

**Table 3. The Diffusion of Self-Managed Teams In Different Industry Groups, 1994 and 1997.**

The figures represent percentages within the industry at the left, weighted to be nationally representative of establishments over 20 employees.

	The Percent Of Sites With Any Self-managed Teams At All		The Percent of Sites With More Than Half Of Employees In Self-managed Teams		The Average Percent Of Employees In Self-managed Teams In Sites With Teams		The Average Percent Of Employees In Self-managed Teams Across All Sites	
	1994	1997	1994	1997	1994	1997	1994	1997
Entire USA	31.8	34.2%	8.6	12.2 (++)	41.1%	45.3%	13	15.5
Food & Tobacco Textile and Apparel	24.3	44.1++ (++)	7.4	14.1	33.5	42.8	8.1	18.9 (++)
				29.6++ (++)			2.8-	12.0 (++)
				1.2-	8.6	40.7		
Lumber & Paper	37.4	34.6	9.9	10.6	38.8	45.6	14.5	15.7
Printing & Publishing	35.4	32.5	5.6	12.5	37.8	44.5	13.4	14.4
Chemicals & Petroleum	42.2	41.7	7.9	10.4	34.6	39.6	14.6	16.
Primary Metals	33.7	40.5	3.9-	11.8 (++)	30.2-	38.5	10.1	15.6
Fabricated Metals	32.4	42.5	9.3	19.9	40.0	56.4	12.9	23.9
Machinery & Instruments	34.9	34.1	7.3	14.3	39.6	52.0	13.8	17.7
Transportation Equipment	34.5	43.7	9.9	17.5	42.0	49.7	14.5	21.7
Other Missl. Manufacturing	36.8	31.3	7.4	7.8	27.0	37.2	9.9	11.6
Construction	38.6	44.5	12.5	20.5	42.7	54.8	16.5	24.4+
Transport Services	20.8	32.7	5.9	15.8	42.1	56.5	8.7	18.5
Communications & Utilities		29.6		8.4		42.6		12.6
Utilities	Not available	36.1	Not available	7.4	Not available	35.5	Not available	12.8
Wholesale trade	26.3	34.9	9.8	11.6	44.8	38.6	11.7	13.4
Retail Trade	34.3	30.6	7.4	8.7	38.9	39.9	13.3	12.2
Finance	25.4	20.0-	5.0	8.8	34.8	54.4	8.8	10.9
Insurance		44.2		21.5+		55.4+		24.5+
Hotels	25.1	25.7	3.7	7.2	26.6	38.3	6.6-	9.8
Business Services	29.5	32.4	12.0	16.5	52.5	58.7	15.5	19.0
Health Services	27.3	47.3++ (++)	10.2	16.9	51.6	44.6	14.1	21.1
Overall test for significance of industry differences*								
F-value	2.79	1.55	2.40	0.95	1.52	1.03	3.46	1.21
p-value	.0001	.0591	.0006	.5237	.0696	.4256	.0000	.2376

**Legend for Significant Differences:** + or - indicates that an industry's average was significantly different (p<.05) from the average of all other industries in that column. (++) or (-) indicates that the industry group's 1994-1997 change was significantly different (p<.05) from zero.

++ or -- indicates that the industry group's 1994-97 change was significantly different (p<.05) from the average change for all other industries.

\* Based on test of joint significance of industry variables in regression.

**Source:** Analysis of U.S. Census' Educational Quality of the Workforce - National Employer Survey data for 1994 and 1997.

**Table 4. Work-related Meetings For Non-Managers In Different Business Sector Groups, 1994 and 1997.**

The figures represent percentages within the industry at the left, weighted to be nationally representative of establishments over 20 employees.

