

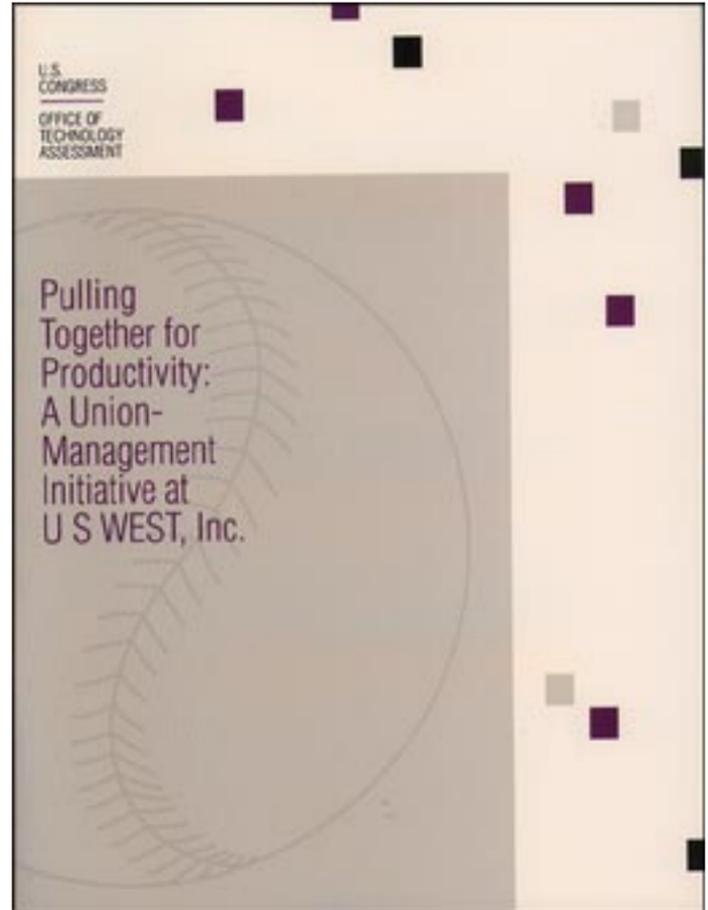
*Pulling Together for Productivity: A
Union-Management Initiative at US West,
Inc.*

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Foreword

During the current legislative session, Congress will be considering a variety of proposals to improve the competitiveness of U.S. companies. Although some U.S. companies compete by using technology only to simplify jobs and reduce labor costs, this Report is a case study which points to an alternative that benefits both workers and the firm.

In this Report, requested by the Senate Subcommittee on Foreign Commerce and Tourism and the Senate Subcommittee on Science, Technology, and Space, **OTA** finds that the Home and Personal Services Division of U S WEST, Inc. has increased revenues, eliminated unnecessary work, and improved customer service. These improvements in business performance resulted from a partnership with the two unions representing front-line employees—the Communications Workers of America and the International Brotherhood of Electrical Workers.

By implementing changes in technology and work processes suggested by joint union-management teams, the Home and Personal Services Division has improved worker morale as well as business performance, while workers' jobs and wages have been protected. A broad reorganization of customer service work designed by another joint union-management team will be implemented over the next three years. This reorganization promises to greatly increase customer satisfaction, potentially maintaining revenues in the face of increasing competition for residential telephone customers.

The title of this Report is intended to convey one of its central findings: labor, management, and society at large must pull together in the United States, or the social strains created by increasing domestic and international competition could pull the Nation apart. Working together, companies and workers can put the U.S. on the path to high-wage, high-productivity strategies.



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NOTE: OTA appreciates and is grateful for the valuable assistance and thoughtful critiques provided by the reviewers. The reviewers do not, however, necessarily approve, disapprove, or endorse this report. OTA assumes full responsibility for the report and the accuracy of its contents.

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