

UAW Vice-President's Office: Don Ephlin Records

52 linear feet

1960s-2000, bulk 1970s-1980s

Walter P. Reuther Library, Wayne State University, Detroit, MI

Finding aid written by Maureen Simari & Aimee Ergas on January 11, 2011.

Accession Number: LR001404

Creator: Donald F. Ephlin

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Notes: Citation style: "UAW Vice-President's Office: Don Ephlin Records, Box [#], Folder [#], Archives of Labor and Urban Affairs, Wayne State University"

Related Material: Two boxes of audiotapes, videotapes, photographs and other A-V material were transferred to the Reuther's Audiovisual Department (Box 51-52). Related books and serials can be found in the Reuther's Library Collection.

PLEASE NOTE: Material in this collection has been arranged by series ONLY. Folders are not arranged within each series – we have provided an inventory based on their original order. Subjects may be dispersed throughout several boxes within any given series.

History

Donald F. Ephlin became active in the UAW at the General Motors Assembly Plant in Framingham, MA in the late 1940s, before joining the International Union staff in 1960 as a member of the GM and Aerospace Departments. He served as administrative assistant to UAW President Leonard Woodcock from 1970 to 1977, participating in the 1973 and 1976 national negotiations with GM and Ford and international negotiations with Chrysler. He was first elected to the post of UAW International Vice President in June 1980 when he began directing the Ford Department. He led the union's bargaining teams in negotiating with Ford in 1982, and that successful negotiation process was later used as a framework to help smooth out negotiations at General Motors. Ephlin became the vice president of the GM Department in 1983, where he remained until his retirement in 1989.

In the early 1980s, during a difficult economic period, the state of the U.S. auto industry was bleak. Stronger foreign competitors made it difficult to compete. Predicting the economy would fall even further, the UAW opened 1982 negotiations at General Motors and Ford several months ahead of schedule. The union was determined to maintain its ground and secure workers' jobs or at least a substantial portion of their income. Workers at the two automakers accepted a wage freeze and COLA restriction in exchange for a strong job security provision, the Guaranteed Income Stream (GIS). The GIS paid high-seniority workers 50 to 90 percent of their wages until they found new jobs. The union also won the first restrictions on outsourcing, including a moratorium on plant closings due to outsourcing; company-funded training programs; a profit-sharing plan, and commitments from the companies to invest in plants that had been slated to close.

Job security was still the union's number one priority as the Big Three began to bargain in 1984. At General Motors, UAW negotiators achieved a landmark no-layoff guarantee for workers with one or more year's seniority. Eligible workers who otherwise would have been laid off due to outsourcing, technological advances or certain other types of productivity changes, were placed into a jobs bank and continued to draw wages as they trained for new jobs. The unions also won commitments from the automakers to develop new small car lines to better compete with foreign rivals. Donald Ephlin was a major player in all of these negotiations and became widely recognized as an expert in labor-management problem solving.

As head of the GM Department, Ephlin helped launch the Saturn Corporation and served as co-chair of the GM Quality Network. His knowledge and experience helped to fashion the 1985 UAW-Saturn agreement, which changed the face of labor relations in the automobile industry.

Donald Ephlin was instrumental in the development of employee involvement and in improving job security and the quality of work life for autoworkers. He was a charter member of the productivity forum of the Work in America Institute and served on the Presidential Commission on Industrial Competitiveness. He was one of four labor representatives on the executive committee of the Council on Competitiveness and was appointed by the Secretary of Labor to serve on its Task Force on Economic Adjustment and Worker Dislocation. He served on the board of directors of Blue Cross-Blue Shield of Michigan, the policy board of the Joint U.S. Japan Automotive Study, the Kaiser Family Foundation and the Economic Alliance of Michigan. After his retirement, Ephlin served as a consultant to unions and management in a variety of industries and was a senior lecturer at MIT's Sloan School of Management. Ephlin died in 2000.

Scope and Content

The material in this collection reflects the range of issues that Donald Ephlin was involved in with the UAW, Ford Motor Company, General Motors and many industry, community and academic institutions. It represents primarily his work as a UAW International Vice President, but also includes documents from his membership on various boards and some personal materials relating to his years with the UAW. One series represents his work on the issue of quality of work life, though this is a recurrent issue throughout the collection. The papers consist of correspondence, department documents and memoranda, meeting minutes, contract negotiation documents and agreements, speeches and writings, publicity materials and press clippings, and records from many events and conferences.

Important Subjects:

Auto Imports
Community Action Program (CAP)
Economic Alliance
Ford Contract Negotiations
General Motors Contract Negotiations
Labor Management Relations
Quality of Work Life
Plant Closing Task Force
Poletown Plant
Robotics
UAW Community Action Program
Workers Compensation Legislation

Important Correspondents:

Alan Altshuler
James J. Blanchard
John Bowles
Bill Hogleund
Dan Luria
William Milliken
Daniel Roos
Art Shy

Important Acronyms:

AIF Annual Improvement Factor
ASQC American Society for Quality Control
BCBS Blue Cross Blue Shield
BOC Buick Oldsmobile Cadillac Group of General Motors
CAP Community Action Program
CPC Chevrolet-Pontiac-Canada Group of General Motors
EAP Employee Assistance Program
EAM Economic Alliance for Michigan
EPC Economic Policy Council
EI Employee Involvement
FEC Family Education Center
GM General Motors
GMC General Motors Corporation

GMI General Motors Institute
GMWDD General Motors Warehousing & Distribution Division
HFCCF Henry Ford Community College Foundation
HRC Human Resource Center
IAW International Association of Machinists
IEB International Executive Board
IMF International Metalworkers' Federation
JAP Joint Action Process
JAW Confederation of Japan Automobile Workers' Union
LETC Labor Employment and Training Corporation
MIT Massachusetts Institute of Technology
MQWL Michigan Quality of Work Life
NAC National Advisory Council
NAR New American Realities
NIGPP National Industrial Group Pension Plan
NPA National Planning Association
NRC National Research Council
ORD Organizational Research and Development
PEL Paid Education Leave
PCIP President's Commission on Industrial Competitiveness
QWL Quality of Work Life
SAC Strategic Action Plan
SPO Service Parts Operations
SUB Supplemental Unemployment Benefit
UAW United Automobile Workers
U of M University of Michigan
URW United Rubber Workers
WAI Work in America Institute

Arrangement

The collection is arranged into 6 series.

Folders in each series are simply listed by their location within each box. They are not arranged, so any given subject may be dispersed throughout several boxes.

Series I: Administrative Files (Boxes 1-4)

Series II: Committees and Boards (Boxes 5-29)

Series III: Conventions and Conferences (Boxes 29-36)

Series IV: Quality of Work Life (Boxes 36-39)

Series V: General Motors Negotiations (Boxes 39-46)

Series VI: Ford Negotiations and other files (Boxes 46-50)

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70. "Collective Bargaining in the U.S. Auto Industry," by Harry Katz, 1982
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8. Dr. Mort Rahmi, Center for High Technology, 1981 October
9. Ford Transmission and Chassis Division, Employee Involvement conference, 1981 November 10-11
10. Managing Change in the Automotive Workplace, Yale School of Organization and Management, 1981 November 6-7
11. UAW DPO Employee Involvement Program meeting, 1981 November 4
12. National Joint Committee on Employee Involvement meeting, 1981 November 4

13. Kansai Committee for Economic Development, Study Mission, 1981 November 3
14. Productivity conference, 1981 November 2-4
15. Philadelphia Area Labor-Management Conference, 1981 August-October
16. Senior Executives Program, MIT Sloan School of Management, 1981 October 26-27
17. UAW Local Union Press Association Conference, 1981 October 22-25
18. National Joint Committee on Employee Involvement, plant visits, 1981 October 23
19. Council on Employee Benefits Conference, 1981 October 21-23
20. UAW Region 1 Leadership Institute, 1981 October 20
21. American Institute of Industrial Engineers Improshare Users Conference, 1981 October 12-14
22. North American Labor History Conference, 1981 October 8-10
23. North American Conference on Industrial Architecture, 1981 October 5
24. Presidents Association conference, 1983 May 2-3
25. Borg Warner Quality of Work Life program, 1981 October 2
26. UAW-Ford Sub-Council No. 3 meeting, 1981 September 29-30
- 27-28. New York Stock Exchange, Major Issues Conference, 1983 April 20-21
29. Technology and Competition Meeting, 1983 April 19
30. National Joint Committee on Employee Involvement, fitness center dedication, 1983 April 18
31. Senior Executives Program, MIT Sloan School of Management, 1983 April 11
32. Entrepreneurs in Labor-Management Relations, panel, 1983 April 8
33. Tulsa Glass, value added business, 1983 April 11
34. Kaiser Aluminum executives meeting, 1983 April 7
35. Henry Ford Community College Board of Directors meeting, 1983 March 29
36. Joint U.S.-Japan Automotive Industry Conference, 1983 March 16
37. UAW Unemployment meeting, 1983 February 28
38. SAE Congress, keynote panel, 1983 February 28
39. Michigan State AFL-CIO meeting, 1983 February 26-27
40. Mutual Growth Forum, A Day in the Life program, 1983 February 23
41. B.F. Goodrich Fleet Sales Meeting, 1983 February 17
42. Ford Motor Company Plant Closing, Mahwah New Jersey, 1983
43. Marygrove College governing board of trustees, meeting, 1983 February 8
44. St. Mary's College Executives' Symposium, 1983 February 2-4
45. UAW National Ford Council meeting, 1983 January 28-29
46. UAW Community Action Program (CAP) Conference, 1983 January 23-26
47. Community College Presidents briefing meeting, 1983 January 12
48. Staff Meeting, 1983 January 10
49. Miscellaneous Meetings, 1982 July-December
50. Ford Motor Company Productivity Meeting, 1982 December 6
51. UAW Roundtable, U.S. Industrial Policy, 1982 December 3
52. Briefing on Productivity, Senator Alan Cranston, 1982 November 30
53. Industrial Relations Seminar, Harvard University, 1982 November 18
54. Work In America conferences, 1982 September and November
55. Sloan Fellows Program, MIT Sloan School of Management, 1982 November 10
56. A. Philip Randolph Institute awards banquet, keynote, 1982 October 29
57. Conference Board Labor Outlook, panel, 4 November 1982
58. Jamestown Area Labor Management Committee, annual dinner, 1982 October 26

59. National Joint Committee on Employee Involvement meeting, 1982 October 25-26
60. ATT-Ford-UAW meeting, 1982 November 3
61. Ford Employee United Foundation Campaign luncheon, 1982 November 1
62. Collaborative Capitalism, Arizona State University, 1982 October 20