	The Percent Of Sites With Any Work Meetings At All		The Percent of Sites With More Than Half Of Employees In Work Meetings		The Average Percent Of Employees In Work Meetings In Sites With Meetings		The Average Percent Of Employees In Work Meetings Across All Sites	
	1994	1997	1994	1997	1994	1997	1994	1997
Entire USA	80.31%	74.34%	47.93%	52.49%	65.1%	74.60%	52.29%	55.46%
Nonunion	79.99%	74.7%	49.17%	53.9%	66.72%	76.1%	53.37%	56.6%
Union	82.55%	72.6%	39.39%	38.7%	54.3%	58.9%	44.82%	42.7%
Food & Tobacco	74.41%	82.2%	30.78%-	46.1%	48.57%-	63.5%-	36.14%-	52.2% (++)
Textile and Apparel	- (-)	71.95%-	38.23%	22.0%-	--	59.25%	42.63%	25.4%-
Lumber & Paper	84.07%	78.9%	39.34%	55.1%	55.74%	75.0% (++)	46.86%	59.2%
Printing & Publishing	71.63%	67.0%	37.75%	33.8%-	60.02%	59.0%-	42.99%	39.5%-
Chemicals & Petroleum	90.79%+	89.4%+	47.61%-	51.5%	60.94%	64.6%-	55.33%	57.8%
Primary Metals	81.64%	80.2%	29.20%	42.5% (++)	44.34%-	57.6%- (++)	36.20%-	46.2%
Fabricated Metals	76.96%	84.0%+	36.30%	48.2%	51.23%-	63.9%-	39.4%-	53.7%
Machinery & Instruments	71.53%	75.4%	28.96%-	42.0%	49.81%-	65.3%- (++)	35.63%-	49.2% (++)
Transportation Equipment	76.32%	75.1%	41.20%	50.7%	60.76%	71.4%	46.37%	53.6%
Other Misc. Manufacturing	75.8%	88.8%+	32.5%-	55.9%++ (++)	50.7%-	66.5% (++)	38.4%-	59.1%++ (++)
Construction	77.69%	73.3%	42.67%	49.8%	60.90%	73.4%	47.31%	53.8%
Transport Services	74.82%	78.2%	46.30%	56.0%	64.76%	74.8%	48.45%	58.5%
Communications & Utilities	88.84%	+ 85.6%	58.64%	55.5%	68.01%	70.5%	60.42%	60.4%
Communication	Not available	83.5%	Not available	65.1%	Not available	67.0%	Not available	56.0%
Utilities	Not available	89.3%	Not available	45.2%	59.21%	75.3%	Not available	68.0%
Wholesale Trade	82.66%	64.2% (-)	42.41%	48.5%	71.38%	73.7%	48.95%	48.3%
Retail Trade	79.20%	68.6%	53.18%	67.5%+	83.45%+	82.8%	56.54%	50.5%
Finance	85.60%	87.9%+	68.30%+	66.3%	79.80%+	82.8%	71.43%+	72.8%+
Insurance	84.22%	84.8%	65.33%+	66.3%	83.4%+	82.8%	67.21%+	70.2%+
Hotels	85.18%	84.7%+	51.35%	66.7%+	64.50%	83.4%+	54.94%	70.7%+
Business Services	78.76%	70.6%	43.48%	54.8%	60.73%	82.1%	47.83%	57.9%
Health Services	91.73%+	93.6%+	53.77%	80.3%+	63.88%	86.2%+	58.60%	80.7%+

Overall test for significance of industry differences\*

F-value	1.81	3.41	3.85	5.93	4.24	5.31	3.94	6.93
p-value	.0169	.0000	.0000	.0000	.0000	.0000	.0000	.0000

**Legend for Significant Differences:** + or - indicates that an industry's average was significantly different (p<.05) from the average of all other industries in that column. (++) or (-) indicates that the industry group's 1994-1997 change was significantly different (p<.05) from zero.

++ or -- indicates that the industry group's 1994-97 change was significantly different (p<.05) from the average change for all other industries.

\* Based on test of joint significance of industry variables in regression.

Source: Analysis of U.S. Census' Educational Quality of the Workforce- National Employer Survey data for 1994 and 1997.

**Table 5. The Percent Of All U.S. Establishments and The Percent Of Establishments Of Different Industry Groups Adopting High Performance Work Practices In 1994 and 199**

The figures represent percentages within the category at the left, weighed to be nationally representative of establishments over 20 employees.

