Green began his career at Moog in 1966. In 1973, Mr. Green was named Vice President of Human Resources. He was elected to his current position in 1988. Before joining Moog, Mr. Green worked for the General Motors Institute and served as a captain in the U.S. Army. Mr. Green received his B.S. from Alfred University in 1962 and completed graduate study in industrial psychology at Heidelberg University in Germany.

DEBORA M. HAYES*Staff Representative***COMMUNICATION WORKERS OF AMERICA (CWA)**

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Deb Hayes graduated in 1979 with her B.S. in nursing from D'Youville College. Even prior to her graduation, she was employed with Buffalo General Hospital. Upon graduation as a registered nurse, (RN) she continued with Buffalo General. She assisted with the campaign for union recognition that began in 1979, and realized that goal in 1982 when the NLRB certified Nurses United, CWA Local 1168. In November of 1982, Ms. Hayes was elected President of the local, a position that she has held for the past 18 years. Ms. Hayes has bargained a series of contracts with Buffalo General, and represented her union during the formation of Kaleida Health Care, involved with 17 bargaining units and approximately 4,000-5,000 workers. Ms. Hayes plays a key role in the local healthcare industry.

CHARLES HUMPHREY*IAMAW - Retired***LOCAL DS-490**

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Charlie Humphrey began working at a time when industrial jobs were plentiful in Western New York. As a young man, he entered an apprenticeship program at Curtis Wright to become a die repairman and machinist. Later, he took jobs at both Western Electric and General Motors, working for both until he had to make a decision between the two. He chose General Motors for the opportunity to enter another apprenticeship program at GM's Chevrolet plant. He began working at the Tonawanda Forge under General Motors in 1969 as a member of UAW Local 846. After completing an on-the-job training program in the early 1970s, he was put on as a full-time machinist. At that time, he was a member of the International Die Sinkers Conference, part of the International Association of Machinists. After approximately four years with the union, Charlie began to attend meetings out of concern for his job, due

to massive layoffs in the auto industry as a result of oil embargoes and high gasoline prices. He was elected vice president of the IAM, and served for two years before he was elected IAM president in 1977. As president, he began to explore labor management issues, and began to work toward developing a more cooperative relationship. He focused on working with the company to bring new business, new equipment, and job security to the Tonawanda Forge. After 30 years of dedicated service to the Tonawanda Forge, Charlie retired in October 1999.

ARVIN JONES*Director of Manufacturing***GM POWERTRAIN ENGINE PLANT**

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Mr. Jones began his General Motors career in 1977 at the former Delco Air Division, Dayton, Ohio, where he served as a production supervisor and an industrial engineer. In 1982, he joined Harrison Radiator Division, Lockport, New York. There, he took on increasingly responsible assignments, and was promoted to production superintendent. In 1990, Jones joined GM's Hydra-matic Division as operations manager at the Ypsilanti Transmission Plant in Michigan. Jones was promoted in 1993 to director of Manufacturing Quality Systems for GM Powertrain. In 1994, Jones transferred to the Tonawanda Plant as production manager, and was promoted to Plant Manager in April 1996. Arvin earned a B.S. degree in general engineering from the University of Dayton, and participated in the Advanced Management Program at the Harvard University School of Business. In late July 2000, Arvin was named the Director of Manufacturing at a GM engine plant in Ellesmere Port, England.

MARK JONES*President/Business Agent***BUFFALO MUSICIANS LOCAL 92 AFM**

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As a classical tuba player, Mark Jones plays for the Buffalo and Erie Philharmonic Orchestras and does freelance playing at Artpark and other locations. He started playing with the BPO in the late 1970s, and was elected president of Local 92 in 1993. One of his first actions as president was to insist on the use of blind auditions, to increase the fairness and quality of the orchestra. He organized the orchestra committee, a group of five union stewards, which creates a system of checks and balances within the union. Mark is part of the negotiating team, handles grievances and arbitrations, and insures that the terms of the contract are followed. He recently arranged a three CD recording deal for the BPO with Naxos Records.

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Jack Keebler has been a part of the human resource function at Moog since 1971. Prior to joining Moog he was employed by Fisher Scientific Company in Pittsburgh. He received a bachelor's degree from Amherst College and a M.B.A. from St. Mary's University in San Antonio. He also served in the United States Air Force.