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1. The Forum, speech, 1982 October 7
2. 1983-Model Multi-City News Conferences and Good Morning America, 1982 October
3. Work In America conferences, 1982 September and November
4. National Development and Training Center, Dedication, 1982 September 27-28
5. Ford Ypsilanti plant, 50th Anniversary, 1982 September 18
6. Michigan Nuclear Weapons Freeze, meeting, 1982 September 16
7. Job Launch LTD/Marquis, 1982 September 13
8. Labor Relations Meeting, 1982 September 7
9. Ford Norfolk plant employee involvement program, 1982 August 25
10. National Joint Committee on Employee Involvement, visit to Sandusky plant, 1982 August 24
11. Staff Meeting, 1982 August 15-18
12. Work In America Institute, Productivity seminar, 1982 August 9-11
- 13-14. The U.S. in the International Automotive Future, seminar, 1982 August 4
15. Future of the Automobile Program, meeting, 1982 July 28
16. Bob McKersie, meeting, 1982 July 8
17. Trade policy seminar, Senator Chris Dodd, 1983 October 28
18. Electro-Motive division visit, 1983 October 26
19. Labor conference, Carnegie-Mellon University, 1983 October 24-25
20. GM-UAW Corporation Union Committee on Health Care, 1983 October 20
21. USPS/Mail Handlers Union meeting, 1983 October 17
22. UAW Fall School, 1983 October 13
23. GM Quality Council meeting, 1988 October 18
24. Henry Ford Community College Foundation, 1988 February
25. UAW-GM Human Resource Center, Executive Board meeting, 1988 February 11
26. GM Quality of Work Life meeting, 1988 February 8
27. Saturn Update, 1988 February 3
28. New American Realities, executive committee meeting, 1988 January 27
29. Presentation and Meeting Invitations, 1988
30. UAW-GM National General Motors Council, 1988 December 12-14
31. GM Department staff meeting, 1988 December 10-11
32. Quality Council, 1988 December 7
- 33-34. MIT Center for Technology, Policy and Industrial Development, Advisory Board meeting, 1988 November 28-29
35. Work In America Institute, board of directors meeting, 1988 November 9
36. Senior Executive Program, MIT Sloan School of Management, 1988 November 4
37. Saginaw Attachment C review, 1988 October 27-28
38. Buick-Oldsmobile-Cadillac UAW conference, 1988 October 31
39. Saturn Update, 1988 October 28
40. UAW-GM Human Resources Center, executive board meeting, 1988 October 27

41. UAW-GM Human Resources Center, executive board meeting, 1988 December 15
42. Kaiser Family Foundation, Health Promotion Program, national advisory board meeting, 1988 February 15-16
43. UAW International Executive Board meeting, 1986 December 8-11
44. UAW Chevrolet-Pontiac-Canada Group Attachment C Report-Out, 1988 October 16-18
45. Buick-Oldsmobile-Cadillac Attachment C Review, 1988 October 13
46. Henry Ford Community College Foundation, Scholarship Dinner, 1988 October 6
47. National Quality Forum, 1988 October 5
48. Service Parts Operations, Joint Publications Process Meeting, 1988 October 4
49. New American Realities, executive committee meeting, 1988 September 29
50. GM Tonawanda Plant Visit, 1988 September 12
51. Truck and Bus Group Attachment C meeting, 1988 September 7-8
52. Torch Drive Kickoff, 1988 August 26

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1. Saturn Update, 1988 August 26
2. GM Department Staff Meeting, 1988 August 22-25
3. Negotiating and administering a labor contract, 1988 August 14
- 4-5. Buick-Oldsmobile-Cadillac/UAW Joint Strategy Meeting, 1988 August 16
6. University of Michigan Management Briefing Seminar, 1988 August 4
7. Dinner Meeting, Chuck Katko, 1988 August 18
8. GM Quality Council meeting, 1988 August 16
9. UAW International Executive Board meetings, 1988
10. UAW International Executive Board meeting, 1987 December 7-9
11. UAW International Executive Board meetings, 1987 August-October
12. UAW International Executive Board, standing committees, 1987 June-July
13. UAW International Executive Board meetings, 1987 March-April
14. UAW International Executive Board special meeting, 1987 February 24
15. UAW International Executive Board meeting, 1986 September 16-18
16. UAW International Executive Board meetings, 1986 March and June
17. UAW International Executive Board meeting, 1985 December 2-6
18. UAW International Executive Board Pension Committee, annual report, 1984
19. Contribution Requests, 1985-1986
20. UAW International Executive Board meetings. 1985 April-July
21. UAW International Executive Board meeting, 1985 March 11-15
22. UAW International Executive Board, 1984 November-December
23. State of the Economy and UAW Industries, 1984 December 10
24. Annual Report of UAW Pension Committee, 1983 December 31
25. UAW International Executive Board, Secretary-Treasurer Data, 1985 October 1-November 1
26. UAW International Executive Board, Secretary-Treasurer Data, 1984 June 12-15
27. UAW International Executive Board, Secretary-Treasurer Data, 1984 February 13-16
28. California State Employees Association, 1983 December
29. UAW International Executive Board meeting, 1983 September 19-22
30. Regions 1A and 4 Investigations, 1983
31. General Motors Public Policy Committee, 1987 March 1

32. UAW-GM Subcouncils meeting, 1987 February 26
33. UAW-GM Human Resource Center, Executive Board Meeting, 1987 February 19
- 34-35. Kaiser Family Foundation, Health Promotion Program, national advisory board meeting, 1987 February 17
36. Saturn, Dinner with Tennessee governor, 1987 February 12
37. UAW National Community Action Program Conference, 1987 February 15-18
38. UAW International Executive Board, Secretary-Treasurer Data, 1980 December 15

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1. International Association of Machinists-UAW Merger Talks, 1981
2. Japan trip information, 1981 March
3. Collective Bargaining Articles, 1984 March
4. United Auto Workers and United Rubber Workers Merger, 1981 July 1
5. UAW International Executive Board meeting, 1983 June 22-23
6. UAW International Executive Board meeting, 1983 March 14-17
7. UAW International Executive Board meeting, 1982 December 13-17
8. UAW International Executive Board, Dues Allocation Committee, re Strike Fund, 1982
9. UAW Audiovisual Capabilities, 1982 June
10. UAW International Executive Board, staff council, quality of work life committee, 1981
11. UAW International Executive Board, Education Committee meeting, 1985 March 12
12. UAW International Executive Board, Education Committee, 1980
13. UAW International Executive Board, IEB Committee on Constitutional Restructuring, 1986 January 28
14. UAW International Executive Board meetings, 1982 June, September
15. UAW International Executive Board, Secretary-Treasurer Data, 1982 March 22-24
16. UAW International Executive Board meeting, 1981 September
17. UAW International Executive Board meeting, 1981 December
18. UAW-AFL-CIO Reaffiliation Committee, 1982

19. UAW International Executive Board meeting, 1981 July
20. Ford Staff Seniority, 1980
21. UAW International Executive Board special meeting, 1980 August 25-26
22. UAW International Executive Board, Secretary-Treasurer Data, 1981 March 9-12
- 23-24. Walter and May Reuther Family Education Center, budget, 1971
25. Walter and May Reuther Family Education Center, budget, 1972
- 26-27. Walter and May Reuther Family Education Center, costs, 1971-1980
28. Walter and May Reuther Family Education Center, budget, 1974
29. Black Lake Family Education Center, 1980 February
30. UAW International Executive Board meeting, 1980 September
31. Inland/UAW Offsite Planning Meeting, 1987 February 11-13
32. British Telecom meeting, 1987 February
33. Joint Fisher Guide Union/Management Conference, 1987 February 4-5
34. National Negotiating Committee, 1987 February 3
35. Tarrytown plant visit, 1987 February 2
36. Components Group meeting, 1987 February 2

37. GM Component Plant managers meeting, 1987 January
38. UAW/GM joint benefits conference, 1987 January 29-30
39. Vital Issues of Competitiveness meeting, 1987 January 21
40. UAW-GM Quality of Work Life Conference, 1987 January 15
41. Buick-Oldsmobile-Cadillac Group State of the Business Meeting, 1987 January 14
42. Economic Alliance for Michigan, Dearborn Rotary Club, 1987 January 8
43. UAW-GM Employee Assistance Program Coordinators Training Conference, 1987 January 5-8

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1. Kaiser Family Foundation, Health Promotion Program, national advisory board meeting, 1988 July 25-16
2. Rochester Products, International Union and Corporation Review, 1988 July 27
3. Delco Electronics Attachment C Joint Leadership Conference, 1988 July 27
4. Pontiac 20 Group meeting, 1988 July 25
5. Democratic National Convention, Michigan delegation, 1988 July 16-22
6. UAW Local 663, meeting, 1988 July 14
7. New Departure Hyatt, Attachment C meeting, 1988 July 7
8. UAW-GM Human Resource Center telecast, 1988 July 7
9. Isuzu visit, 1988 June 29
10. Saturn Staffing Overview, 1988 June 27
11. UAW-GM Quality Strategy Conference, 1987 February 16-20
12. UAW Special Convention, National Chrysler Council Meeting, 1987 April 12-15
13. Senior Executive Program, MIT Sloan School of Management, 1987 April 9
14. Labor-Management Forum, Oakland University, 1987 April 7
15. Economic Policy Council, Debt Panel meeting, 1988 June 22
16. UAW Labor and Employment Training Corporation, 1988 June 20-21
17. GMI Engineering and Management Institute, honorary degree, 1988 June 17
18. GM Quality Council meeting, 1988 June 21
19. Teamwork and Technology Shows, 1988 June
20. Truck and Bus Group, Shreveport Presentation, 1988 June 2-3
21. Joint Delco-Inland Meeting, 1988 May 31-June 1
22. Central Foundry Joint Union-Management Conference, 1988 May 25-27
23. Teamwork and Technology Exhibitions, 1988 May
24. Buick-Oldsmobile-Cadillac Joint Operations Strategy Meeting, 1988 May 12
25. UAW-GM Subcouncils meeting, 1988 May 2-5
26. Chevrolet-Pontiac-Canada Group, Flint Engine plant visit, 1988 April 29
27. Teamwork and Technology Exhibition, 1988 April 26-27
28. UAW-GM Human Resource Center, executive board meeting, 1988 April 28
29. Service Parts Operation National Meeting, 1988 April 26-28
30. Fisher Guide Division, Attachment C meeting, 1988 April 25-27
31. GMI-Michigan Conference on Global Competitiveness, 1988 April 25
32. Swedish Visitors, 1988 April 14-15
33. Press Conference, Pontiac, 1988 April 14
34. Senior Executive Program, MIT Sloan School of Management, 1988 April 13
35. Advanced Management Program, Harvard Business School, 1988 April 12
36. Committee on New American Realities, meeting, 1988 April 8-9

37. Global Automotive Seminar, 1988 March 31
38. Chevrolet-Pontiac-Canada Group, Attachment C Meeting, 1988 March 27-29
39. UAW-GM Human Resource Center, executive board meeting, 1988 March 24
40. GM Quality Council meeting, 1988 March 22
41. Introduction to the National Industrial Group Pension Plan, 1982
- 42-43. National Industrial Group Pension Plan, 1980
- 44-45. National Industrial Group Pension Plan, 1981
- 46-47. National Industrial Group Pension Plan, 1982
48. National Industrial Group Pension Plan Auditors Report, 1982 September-October
49. National Industrial Group Pension Plan, 1983
50. National Industrial Group Pension Plan, trustees meeting, 1983 November 21
51. National Industrial Group Pension Plan, 1984
52. National General Motors Council Meeting, 1987 June 1-3

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1. National Industrial Group Pension Plan, Trustees Meeting, 1981 December 1
2. National Industrial Group Pension Plan, Trustees Meeting, 1982 November 22-23
3. National Industrial Group Pension Plan, Trustees Meeting, 1983 May 19-20
4. National Industrial Group Pension Plan, Resolutions, 1967-1981
5. GM Saturn Resource Center Status Report, 1984 October 31
6. John Bowles, "America's Competitive Edge," 1981
7. International Automotive Industry Forum, 1985-1989
8. Congressional Economic Conferences, 1980 November, December
- 9-10. Joint U.S. and Japan Automotive Study Papers, 1982
- 11-13. Joint U.S. and Japan Automotive Study Papers, 1983
14. Joint U.S. and Japan Automotive Study Papers, 1984
15. Joint U.S. and Japan Automotive Study, Policy Board Meeting, 1984 January 30-31
16. Joint U.S. and Japan Automotive Study Reports, 1982-1984
- 17-18. Joint U.S. and Japan Automotive Study, Policy Board Meetings, 1983
19. Joint U.S. and Japan Automotive Study, sponsor meeting, 1983 June 7
20. Joint U.S. and Japan Automotive Study Meetings, 1983 January
- 21-23. Joint U.S. and Japan Automotive Study Meetings, 1982
24. Joint U.S. and Japan Automotive Study, sponsor meeting, 1982 September 14
- 25-26. Joint U.S. and Japan Automotive Study Meetings, 1981

