

## My Top Twenty-five: A Sampler

10-21-10

A chronological listing of some of the memorable or favorite speeches, publications and papers written or presented by Gary B. Hansen

1. “Industry of Destiny: Copper in Utah,” based on my Master’s thesis at Utah State University, was my first published article. It appeared in the Summer 1963 issue of the *Utah Historical Quarterly*.
2. *The Richest Hole on Earth: A History of the Bingham Copper Mine*, 1963 Working with Leonard J. Arrington, my mentor and advisor, we co-authored this research monograph, These first two publications launched my academic writing career.
3. “Separate but Equal: Some myths and realities of English Secondary Education,” published in the *Comparative Education Review*, in 1965, kept the ball rolling while I was in Graduate School at Cornell University.
4. In December 1966, I was invited to give a seminar to the staff and others at the Manpower Administration, USDOL in Washington, D.C., on the subject of Britain’s new 1964 Industrial Training Act. This led to a contract to write a paper for the National Manpower Policy Task Force on the same topic, which they published as a monograph, entitled: *Britain’s Industrial Training Act: Its History, Development and Implications for America*. It was also published in Britain. Ironically, it did in 76 pages what my thesis took ten times more pages and two more years to accomplish. I should have stopped while I was ahead. This activity also launched a four decades long career of working as a consultant to the United States Department of Labor.
5. “Wanted: Additional Outlets for Idealism,” an article published in *Dialogue: A Journal of Mormon Thought* in the Summer 1970 issue, set out some of my idealistic notions of service and “Zion-building,” for young LDS church members. This article helped shape my own efforts to find ways to carry out these activities. A sequel to this article, written to be a chapter for my personal memoir in 2008, was entitled “Seeking and finding outlets for idealism.” It provides a bookend to the “Wanted” article, and explained how I had tried to find outlets for my idealism during the next four decades after the first article was published.
6. “Breaking out of the CETA mold,” A luncheon address to the Utah Private Industry Council CETA seminar, October 11, 1979. This was my first provocative speech, telling the audience that America needed a broader employment and training policy than that envisioned by Comprehensive Employment and Training Act, which had replaced the broader-based 1962 Manpower Development and Training Act.
7. A once in a lifetime experience came about as a result of being asked to document the UAW-Ford closure of the San Jose Assembly Plant in 1983. Documenting this closure led to a

number of publications and other subsequent opportunities in this field. Having a quotation by me printed on the center of the front page of the October 11, 1983, issue of the nation's premier business newspaper, the *Wall Street Journal*, rates a significant place in the pantheon of my professional career.

8. I wrote an article about the UAW-Ford San Jose Plant Closing experience "Ford and the UAW Have a Better Idea: A Joint Labor-Management Approach to Plant Closing and Worker Retraining," that was published in the *Annals of the American Academy* in September 1984. This article was reprinted and widely circulated by the UAW-Ford National Training Center beginning in November 1984.
9. Another article, "Innovative Approaches to plant closing: The UAW-Ford Experience in San Jose," was published in the June 1985 issue of the *Monthly Labor Review*, the publication of the USDOL. This provided further national visibility to the work we had done in documenting this path-breaking effort.
10. *Preventing Layoffs*. First published as an article in the *Employee Relations Law Journal* in December 1985, it was reprinted as a pamphlet by the Labor-Management Relations Division in the USDOL in 1986. It became the most widely disseminated publication in that unit up until this time, and was reprinted in 1988 because of its popularity.
11. A "Scenario for a state dislocated worker readjustment system," Prepared for The Manpower Administration, USDOL, November 10, 1986. This unpublished 18 page document, financed by the USDOL, provided me with an opportunity, while serving on the Secretary of Labor's Task Force, to spell out for the task force and USDOL in a practical way what I thought the American national system of helping displaced workers should look like.
12. "Designing an Employment and Training Policy to meet the Challenges of the 21<sup>st</sup> Century, National and International Perspectives," keynote address delivered to the Governor's Employment and Training Conference, Honolulu, Hawaii, Nov. 30, 1987. In this speech I suggested what the elements of the nation's employment and training policy and system needed to accomplish in future years, and urged Hawaii to catch the vision now and move in that direction.
13. *Putting Democracy to Work: A Practical Guide for Starting Worker-owned Businesses*. This book, written with my good friend Frank T. Adams, was first published in 1987 and revised in 1992, provided a comprehensive "how to" guide for those interested in learning about and starting worker-owned cooperative businesses. It has stood the test of time and is still in print and used throughout the world.
14. "Fulfilling the land-grant mission by promoting local economic development, worker ownership and workplace democracy," 1991. This paper was one of my attempts to spell out how USU administrators needed to expand their vision of what the modern Land-grant mission should include, and not be limited to agriculture and the mechanic arts.