MARK KIRSCH
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Mark has been a member of Local 17 for over 16 years and is a graduate of Local 17's apprenticeship program. He holds an associates degree in applied science from Florida Institute of Technology and attends classes at Cornell

University's ILR School. He attended the organizing Institute of the AFL-CIO at the George Meany Center. In addition to being the Business Manager and President of IUOE Local 17, Mark currently serves as the Vice President of the Buffalo Building Trades Council, is a trustee on the Executive Board of the Buffalo AFL-CIO Central Labor Council, and is a trustee to the New York State Conference of Operating Engineers. He is also a trustee of the Engineers Joint Benefit Funds and a member of the International Foundation of Employee Benefits. Mark is the President of Local 17's Political Action Committee and Treasurer of the union's New York State and federal Political Action Funds.

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Mr. Klinko began his association with the Teamsters in 1972, when he began working for TOPS as a helper, loading trucks. Soon after that, he obtained his license and began driving for the same company. Mr. Klinko has held a variety of union positions within the Teamsters organization, beginning with shop steward. He served at this post for a number of contracts with TOPS, until his election in 1991 as the principal officer of Teamsters Local 558. This local eventually merged with Teamsters Local 264, and Mr. Klinko ascended to a senior leadership role within the jointly-formed organization. Currently acting as a representative for the approximately 5,000 men and women who compose teamsters Local 264, Mr. Klinko plays a prominent role in union activity. Past accomplishments include the successful bargaining of a contract with TOPS with regard to its centralized warehouse.

GEORGE KOLLER
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Mr. Koller started work with General Mills in 1969, and almost immediately became a member of the union in order to make changes. Mr. Koller faced unusual challenges because of the enforced wage discrepancy between workers in its General Mills' flour facility and workers in its cereal production facility. Despite this difference in compensation, Mr. Koller has helped to foster cohesion among General Mills workers, and elevated the salary of flour facility workers above the national average. He has served as a steward, a mill representative, a union trustee, and he was elected as Secretary-Treasurer in 1996. Currently acting as the Business Representative, Mr. Koller acts on behalf of the 534 members of his local, who work at various milling facilities in the Western New York area, most predominantly General Mills.

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Mr. Kumiega has an extensive educational background that includes a B.S. in mechanical engineering from Buffalo State College, as well as a B.S. in business from the same school. He also possesses numerous courses and credits that are specific to his field, and has engaged in a continuous learning process. He has served as an educator as well, acting as a technical instructor at Jamestown Community College. He worked in various positions for Cummins Engine Company, including numerous advisory positions. From 1986-1990 he served as the Director of Training & Development for Mazda Motor Manufacturing Corporation, and he subsequently served as the Vice-President/Director of Operations for Quality Manufacturing (IPS, Inc.). In 1992 he came to Trico Products, and he has served in a variety of positions that led to his current placement with the company as General Manager of the Buffalo plant.

RICHARD LIPSITZ, JR.
Director of Labor Programs
CORNELL UNIVERSITY ILR
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Richard is Director of Labor Programs in the Western Region. He brings to that position a rich teaching background as well as extensive expertise in collective bargaining and union administration. He has served in a number of union leadership roles, including local president of a large hospital workers union in Buffalo and business agent for SEIU Local 652 and Teamsters Local 264. During Richard's time with the SEIU and the Teamsters, he successfully negotiated labor agreements with some of the area's largest employers. With an active interest in international labor relations, Richard helped to negotiate a code of conduct between Royal Ahold in the Netherlands and the International Brotherhood of Teamsters. Richard is a graduate of Antioch University, where he earned his bachelor degree in political science and history, and of the State University College at Buffalo, where he earned his masters of science in education. Richard is president-elect of the Industrial Relations Research Association, Western New York Chapter; a delegate to the Buffalo AFL-CIO Council; and an executive board member of the Coalition for Economic Justice.

RON LUCAS
Business Agent and Trustee
TEAMSTERS LOCAL 264
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Falconer, NY 14733
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Email: rlucas@madbbs.com

Mr. Lucas started his professional career as a lab technician with Carnation. He eventually became involved with the Teamsters Local 264, and rose through its internal ranks. He was an executive board member until he progressed to his current position as a business agent and trustee. He has been part of the merger between Teamsters Locals 264 and 649. Due in part to the nature of its membership and the merger, Mr. Lucas represents a broad scope of workers in the Western New York area, ranging from

construction to manufacturing personnel. He has personally headed up numerous negotiations, including the difficult transition when SYSCO purchased Scrivner and its facilities. Despite numerous obstacles, Mr. Lucas was able to contribute toward a working arrangement with the new firm.

ROBERT H. MASKREY

*Executive Vice President/
Chief Operating Officer/Director*
MOOG, INC.

