
Implementing Employee Participative Programs In a Global, Unionized Environment

Ronald Taylor, Shippensburg University

EXECUTIVE SUMMARY

Quality improvement programs, including employee involvement programs, are being implemented in many corporations across the globe. However, an important partner in these programs, unions, are often excluded from the implementation process. Without union support, these programs often fail. A proposed model depicts the relationships between management and labor unions within the employee involvement context. This model takes a systems perspective that attempts to explain how the development and implementation would function in a management-labor global environment. Also, the legal implications of participative management programs such as quality circles are addressed. Historically, NLRB rulings created questions concerning their legal standing in the workplace within the United States with similar issues internationally.

Keywords: Participative management programs, Employee involvement, Quality improvement, Quality circles