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### **Labor-Management Relations, Collective Bargaining, and the Public Sector: Collaborative Solutions in Alameda, California**

**Author: EDWARD J. MARTIN, PH.D.**

**Published in PAM, Vol. 8 No. 2**

This article describes current developments taking place in the collective bargaining process between public labor unions and public agencies in the United States. In order to create a more effective working relationship with each other, labor and management have shown a willingness to engage in participative decision-making as a method for greater collaboration. A case study of the City of Alameda, California will serve as a framework for this development between labor and management. In order to better understand this development, two policy models will be presented -- Peters' "flexible government" and Milward's "hollow state" -- as a conceptual frameworks for better understanding how labor and management have become more cooperative in their negotiation strategies.

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