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Email: bmaskrey@moog.com

Mr. Robert H. Maskrey has been with Moog since 1964. He served in a variety of engineering capacities through 1976. From 1976 until 1981, Mr. Maskrey was Chief Engineer for the Electronics & Systems Division. In 1981, he joined the Aircraft Controls Division. He became General Manager of the Aircraft Controls Division and concurrently a Vice President of Moog in 1985. In 1989, he became General Manager of the Aircraft Controls Group. Mr. Maskrey was elected as a Director of Moog in 1999. He received his M.S. in Mechanical Engineering from Massachusetts Institute of Technology.

ANGELO MASSARO, ESQ.

*Attorney
Trustee*

CEMENT MASONS B.I.E.A. OF NIAGARA

631 Main Street
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GERALDINE OCHOCINSKA

Director

UAW REGION 9

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Phone: (716) 632-1540
Fax: (716) 632-1797

Geri Ochocinska was elected director of UAW Region 9 in June 1998 at the UAW's 32nd Constitutional Convention, becoming the first woman ever to be elected as a regional director on the union's International Executive Board. She was the first woman appointed as an assistant director of a UAW Region when she

achieved that post in 1994. She first became a UAW member in 1965 after helping to organize the technical, office, and professional unit of UAW Amalgamated Local 55 in Buffalo at her Rich Ice Cream Co. worksite. Ochocinska served as chair of her unit until 1969 when she became the Local 55 office manager and assistant administrator of the local's retirement income fund and welfare fund. She became Business Representative of the local in 1971, and was later elected vice president and financial secretary/treasurer of Local 55 before being appointed to the international staff in 1976. Ochocinska is a member or on the board of directors of several organizations, including: CLUW; the Statewide Labor Advisory Committee for Cornell University IIR; Union Occupational Health Center; Region 9 Housing Corp., New Jersey; UAW-GM Center for Human Resources, Buffalo-area; Coalition for Economic Justice; Northeast-Midwest Alliance of Management and Labor; and International Foundation of Employee Benefit Plans. Region 9, which is headquartered in Buffalo, covers Western New York, New Jersey and Eastern Pennsylvania.

THOMAS O'DONNELL

Assistant Director

UAW REGION 9

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Tom O'Donnell was hired at the Chevrolet Gear and Axle Plant (currently American Axle & Manufacturing) in 1959. As a member of UAW Local 424, he was elected to the Shop Committee for 19 consecutive years (1969-88). Tom also served on the Local's Executive Board, elected Vice President in 1976 until 1984 when he was elected president. In 1985, he was selected to represent the region in structuring the National Paid Educational Leave Program (PEL) which is still available to UAW-GM employees. Tom also represented the 60,000 member GM Sub Council 6 (Gear Axle and Transmission) when he was elected to the 1987 UAW-GM National Negotiating Committee. In 1988 Tom was appointed to the International Staff as a Region 9 Servicing Representative. He was named Region 9 Western New York Area Director on February 1, 1998. He was named UAW Region 9 Assistant Director in June of 1998.

MARTIN G. OSCADAL

Vice President of Human Resources

CATHOLIC HEALTH SYSTEM

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Fax: (716) 828-2700
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Martin G. Oscadal has over 21 years of human resource experience, approximately 20 years of which were spent in the healthcare industry. He has held the positions of Labor Relations Representative; Manager, Labor Relations; and, Director, Employee Relations with Michael Reese Hospital and Medical Center in Chicago, Illinois over an approximately 12-year period (1978-1990). He served as the Vice President of Human Resources at St. Mary's Hospital in Milwaukee, Wisconsin between 1990 and 1993. Martin became Vice President of Human Resources at Mercy Hospital of Buffalo in June 1993, a position he held until March 1999 when the Catholic Hospitals were consolidated to form the Catholic Health System. In 1999, he was named the Vice President of Human Resources for the entire Catholic Health System, the position he currently holds. Martin earned a bachelor of arts degree from the State University College of Arts and Buffalo (1975) and a masters of science degree in labor and industrial relations from Michigan State University (1976). He is a member of the Society for Human Resource Management (SHRM) and the American Society of Healthcare Human Resource Administration (ASHHRA).

JIM OSZUST

Business Agent, Printing Pressmen

GCIU LOCAL 27C

295 Main Street, Room 528
Buffalo, NY 14217
Phone: (716) 854-8272
Fax: (716) 855-1802

Jim Oszust began his career with Quebecor World in 1964 (formerly J.W. Clement & Arcata Graphics) as a junior helper in the pressroom and was promoted to Assistant Pressman in 1968. He has actively participated in the Pressmen Union throughout his career, from Shift Steward to Chief Steward and has been the full-time Business Agent since January 1995.