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1. Economic Alliance for Michigan, Board of Directors Annual Meetings, 1986-1987
2. Economic Alliance for Michigan, Board of Directors Annual Meetings, 1988-1989
3. Economic Alliance for Michigan, Board Meeting and Governor's Reception, 1986 April 17
4. Economic Alliance for Michigan, Health Care Task Force, 1986-1987
5. Economic Alliance for Michigan, Unemployment Insurance, 1986
6. Economic Alliance for Michigan, Board Meeting, 1986 September 26
7. Economic Alliance for Michigan, Health Task Force meeting, 1986 August 22
8. Economic Alliance for Michigan, Board Meeting, 1985 December 16
9. Economic Alliance for Michigan, Health Care Facilities, 1985
- 10-11. Economic Alliance for Michigan, Workers Compensation, 1985

12. Economic Alliance for Michigan, Workers Compensation, 1984
13. Economic Alliance for Michigan, Board of Directors Meeting, 1985 March 22
14. Economic Policy Council, 1987-1989
15. Economic Policy Council, Steering Committee, 1988
16. Economic Policy Council, Debt Panel, 1987-1988
17. Economic Policy Institute Study, "Trading Away Jobs," 1988
- 18-19. Economic Policy Council Panel, "U.S. Policy Toward the Emerging Industrial Countries," 1986
20. Economic Policy Council Panel, "U.S. Policy Toward the Emerging Industrial Countries," 1985
21. Economic Policy Council, Family Policy Panel Report, 1985
22. Survey of Members of the UAW A Preliminary Report, 1979 August 15
23. President's Commission on Industrial Competitiveness, 1984 March
24. President's Commission on Industrial Competitiveness, Strategy Study Group, 1984 April 20
25. President's Commission on Industrial Competitiveness, 1984 February 3
26. President's Commission on Industrial Competitiveness, Committee Assignments, 1983 December 28
27. President's Commission on Industrial Competitiveness, Committee on Research, Development, and Manufacturing, 1983 December
28. President's Commission on Industrial Competitiveness, Committee on Research, Development, and Manufacturing, 1984 June 12

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- 1-2. President's Commission on Industrial Competitiveness, 1984 January-March
3. President's Commission on Industrial Competitiveness, 1984 February 1-3
4. President's Commission on Industrial Competitiveness, Committee on Research, Development, and Manufacturing, 1984 March 26
- 5-7. President's Commission on Industrial Competitiveness, 1984 April 23
- 8-9. President's Commission on Industrial Competitiveness, 1984 April 29-May 1
10. President's Commission on Industrial Competitiveness, 1984 May-August
- 11-12. President's Commission on Industrial Competitiveness, Background Papers, 1983 September
13. U.S. Productivity and Competitiveness, 1983 August
- 14-15. Quality of Life Study Survey Results, 1983
16. Work in America Institute, Employment Security Conference Symposium, 1984 November 27
17. Work in America Institute, Board of Directors Meetings, 1986 May-October
18. Work in America Institute, Productivity Forum, 1984 April 24-25
19. Work in America Institute, Productivity Forum, 1984 March 27-28
20. Work in America Institute, Productivity Forum Planning Meetings, 1983 September-December
21. Work in America Institute, Productivity Forum Conference, 1984 January 10
22. Work in America Institute, Productivity Forum Conference, 1983 April 4-7
23. Work in America Institute, Board Meeting, 1988 April 7
24. Work in America Institute, National Advisory Committee, 1985-1988
25. Work in America Institute, Board of Directors, 1981-1989

26. Work in America Institute, National Advisory Committee on Health Care, 1984 October 16
27. Work in America Institute, National Advisory Committee on Health Care, 1985 January 9
- 28-29. Work in America Institute, National Advisory Committee for Health Care, 1984
30. Work in America Institute, New Technology Committee, 1986 September 11

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1. Work in America Institute, Training for New Technology, 1985
2. Work in America Institute, U.S.–Japan Labor Network, 1984 June 20
3. Work in America Institute, Union Leaders meeting, 1984 January 11
4. Work and Family Research Council meeting, 1985 October 16-18
- 5-6. President’s Commission on Industrial Competitiveness meeting, 1984 August 1-2
7. President’s Commission on Industrial Competitiveness, Strategy Toward Industrial Competitiveness, 1984 April-August
8. President’s Commission on Industrial Competitiveness, Research and Development Committee, 1984 September 18
9. President’s Commission on Industrial Competitiveness, 1984 October 23-24
- 10-11. President’s Commission on Industrial Competitiveness, Committee on Innovation Reports, 1984
- 12-13. President’s Commission on Industrial Competitiveness, Regaining Competitive Leadership, 1984 October 23-24
- 14-16. President’s Commission on Industrial Competitiveness, Final Report, 1984 November
- 17-18. President’s Commission on Industrial Competitiveness, Making America More Competitive, 1984 December 6-7
19. President’s Commission on Industrial Competitiveness, Revised Volume I, Final Report, 1984 December
20. President’s Commission on Industrial Competitiveness, Major News Coverage, 1983-1985
21. President’s Commission on Industrial Competitiveness, Final Report Public Release, 1985 February 21
- 22-23. President’s Commission on Industrial Competitiveness, Committee on Research, Development and Manufacturing, 1984 December
24. President’s Commission on Industrial Competitiveness, meeting, 1984 December 6-7
25. MIT Manufacturing Science and Technology Research Database, 1996
26. “The Big Three: Struggling for Renewed Competitiveness,” 1985

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1. Meeting Invitations, 1989
2. GM Quality Council, 1989 June 6
3. GM Central Foundry joint union-management conference, 1989 May 24-26
4. GM Corporate Quality Council meeting, 1989 May 22
5. Ephlin/Reuss Saturn Review, dates for 1989
6. Kellogg National Fellowship Program, seminar, 1989 May 22
7. Chevrolet-Pontiac-Canada strategy meeting, 1989 May 22
8. J-Car Consolidation Plan, 1989 May 16
9. Council on Competitiveness, meetings, 1989 May 4-5

10. "Achieving Competitiveness," conference, 1989 May 3-4
11. Henry Ford Community College, Board of Directors meeting, 1989 May 22
12. UAW-GM Human Resource Center Symposium, 1989 May 14-16
13. Meeting with Blair Thompson and Components Managers, 1989 May 2
14. Quality Network Roll-out Meeting, 1989 May 1-4
15. UAW-GM Leadership Conference, 1989 May 1-2
16. UAW Electro-Motive Division Attachment C meeting, 1989 April 28
17. Chevrolet-Pontiac-Canada Stamping Study Meeting, 1989 April 26
18. Joint Local Health and Safety Committee, annual training conference, 1989 April 24
19. Harrison Radiator Division, Attachment C meeting, 1989 April 20
20. UAW-GM Human Resource Center, Executive Board meeting, 1989 April 19
21. Work in America Institute, Productivity Forum Roundtable, 1989 April 17-18
22. New American Realities, meeting, 1989 April 14-15
23. UAW Region 2-B Conference, 1989 April 14
24. Senior Executive Program, MIT Sloan School of Management, 1989 April 12
25. Quality Network Japan Trip, 1989 April 7-19
26. Tech Center Attachment C meeting, 1989 April 6
27. Interview, Dayton Television, 1989 April 6
28. Japanese Labor Relations conference, 1989 April 5
29. UAW-GM Joint Benefit Plans Training Conference, 1989 April 3-5
30. University of Michigan International Automotive Industry Conference, 1989 April 4-5
31. UAW/Buick-Oldsmobile-Cadillac joint strategy review, 1989 March 30
32. Announcement of MIT appointment, 1989 March 22
33. Wurf Memorial Lecture, Harvard Kennedy School of Government, 1989 March 22
34. GM Subcouncil Meetings, 1989 March 20-21
35. GM Quality Council meeting, 1989 March 20
36. Corporate Support Team Quality Network Leadership Seminar, 1989 March 17-18
37. UAW-GM Human Resource Center, Joint Leadership Conference, 1989 March 7-10
38. Commission on the Future of the UAW, 1989 March 6-7
39. Council on Competitiveness, meeting, 1989 March 2
40. Modern Operating Agreement National Conference, 1989 February 28
41. UAW-GM Employee Assistance Program Training Conference, 1989 February 27-March 3
42. GM Quality Council Meeting, 1989 February 24
43. Saturn Leadership Meeting, 1989 February 16
44. Address to Nissan workers, 1988 February 2
45. Chevrolet-Pontiac-Canada Bay City, Celebration of jointness, 1989 January 30
46. UAW-GM Human Resource Center, Executive Board Meeting, 1989 January 30
47. Local Union Leadership Conference, 1989 January 28
48. New American Realities, Executive Committee meeting, 1989 January 26
49. UAW-GM Truck and Bu Group, Quality Network Leadership Seminar, 1989 January 22-24
50. Human Resources Seminar, 1989 January 19-20
51. Quality Network Leadership Seminar, 1989 January 15-18
52. Delco Electronics Kokomo visit, 1989 January 12
53. GM Corporate Quality Council, 1989 January 10

54. Service Parts Operations, joint national meeting, 1989 January 8-13
55. Society of Automotive Analysts Conference, 1989 January 5-6
56. Ohio State University-Fisher Guide-UAW joint agreement signing, 1989 January 4
57. Rose Bowl, 1989 January 2
58. Comparative Industrial Relations Conference, 1988 October 3-6
59. Committee on New American Realities, 1986-1988
60. New American Realities, Executive Committee meeting, 1987 January 14
61. New American Realities, Executive Committee, 1984-1986
62. New American Realities, "What Works in Youth Employment Policy?" 1984 November 29
63. New American Realities, Recruiting New Members, 1983-1984
64. New American Realities, "Saving, Borrowing and Crowding Out", 1984 March
65. New American Realities, meeting, 1984 May 18-19
- 66-67. New American Realities, Subcommittee Review of Papers, 1984 January 11
68. New American Realities, meeting, 1983 November 17-19
69. New American Realities, Subcommittee on Adversarial Relations, 1983 March 31

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1. New American Realities, Executive Committee meeting, 1983 July 18
2. Region 8 Summer School, 1984 August 19-24
3. Survey of Voting Behaviors and Attitudes of UAW Members, Michigan, 1978 December
- 4-5. Survey of Voter Attitudes in United States, 1984 June
6. National Research Council Manufacturing Studies Board, 1986-1988
7. New American Realities, Executive Committee meeting, 1982 November 18-20
8. New American Realities, Executive Committee meeting, 1982 March 18-21
- 9-10. National Research Council, Committee on Effective Implementation of Advanced Manufacturing Technology, 1985 November 13
11. National Research Council, Committee on Effective Implementation of Advanced Manufacturing Technology, 1985 July 17-18
12. National Research Council, Committee on Effective Implementation of Advanced Manufacturing Technology, 1985 May 5-6
13. UAW Labor Employment and Training Corporation, Board of Directors, 1988
14. UAW Labor Employment and Training Corporation, Board of Directors meeting, 1989 March 27
- 15-16. UAW Labor Employment and Training Corporation, Board of Directors meeting, 1988 June 20-21
17. UAW Labor Employment and Training Corporation, Board of Directors meeting, 1988 September 17-18
18. UAW Labor Employment and Training Corporation, Board of Directors meeting, 1986 August 6
19. UAW Labor Employment and Training Corporation, Board of Directors meeting, 1986 April 23
20. UAW Labor Employment and Training Corporation, Board of Directors meeting, 1985 January 22
21. Henry Ford Community College Foundation, board meeting, 1988 September 14
22. Henry Ford Community College Foundation, board meeting, 1987 February 5

