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PAUL OSTERMAN

MIT Sloan School of Management
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EDUCATION

B.A. Oberlin College, 1968

Ph.D., Massachusetts Institute of Technology, 1976
Joint Degree, Department of Economics and of Urban Studies and Planning

Woodrow Wilson Fellowship
National Defense Education Act Fellowship
U.S. Department of Labor Manpower Dissertation Fellowship

ACADEMIC EMPLOYMENT HISTORY

Current Positions:

Nanyang Technological University Professor of Human Resources and Management,
MIT Sloan School of Management, and Professor, MIT Department of Urban Studies and
Planning

Osterman, Vita

Previous Positions:

Deputy Dean, MIT Sloan School of Management, 2003-2007

Area Head, Department of Behavioral and Policy Sciences, MIT Sloan School of Management, 2001-2003

Visiting Professor, Instituto de Empresa (Madrid), 1995-present

Visiting Scholar, Harvard Graduate School of Education, 1993-94

Associate Professor of Human Resources and Management, Sloan School of Management, Massachusetts Institute of Technology

Associate Professor of Economics, Boston University

Assistant Professor of Economics, Boston University

ADMINISTRATIVE EXPERIENCE

Deputy Dean, MIT Sloan School of Management, 2003- 2007

Acting Director of Policy, Planning, and Evaluation; Office of Training and Employment Policy (formerly Department of Manpower Development); Commonwealth of Massachusetts; 1983-1984

Assistant to the President, Brooklyn College, City University of New York, 1971

PUBLIC SERVICE AND GOVERNMENT ACTIVITIES

Co-Editor, International Labor Review, 2006-present

Consultant, Inter-American Development Bank, 2008-present

Director, Jobs For the Future, 2008-present

National Advisory Committee, Robert Woods Johnson Foundation, Jobs to Careers Initiative, 2006-present

Board of Advisors, SEEDCO, 2006

Research Advisory Panel, W.E. Upjohn Institute on Employment Policy, 2005

Osterman, Vita

Member, Advisory Board, Jewish Vocational Services, 2003

Member, American Assembly Panel of Experts on Employment Policy, 2003

Expert Witness, Employment Discrimination Cases, 1976-2003

Executive Board, Industrial Relations Research Association, 1998-2001

Member, Brookings Institution Task Force on Intangible Value, 1998-1999

Panel Member, National Research Council Committee on the Performance of Human Subjects, 1997-1999

Editorial Board, Workforce Development Series, Heldrich Center, Rutgers University, 1998

Board of Directors, Work and Technology Institute, 1993-1998

Consultant, Committee for Economic Development, 1996-97

Member, Twentieth Century Fund Task Force on Worker Training, 1995-97

Consultant, Ford Foundation, 1992-1997

Consultant, Center on Education and Quality of the Workforce, University of Pennsylvania, 1991-1997

Research Advisory Panel, W.E. Upjohn Institute for Employment Research, 1995-96

Advisory Council, Project on Work-Based Learning, Office of Technology Assessment, 1994-1995

Consultant, New Jersey Employment and Training Commission, 1992-93

Training Subcommittee, Competitiveness Policy Council, 1992

National Advisory Council, Work in America Institute project on workforce literacy, 1990-1992

Consultant, The Boston Foundation, 1988-1992

Consultant, California Employment and Training Panel, 1991

Osterman, Vita

Advisory Board, Social Policy Research Group project on Massachusetts budget cuts, 1990-1991

Consultant, General Accounting Office, 1987

Consultant, Annie E. Casey Foundation and Center for the Study of Social Policy, 1986-1987

Member, Commonwealth Employment Forum, 1985-86

Board of Trustees, National Child Labor Committee, 1980-1986

Consultant, Commonwealth Employment Forum (Executive Office of Economic Affairs, Commonwealth of Massachusetts), 1985

Panel Member, National Academy of Science Panel on Employment Programs, 1984-1985

Acting Director of Policy, Planning, and Evaluation; Office of Training and Employment Policy (formerly Department of Manpower Development); Commonwealth of Massachusetts; 1983-1984