	Weak Innovators		Medium Innovators		Strong Innovators		Percent and Actual Number Of Establishment Survey Sites <sup>^</sup>	
	1994	1997	1994	1997	1994	1997	1994	1997
Entire USA	85.71%	83.54%	13.37%	15.36%	0.93%	1.10%	100%(3167)	100%(3081)
Union	86.24%	82.90%	12.99%	15.36%	0.77%	1.74%	12.95%	9.53%
Nonunion	84.31%	83.10%	14.66%	15.83%	1.03%	1.07%	87.05%	90.47%
20-49 employees	84.47%	84.05%	14.89%	14.92%	0.64%	1.03%	60.92%	60.41%
50-99 employees	90.51%	82.95%	8.18%	16.61%	1.31%	0.43%	21.58%	21.63%
100-249 employees	84.25%	84.33%	14.04%	13.27%	1.31%	1.71%	12.32%	12.92%
250 and more employees	83.73%	77.87%	15.46%	20.54%	0.81%	1.59%	5.17%	5.04%
Food & Tobacco	89.69%	83.36%	8.45%	15.77%	1.87%	0.88%	1.56%(149)	1.35%(197)
Textile and Apparel	90.59%	93.85%+	8.31%	5.90%-	1.10%	0.26%-	1.89%(137)	1.58%(140)
Lumber & Paper	84.08%	82.06%	15.62%	17.45%	0.30%	0.49%	1.76%(191)	1.72%(195)
Printing & Publishing	83.64%	87.99%	15.48%	12.01%	0.88%	0.00%-	2.02%(166)	1.87%(172)
Chemicals & Petroleum	79.57%	80.72%	18.23%	15.26%	2.19%	4.03%	1.06%(174)	0.85%(166)
Primary Metals	89.37%	84.47%	10.49%	13.80%	0.14%-	1.73%(++)	0.59%(189)	0.56%(200)
Fabricated Metals	92.29%	80.88%	6.56%	17.02%	0.15%-	2.10%	2.09%(160)	2.03%(180)
Machinery & Instruments	89.58%	85.12%	10.42%	14.53%	0.00%-	0.36%-	4.21%(189)	4.02%(200)
Transportation Equipment	81.62%	77.31%	17.60%	19.21%	0.78%	3.48%	0.70%(185)	0.64%(166)
Other Misc. Mfg.	92.5%+	84.10%	NA	14.57%	0.07%-	1.33%	NA(189)	3.14%(211)
Construction	85.67%	86.22%	14.33%	12.06%	0.00%-	1.72%	6.76%(145)	7.44%(173)
Transport Services	91.02%	82.10%	8.98%	16.02%	0.00%-	1.88%	2.87%(125)	3.02%(106)
Communications & Util.	76.23%-	82.2%	21.78%+	14.2%	1.99%	3.5%	NA(215)	NA(164)
Communication	Not available	90.95%	Not available	5.79%	Not available	3.26%	2.85%	1.67%(52)
Utilities	Not available	67.47%	Not available	28.46%	Not available	4.07%	NA	0.98%(112)
Wholesale Trade	91.41%	83.56%	8.59%	14.38%	0.00%-	2.06%	10.07%(154)	10.59%(137)
Retail Trade	83.69%	86.09%	15.38%	13.52%	0.93%	0.39%	35.54%(133)	34.87%(116)
Finance	75.54%	81.0%	19.93%	18.93%	4.53%	0.07%-	4.18%(139)	4.12%(80)
Insurance	79.20%	71.68%	16.75%	27.27%	4.06%	1.05%	2.38%(125)	2.16%(97)
Hotels	90.67%	87.02%	9.21%	11.76%	0.12%	1.22%	1.92%(158)	1.87%(114)
Business Services	86.82%	84.13%	11.88%	15.03%	1.30%	0.84%	6.99%(131)	7.67%(121)
Health Services	87.62%	71.36%-	11.68%	26.50%+	0.70%	2.14%	7.32%(113)	7.78%(146)
Overall test for significance of industry differences*								
F-value	1.91	1.26	1.51	1.04	2.04	2.27		
p-value	.0103	.2018	.0732	.4151	.0086	.0013		

**Legend for Significant Differences:** + or - indicates that an industry's average was significantly different (p<.05) from the average of all other industries in that column. (++) or (-) indicates that the industry group's 1994-1997 change was significantly different (p<.05) from zero.

++ or -- indicates that the industry group's 1994-97 change was significantly different (p<.05) from the average change for all other industries.

\* Based on test of joint significance of industry variables in regression.

^ Note that the number of establishments indicates the actual number of establishments for which we had usable data in this study. The percents indicate the weighted percent of establishments applied in the statistical analysis in order to be statistically representative of all establishments over 20 employees in the United States.

Source: Analysis of U.S. Census' Educational Quality of the Workforce- National Employer Survey data for 1994 and 1997.