23. Henry Ford Community College Foundation, board meeting, 1986 December 15
24. Henry Ford Community College Foundation, board meeting, 1986 December 2
25. Henry Ford Community College Robotics Program, 1986 February-October
26. Henry Ford Community College Foundation, board meeting, 1983 June 22
27. Henry Ford Community College Foundation, board meeting, 1985 June 17
- 28-29. WTVS Channel 56 Board of Trustees, 1986-1989

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- 1-5. Ephlin Speaking and Meeting Regrets, 1981-1989
6. UAW-Ford Employee Involvement, 1980-1982
7. UAW Legal Services, Administrative Committee meeting, 1982 January 5
8. Benefit Entitlement for Employees With Irregular Attendance, 1982
- 9-11. GM Department Speeches and Testimonies, 1973-1983
- 12-15. GM Department Speeches and Testimonies, 1984-1989
- 16-17. Kaiser Family Foundation, Health Promotion Program, Board of Trustees, 1986-1988
18. Improving Quality of Work Life GMC, 1975-1979
19. Personal, Transcript Region 9A Special Convention UAW, 1987
20. Warehouses, make ready, 1987
21. Caucus Rules, 1973-1981
22. Reorganization of Work, 1980-1992
23. MIT, 1990 May 7-11
24. UAW Region 9A Special Convention, 1977 September 21
25. UAW-Ford Employee Development and Training Program Launch, 1982 September 27-28
26. Election as UAW Region 9A Director, 1977
27. Saturn Project Reunion, 1991 February 5-6
28. GM Report on Saturn Negotiations, 1985 June 19
29. Malotke Report re Saturn, 1983
30. Newspaper clippings, 1975-1977
31. Harvard Business School Report on 1976 and 1979 Negotiations, 1976-1979
32. Walter Reuther Selected Speeches, 1953-1969
33. Tesis, 1983-1984
34. Competitiveness Policy Council, Manufacturing Subcouncil meeting, 1982 June 30
35. Competitiveness Policy Council, 1992

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1. Saturn Teamwork, 1985-1987
- 2-3. Team Development Guides, 1986
4. Statement to Commission on Future of Worker /Management Relations, Peter Pestillo, 1993 July 28
5. New Directions-Jointness, 1996
6. Work and Technology Institute, Brian Turner, 1994
7. UAW-GM Human Resource Center, 1985-1989
8. UAW Kennedy Grave Visit, 1964
9. Bob White, Canadian Auto Workers, 1985, 1987
10. Irish Productivity Centre, 1987 November 2
11. An Evening with Don Ephlin, 1989 June 1

12. Frank Stronach, Magna International, Philosophical Overview, 1986 January
13. Ira Magaziner's economic reports, 1985
14. Ray Majerus, 1981 April 10
15. Stan Marshall, 1987
16. Jim McDonald, 1987 August 18
17. Ted Mills, Quality of Work Life, 1981 June 9
18. Ross Perot addresses, 1986 –1988
19. Saturn New Nameplate, 1985-1988
- 20-21. Council on Competitiveness, Commercial Challenge, 1988
22. Council on Competitiveness, Executive Committee, 1986-1987
23. Leonard Woodcock, 1976
24. UAW Community Action Program, 1969-1980
- 25-26. Council on Competitiveness, 1987 February-April
27. Council on Competitiveness, Press Conference, 1986 December 2
28. Council on Competitiveness, Executive Committee meeting, 1986 November 18
- 29-30. Council on Competitiveness, Executive Committee meeting, 1988 November 2
31. UAW Region 3 Community Action Program, Executive Committee, 1978-1983
32. National Community Action Program Fund information, 1972-1983
33. Council on Competitiveness, 1988 August 3
34. Council on Competitiveness, Technology Report, 1988 July 20
35. Council on Competitiveness, "Educating for a Competitive America: Prospects and Priorities," 1988 July

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1. Council on Competitiveness, Advisory Committees, 1987 April-June
2. Council on Competitiveness, Executive Committee meetings, 1987
3. Council on Competitiveness, Executive Committee meetings, 1988
4. Council on Competitiveness, Release of Competitive Index, 1988 June
5. Council on Competitiveness, Executive Committee meeting, 1987 June-July
6. Saturn Corporation, Proposal for a New Approach to Total Compensation, 1985 March-August
7. Saturn Resource Center, Status Report, 1984 October 31
- 8-10. Concepts of the Saturn Organization, 1984 October 17
- 11-12. Speeches and Testimonies, 1973-1983
- 13-15. Ford Industrial Relations and Employee Involvement, 1982-1983
- 16-19. Ephlin and General Mailings, 1980 June 9-1981 December 31
20. "New Directions" dissidents for Executive Board seats, 1989
21. GM job security strategies, 1988, 1989
22. AC Spark Plug Division Attachment C, 1988 February 9
23. Donald Runkle, "Made in America" presentation to GM Executives, 1990 January 3
24. Saturn Strategic Business Plan, 1986 October 6
25. Saturn Launch, clippings, 1990
26. "Socio-Technical Systems: A Vehicle for Improving the Quality of Working Life," Donald Ephlin and Dr. William A. Snow, 1988?
27. "New Teamwork, New Technology — The Future is Now," Robert Stempel, 1988 August 3
28. Remarks by Victor Reuther, 1984 January 17
29. UAW Leadership Survey, 1982

30. Remarks at Oakland University, 1987 April 7
31. Testimony Before Congress, 1981 June 5
32. "Problems of Entrepreneurial Change," Joint U.S. - Japan Conference paper, 1985 March 5
33. "The Enlarged Role of Hourly Workers," University of Michigan, 1989
34. "Labor and the Japanese Challenge," University of Michigan, 1981 January 14
35. UAW-Ford Joint Employee Involvement Conference, 1982 September 27
36. Remarks, Utah State University Partners Program, 1986 January 24
37. Remarks, Ford Employee Involvement, Wayne State University, 1981 April 8

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1. Dinner Honoring Ross Perot, 1986 February 18
2. "Improving Operating Effectiveness," Work in America Institute, 1993 June
3. Fisher 75th Anniversary, remarks, 1983 July 20
4. Ford Board of Directors, remarks, 1983 January 13
5. Fortune Corporate Communications Seminar, 1986
6. GM Administration Committee, speech, 1986 November 20
7. GM Board of Directors, speech, 1985 October 7
8. GM Board of Directors, speech, 1988 November 7
9. GM Board of Directors, speech, 1987 March 2
10. Remarks to GM executives re 1987 settlement, 1987 October 29
11. Human Resource Center dedication, remarks, 1986 September 22
12. Countess Markievicz Memorial Lecture, "Revolution by Evolution," 1987
13. Chrysler Manufacturing College, Two-Year Draft Plan, 1994 July 28
14. Douglas A. Fraser Center for Workplace Issues, 1996 July 22
15. Saturn Presentations, Maine and Massachusetts, 1996 October
16. Saturn Partnership Meetings, Indiana and Orlando, 1996 July 15-29
17. GM publications, various dates
18. "Reuther's Legacy: UAW's Black Lake," 1976 November
19. Ford data, 1984-1985
20. New American Realities, meeting, 1991 October 4-5
21. GM Department Staff Meeting, 1989 May 17-19
22. Book Draft, "Time for a Change" by Ephlin and Sorge, possibly 1990
23. Book Proposal, "Role of the Union," by Ephlin and Maynard, 1997 February
24. "Birth of GM's Saturn Corporation," by Ephlin, sample chapter, undated
25. UAW Trip to Japan, 1984 April 19
26. Saturn UAW Report, 1987 February
27. Saturn-UAW Agreement, 1991
28. Saturn Press Conference, 1985 January 8
29. Saturn history, 1991
30. UAW International Executive Board, Saturn discussion, 1985 July
31. GM-UAW Saturn Resource Center, 1984 November 12
32. Concepts of Saturn Review, 1985 January 28-29
33. Saturn, Convention discussion, 1986
34. Agreement Between Saturn Corporation and UAW, 1985 June 28
35. Project Saturn Update, 1984 December 14
36. GM Department Staff Survey, undated

37. Executives' Perceptions of Quality, 1986-1987
38. UAW International Executive Board, special sessions, 1976, 1979
39. Consortium on Competitiveness and Cooperation, 1987 April-July
40. UAW-GM Human Resource Center Joint Activities, 1988-1989
41. Labor-Management Cooperation reports, 1984-1987
42. Japanese Automobile Industry reports, 1980s
43. Worker Dislocation, 1986-1989
44. Quality Leadership Training, 1988-1989
45. Tentative Agreement Between United Steelworkers of America and USX, 1987 January 18
46. Ford Australia Information Meeting, 1983 April 29
47. Auto Situation: 1982, report, 1983 April 23
48. Japanese Trade and Industry, 1983-1984
49. Understanding Organizational Performance, 1985

Box 26

1. Automotive Studies, 1981-1984
2. Labor Costs, 1980-1981
3. Industry and Ephlin articles, 1983-1989
- 4-5. International Motor Vehicle Program, MIT, 1987 May 3-6
6. Staff Quotas, 1978-1980
7. Staff Council, 1980-1981
8. UAW Local 719, Quality Month celebration, 1989 October 20
9. Fall proseminar, MIT Sloan School of Management, 1989 October 23-27
10. Economic Policy Council, Ross Perot, 1989 October 25
11. National Planning Association, 1989 October 25
12. Board Memberships, 1980-1987
13. Staff reports re ratification, 1984
14. New England Circle meeting, 1980 November 12
- 15-16. International Metalworkers' Federation- Ford World Auto Council, 1980 November
17. International Metalworkers' Federation Congress, 1981 May 24-29
18. Testimony before Congress, 1981 June 5
19. Association of Flight Attendants, 1981 February 18-19
20. Tech Center Sub-Contractors, 1987
21. Irish Productivity Center, 1986 October 1
22. Delco Remy, data, 1987 January 29
- 23-24. Competitiveness, 1987
25. Saturn Business Plan, Right to Work, 1987
26. Warren Davis Testimony Region 2, Blue Cross Blue Shield, 1985
- 27-28. Victor Reuther, 1943-1987
29. Al Shanker, American Federation of Teachers, 1987
30. Chronology of Collective Bargaining Gains at Chrysler, 1974
31. New United Motor Manufacturing Inc. (NUMMI), Team Member Handbook, 1984
32. Canadian UAW, 1981-1985
33. United Steelworkers, New Direction Bargaining, 1992-1994
34. Skip Lefauve, Strategy, 1987
35. Bargaining, 1990

36. Lynn Williams, United Steelworkers of America, 1985 December 28
37. Future Role of Unions Committee, 1981
- 38-39. Saturn and UAW Marketing Initiative, 1990-1993
40. Joint Boeing/IAM Training, 1991
41. Northwest Airlines Visit, 1991 October 22
42. Labor-Management Innovations Seminars, 1990-1991
43. Ford and GM Data Comparisons, 1987
44. Analysis of Auto Assembly Plants, 1988 January
45. Organizational Change, Harvard Business School Press, 1990-1991