Youth Advisory Board, City of Boston CETA Prime Sponsor, 1980-1983

Consultant, Equal Employment Opportunity Commission, 1980

Consultant, Minimum Wage Study Commission, 1980

Consultant, White House Domestic Policy Council, 1978-1980

Academic Advisory Board, National Commission on Employment Policy, 1977-1980

Consultant, New England Regional Commission, 1979

Consultant, Community Services Administration, 1979

Member, Governor's Task Force on Youth Employment, 1978

PUBLICATIONS

Books:

The Truth About Middle Managers: Who They Are, What They Do, What Has Changed, Harvard Business School Press, 2009

Gathering Power: The Future of Progressive Politics in America (Boston: Beacon Press), 2003.

Working In America: A Blueprint for a New Labor Market (co-author with Thomas Kochan, Richard Locke, and Michael Piore), MIT Press, 2001.

Securing Prosperity: The American Labor Market: How It Has Changed and What to Do About It, Princeton University Press, 1999 (a Century Foundation Book).

Change At Work (co-author with Peter Cappelli, Laurie Bassi, Harry Katz, David Knoke, Michael Useem), Oxford University Press, 1997.

Broken Ladders: Managerial Careers in the New Economy (editor), Oxford University Press, 1996.

The Mutual Gains Enterprise: Forging a Winning Partnership Among Labor, Management, and Government (co-author with Thomas Kochan), Harvard Business School Press, 1994.

Employment Futures: Reorganization, Dislocation, and Public Policy, Oxford University Press, 1988.

Internal Labor Markets (editor), MIT Press, 1984.

Getting Started: The Youth Labor Market (Cambridge, MA: MIT Press), 1980.

Articles and Book Chapters:

“The Contours Of Institutional Labor Economics: Notes Towards A Revived Discipline,” Socio-Economic Review forthcoming

“Job Design In The Context of The Job Market,” Journal of Organizational Behavior, forthcoming

“College For All: The Labor Market For College Educated Workers,” Center For American Progress, 2008

“Improving The Quality of Low Wage Work; The Current American Experience,” International Labor Review, 2008

“Demand Side Policies To Improve Job Quality,” in A Future of Good Jobs, Timothy Bartik and Susan Houseman, eds, The Upjohn Institute For Employment Policy, 2008

“Evading the Iron Law: Culture and Ritual in Social Movement Organizations,” Administrative Science Quarterly, Winter, 2007

“Employment and Training Policies: New Directions for Less Skilled Adults,” in Harry Holzer and Demetra Nightingale, eds., Workforce Policies for a Changing Economy (Washington: Urban Institute), 2006.

“Community-Based Organizing and Employee Representation,” British Journal of Industrial Relations, December, 2006.

“The Changing Employment Circumstances of Managers,” in Edward Lawler and James O’Toole, eds., America at Work: Choices and Challenges, 2006.

“The Wage Impacts of High Performance Work Organization,” Industrial and Labor Relations Review, v. 59, no. 4 (January, 2006).

“Making Bad Jobs Good: Strategies for the Service Section,” in Stephen Bazen, Claudio Lucifora, and Wimer Salverda, eds., Job Quality and Employer Behavior (London: Palgrave Macmillan), 2005.

“Ports and Ladders: The Nature and Relevance of Internal Labor Markets in a Changing World” (with M. Diane Burton), in Pamela Tolbert and Rosemary Batt, eds., Oxford Handbook on Work and Organization (Oxford University Press), 2004.

“The Economic Context for Workforce Intermediaries,” in Robert Giloth, ed., Workforce Intermediaries in the Twenty-first Century (New York: American Assembly), 2004.

Osterman, Vita

“Organizing the U.S. Labor Market: National Problems, Community Strategies,” in Jonathan Zeitlin and David Trubek, eds., Governing Work and Welfare in the New Economy (Cambridge University Press), 2003.

“Employers in the Low Wage/Low Skill Labor Market,” in Richard Kazis and Marc Miller, eds. Low Wage Workers In The New Economy (Washington: Urban Institute), 2001. “Flexibility and Commitment in the United States Labor Market,” International Labor Organization, 2000.

“Revolutionizing Work,” Blueprint, Summer, 2000.