KEN OWEN

President and Secretary/Treasurer

BUFFALO BINDERY GCIU LOCAL 17 B

295 Main Street, Room 738
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Phone: (716) 856-9759
Fax: (716) 856-9759 (Call Ahead)

Ken Owen began his career with Quebecor World in 1964 (formerly J.W. Clement & Arcata Graphics) as a helper in the bindery, and was promoted to Journeyman Binder Operator in 1969. He has held the positions of shop steward, Executive Board Member, and Vice President, all of which were assisted by his participation in the Cornell Labor Studies program. He has actively participated in the Bindery Union throughout his career, and became the full-time President and Secretary/Treasurer in January 1984. The GCIU's relationship with Quebecor management has been contentious at times, but recent years have demonstrated a growing trend of cooperation. This movement was recently displayed when Quebecor and the GCIU signed an 8-1/2 year contract, a testament to mutual trust and understanding between labor and management.

JEFF PAYCHECK

Shop Chairman

UAW LOCAL 774

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Buffalo, NY 14207
Phone: (716) 873-4715 Hall
(716) 879-5507 Plant
Fax: (716) 873-8341

Jeff Paycheck has worked for GM Powertrain for about 35 years. His union involvement over the past 10-12 years has included both UAW Locals 774 and 1173. Over the years, his roles with these local unions have included zomaner, committeeman, alternate committeeman, and recording secretary. In 1996, Mr. Paycheck was appointed Co-Chairman of the UAW National Negotiating Team, and was named Chairman three years later in 1999. Jeff attended a two-year college to study the arts, and has participated in the UAW-Ford/Cornell University Automotive Industry Studies Program at Black Lake. He has been the Shop Chairman of UAW Local 774 representing workers at the GM Powertrain Tonawanda Engine Plant for the past two years.

WILLIAM PIENTA
Sub District Director
USWA DISTRICT 4
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Bill Pienta first became involved with the USWA when he began working at a steel mill in Dunkirk, NY in 1966. He began to take a bigger role in the union in 1970, and eventually became president of the local. In 1985, he gained responsibility for the collective bargaining and grievance handling of multiple units. In 1990 he was asked by the USWA's director to work for the union on a national level, where he began organizing on a full-time basis. He is now the Sub District Director for USWA District 4, which includes Connecticut, Delaware, Massachusetts, Maine, New Hampshire, New Jersey, New York, Rhode Island, and Vermont.

STACY PUGH
Former Plant Manager
GENERAL MILLS
Buffalo Cereal Plant

Stacy Pugh was with General Mills for nine years, most recently as a Plant Manager of the cereal plant in Buffalo. She is currently a Director of Operations for Yoplait. Prior to joining General Mills, Stacy was employed with P&G for five years. She holds a B.S. and M.S. degrees from Texas A&M in industrial engineering.

PAUL REED
Assistant Business Manager
IBEW LOCAL 41
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MIKE SCOTT
VP of Logistics & Strategic Planning
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Currently Vice President of Logistics for Ahold USA, Mike has been involved with the supply chain since his first job as a part-time grocery store stock clerk at Schnuck Markets in St. Louis, Missouri. He held a variety of positions at Schnuck Markets while employed there 22 years, including Distribution Supervisor, Facility manager and ultimately Director of Warehousing. Mike joined TOPS Markets in June of 1993. In 1995, the Distribution Team at TOPS designed and in 1996 constructed and opened a state-of-the-art distribution complex that combined the work then being completed at seven facilities. From 1993 through 2000, Mike and his team developed both strategic and operating plans that improved customer service, reduced operating expense and developed team-based leadership for TOPS Markets. Mike has a M.B.A. from Southern Illinois University and a B.S. in business administration from the University of Missouri. He has also completed the Penn State Physical Distribution/Materials Management Executive Program and has been a member of the Council of Logistics Management.

WILLIAM STACHURA
Personnel Director
AMERICAN AXLE, TONAWANDA FORGE
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Bill Stachura received a bachelor's degree in industrial engineering from General Motors Institute, and prior to joining American Axle, he spent 30 years with GM at various locations. He has experience in engineering, manufacturing, and personnel, and has been at American Axle since its inception in 1994.

MICHAEL STRANEY
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AMERICAN AXLE & MANUFACTURING EUROPE
President & CEO
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Tony Strusa started working at American Brass in 1964, and spent 20 years running a rolling mill. He became more involved with union activities with the start-up of an employee involvement process, of which he became the full-time facilitator in 1989. Tony has traveled all over the world for the company, including Finland, Holland and Poland. He has conducted educational programs at local colleges and universities, and also serves as an instructor for Cornell's UAW Ford Auto Industry Studies program.