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1. Future of Labor-Management Innovations, conference, 1991 June 11-12
2. "Time for a Change," manuscript, circa 1990
3. Don Runkle, 1996
4. Japan Study Tour, 1987 June
5. Work in America, Japan visit, 1985 April 14-18
6. Quality of Work Life, 1979
7. Human Resources, Labor Management Success, 1989-1991
8. Ichiro Shioji, address to UAW, 1983 May 17
9. Leonard Woodcock, 1970-1974
10. Steve Yokich, 1989
11. International Executive Board Caucus, 1994 October-November
12. Benefit Plans Meeting, 1984 February 17-23
13. Warehousing Health and Safety meetings, 1985 March-April
14. UAW/Buick-Oldsmobile-Cadillac Joint Processing meeting, 1985 May 20
15. Buick-Oldsmobile-Cadillac meeting, 1985 May 13
16. GM Hydra-matic 25 Millionth Transmission Celebration, 1985 May 16
17. Buick-Oldsmobile-Cadillac meeting, 1985 April 8
18. Bowling Green Offsite Meeting, 1984 January
19. National Joint Committee on Health and Safety meeting, 1985 July 25
20. Substance Abuse Meeting, 1985 September 30-October 3
21. Summer ORD Heads Meeting, 1985 August 14
22. Buick-Oldsmobile-Cadillac meeting, 1985 September 3-5
23. National Joint Committee on Health and Safety meeting, 1985 May 6
24. National Joint Committee on Health and Safety meeting, 1985 October 15-17
25. Parts Warehousing meeting, 1985 October 28
26. GM Department Staff meeting, Region 1E, 1985 October 18
27. GM Department Staff meeting, 1985 April 29-May 3
28. National Executive Board on Training, 1985 October 22
29. GM Warehousing and Distribution Division, joint meeting, 1985 October 25
30. Buick-Oldsmobile-Cadillac meeting, 1985 October 17
31. Truck and Bus Meeting, 1986 February 10
32. GM-UAW Executive Leadership meeting, 1986 January 29-30
33. Tool Die and Fixture Manufacturing Strategy Development meeting, 1986 January 28
34. UAW-GM Subcouncil meetings, 1985 January 13-16
35. Mule Day, 1987 April 2
36. UAW-GM Employee Assistance Program meeting, 1987 January 5-8

37. UAW-GM Subcouncil meetings, 1986 June 23-26
38. Joint Quality Presentation, 1986 May 9
39. Chevrolet-Pontiac-Canada Ohio Coalition Meeting, 1986 April 30-May 1
40. Parts Quality of Work Life Joint Meeting for Coordinators, 1986 March 25-26
41. UAW Local 326, Fisher Guide Division, Leadership Conference, 1986 February 14
42. Kellogg Foundation, Visit to GM, 1986 April 28
43. Chevrolet-Pontiac-Canada Quality Network meeting, 1986 May 9
44. Joint ORD/UAW Quality of Work Life Offsite, 1986 April 14-16
45. UAW Buick-Oldsmobile-Cadillac Quality Process meeting, 1986 June 30
46. Industrial Relations Research Association meeting, 1986 October 14
47. UAW-GM Subcouncil meetings, 1986 September 8-11
48. UAW Local 651 meeting, 1986 October 22
49. Brigitta Frejhagen, Swedish Trade Union Conference, meeting, 1986 October 30-31
50. GM Department staff meeting, 1984 May 14
51. Meeting of GM Servicing Reps, 1984 May 17
52. Facilitators at Black Lake, meeting, 1984 June 6-7
- 53-54. President's Commission on Industrial Competitiveness, meeting, 1984 April 29-May 1
55. Ford Motor Company Industrial Relations, 1982-1993
56. Labor Studies Center, Midwest School on Unions, 1985 January 24-26
57. UAW-GM Negotiations Breakfast, 1984 July 23
58. UAW-GM Joint Process Survey, 1988
- 59-61. Union Correspondence, 1985-1987
- 62-63. Ford UAW Joint Study Committee, Japanese Auto Industry, 1981 May-July

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1. National Academy of Engineers, 1980 October 1-2
2. Arbitration Principles, 1955-1970
3. Woodcock Building, 1977-1978
4. Staff Quotas, 1970-1975
5. Michigan Quality of Worklife Council Executive Committee, 1982
6. Massachusetts Politics, 1979-1980
- 7-8. Plant Closings General Information, 1978-1981
9. Globe Union, 1976-1979
10. Staff Council, 1978-1982
11. Industrial Robots, 1980-1981
12. International Metalworkers Federation, 1974 November 4-5
13. Family Education Center Survey, 1973
14. Detroit Economic Growth Corporation, 1980-1982
15. Michigan AFL-CIO Constitutions, 1968-1981
16. Economic Competitiveness; Employment Security, 1986 October 15-27
17. National Ford Council, 1982 January-February
18. National General Motors Council Meeting, 1985 June 24-28
19. National General Motors Council Meeting, 1984 September 26
20. General Motors Council Meeting Notices, 1984 August 29
21. National General Motors Council Meeting, National Negotiations, 1984 May 29-June 1

22. National Community Action Program, 1984 January 22-25
23. AFL-CIO Convention, 1985 October 28-31
24. General Motors Subcouncil meeting, 1985 September 12-15
25. General Motors Subcouncil meeting, 1986 June 23-27
26. UAW National GM Council Meeting, 1987 October
27. UAW National GM Council Meeting, 1987 August 31
28. UAW National GM Council Meeting, 1986 June 1-3
29. UAW International Executive Board, Secretary-Treasurer Data, 1983 November 28-December 1
30. UAW International Executive Board, Education Committee, 1979-1983
31. New Directions Candidates for National Convention, 1989 April

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1. Attachment C Operational Effectiveness, 1987, 1993
2. UAW National GM Council Meeting, Transcript of Proceedings, 1987 October 12
3. Saturn Union Initiative, 1997 October 21
4. GM Ratification, 1982
5. Sale of OCC Property to UAW-GM HRC, 1989 July 27
6. John Dingell, letter re Ephlin illness, 1987 May 26
7. "A few minutes with Don Ephlin," MIT Management magazine, 1992 Fall
8. Bob Guest, American Academy of Management, 1976
9. Ephlin Retirement Dinner, Saturn, 1989 May 18
10. Retirement Party, 1989 June 1
11. Ephlin interview, September Moon Production Network, 1989 May 16
12. Perot-Ephlin story, Fortune magazine, 1991 June 3
13. International Automotive Industry Forum, Japan, 1986 November 2-4
14. Training Speech, 1985 May 8
15. Ephlin oral history transcript re Ford career, 1988 August 18
16. Speeches by Ephlin and others, Automotive News World Congress, 1982-1986
17. UAW GM Reports on Saturn agreement, 1985
18. Saturn; Harvard Business School Case Study, 1994 April 6 and August 18
19. "Saturn-The Making of a Modern Corporation," by LeFauve and Hax, 1993
20. UAW-GM Saturn Project announcement, 1983 December 19
21. Alfred Warren letter to Ephlin re Saturn, 1983 July 29
22. Saturn Wilmington Agreement, UAW Local 435, 1993
23. Saturn Presentation to GM Board of Directors, 1987 March 2
24. Saturn Site Agreement, 1985
25. Saturn Study Center Report, 1984 May 2
26. Saturn Site Selection Press Conference, 1985
27. AFL-CIO New American Workplace, 1994 February
28. Yokich Investigation, Detroit Free Press, 1994 November 4
29. UAW-Rockwell Battle Creek Experiment, 1976 October 21
30. UAW International Executive Board meeting, 1989 March 13-15
31. Ephlin remarks, UAW-GM National GM Council meeting, 1988 December 12
32. UAW National GM Council Meeting, minutes, 1984 September 26
33. UAW National GM Council Meeting, minutes, 1985 June 24
34. Walter Reuther Speech, 1963 February 4

35. Carol Travis, Handbill, 1985
36. UAW GM Joint Activities Committee, Representative Workshop manual, 1987
37. Tom Henry Grievance, 1988 January 27
- 38-39. Region 1C Politics; Stan Marshall, 1985-1989
40. Bob Chase, National Education Association, New Unionism, 1997
41. Saturn Manufacturing Environment, The Wheel newsletter, 1998 August
42. UAW GM Contract Highlights, GM Executive Articles, 1993
43. Saturn History, "Concepts of the Saturn Organization," draft, 1984 May 16
44. "Concepts of the Saturn Organization," 1984 May 2
45. Saturn-UAW visit to Belgium and Spain, 1989 February 6-11
46. UAW-GM Jointness Survey, 1988-1989
- 47-48. UAW-GM Human Resource Center Dedication, 1986 September 21-24

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- 49-50. American Productivity Center Computer Network Conference, 1984 June 20-26
51. UAW-GM Quality Network Leadership Seminar, 1988

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- 1-2. GM Quality Network Process Reference Guide, 1989
3. Quality of Work Life Coordinator Training, 1986
4. UAW Constitutional Convention, 1986 June 1-6
5. UAW National GM Council Meeting, 1986 June 27
6. Labor Management Conference, Middle Tennessee State University, 1986 April 17
7. UAW-GM Joint Benefit Plans Conference, 1986 March 9-14
8. Skilled Trades Conference, UAW GM Subcouncil Meetings, 1985 September 17-19
9. UAW-GM Warehousing and Distribution Division Regional Leadership Conference, 1985 October
10. Quality Work Circles Seminar Local 2100, 1985 April 23
11. Joint Central Foundry, Union Management Conference, 1985 October 11
12. Ecology of Work Conference, 1985 June 5-7
13. Japan Study Tour, 1981 June 15-27
14. United States-Japan Automotive Industry Conference, 1984 March 21
15. "Dignity at Work," Volvo conference, Sweden, 1985 September
16. Green Bay Packaging meeting, 1992 September 23-25
17. Competitiveness Policy Council, 1992 June 3
- 18-19. Toyota-GM Joint Venture, 1983
20. Forum Corporation, General Foods, 1991 May
21. Harley Davidson, 1993 October 8
22. American Society for Quality Control, 1988 March 21
23. Chevrolet-Pontiac-Canada Group Leadership Conference, 1988 March 2
24. AC Spark Plug Competitive Analysis Review, 1988 March 1
25. UAW-GM Quality Network "Awareness," videotaping script, 1988 February
26. GM Department Staff Meeting, 1988 February 25-26
27. UAW Community Action Plan conference, 1988 February 21-24
28. UAW-Saginaw Division Leadership Conference, 1988 February 14-19
29. UAW Region 8 Leadership Conference, 1988 January

30. Fairfax Assembly Plant Dedication, 1988 February 3-4
31. GM Executive Quality Conference, 1988 January 13
32. UAW-GM Human Resource Center, press conference, 1988 January 26
33. UAW-GM Automotive Components Group Leadership Conference, 1988 January 11
- 34-35. GM 80th Anniversary Exhibition, 1988 January 7
36. UAW Region 9A Leadership Conference, 1988 October 9-12
37. UAW Skilled Trades Conference on Health and Safety and Technology, 1988 September 27-29
38. UAW National GM Subcouncil 7 meeting, 1988 September 24-25
39. Economic Policy Council, plenary meeting, 1988 September 19-20
40. Subcouncil Voting, 1988
41. Management Briefing Seminars, 1988 August 1-5
42. Business Week Strategic Planning Conference, 1982 October 19
43. Society of Professionals in Dispute Resolution, 1982-1983
44. AFL-CIO Industrial Union Department Biennial Convention, 1982 October 13
45. Blue Cross Blue Shield National Labor Conference, 1982 October 5
46. UAW Convention, Jointness Debate, 1989
47. National Engineers and Professionals Association-Industrial Union, UAW, Conference, 1977 June
48. Theodore St. Antoine, "Legal and Economic Implications of Union-Management Cooperation," 1988
49. Shimoda Conference Report, 1983
50. National Research Council, meeting, 1985 March 20
51. Central Foundry Division Meeting, 1985 March 18-20
52. U.S.-Japan Automotive Conference, 1985 March 5
53. UAW Community Action Program Conference, 1985 February 24-27
54. City Venture Corporation, 1985 January-March
55. GM-UAW joint benefit plans seminar, 1985 February 17-23
56. Major Issues Conference, 1985 February 14-15
57. Planning for the 90s, Planning Executives Institute, 1985 February 13
58. Architect Meeting, 1985 February 11
59. Saturn Corporation Dinner, 1985 February 1
60. ECR Associates meeting, 1985 February 1
61. GM Subcouncil meetings, 1985 January 28-February 1