“Work Organization in an Era of Restructuring: Trends in Diffusion and Impacts on Employee Welfare,” Industrial and Labor Relations Review, January, 2000.

“New Rules for the Labor Market,” Working Today, November-December, 1999.

“The Impact of Training on Productivity and Its Role in the Social Dialogue,” International Labor Organization, 1999.

“Changing Work Organization in America: What Has Happened and Who Has Benefited?” Transfer: European Review of Labor and Research, Summer, 1998.

“Changing the Constraints: A Successful Employment and Training Strategy” (with Brenda Lautsch), in Robert Giloth, ed., Jobs and Economic Development (Thousand Oaks: Sage Publications), 1998.

“Internal Labor Markets,” in Larry Peters et al., eds., A Dictionary of Human Resource Management (London: Basil Blackwell), 1997.

“The Future of Employment and Training” Urban Institute Policy Briefs, 1996.

“Work/Family Programs and the Employment Relationship,” Administrative Science Quarterly, December, 1995.

“Is There a Youth Labor Market Problem in America,” Revista Asturiana De Economia, 1995.

“Skill, Training, and Work Organization in American Establishments,” Industrial Relations, April, 1995.

“Training to Think,” Across the Board (The Conference Board), February, 1996.

“The Transformation of Work in the United States: What The Evidence Shows,” in Bryan Downie and Mary Lou Coates ed., Managing Human Resources in the 1990s and Beyond (Kingston: IRC Press), 1995.

Osterman, Vita

“Involving Employers in School-to-Work Programs,” in Thomas Bailey, ed., Learning to Work (Washington: The Brookings Institution), 1995. “Apprenticeship Programs for the American Youth Labor Market,” in Contract With America's Youth: Towards a National Youth Development Agenda (Washington: American Youth Policy Forum), 1995.

“Work Organization and Training in American Enterprises,” in Friedrich Buttler, Wolfgang Franz, Ronald Schettkat, and David Soskice, eds., Institutions and Labor Market Performance: Comparative Views on the U.S. and German Economies (London: Routledge), 1995.

“Problems and Policies for the Youth Labor Market,” in Ann Howard, The Changing Nature of Work (New York: Jossey Bass), 1995.

“How Common Is Workplace Transformation and How Can We Explain Who Adopts It? Evidence From a National Survey,” Industrial and Labor Relations Review, January, 1994.

“Supervision, Discretion, and Work Organization,” American Economic Review, May, 1994.

“Beginning Work: The Youth Labor Market in America,” The Wilson Quarterly, Fall, 1994.

“Work Organization,” Looking Ahead: The Journal of the National Planning Association, Fall, 1994.

“Is There a Problem With the Youth Labor Market and If So How Should We Fix It? Lessons for the U.S. From American and European Experiences,” in Roger Lawson, Katherine McFate, and William J. Wilson, eds., Poverty, Inequality, and the Crisis of Social Policy: Western States in the New World Order (New York: Russell Sage), 1994.

“Internal Labor Markets: Theory and Change,” in Clark Kerr and Paul Staudohar, eds., Labor Economics, Institutions, and Markets (Cambridge: Harvard University Press), 1994.

“Why Don't 'They' Work? Employment Patterns in a Full-Employment Economy,” Social Science Research, June, 1993.

“Employer-Centered Training Programs for International Competitiveness: Lessons From State Programs” (co-author), Journal of Policy Analysis and Management, Summer, 1993.

“Internal Labor Markets in a Changing Environment: Models and Evidence,” in David Lewin, Olivia Mitchell, and Peter Sherer, eds., Research Frontiers in Industrial Relations and Human Resources (Madison: Industrial Relations Research Association), 1993.

Osterman, Vita

“New Lessons for State Training,” Spectrum: The Journal of State Government, Summer, 1992.

“Latinos in the Midst of Plenty,” in Latinos in Boston Confronting Poverty, Building Community, The Boston Foundation, 1992.

“La Organizacion del trabajo en Estados Unidos: Inferences para la politica industrial (Work Organization in the United States: Implications for Industrial Policy),” in Carmela Martin, ed., Politica Industrial, Teoria y Practica (Madrid: Economistas Libros, Colegio De Economistas de Madrid), 1992.