LOUIS J. THOMAS
Director
USWA DISTRICT 4
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After Army combat service in Vietnam, Lou Thomas joined the staff of District 50, Allied and Technical Workers, which merged with the USWA in 1972. He was elected District 4 Director in 1985 and was re-elected in 1989 and 1993. He has chaired negotiations with AL-Tech Steel, Crucible Specialty Steel, and Outokumpu American Brass. Mr. Thomas chaired the 1996 Convention Rules Committee and is chair of the USWA Utilities Industry Conference. USWA District 4 covers CT, DE, MA, ME, NH, NJ, NY, RI, and VT.

MAURICE M. THIBEAULT
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EMPIRE SPECIALTY STEEL INC.
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Mr. Thibault's career includes broad experience in Government, Manufacturing and Transportation. He was born and raised in

Ontario, served in the Canadian Army, and earned a bachelor of arts degree from the University of Windsor before spending two years studying Philosophy at the School of Graduate Studies, University of Toronto. In 1966 he joined the Ontario Provincial Government to become the youngest labour conciliator ever appointed to that position within the Ontario Ministry of Labour. His ten years of manufacturing experience were spent with Monsanto Canada (Chemicals), Skiar Manufacturing (Furniture and Forest Products), and Algoma Steel (Integrated Steel). He served in a variety of senior management positions within the North American Transportation Industry-Truck, Rail, and Airline. He spent six years as the Chief Operating Officer for C.P. Express and Transport, and three years as Chief Operating Officer of Interstate Motor Freight System. In 1993 he joined Algoma Steel as a Principal Officer of the corporation, and served as Management Co-chair of the Joint Steering Committee. He has spoken at numerous forums on quality, productivity, and labour-management relations, including the Conference Board of Canada, The Institute for International Research, The American Society for Quality Control, The Personnel Association of Ontario, and The Federal Mediation and Conciliation Services. In 1998 he acted as a Canadian representative to Chile in Canada's ongoing dialogue with that nation on labour relations matters. Numerous articles about his accomplishments have been written in *Readers Digest*, *The Globe and Mail*, and a number of journals and newspapers.

HECTOR TITUS
Secretary
COUNCIL OF UTILITY CONTRACTORS, INC.
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TIMOTHY R. VOEGELE
Plant Manager
BUFFALO FLOURMILL
General Mills Operations, Inc.
54 S. Michigan Avenue
Buffalo, NY 14203
Phone: (716) 857-3600
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In his current position, Tim manages and directs a 100-employee workforce made up of both organized and salaried employees. The facility produces over 450 million pounds of finished grade products during a 52-week fiscal year. Some of his other duties include labor relations, contract administration, capital project origination, financial budget management, and the attainment of specific operational goals.

JAMES VOYE

Business Manager/Financial Secretary

IBEW LOCAL 41

3546 California Road
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Phone: (716) 662-6111
Fax: (716) 662-9644

Mr. Voyer entered into an electrical construction apprenticeship in 1965, and advanced to the rank of journeyman in 1979. At that time he experienced part of the influx of construction unemployment that accompanied the introduction of non-union contractors. After regaining his position, Mr. Voyer came into union office in 1989. He ascended to the position of Business Manager in 1993, all the while attempting to re-open honest channels of communication between labor and management. This increasingly-open relationship between labor and management has taken hold, as evidenced by the fact that Mr. Voyer currently serves on seven joint labor-management committees.

VERNON WETMORE

President

SYSCO FOOD SERVICES - JAMESTOWN

2063 Allen Street Extension - P.O. Box 160
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Phone: (716) 665-5620
Fax: (716) 665-8201

Vern Wetmore has been with SYSCO Corporation for over 19 years (since July 1981). He began his career with the company directly out of Union College, where he graduated with a B.S. in Management Science and Computers. He has worked at four SYSCO companies in New York State, including Albany (1981-83), Elmira (1983-87), Syracuse (1987-91), and Jamestown (1991-Present). He came to Jamestown in 1991 as President and C.E.O. when SYSCO purchased the

S.M. Flickinger's facility and the institutional food service segment of that business in Falconer, N.Y. Previous positions with SYSCO have included Business Analyst, Merchandising Manager, Controller, VP of Finance, Senior VP, and Executive VP. Mr. Wetmore is on the local United Way Board of Directors and is Chairman of the "Success by 6" program for Chautauqua County. He is also President of the School Board for the Bemus Point Central Schools.