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1. Labor Studies Center, University of Michigan, 1985 January 26
2. Delco Moraine-Local 696 Facilitator's Convention, 1985 January 18
3. Labor and Economics, 1984
4. GM Administration Committee, 1984 December 20
5. Advanced System Applications Blue Cross Blue Shield User Conference, 1984 December 5
6. UAW-GM Training Center-Western New York, opening, 1984 November 19
7. Economics Conference for Clergy, 1984 November 12
8. Western European Metal Trades Employers' Organisation, 1984 October 30
9. The Conference Board Fall Council Meeting, 1984 October 18-19
10. GM Mechanical Components Group Union-Management meeting, 1984 October 29

11. New American Realities meeting, 1984 October 12-13
12. Work in America Institute, board meeting and awards dinner, 1984 October 9
13. Future of the Automobile Symposium, 1984 September 18-19
14. Collective Bargaining Notes for Officers' Discussion, 1984 August 30
15. Management Briefing Seminar, 1984 August 10-13
16. GM-UAW Saturn Study Consensus Meeting, 1984 July 12
17. Kellogg National Fellowship Program, Technology Conference, 1984 July 8-13
18. TIAA CREF, Marilyn Weinstein, 1984 June 28
19. American Productivity Center, Teleconference on Union-Management Relations, 1984 June 26-27
20. Merrill Lynch Automotive Seminar, 1984 June 7
21. Economic Alliance for Michigan, Task Force A meeting, 1984 May 21
22. GM Department staff meeting, 1984 May 14-17
23. Work in America Institute, National Advisory Committee on Health Care in the Workplace, 1984 May 9
24. Saturn Project final report presentation, 1984 May 2
25. Indiana Governor's Labor and Management Conference, 1984 April 2-3
26. UAW Special Convention, 1984 March 6-8
27. GM Public Policy Committee, 1984 March 4
28. GM Central Foundry Division, training conference, 1984 February 26
29. UAW Local 599 controversy, 1984 January-February
30. New York Stock Exchange Annual Report 1983
31. GM-UAW Employee Assistance Program Coordinators Training Course, 1984 February 1
32. GM-UAW Subcouncil Meetings, 1984 January-February
33. Engineering Society of Detroit, 1984 January 18
34. AC Spark Plug Joint Divisional Meeting, 1984 January 16-18
35. Ephlin interview by Gregory Graham, 1983 December 19
36. UAW Skilled Trades Conference on Collective Bargaining and New Technology, 1983 December 13-15
37. Work in America Institute, Productivity Forum planning meeting, 1983 December 7-8
38. GM Subcouncil meetings, 1983 December
39. Joint GM-UAW Black Lake Workshops, 1983 December-1984 April
40. UAW International Executive Board, Meeting 1983 November 29
41. UAW-GM Central Foundry Division Quality of Work Life conference, 1983 December 1-2
42. Fisher Body Quality of Work Life Coordinators' Conference, 1983 November 29
43. B'nai B'rith Dinner Honoring Roger B. Smith, 1983 November 22
44. National Ford Council Resolution on Auto Imports, 1980 April 29-30
45. Southeastern Michigan Transportation Authority, Tom Turner, 1983
46. Fisher Body Personnel Directors' Conference, 1983 November 15
47. GM Orion Plant visit, 1983 November 14
48. Havenwyck Hospital Blue Cross contract, 1983
49. Labor-Management Group, Competitiveness of U.S. Industry study, 1983 November
50. Conference Board, Labor Outlook 1984, panel, 1983 November 3
51. GM-UAW Pontiac Retraining and Employment Program, 1983 November

52. UAW Region 9 Quality of Work Life Conference, 1983 November 1
53. Ameritech Spring Conference, 1986 April 29
54. Kellogg National Fellowship Program seminar, 1986 April 28
55. Japan Society Corporate Luncheon program, 1986 April 25
56. Metropolitan Life Insurance Company, Officers' meeting, 1986 April 24
57. GM-UAW Human Resource Center, Executive Board meeting, 1986 April 21
58. UAW Local 1112 Visit, 1986 April 16
59. Akebono and Delco dinner, 1986 April 15
60. Alliance Capital Management Corporation Meeting, 1986 April 15
61. GM Department Staff Meeting, 1986 April 9-11
62. Saturn Corporation site dedication, 1986 April 8
63. Mule Day, 1986 April 5
64. U.S. Japan Auto Industry Conference, 1986 April 1-2
65. University of Michigan Business School, class talk, 1986 April 2
66. Economic Policy Council, Newly Emerging Industrial Countries, 1985 March 27
67. Japan Trip, 1986 March 21-28
68. GM Quality Council meeting, 1986 March 17
69. UAW-GM Human Resource Center, Executive Board meeting, 1986 March 17
70. UAW-Saturn offsite meeting, 1986 March 14
71. Work in America Institute, National Advisory Committee for Training for New Technology, 1986 March 13
72. UAW-GM Joint Benefits Conference, 1986 March 9-13
73. National Council on Competitiveness, 1986 March 5
- 74-75. Fortune Corporate Communications Seminar, 1986 March 2-3
76. GM Lansing Parts Plant visit, 1986 February 27
77. National Research Council, Effective Implementation of Advanced Manufacturing Technology, 1986 February 24-25
78. Southeastern Labor Management Conference, 1986 February 23-26
79. GM Department Staff Meeting, 1983 October 12-14
80. Various meetings, 1983 July-September
- 81-82. Worksite Health Promotion Conference, 1983 October 11
83. AFL-CIO Convention, 1983 October 2-6
84. Fisher Body Value Management Workshop, 1983 September 13-15
85. Benefits Meeting, 1983 September 27-29
86. Annual Training for Joint Local Health and Safety Committees, 1983 September 26-29
87. White House Conference on Productivity, 1983 September 21-23
88. UAW meeting, Tuscaloosa agreement, 1983 September-November
89. GM Regional Stockholders Forum, 1983 September 15
90. Quality of Work Life conference, 1983 September 14

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1. AFL-CIO Labor-Higher Education Council meeting, 1983 September 12-13
2. Truck and Bus Group Visit, 1983 September 6
- 3-4. Japan Society, Shimoda Conference, 1983 September 1-3
5. GM Subcouncil meetings, 1983 August 22-26
6. Oldsmobile Division Heads meeting, 1983 August 15

- 7-8. White House Conference on Productivity, Preparatory Conference on Private Sector Initiatives, 1983 August 2-4
9. Sloan Fellows, MIT Sloan School of Management, 1983 July 25-26
10. Fisher Body-UAW Job Security and Competitive Edge Workshop, 1983 July 20-21
11. Northeast-Midwest Congressional Coalition, Jobs and Trade hearing, 1983 July 15
12. National Conference of Democratic Mayors, urban policy hearing, 1983 July 13
13. Various Meetings, 1983 January-April
14. National Academy of Engineers, Committee on Technology and International Economic and Trade Issues, 1983 June 29
15. Detroit Economic Growth Corporation, board meeting, 1983 June 30
16. MIT Union Leader Conference, 1983 June 19-21
17. Tomio Sato, Interview with Ephlin, 1983 June 27
18. Industrial Policy in the U.S., Wingspread symposium, 1983 June 2-3
19. Congressional Joint Economic Committee, 1983 June 7
20. Michigan Trade Union Council for Histadrut, tribute to Governor Blanchard, 1983 June 9
21. American Association for the Advancement of Science, 1983 May 27
22. Greater Detroit Chamber of Commerce Legislative Conference, 1983 May 22-24
23. California Labor and Employment Committee hearing, 1983 May 6
24. AFL-CIO Industrial Union Department, Legislative Conference, 1983 May 4
25. American Productivity Center, Employment Security Conference, 1985 July 11-12
26. Oldsmobile Dealers meeting, 1985 July 14-15
27. Retrain America conference, 1985 June 18
28. Greater Detroit Chamber of Commerce, Health Care panel, 1985 June 1
29. Work in America Institute, New Frontiers in Industrial Relations, 1985 May 29
30. Hydra-matic 25 millionth transmission celebration, 1985 May 16
31. GM Department Staff Meeting, 1985 April 29-May 3
32. International Automotive Industry Forum, Robert Cole Meeting, 1985 April 24
33. Chevrolet-Pontiac-Canada Group, Union-Management review, 1985 April 2
34. Saturn agreement meeting, 1985 April 8
35. Work in America Institute, Board of Directors meeting, 1985 March 21
36. New American Realities meeting, 1985 March 22-23
37. Saturn review, 1986 September 11
38. Career Activities Program, North Carolina A & T State University, 1986 September 9-10
39. UAW GM Subcouncil meetings, 1986 September 8-12
40. Tennessee Labor Management Conference, 1986 September 4-5
41. UAW Region 9 Quality of Work Life Conference, 1986 September 3-4
42. Chevrolet-Pontiac-Canada Group Headquarters Meeting, 1986 August 26
43. Saturn Strategic Action Plan Update, 1986 August 25
44. GM Electro-Motive Division meeting, 1986 August 25
45. UAW-GM Human Resource Center, Executive Board meeting, 1986 August 21
46. UAW GM Department Staff Meeting, 1986 August 18-19
47. Japan-America Student Conference, 1986 August 5
48. Pontiac Truck and Bus Update, 1986 August 4
49. Chevrolet-Pontiac-Canada Group Personnel Directors' Meeting, 1986 July 31
50. Hydra-matic Division joint leadership conference, 1986 July 30

51. Automotive News World Congress, 1986 July 28
52. Gregory Macosko, Automotive Consulting Service, 1986 July 28
53. UAW-GM Human Resource Center, Executive Board Meeting, 1986 July 24
54. Alfred P. Sloan Fellows Program, MIT, 1986 July 21
55. GM Executive Quality Conference, 1986 July 15
56. Saturn Review Meeting with McDonald, 1986 July 8
57. Lordstown Complex 20th Anniversary celebration, 1986 July 7
58. Delta Dental Plans Association, annual meeting, 1986 June 23-24

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1. Saginaw Group GM-UAW Automotive Conference, 1986 June 16
- 2-3. Plant Closing Task Force meeting, 1986 June 13
4. Irish-American Labor Coalition, James Connolly Award, 1986 June 12
5. Saturn Strategic Action Plan Meeting, 1986 June 10
6. PaineWebber Stratcon 1 meeting, 1986 June 11
7. UAW Local 599 Industrial Policy Forum, 1986 May 23
8. Department of Labor study, participants' seminar, 1986 May 21-22
9. Corning Glass Japan Awareness Program, 1986 May 20
10. UAW Local 653, GM conference, 1986 May 16
11. Working in America Institute, Board of Directors meeting, 1986 May 13
12. Wisconsin visit, 1986 May 12
13. Bricklayers Union Project 2000, 1986 May 6
14. World Affairs Council of Northern California, 1986 May 2-3
15. Various Speeches and Presentations, 1987
16. UAW-GM Human Resource Center, Executive Board Meeting, 1987 December 21
17. GM Subcouncils meeting, 1987 December 15-20
18. Economic Policy Council meeting, 1987 December 14
19. GM Central Foundry Division, Joint Meeting, 1987 December 10
20. Work in America Institute, Board of Directors meeting, 1987 December 3
21. Chevrolet-Pontiac Canada Group, Campbell Plant Organizational Competitiveness Program and Communication Coordinators Meeting, 1987 October 28
22. The American Assembly, Global Competitiveness, 1987 November 19-22
23. GM Quality Council meeting, 1987 November 10
24. International Automotive Industry Forum, 1987 November 5-7
25. Council on Competitiveness, 1987 November 4-5
26. Kaiser Family Foundation, Advisory Board meeting, 1987 November 3-4
27. Buick-Oldsmobile-Cadillac staff meeting, 1987 October 27
28. GM National Agreement, signing, 1984 October 19
29. MIT Center for Technology, Policy and Industrial Development, 1987
30. Paid Education Leave, School Update, Bob Schappe, 1987 September 17
31. GM Quality Council meetings, 1987 September
32. UAW Region 1C, 50th anniversary of Flint strike, 1987 September 5-7
33. UAW/Buick-Oldsmobile-Cadillac Joint Operations Strategy Review, 1987 August 24
34. UAW-GM Human Resource Center, Executive Board meeting, 1987 August 20