“Pressures and Prospects for Employment Security in the United States,” in Christoph Buechtemann, ed., Employment Security and Labor Market Behavior: Interdisciplinary Approaches and International Evidence (Cornell University Press), 1992.

“Welfare Participation in a Full Employment Economy: The Impact of Neighborhood,” Social Problems, November, 1991.

“New Technology and Work Organization,” in Enrico Deiaco, Erik Hornell, and Graham Vickery, eds., Technology and Investment (London: Pinter), 1991.

“The Impact of Information Technology Upon Employment,” in Michael Scott Morton, ed., The Corporation of the 1990's: Information Technology and Organizational Transformation (New York: Oxford University Press), 1991.

“The Productivity Consequences of Alternative Internal Labor Market Arrangements,” in Arbetskraft, Arbetsmarknad, och Produktivitet (Stockholm: Allmanna Forlaget), 1991.

“Gains From Growth? The Impact of Full Employment in Boston on Poverty,” in Christopher Jencks and Paul Peterson, eds., The Urban Underclass, Brookings Institution, 1991.

“Poverty and the Underclass: The Impact of Full Employment,” in Ann Enander, ed., Work and Welfare (Sweden: University of Karlstad), 1991.

“Innovations in Training and Human Resource Development: Integrating Public and Private Policy,” in New Developments in Worker Training: A Legacy for the 1990's, edited by Joel Cutcher-Gershenfeld, Louis Ferman, Michele Hoyman, and Ernest Savoie, Industrial Relations Research Association, (Madison, Wisconsin), 1990.

“The Future of Employment Policy: A U.S. Perspective,” in Gilles Laflamme, Gregor Murray, Jacques Belanger, and Gilles Ferland, eds., Flexibility in Labor Markets in the United States and Canada (Geneva: International Institute for Labor Studies), 1990.

Osterman, Vita

“Employment Security and Employment Policy: An Assessment of the Issues” (with Thomas Kochan), in Katharine Abraham and Robert McKersie, eds., New Developments in the Labor Market (Cambridge, MA: MIT Press), 1990.

“Technological Innovation and Employment in Telecommunications” (co-author), Industrial Relations, Spring, 1989.

“Investing in Workers,” TransAtlantic Perspectives, Spring, 1989.

“Employment Systems in the United States: Competing Models and Contingent Employment,” Travail-Emploi, Spring, 1989.

“The Job Market for Adolescents,” in David Stern and Dorothy Eichorn, eds., Adolescence and Work: Influences of Social Structure, Labor Markets, and Culture (Hillsdale: Erlbaum), 1989.

“New Directions for Employment Policy,” in Ronnie Steinberg and Sharon Harlan, eds., Job Training for Women (Temple University Press), 1989.

“New Technology and the Organization of Work: A Review of the Issues,” in David Mowery and Bruce Henderson, eds., The Challenge of New Technology to Labor Management Relations, (Washington, D.C.: U.S. Department of Labor), 1989.

“Employment Security at Digital: Organizational Values and Strategic Choice” (co-author), Human Resource Management, Summer, 1988.

“Rethinking the American Training System,” Social Policy, Summer, 1988.

“The Possibilities of Employment Policy,” Economic Policy Institute, 1988.

“The Place of Vocational Education in a National Employment Policy,” in Eskil Wadensjo and Ake Dahlberg, eds., Labor Market in the 1990's (Stockholm: Ministry of Labor), 1988.

“Choice of Employment Systems in Internal Labor Markets,” Industrial Relations, February, 1987.

“Employment Stability and Personnel Policy,” in Morris Kleiner, Myron Roomkin and Richard Block, eds., Human Resources and the Performance of the Firm (Madison: Industrial Relations Research Association), 1988.

“The Impact of Computers Upon the Demand for Clerical and Managerial Labor,” Industrial and Labor Relations Review, January, 1986.

Osterman, Vita

“Technology and White Collar Employment: A Research Strategy,” Proceedings of the Industrial Relations Research Association, Spring, 1986.