JACK WILLIAMS

President

USWA LOCAL 593

425 Military Road
Buffalo, NY 14207
Phone: (716) 873-4361
Fax: (716) 873-7398

Mr. Williams came out of the Marine Corps to find the city of Buffalo alive with industrial activity. He started off working the day shift at Bethlehem Steel and nights at Ford. When labor strife hit these industries he proceeded to go aboard Great Lakes ships, where he stayed for a year and was a part of organizing USWA Local 5000. He returned to Buffalo in 1959 to work for Wickwire, where he stayed until the facility closed in 1964. It was during his tenure here where he first became involved with the union, when he saw many of his foreign co-workers being taken advantage of. Mr. Williams then worked for American Brass from 1964 to 1967 and he was present for the USWA's merger with the Mine, Mill & Smelter Workers. In 1969 he was elected to the union's grievance committee, a position he held for nine years. He has been the President of USWA Local 593 since 1979.

TOM WISNIEWSKI

Board of Directors

BUFFALO & ERIE COUNTY LABOR

MANAGEMENT COUNCIL

IAMAW - Retired Business Representative
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Mr. Wisniewski was initially introduced to his trade at Burgard Vocational High School in the City of Buffalo. He parlayed this industrial

training into a position at Allied Health Care, making hospital operating room products. He would stay with this company until he took a full-time position within the IAMAW. His union involvement began when he was named shop steward for the IAMAW in 1963. He then progressed up the internal rankings of Local Lodge 630 to the Presidency, a position he held for three years. In 1979 he was elected to the post of business representative of the IAMAW, but he was laid off in 1982. Upon his re-hiring in 1984, he was elected to the position of business representative. He stayed in this position until 1998, when he retired.

KEN ZAWISTOWSKI

President

BUFFALO PAPERHANDLERS GCIU LOCAL 26

87 Southwest Parkway
Lancaster, NY 14086
Phone: (716) 681-1133

Ken Zawistowski began his career with Quebecor World in 1972 (formerly J.W. Clement & Arcata Graphics) as a junior helper in the pressroom and was promoted to Journeyman Paperhandler that same year. He became President of Local 26 in January 1990.

JOE ZIEWICKI

President

BUFFALO ELECTROTYPERS

GCIU Local 76
91 Crandon Boulevard
Cheektowaga, NY 14225
Phone: (716) 681-9197

Joe Ziewicki began his career with Quebecor World in 1979 (formerly J.W. Clement & Arcata Graphics) as a junior helper in the pressroom, was promoted to Assistant Pressman in 1978, and transferred to become a Journeyman Operator in the Cylinder Manufacturing operation in 1988. He became President of Local 76 in January 1996.

DIRECTORY OF RESOURCES

Champions at Work Project Team

LOU JEAN FLERON

Director

CORNELL UNIVERSITY SCHOOL OF INDUSTRIAL AND LABOR RELATIONS WESTERN REGION

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Lou Jean is the Director of the Western Region of Cornell ILR, located in its Workplace Education Center in the heart of downtown Buffalo. She is also the founder and director of Cornell's Institute for Industry Studies, which conducts research and education on specific industries or sectors of the economy. Since it was established in 1986, the Institute has become a nationally-recognized leader in industry education with programs that apply directly to particular workplace and competitive issues. With extensive experience in workplace education in the auto industry, Lou Jean directs the national Automotive Industry Studies program for UAW-Ford. She has created many other industry education programs in industries including electric utilities and copper and brass. A member of the Cornell faculty since 1977, she was the director of labor programs until 1986. Her teaching and research fields are public economic policy, international economics, and economic and industry education. She is active in many civic and professional activities, including economic development efforts in the Buffalo Niagara region. Prior to working at Cornell, Lou Jean taught political science for 15 years at the State University of New York at Buffalo and the University of Kentucky. She has a B.A. in political science and economics from Fort Hays Kansas State and an M.A. in government from Indiana University.

HOWARD R. STANGER, PH.D. *Business Department* **SUNY COLLEGE AT BUFFALO**

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Howard Stanger has been an Assistant Professor in the Business Department of SUNY College at Buffalo teaching courses in human resource management and labor relations since 1994. He received his Ph.D. in Labor and Human Resources from The Ohio State University, Max Fisher College of Business, in 1994. His research interests are in collective bargaining and labor relations, and historical aspects of the workplace. Howard has published articles about the evolution of an alternative grievance procedure in the Columbus Typographical Union, 1859-1959; labor relations in the newspaper industry since 1975; and the creation of a corporate culture in the Larkin Company of Buffalo, NY 1875-1907. He is currently working on a sequel to the Columbus Typographical Union case (1960-1992), and continuing research on the Larkin Company through 1940. Mr. Stanger is a member of the Industrial Relations Research Association, the Academy of Management, the Society for Human Resource Management, and the Business History Conference.