35. Georgia Power Company, 1987 April 20
36. American Center for Quality of Work Life, 1982
37. GM Truck and Bus Group, Fort Wayne assembly plant dedication, 1987 July 1
38. Interview with Al Lee, 1987 June 10
39. Brookings Center for Public Policy Education, Enhancing U.S. Competitiveness, 1987 May 27
40. UAW-GM Human Resource Center, Executive Board meeting, 1987 May 21
41. GM Department Staff Meeting, 1987 May 17-20
42. GM Quality Council meeting, 1987 May 5
43. Chevrolet-Pontiac-Cadillac Group Bay City visit, 1987 March 13
44. Wisconsin Conference on Labor-Management Cooperation, 1987 April 3
45. GM Executive Quality Conference, 1987 April 9
46. UAW-GM Human Resource Center, Executive Board meeting, 1987 March 19
47. Van Nuys Plant tour and training session, 1987 March 10-11
48. Flint visit, 1986 February 18
49. Various meetings, Wisconsin, 1986 February 12-14
50. Leadership Detroit, meeting, 1986 February 11
51. UAW-GM Truck and Bus Group offsite meeting, 1986 February 10-11
52. Tennessee Democratic Party Finance Council, 1986 February 7
53. Leadership Nashville, meeting, 1986 February 6
54. Chevrolet-Pontiac-Cadillac Group Executive conference, 1986 February 6
55. Joint Fisher Guide Union-Management Conference, 1986 February 4
56. UAW Region 3 Human Resource Center Dedication, 1986 February 2-3
57. Chevrolet-Pontiac-Cadillac Group, meeting, 1986 January 27
58. Aspen Institute Italia, 1985
59. Human Resources Seminar, Utah State University, 1986 January 23-24
60. Economic Policy Council, plenary meeting, 1986 January 16-17
61. Chevrolet-Pontiac-Cadillac Group, Wilmington visit, 1986 January 21
62. UAW Community Action Plan Conference, 1986 January 19-22
63. Economic Alliance for Michigan, meeting, 1986 January 15
64. UAW GM Subcouncil meetings, Ephlin speech, 1986 January 13-16
65. Pacific Forum Parliamentary Caucus, 1986 January 10-12
66. Presentation and Meeting Invitations, 1985
67. Chevrolet-Pontiac-Cadillac Group, Bay City visit, 1985 December 18
68. UAW-GM National Joint Committee on Health and Safety, 1985 December 10-13
69. Saturn Strategic Action Plan meeting, 1985 November 25

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1. Michigan Quality of Work Life Council, conference, 1985 November 21
2. GM-UAW National Conference on Apprenticeship, 1985 November 19-20
3. Paid Education Leave program, 1985 November 18
4. UAW-GM Human Resource Health and Safety Training Center, dedication, 1985 November 15
5. NLRB Region 8 Labor Law Conference, 1985 November 15
6. Address to GM Board, 1985 October 7
7. International Automotive Industry Forum, 1985 November 4-6
8. The Dodd Washington Seminar, Labor Relations panel, 1985 October 25

9. Labor-Management Conference, 1985 October 21-23
10. GM Department Staff meeting, 1985 October 18
11. Work in America Institute, New Frontiers in Industrial Relations, 1985 October 16
12. Joint Central Foundry Union/Management Conference, 1985 October 9-11
13. Henry Ford Community College Foundation, board meeting, 1985 October 9
14. Work in America Institute, board meeting, 1985 October 9
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19. Chevrolet-Pontiac-Canada Group/UAW Quality Network Conference, 1985 September 10
20. Buick-Oldsmobile-Cadillac Group/UAW Subcouncils 2A and 2B meeting, 1985 September 4-5
21. UAW 50th anniversary oral history seminar and ceremony, 1985 August 26-30
22. Automotive News Congress, 1985 August 26
23. University of Michigan Management Briefing Seminar, 1985 August 2
24. Mechanical Components Group meeting, 1985 August 7-8
25. Meeting Invitations, 1986
26. UAW Subcouncils meeting, 1986 December 15-18
27. Union-Management Relations Class, University of Michigan Business School, 1986 December 1
28. UAW-GM Human Resource Center, Executive Board meeting, 1986 November 24
29. Michigan Quality of Work Life Council, annual board meeting, 1986 November 20
30. Saturn visit, 1986 November 17
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32. GM Quality Council meeting, 1986 November 11
33. Senior Executives Program, MIT Sloan School of Management, 1986 November 6
34. Work in America Institute, Productivity Forum Roundtable Meeting, 1986 October 28
35. Executive Program, University of California-Berkley Business School, 1986 October 27
36. UAW-GM Human Resource Center, Executive Board meeting, 1986 October 23
37. Muskegon Area Labor-Management Committee, dinner, 1986 October 20
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39. Buick-Oldsmobile-Cadillac Group, Joint Strategy Group Review, 1986 October 8
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47. Joint Union Leadership Conference, Japan, 1983 January 18-21
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49. International Auto Industry Forum, Japan, 1984 November 1-9
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8. Senior Executives Program, MIT Sloan School of Management, 1980 March 5
9. Quality of Work Life, Harvard JFK School of Government, 1979 December 5
10. Management Program for Executives, University of Pittsburgh School of Business, 1980 May 5-6
11. Coalition to Save Jobs, conference, 1980 January 26
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14. Telecommunications International Union, convention, 1980 April 22
15. Ford UAW Case, 1990
16. Social Security Benefits, 1990
17. Boise Cascade, 1990
18. Boeing, 1990
19. Volvo Uddevalla Plant, 1989
20. American Airlines, labor relations case study, 1989
21. Fiero Arbitration, 1990
22. Pittsburgh Buick-Oldsmobile-Cadillac plant, Industry Week magazine, 1990 May 21
23. Ford Wayne Assembly Plant, 1990
24. Wyman-Gordon Company, Jackson Management, 1990 May 15
25. Productivity Forum Site Visit, Ford Sharonville Plant, 1990 April 24
26. UAW-JI Case Highlights of Proposed New Agreement, 1990 June
27. Saturn Corporation, 1985-1990
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29. UAW-GM Rose Bowl Float, 1990
30. Robert Stempel, Fortune magazine, 1990 April 9
- 31-32. UAW Constitutional Convention, 1983 May 15-20
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39. Requests to Serve at UAW 27th Constitutional Convention, 1983
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15. National Academy of Engineering, Automotive Industry Panel, 1980
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10. Quality of Work Life, UAW Local Union 182, Readers Digest article, 1983
11. Victor Reuther, speech, 1984 January 17
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19. Dr. William Snow, 1982
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21. Work Satisfaction in Sweden, Scientific American article, 1975 March
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23. Quality of Work Life Seminar, GM Assembly Division Tarrytown, 1978 November 9
24. Einar Thorsrud, "Improving the Worker's Role, 1974 October 20
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27. U.S. Trade Union Seminar Report, 1978 May
28. Society for Advancement of Management, conference, 1973 February 15
29. Management Program for Executives, University of Pittsburgh, 1980
30. Quality of Work Life conference, Canadian Labour Congress, 1980 March 11
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34. Basil J. Whiting, "Job Satisfaction," 1972 July 26
35. William Winpisinger, "Job Satisfaction," 1973 February
36. Work in America Institute, 1976-1981
37. "Management in the Midst of Change," James P. O'Neill, address, 1973 November 8
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18. Ontario Quality of Work Life Centre, 1977-1979
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20. Bill Casstevens, Cleveland Plain Dealer article, 1981 September 6
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28. Donnelly Mirrors, Inc., 1970s
29. John T Dunlop. Harvard University, 1982
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33. Joint GM-UAW Executive Seminar, 1978 March 29
34. Humanizing Work symposium, 1977 March 31-April 2
35. Correspondence re presentations, 1973
36. Region 9A Quality of Work Life seminar, 1979 February 21
37. Sweden Trip, 1973 December
38. Massachusetts Quality of Working Life Center, speech, 1977 March 30
39. "Union's Role in Job Enrichment Programs," speech, 1973 December 29
40. U.S. Senate Committee on Government Operations, testimony, 1975 March 20
41. Quality of Work Life meetings, 1977
42. "Challenges to Labor in the 1970s," 1973 April 12
43. House Committee on Banking, testimony on productivity growth, 1980 August 27
44. "U.S. mediators try a new role," Business Week article, 1975 April 21
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54. GM Buick-UAW quality of work life meeting and visit, 1981 October 2
55. GM Chevy Truck, Flint team assembly experiment, 1973
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4. George Morris, Flint speech, 1972 September 22
5. "Oldsmobile's Action on Absenteeism and Turnover," 1971 November
6. GM Personnel Development Bulletins, 1972-1974
7. New Departure, Local Union 626, 1979 October 26
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13. Tom Hayden, 1981 October
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15. Frederick Herzberg, papers on quality of work life, 1969-1975
16. Gregory Huszco, Eastern Michigan University, 1981-1984
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19. Improshare program, 1981
20. International Harvester, Oklahoma plant improvements report, 1981
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23. Jamestown Area Labor-Management Committee, 1975-1980
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26. Senator Edward M. Kennedy, speeches, 1972, 1973
27. D.L. Landen & Associates, workshop, 1984
28. Edward Lawler, University of Southern California, 1982
29. Cutting costs without layoffs, 1984

30. Lansing Area Joint Labor-Management Committee, conference, 1980 May 7
31. Gerald Lazarowitz, 1975
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33. National Management Association, Committee on Productivity, 1974-1975
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39. Productivity documents, 1975, 1978
40. National Commission on Productivity and Work Quality, 1975
41. Profit Sharing documents, 1972-1981
42. Profit Sharing Conference, 1977 May 23-25
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44. Future of the Automobile, MIT symposium, 1984 September 18-19
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6. Canadian Auto Workers, article, 1989 April 23
7. UAW-GM Apprentice Conference, 1985 November 19
8. Casting agreements, 1971
9. "UAW-Ford agreement-joint problem solving," article, 1983
10. UAW-GM National Informational Subcouncils, 1989 September 18-21
11. UAW-NUMMI, highlights of tentative agreement, 1985 June
12. Fremont anti-trust case, deposition subpoena, 1984
13. "Japan's Life-Time Salary System," paper, 1966
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15. History of relief at GM, 1987
16. Ford proposals, 1987
17. "The Cutting Edge: Seven Voices for Work Place Democracy," 1983
18. GM negotiations, 1964
19. Summary of Japan trip, 1981
20. UAW "Solidarity," 1976 November-December
21. Ford-UAW trip report, Japanese automotive and related industries, 1981 June 15-26

