

Vitae
Arthur C. Wheaton

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Education

M.L.I.R. December 1990, Michigan State University
School of Labor and Industrial Relations
Major Field: Collective Bargaining
Enrolled in Ph.D. program September 1992 – December 1997

B.A. June 1989, Michigan State University
Major Field: Social Science Pre-Law
Multi-disciplinary Social Science
Political Science, History, and Economics

Employment

Workplace and Industry Education Specialist, Cornell University Institute for Industry Studies School of Industrial and Labor Relations, February 1999 – current

- Develop curricula and instruct in UAW/Ford AIS (Auto Industry Studies) program
- Coordinate programs with World Trade Center Buffalo Niagara
- Develop and coordinate programs with Buffalo Niagara WorldConnect
- Expand current Institute for Industry Studies programs to include international programs, Knowledge-Driven Work and high performance work systems
- Develop curricula and instruct in labor studies and Upstate Labor Programs

Project Manager, Massachusetts Institute of Technology Labor Aerospace Research Agenda,

June 1998 – January 2000

Duties include:

- Coordinate, manage, and conduct research on work practices and instability in the Aerospace industry
- Conduct research, design surveys, implement surveys, develop a web-based survey, write case studies, create a database, conduct group and individual interviews
- Hire and coordinate communications, payroll and budgets
- Primary contact person responsible for coordination with multiple institutions and sponsoring organizations.

(United Automobile, Aerospace and Agricultural Implement Workers of America (UAW); International Association of Machinists and Aerospace Workers (IAM); United States Department of Defense (DoD) Manufacturing Technology (ManTech) Program, Massachusetts Institute of Technology Lean Aerospace Initiative (LAI), Michigan State University (MSU), Anteon Corporation, and the research sites involved in case studies)

Labor Specialist, MSU Labor Education Program, September 1995 – August 1998

Duties include:

- Coordinate and instruct for Michigan regional labor education program
- Researching and developing curricula and materials
- Coordinate and instruct in UAW/GM PEL (Paid Educational Leave) program
- Coordinate and instruct in UAW/Ford AIS (Auto Industry Studies) program

Union Experience

Elected AFSCME Local 1585 Executive Board member 1992-1995.

AFSCME Local 1585 Union Steward 1995

Taught during this period a variety of labor education classes on ad hoc basis for the Michigan State University Labor Education Program

Professional Activities

Publications

Round Table: General Motors, March 6, 2006, ICFAI University Press (India)

Chartered Financial Analyst. Round Table features selected expert interviews on current events such as the restructuring at General Motors in the March issue.

Today's Cars: Where in the World Do They Come From?

<http://cybertower.cornell.edu/Requester/r/roomMain/globalcar>

Website developed in conjunction with Cornell University Cyber Tower. Website contains video interviews, photos, charts, graphs and quiz for global auto industry. Website debuted October, 2004.

Cutcher-Gershenfeld, Nitta, Barrett, Belhedi, Chow, Inaba, Ishino, Lin, Moore, Mothersell, Palthe, Ramanand, Strolle, and Wheaton, *Knowledge-Driven Work: Unexpected Lessons from Japanese and United States Work Practices* (New York: Oxford University Press, 1998)

"Developments in Cross-Cultural Procedural Justice, Industrial Relations, and Human Resource Management," Emerging Issues of Employment Proceedings Volume 3, International Industrial Relations Association 3rd Asian Regional Congress, Taipei, Taiwan, 1996, p.143-164.

"Understanding The Intangible Elements of Team-Based Work Systems: Further Lessons from the Cross-Cultural Diffusion of U.S. and Japanese Work Systems," Abstracts, International Industrial Relations Association 3rd Asian Regional Congress, Taipei, Taiwan, 1996.

Cutcher-Gershenfeld, Joel, M. Nitta, B. Barrett, N. Belhedi, J. Bullard, C. Coutchie, T. Inaba, I. Ishino, S. Lee, W-J. Lin, W. Mothersell, S. Rabine, S. Ramanand, M. Strolle, and A. Wheaton,

"Japanese Team-Based Work Systems in North America: Explaining the Diversity."

California Management Review, Volume 37/1, Fall 1994.

Selected Presentations

Work Practices Diffusion Team Presentations

"Lessons Learned from the Work Practices Diffusion Team", Industrial Relations Seminar, Massachusetts Institute of Technology, Boston, Massachusetts, March 5, 1996.

Updated: April 2006

“Lessons Learned from the Work Practices Diffusion Team,” Doshisha University, Kyoto, Japan, June 4, 1996

“Lessons Learned from the Work Practices Diffusion Team,” St. Andrews University, Osaka, Japan, June 13, 1996

“Shift Happens: A Cross Cultural View of Labor Relations,” Eighth National Labor-Management Conference, Chicago, IL, May 29, 1996.

“Developments in Cross-Cultural Procedural Justice, Industrial Relations, and Human Resource Management,” International Industrial Relations Association 3rd Asian Regional Congress, Taipei, Taiwan, October 2, 1996.

“Virtual Knowledge: Insights into the Cross-Cultural Diffusion of Knowledge-Driven Work Systems,” Corporate Effectiveness and Human Resource Practices Sponsored by ILIR, University of Illinois and Japan Institute of Labor, October 14, 1996.