15. “Apprenticeship in 21<sup>st</sup> Century America,” Speech delivered to the Western Apprenticeship Coordinator’s Conference, Salt Lake City, Utah, June 4, 1991. In this speech I tried to provide a vision for how apprenticeship could be used in America to carry out much of the nation’s industrial training needs in the 21<sup>st</sup> Century.
16. “A concept paper outlining some ways to promote cooperatives for job and enterprise creation: A Working paper,” Cooperative Branch, International Labor Office, September 1991. This paper, written during my sabbatical at the ILO, first outlined my ideas of how the ILO Cooperative Branch could (and why it should) become more active in job creation in developing countries by promoting worker cooperatives.
17. “The Role of Cooperatives in the promotion of employment and income in the rural and informal sectors.” Presentation at the meeting of Experts on Cooperatives convened by the International Labor Organization in Geneva, Switzerland, March 29-April 3, 1993. In a background paper that I prepared for the meeting of experts, at the ILO’s request, I tried to get them to embrace and promote worker cooperatives more aggressively—despite the indifference shown by many of the ILO bureaucrats and invited “experts.” Only the Danish trade union representative agreed with me. Most of the rest were indifferent, and wedded to other forms of cooperatives.
18. “A Modern Tragedy: The failure to enlist Workers’ cooperatives in the battle against unemployment,” Internal working paper ILO Cooperative Branch, November 1993. This was my response to the lack of understanding and indifference of those with the vested interests who had held sway at the Meeting of Experts in March 1993. It was one of my most passionately written papers.
19. “Working together to create jobs in Zamboanga: An example of group entrepreneurship in action,” Chapter 1 in *Working Together to Create Jobs: A Guide to worker-owned cooperative development*. I wrote this guide for ILO Regional Office for Asia and Pacific, Bangkok, December 1994. The story set out in this short chapter provides a hypothetical example of how business enterprises might be systematically incubated in a developing country to provide substantial numbers of jobs and income in a community. As my friend Frank Adams said, this story was the most useful part of the guide, to give the readers an idea of just what might be accomplished using the group entrepreneurship approach.
20. “Using group entrepreneurship to create new enterprises,” *Small Enterprise Development: An International Journal*, March 1996. This article, which was an expanded version of a paper that I had presented at an earlier academic conference held at Cambridge University, outlined my vision of how worker cooperatives could be used for job and enterprise creating purposes.
21. *A guide to Entrepreneurial Initiatives for Local Economic Development*. A two volume guide that I wrote for an ILO/UNDP SHIELD Program in 1995. It was the first edition of a guide that was first used in the ILO Training Center in Turin, Italy, and, subsequently, adopted and used by the USDOL over the next 8 years in LED projects carried out in six

countries in Central and Eastern Europe. It went through six editions and was translated into five languages.

22. “A model to achieve more successful worker, community and enterprise adjustment in Central and Eastern European Countries undergoing economic restructuring and privatization.” A paper with a long title that I presented at the 5<sup>th</sup> European Regional Congress on Industrial Relations, held in Dublin, Ireland, on August 26-29, 1997. This paper set out my conceptualization of and components in the “USDOL Adjustment Model.” that I had created. For the first time an outside audience learned about this model. It became the essential organizing framework that we (USDOL and WSI staff) would use to design and help national and community leaders implement in six CEE countries over the coming years.
23. “The contribution of Helen Foster Snow to the promotion and use of group entrepreneurship and worker cooperatives for job creation, income generation and economic renewal,” Paper presented at the Helen Foster Snow Symposium, held at BYU, October 26-28, 2000. After USU decided not to keep the Helen Foster Snow collection, and gave it to BYU, they used the collection and this symposium to promote their relationship with the Chinese Government. This item is a paper that I gave at their inaugural Symposium held in her honor.
24. “*JUMP: Jobs for Unemployed and Marginalized People through self-help (Interregional programme to create decent jobs for women and men in developing and transition countries).*” Geneva: International Labour Organisation, Multi-bilateral programme of Technical Cooperation, Programme Document, Final Version, June 29, 2001. The JUMP program document was written at the request of the ILO COOP Branch. It was intended to help obtain funding for a major project to create a significant number of jobs for unemployed and marginalized workers using worker cooperatives. The JUMP approach to creating jobs outlined in the project document was designed to pilot test these innovative cooperative and self-help approaches in 9 countries in three ILO Regions. Unfortunately, although we (Jurgen Swettmann, Huseyin Polat and I) thought it was a great idea and a well thought out proposal, it was not funded.
25. *A Guide to Worker Displacement: Some tools for reducing the impact on workers, communities and enterprises.* In 2000, I was asked by the ILO to write a guide to worker displacement. This project was undertaken in part as a response of the ILO to the Asian Financial Crisis in 1997, as well as the economic transition problems being experienced in Russia and other remnants of the old Soviet Union that had resulted in widespread worker displacement and rising unemployment. This 51 page guide incorporated much of what I had learned over the previous 30 years working with displaced workers, communities and enterprises in America and in Central and Eastern Europe. The guide was not completed until 2001 or published until 2002, although it was translated into Russian and introduced at an ILO workshop held in St. Petersburg in December 2001. It was published in English, French and Spanish. The severe unemployment caused by the worldwide economic crisis of 2008 led the ILO to publish and immediately circulate, via the Internet and in printed form, a longer, updated edition of this guide in March 2009.