EILEEN L. PATTON

Researcher

CORNELL UNIVERSITY SCHOOL OF INDUSTRIAL AND LABOR RELATIONS WESTERN REGION

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Eileen Patton has worked for the Western Region of Cornell University's School of Industrial and Labor Relations since January 2000. In addition to conducting research and writing the case studies for the *Champions at Work* project, Eileen has also researched and studied industry and economic trends in Western New York and worked on Cornell's 2000 UAW-Ford Auto Industry Studies program, along with various other Cornell Labor-Management programs. Eileen graduated magna cum laude from Niagara University in May 2000 with a B.S. degree in Commerce and Management. Prior to coming to Cornell, Eileen worked with a national sales group at Azerty Incorporated in Orchard Park, NY,

and tutored financial and managerial accounting to business undergraduates at Niagara University. She is a member of the International Honor Society in Economics, and was a 1999 recipient of an Everett W. Ockerman Award for Academic Achievement in Management at Niagara University.

CHARLES J. WHALEN

Associate Economics Editor

BUSINESSWEEK

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Before taking the position at *BusinessWeek* in 2000, Charles Whalen was a faculty member of Cornell ILR in the Western Region and senior economist for its Institute for Industry Studies (IIS). He holds a Ph.D. in economics from the University of Texas at Austin and a B.S. from Cornell ILR. With extensive teaching and research experience in both economics and industrial relations, he served on the faculty at Hobart and William Smith Colleges and as a research fellow at the Jerome Levy Economics Institute of Bard College, and as 1998-99 Fulbright professor of economics at Zhongshan University in China. He is the author of more than three dozen articles, book chapters and reviews on a wide range of issues including labor-market trends, the dynamics of the U.S. economy, and worker-management cooperation. His 1996 book, *Political Economy for the 21st Century*, seeks to bring economics into closer contact with real-world problems. Charles contributed to IIS program development and delivery for important Western New York industries including automobile manufacturing, copper and brass, and electric-power generation. He is particularly interested in the link between labor-management relations, workplace systems and economic performance. His articles are featured regularly in *BusinessWeek* magazine.

RICHARD LIPSITZ, JR.

Director, Buffalo Labor Studies

CORNELL UNIVERSITY SCHOOL OF INDUSTRIAL AND LABOR RELATIONS WESTERN REGION

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(See Directory of Champions)

PHILIP G. WILCOX

Coordinator

WNY AFL-CIO ECONOMIC DEVELOPMENT GROUP SUBSTATION ELECTRICIAN FOR NIAGARA MOHAWK WITH IBEW LOCAL 97

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Prior to his employment with Niagara Mohawk, Mr. Wilcox spent four years in the U.S. Air Force Military Police (1979-1983), where he earned a degree in Criminal Justice and received the Air Force Commendation Medal at the time of his discharge. Mr. Wilcox rejoined the military in 1997 as a member of the 107th NY Air National Guard in Niagara Falls, NY. He performs in the 107th Civil Engineers as an Electrical Systems Specialist, where his military training and position with Niagara Mohawk compliment one another. He is currently pursuing a degree in Electrical Technology. As WNY collaborates on initiatives to market the region globally for economic development, Mr. Wilcox saw an opportunity to participate with a focused group from organized labor. After approaching area labor leaders, representatives from the Buffalo Niagara Enterprise and Niagara Mohawk, Mr. Wilcox became the coordinator for a group entitled the WNY AFL-CIO Economic Development Group, formed in the Spring of 1999. This group collaborates with business, government, and community leaders on a number of focused economic development activities, including *Champions at Work*.

CHRISTINE M. KROETSCH, ESQ.
Case Study Interviewer

GERRY SKRZECKOWSKI
VP and Business Representative
OPEIU LOCAL 212
Case Study Interviewer

ARTHUR C. WHEATON
Workplace and Industry Education Specialist
CORNELL UNIVERSITY SCHOOL
OF INDUSTRIAL AND LABOR RELATIONS
WESTERN REGION
Case Study Interviewer

CLIFF SUGGS
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WESTERN REGION
Directed FMCS Research

MARK JONES
President/Business Agent
BUFFALO MUSICIANS LOCAL 92 AFM
Case Study Interviewer

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Board of Directors
BUFFALO & ERIE COUNTY LABOR
MANAGEMENT COUNCIL
Case Study Interviewer

DIANE LUZI
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WESTERN REGION

MARY ELLEN O'NEIL
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WESTERN REGION

YVONNE REBHOLZ
Director, Supervisory Studies
and Community Workforce Development
CORNELL UNIVERSITY SCHOOL
OF INDUSTRIAL AND LABOR RELATIONS
WESTERN REGION

CAST

The Computer-Assisted Survey Team (CAST) is a full-service survey research facility at Cornell University. It is housed in the School of Industrial and Labor Relations. CAST began its operations in August 1996 as a result of a need for state-of-the-art survey services for Cornell researchers. The primary mission of the Computer-Assisted Survey Team is to conduct surveys and provide survey research services to university faculty and students, and administration, federal, state, and local government agencies, other nonprofit organizations, and other organizations in need of survey research work. CAST uses software developed by U.C. Berkeley and commissioned by the U.S. Census Bureau. CAST is committed to offering state-of-the-art technology to its clientele, striving for the highest possible quality in performance while maintaining the highest possible ethical standards of conduct.