“Understanding The Intangible Elements of Team-Based Work Systems: Further Lessons from the Cross-Cultural Diffusion of U.S. and Japanese Work Systems,” International Industrial Relations Association 3rd Asian Regional Congress, Taipei, Taiwan, October 2, 1996. (Presented by Simon Chow)

"Constructing Employment Security: Understanding the Emergence of Mutual Commitment," for the U.S.-Japan Human Resource Network of the Work in America Institute, Inc. with Joel Cutcher-Gershenfeld, Betty Barrett, and Takashi Inaba as representatives of the wider Work Practices Diffusion Team at the first of a series of meetings at the Japan Society in New York on November 28-29, 1994.

"Human Resource Methods in Joint U.S. Japanese Firms" Presentation to the Midwestern Association of Auto Parts Suppliers with members of the Work Practice Diffusion Team in Dearborn, Michigan

"The Cross-Cultural Diffusion of U.S. and Japanese Work Practices," Co-presenting with Joel Cutcher-Gershenfeld, Michio Nitta, Nejib Belhedi, Jennifer Bullard, Cheryl Coutchie, Takashi Inaba, William Mothersell, and Betty Barrett), Association of Japanese Business Studies (AJBS) Annual Meeting (January, 1993).

"Shop Floor Work Practices in Japanese Companies in the United States" co-presenter with Joel Cutcher-Gershenfeld, Nejib Belhedi, Jennifer Bullard, Takashi Inaba, Seepa Lee, Wen-Jeng Lin, Stacia Rabine, Shobha Ramanand, and Betty Barrett), November 1992 Lansing Chapter, Association of Japanese Business Studies.

International Training and Consulting

IG Metall, General Motors Europe Opel European Employee Forum, and GM European Works Council Representatives, we hosted a group of distinguished GME and IG Metall visitors from Belgium and Germany and the Friedrich Ebert Foundation in Washington, DC. We had an open house, panel discussion, plant tour of GM Powertrain in Tonawanda, Pierce Arrow Museum. We had in depth conversations with UAW Region 9 Leadership and International Reps and all of the UAW leadership from the Western, NY auto industry companies. November 6-8, 2005.

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SK, Perry's Ice Cream and UAW Local 686, in cooperation with International Programs in Ithaca, UAW Region 9, and UAW Local 686 we hosted SK, a petrol-chemical conglomerate from Korea. The purpose was to interview and study labor management partnerships in the U.S. Perry's Ice Cream and UAW Local 686 with UAW Region 9 staff exchanged labor management best practices with union and company executives from SK Corporation. September, 2005.

U.S. Department of State International Visitors Program on Labor Issues, in cooperation with Buffalo Niagara WorldConnect, set up a training and information session with 18 international visitors and dignitaries to discuss labor relations and foreign trade issues. The visitors represented countries from Africa, Asia, Europe, and South America.

LG Electronics in Seoul, Korea, and Tianjin, China conducted interviews with labor and management leadership, May and June 2004.

Visteon Corporation in Shanghai, China conducted interviews with labor and HR management leadership in two Visteon plants in Shanghai, June 2004.

Atlantic Corridor and U.S. Department of State visit to the Republic of Ireland and Northern Ireland to study adult and continuing education. Visits included: Dublin City Council, Institute of Technology Blanchardstown, Dublin Institute of Technology, Athlone Institute of Technology, FAS Regional Training Center Athlone, FAS Employment Services Tullamore, Offaly County Council, Adult Education Services in County Clare, Department of Employment and Learning Belfast, Simon Community, Fermanagh College, and the University of Ulster.

"Joint Union-Management Training:" Management from **South African Breweries** and leaders from several unions in the beverage industry met under the auspices of Human Resources Systems to discuss how to bring their company successfully into global competition. Training team members included Maureen McCabe-Power, Arthur Wheaton, Mark Strolle, and Betty Barrett on March 9, 1995.

"Presentation to South African Mercedes Benz:" In cooperation with Maureen McCabe-Power consulted with executives from Mercedes Benz South Africa on Labor Management Relations in connection with the Work Practices Diffusion Team.

"1994 Summit Meeting on Bermuda's Industrial Relations System" helped analyze data and prepare a written report with Takashi Inaba for a five day retreat for government, management, and labor leaders aimed at joint analysis and reshaping of the Bermudan labor relations system in Hamilton, Bermuda in July 1994. Facilitators and presenters included: Terry Curry, Joel Cutcher Gershenfeld, Betty Barrett and Michael Moore sponsored by the Bermuda Ministry of Labor and Home Affairs.

Negotiations and Dispute Resolution

"Interest Based Problem Solving", A one day class introducing health and safety team from Fibron Products to interest-based problem solving, May 2001

"Facing Conflict Without Aggression" co-presented with Betty Barrett. A labor education class aimed at assisting workers with the types of aggressive behavior and conflict they find in their work places. Four week class delivered through MSU Labor Education Program in Battle Creek, Michigan, April- May 1994.

"Negotiating, Bargaining and Conflict Resolution for Union Members" co-presented with Betty Barrett. An innovative labor education class and research project derived from the LINES project developed by Joel Cutcher-Gershenfeld. Five week class delivered through MSU Labor Education

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Program in Battle Creek, Michigan, March - April 1994.

Recognition and Awards

First Annual College of Social Science Achievement Awards recognized as one member of the Work Practices Diffusion Team Japan Project within the School of Labor and Industrial Relations

Phi Kappa Phi Honor Society *Excellence Award for Interdisciplinary Scholarship for 1994* – March 1994 -as one member of the team of fifteen people who are the Seeds of Change/Japan Project of the School of Labor and Industrial Relations