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27. GM, vacations, negotiations, 1984
28. GM, vacation utilization, negotiations, 1984
29. GM, value management, 1983
30. GM, wage comparisons, 1984
31. GM, wages (Annual Improvement Factor), negotiations, 1984
32. GM, Alfred Warren, opening statement, negotiations, 1984
- 33-34. Training funds and plans, 1983-1984
35. GM, training, Local Union 599 Flint, 1984
36. GM, training, tuition refund, 1983-1985
37. Training, relocation, 1980s
38. GM training program, financial report, 1984
39. Proposal for new area service centers, 1984
40. GM, training, memorandum of understanding, 1984 September 4
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42. GM, status reports (financial, sales, employment, et cetera), 1983 June
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30. Alfred Warren, correspondence, 1985-1987
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69. International Society of Skilled Trades, petitions, 1984
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36. GM, corporate seniority, 1987
37. GM, document 28, negotiations, 1987
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- 39-40. GM-UAW national committee on quality of work life review, 1984
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7. Joint quality program, 1980
8. GM concerns, 1986
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62. GM subcouncil, speech, 1989 June 1
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64. Ford, employee involvement booklets, 1980s
65. Don Peterson, "The Second Bottom Line," 1982
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13. Ford, Pete Pestillo, profile, 1982-1983
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17. Ford Motor Company, Article IV, Sec. 4(a), production standards, 1980s
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Box 47

- 1-3. News clippings, negotiations, 1982
- 4-5. National Joint Committee on Employee Involvement, 1980-1982
6. National Joint Committee on Employee Involvement, meeting no. 9, 1980 December 5
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9. Ford, business reports, 1971-1985
10. Ford, employees' booklet, 1915
11. Ford, development and training center, 1982-1983
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14. Stockholders' film, "The People Factor," 1983
15. Ford, Philip Caldwell, 1982
16. Ford, comparison of major renegotiated contracts, 1982
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18. Ford, hourly costs, 1981
19. Ford, council resolution, 1981
20. Deep throat documents, 1981
21. Ford, steel, 1983
22. Rouge Steel, 1982-1983
23. Ford, steel division cost issues, 1981 February
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- 25-26. Ford, negotiating committee, 1982
- 27-28. Ford, comparative costs, 1980-1981
- 29. UAW-Ford employee involvement, 1979-1982
- 30. Ford, tentative agreement, 1979-1982
- 31. UAW and labor articles, various dates
- 32. New England Circle, 1981-1982

Box 48

- 1. National Labor Relations Board cases, 1976-1977
- 2. Ford, hourly and salary employment, 1978-1983
- 3. San Jose assembly plant, 1982
- 4. Ford, Toyo Kogyo, 1982
- 5. Ford, products by plants, 1980
- 6. Ford, salary ratios, 1983
- 7. Ford, money market accounts, 1982
- 8. Ford, preferential placement, 1983
- 9. Ford, layoff figures, 1979-1981
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- 11. Ford, operating plan, assembly plants, 1982
- 12. Ford, overtime, 1982
- 13. Ford, Sheffield, Alabama, plant, 1982
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- 17. Testimony, National Center for Productivity and Quality of Work Life, 1975 March 20
- 18. Speech material, 1989
- 19. Photographs, 1980s
- 21-24. Various documents, 1980s
- 25. "Vision for the 1990s," Economic Policy Council book, chapter, 1988 March 1
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- 27. Russ McCarthy, 1989 July 27
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- 32. Convention resolution, 1972
- 33. The Vehicle for Change, "Quality Review," 1988 Winter
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45. Saturn, Spring Hill, 1997 April 29-30
46. Saturn, Atlanta AFL-CIO, 1997
47. "Workplace of the Future," by Bahr and Ketchum, possibly 1993
48. UAW-Rockwell Aerospace workers' employee involvement, 1993 June
49. Leaders for Manufacturing, operating committee, 1996 February 6
50. Saturn, organization presentation, undated
51. Saturn, 1990s
52. International Automotive Industry Forum, 1993 October
53. "Power Sharing in Unionized Organizations," by Robert Ahern, 1996
54. John Stepp, 1992
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56. American Federation of Government Employees, convention, 1997 August
57. Union, New Jersey, 1997 August 12
58. Plumbers and Gasfitters, affirmative action, 1997
59. Saturn Business Conference, 1997 August 2-6
60. Saturn, UAW partnership presentation, 1991
61. Retirement speech outline, 1988
62. Congratulations letters, assignment to GM, 1983
63. Congratulations letters, vice-president, 1980
64. "Analysis of UAW Leader Don Ephlin," 1997
65. Saturn of Natick task force meetings, 1997
66. Construction and Building Trades Convention, 1997 April 13-16

Box 49

1. Oakland Press, pictured as murder suspect, 1983
2. Correspondence, Micheline Maynard, 1997
3. Saturn, Spring Hill, 1996
4. "Speaking of Japan," 1981
5. Various documents, 1990s-2000
- 6-9. Initialed language, negotiations, 1984
- 10-13. Ford agreement, 1987
14. Exhibit A, pension plan, 1987
15. Exhibit B, group life and disability insurance, 1987
- 16-18. Exhibit C, health care, 1984
- 19-20. Exhibit D, supplemental agreement, 1984
21. Exhibit E, guaranteed income stream, 1984
22. Exhibit F, profit sharing, 1987
23. Exhibit G, personal savings plan, 1987
24. Exhibit H, employee stock ownership plan, 1987
25. Exhibit I, legal services plan, 1987
26. Issues with Chrysler, 1984
27. Articles on General Motors, 1982-1984
28. Articles and clippings, 1979-1985
29. Articles and clippings, 1986
- 30-31. Articles and clippings, 1987

Box 50

1. "Scanning Two Horizons," speech, 1982 September 27
2. "Work in America," 3 issues, 1988
3. Educational conference sponsors, radio transcript, 1989 January 5
- 4-5. Articles and clippings, 1988
6. Articles and clippings, 1989
7. Brock v. UAW, 1988 May 10
8. "Will unions organize again," by Robert Kuttner, undated
9. UAW political contributions, by state, 1970
10. UAW political contributions, by region, 1970
11. General Motors, 75th anniversary, 1983 September 16-17
12. Competitive analysis, manufacturing operations, 1988
13. Owen Bieber, compiled speeches, 1988
- 14-16. Personal press, 1982-1985
17. Retirement articles and letters, 1989 April-September
18. "Learning from Saturn: Implications for the Future of Labor Management Relations and Corporate Governance," by S. Rubinstein and T. Kochan, draft, 2000 February
19. Memorabilia

AV Material

Box 51

1. 2 cassettes: SAE International Congress, "Process and Facilities Planning for Productivity Session," Cobo Hall Detroit 1982 February 23
2. 4 cassettes: UAW National Ford Council "NFC," 1983 January 28-29; 2 tapes, Jan. 28, 1:30-4 PM session; 2 tapes, Jan. 29, 10 AM session, marked "Bieber"
3. 1 cassette: Don Ephlin, Robotics Presentation, Univ. of Michigan Seminar, Traverse City, MI, August 1, 1982
4. 1 microcassette: Remarks of Don Ephlin and Al Warren at the GM Organizational Development Heads Meeting, Butzel Conference Center, August 15, 1983
5. 1 cassette: Ephlin presentation, Utah State University Partners Program, Human Resource Seminar, January 23, 1986
6. 1 cassette and transcript: GM Subcouncil Meeting, Ephlin speech, Miami, Florida, September 13, 1985; tape marked "Sheraton Bal Harbour, UAW Meeting." Also transcript from Sept. 15, 1985.
7. 2 cassettes: Roger Smith, National Press Club, 1984 February 7. Both tapes marked "DUB."
8. 3 cassettes: Tarrytown Conference, undated.
9. 1 cassette: 1985 UAW-GM H & S Conference, Cherry Hill, New Jersey, main speeches: Jim Lain and Al Warren
10. 1 cassette: 6/13/84, Ballroom, 11:45-12:15, Jim Lain
11. 1 videotape: MacNeil/Lehrer Report, Ephlin/Pestillo, Ford/UAW concession agreement 2-15-1982; ABC Nightline, Ephlin, 2-15-1982, UAW/Auto Industry
12. 1 videotape: UAW/GM Human Resource Center building dedication, press conference and groundbreaking scenes. Letter of transmittal enclosed dated June 1989.

13. 1 videotape: undated. 3:30 p.m.-“Stakeholders: Building a Team”; 5:30 p.m. Moderator: C. Ogletree, Speaker: Don Ephlin-UAW V.P. (retired); Panel: G. Gardner-Chrysler Motors Corp., B. Gorman-UAW Chrysler National Training Center, K. Kohrs-Ford Motor Company, P. Trepanier-The Cumberland Group
14. 1 videotape: UAW/GM National Counsel (sic; should be Council), June 1-3, 1987
15. 1 videotape: Saturn Media Center, Steve Yokich interview, January 28, 1991
16. 1 videotape: Working Together: Saturn and the UAW. Distributed by Merrimack Films. © 1994 by Henry Bass
17. 1 videotape: Ford/UAW settlement: Peter Pestillo on the “Today” show & Doug Fraser on “Good Morning America” & “CBS Morning News,” February 13, 14, 15, 1982
18. 1 videotape: Saturn Media Center, Window on Saturn, undated
19. 1 videotape: Window on Saturn, Homecoming Edition, July 30-31, 1999
20. 1 videotape: Saturn Media Center, Saturn Milestones, July 1995
21. 1 videotape: Saturn Media Center, Irving Bluestone, undated
22. 1 videotape: Central Foundry/Sawmill IV, Don Ephlin closing remarks, after dinner speech, interview, undated

Box 52

Photo albums

1. 5.5 x 5.5 inch, brown with gold decoration, 35 pages, 70 color and black-and-white photos. Inside front cover marked: “Ford plant EI [employee involvement] visit, 1982.
2. 5.5 x 10.5 inch, brown with gold decoration, 24 pages, 92 color photos. Note taped on front cover: “Saturn dinner for 99 at Tech Ctr.” On inside front cover: “Saturn Group –5/3/84.”
3. 6.5 x 12.5 inch, blue with gold decoration, printed on front cover: “UAW-GM Human Resource Center.” 8 pages, approx. 43 color photos. Note on front cover: “1st PEL [paid education leave] graduation, 1985.”
4. 9 x 8 inch, brown cover with gold decoration, gold script on cover: “Donald F. Ephlin, Tonawanda Engine, November 20, 1984.” 15 pages, 30 color photographs.

Photographs

5. Miscellaneous negatives
6. Album pages from Fairfax plant tour, Kansas City, KS, Feb. 4, 1988. 5 pages, nine 8 x 10 color photos
7. Miscellaneous 8 x 10 photos, color and bw
8. Miscellaneous photos, most 4 x 6 or 5 x 7, color and bw
9. Miscellaneous photos, various sizes, color and bw
10. Miscellaneous photos, various sizes, color and bw, in original envelopes
11. One 11 x 14 inch, color photo of unidentified auto manufacturing plant. Marked on verso: “Mar 1990.” Six 5 x 8 bw copies of same photo.
12. 9 x 12 inch, glossy folder, “Saturn Corporation January 8, 1985.” Contains five 8 x 10 inch photos of cars and personnel.

Miscellaneous

13. 1 cardboard box of 32 Kodak color slides, numbered individually, dated Dec 75. On box: "On Walking Through the Gate"
14. 2 green plastic slide boxes. Box A: 25 unmarked slides. Box B: 40 slides, some numbered. Card wrapped with boxes marked: "Chevrolet Bay City." Undated.
15. 1 plastic case marked Acumen, human synergistics. Contains three 5.25 floppy discs. Dated 1987.