Services available include: Study Design, Sampling Procedures, Instrument Design, Focus Groups, Data Collection, Coding, Data Cleaning and Documentation, Data Analysis, and Consultation and Cost Estimates.

CAST has been involved with numerous projects, managing a minimum of 10 projects at a time. The projects vary in size and complexity and are local, national, and international in scope. CAST has conducted surveys on behalf of President Clinton, the Office of the Controller of NY State,

and researchers in public and private institutions. With extensive experience in multi-mode, telephone, and mail surveys CAST strives to develop innovative survey research procedures to meet clients needs.

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WNY AFL-CIO ECONOMIC DEVELOPMENT GROUP

4285 Genesee Street
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The AFL-CIO Economic Development Group, representing the AFL-CIO Labor Councils of Allegany, Cattaraugus, Chautauqua, Erie, Genesee, Niagara and Orleans Counties, is working united for good jobs, healthy communities and a strong regional economy.

The AFL-CIO Economic Development Group was formed in June 1999 when representatives of area unions launched a series of initiatives to promote economic development in Western New York. Voicing a strong belief in the value of organized labor to the regional economy and the need for positive strategies to create good jobs in the region, AFL-CIO leaders formed the EDG. Its objectives are to:

- ▶ Create a strong, diversified economy with living-wage jobs for all and quality standards of living in Western New York
- ▶ Strengthen a highly-skilled workforce as a competitive regional advantage
- ▶ Secure a voice for organized labor in economic development in the region
- ▶ Mobilize organized labor to seize and expand opportunities for partnership with regional job creation efforts, building on mutual interests

- ▶ Actively promote progressive, constructive labor relations throughout Western New York, and publicize the successes as a regional advantage
- ▶ Coordinate and build labor cohesion in regional economic development efforts.

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BUFFALO NIAGARA ENTERPRISE

Buffalo Niagara Enterprise (BNE) is the new business gateway to Western New York State and Ontario's Niagara Peninsula. Formed in 1999 with \$27 million in both public and private sector funds, the BNE has set an aggressive goal of 50,000 net new jobs and \$1 billion in new

investment within five years. BNE's directors – representative of the region's most aggressive corporate entities – intend to achieve these goals by providing a seamless response system for economic development within the region. BNE services include: Marketing & Public Relations - promoting the Buffalo Niagara region for business investment and growth through a comprehensive public relations and advertising campaign; Business Attraction - providing market data and other information services relevant to business location decisions; Professional Consultation on Business Locations - providing professional account management services offering potential investors information on economic development and liaison with local economic development organizations; and Regional Collaboration - working with economic development professionals, Board of Director members and other investors in Buffalo Niagara Enterprise to build region-wide support for economic development and marketing.

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Sassy Graphics is a marketing/communication and advertising/design firm established in 1979. The company is a NYS certified woman-owned enterprise with an impressive collection of private, public sector and non-profit clientele. Sherry is an entrepreneur who believes in the vast potential and resources of this region and supports positive change and action towards our economic and cultural growth.

OTHER RESOURCES FOR INFORMATION ON THE ECONOMY AND WORKFORCE OF WESTERN NEW YORK:

WNY WORKS

With the goal of providing specific employer-based workforce needs to the region's education and training entities, WNY Works is a workforce development coalition spearheaded by the Amherst Chamber of Commerce, the Buffalo Niagara Partnership and the Niagara Falls Area Chamber of Commerce. By increasing understanding and better identifying what the region's private sector employer needs are today and tomorrow, WNY Works hopes to address the concerns raised by the founding organization's 7000+ employer members in regard to the status of the region's current workforce.

Central to the initiative is the establishment of an ongoing employer-driven workforce development information system. This electronic data gathering network, when established, will identify current and projected local jobs and skills needs. The data will then be provided directly to educators and workforce training entities, so that they don't just "train" people, but rather prepare the region's workforce with needed skills.

The WNY Works Coalition was created, in part, by a grant through New York State Senator Mary Lou Rath and Assemblyman Robin Schimminger.

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