“Temporary Help and Other Non-Traditional Work Relationships,” in The Changing Workplace, Bureau of National Affairs, 1986.

“New Developments in White Collar Employment,” in Thomas Kochan, ed., Challenges and Choices Facing American Labor (Cambridge, MA: MIT Press), 1985.

“The Importance of Internal Labor Markets,” in Paul Osterman, ed., Internal Labor Markets (Cambridge, MA: MIT Press), 1984.

“The Mismatch Hypothesis and Internal Labor Markets,” Proceedings of the Industrial Relations Research Association, Spring, 1983.

“White Collar Internal Labor Markets,” in Paul Osterman, ed., Internal Labor Markets (Cambridge, MA: MIT Press), 1984.

“Employment Structures within Firms,” British Journal of Industrial Relations, November, 1982.

“Affirmative Action and Opportunity,” Review of Economics and Statistics, November, 1982.

“The Politics and Economics of CETA Programs,” Journal of the American Planning Association, October, 1981.

“The Employment of Black Youth: A Review of the Evidence and Some Policy Suggestions,” in Expanding Opportunities for Disadvantaged Youth, National Commission for Employment Policy (Washington, DC: GPO), 1980.

“Education and Labor Markets at the Turn of the Century,” Politics and Society, Fall, 1979.

“Sex Discrimination in Professional Employment,” Industrial and Labor Relations Review, July, 1979.

“Racial Differences in Male Youth Unemployment,” in Robert Taggart and Naomi Berger Davidson, eds., Youth Employment: Its Meaning and Measurement (Washington, DC: GPO), 1979.

“The Structure of the Labor Market for Young Men,” in Michael J. Piore, ed., Institutional and Structural Views of Unemployment and Inflation (New York: Sharpe), 1979.

Osterman, Vita

“Youth, Work, and Unemployment,” Challenge, May/June, 1978.

“The Problem of Youth Unemployment,” Working Papers, February, 1978.

“Planners in Transition,” Journal of the American Institute of Planners (co-author), April, 1976.

“An Empirical Study of Labor Market Segmentation,” Industrial and Labor Relations Review, July, 1975.

“Public Employment and Urban Poverty” (co-author), Urban Affairs Quarterly, March, 1974.

Monographs:

Recent Trends in Work Organization and Training, a report to the International Labor Organization, 1997.

Project QUEST: A Report to the Ford Foundation (with Brenda Lautsch), January, 1996.

A Framework for a National Employment Policy: The Lessons From State Experiences (with Rosemary Batt), Economic Policy Institute, 1993.

Youth Apprenticeships and the School-to-Work Transition (co-author), (Philadelphia: National Center on the Educational Quality of the Workforce), 1993.

In the Midst of Plenty: A Profile of Boston and Its Poor (co-author), The Boston Foundation, 1989.

Employment Policy: U.S. and Europe, paper prepared for the Ford Foundation Seminar on the Future of the Welfare State, April, 1986.

Getting 100 Percent Results From the Eight Percent Education Set Aside Under the Job Training Partnership Act, National Commission on Employment Policy and the National Governors Association, 1985.

The Impact of an Adverse International Boundary Shift Upon the Urban and Regional Economies of New Bedford and Gloucester Massachusetts (co-author), United States Department of State, 1982.

The Causes of the Worsening Employment Situation of Black Youth, United States Department of Labor, 1979.

Osterman, Vita

The Implementation of the Youth Employment Demonstrations Project Act, National Council on Employment Policy.

RESEARCH GRANTS

Russell Sage Foundation, 2009
Annie E. Casey Foundation, 2000
Ford Foundation, 1999
Rockefeller Foundation, 1997
Ford Foundation, 1997
Sloan Foundation, 1996
Ford Foundation, 1995
Twentieth Century Fund, 1995
Spencer Foundation, 1991
Ford Foundation, 1985
German Marshall Fund, 1984
United States Department of State, 1982
United States Department of Labor, 1981
National Commission on Employment Policy, 1979
United States Department of Labor, 1979
National Council on Employment Policy, 1978
National Committee for Full Employment, 1978
Columbia University Employment Rights Project, 1976

Languages: Spanish