

DANIEL J. MARSCHALL Curriculum Vitae

Addresses

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Current positions

- Visiting Scholar, George Washington Institute of Public Policy
- Senior Advisor, AFL-CIO Working for America Institute
- President, Marschad Workforce Consulting LLC

Education

- **Ph.D. in Sociology**, Department of Sociology, University of Lancaster, 2006.
Concentration: Sociology of work and occupations, ethnographic research methodology, occupational community theory, and electronic communication in organizational culture.
Dissertation: *Occupational Community in the Network Society: An Ethnography of Computer Technologists at a Software Company*. Advisor: Dr. Lucy Suchman.
- **M.A. in Communication, Culture and Technology**, Georgetown University, 2001.
Graduated *Scholae Studiorum Superiorum*.
Concentration: Ethnography of communication, workplace consequences of digital technologies, online human resource systems, sociology of work and occupations.
- **B.A. in Urban Studies**, Antioch College, 1984.

Research interests

- Workforce Development Policy
- Work-Based Learning Practices
- Apprenticeship Model of Education and Training
- Multiple Career Pathways Paradigm
- Institutionalization of Workforce Intermediaries
- Labor-Management Cooperation in Job Training

Publications available online: <https://gwu.academia.edu/DanielMarschall>

Publications: Books and book chapters

The Company We Keep: Occupational Community in the Network Society. Philadelphia: Temple University Press, 2012.

The Institutionalization of Workplace Learning in American Unions: Innovations for New Work Systems and Labor Movement Renewal. Richard Cooney and Mark Stuart, eds. *Trade Unions and Workplace Training: Issues and International Perspectives*. London: Routledge, 2012.

Joint Union-Management Workforce Development Model. Co-author: Ellen Scully-Russ. In David Finegold, et al., eds. *Transforming the U.S. Workforce Development System: Lessons from Research and Practice*. Champaign, IL: Labor and Employment Relations Assn., 2010.

Proceedings: Conference on High Performance Work and Learning Systems. Ed. by Daniel Marschall. Washington, DC: AFL-CIO Human Resources Development Institute, 1992.

“The Role of Organized Labor in United States Apprenticeship.” In *Challenges for Apprenticeship and Vocational Training in the 1990s*. Federal Republic of Germany: Friedrich-Ebert-Stiftung, 1992.

Office Automation: Jekyll or Hyde? Highlights of the International Conference on Office Work & New Technology. Edited by Daniel Marschall and Judith Gregory. Cleveland: Working Women Education Fund, 1983.

Publications: Peer-reviewed journals

“The Persistence of Workplace Ideology and Identity across Communicative Contexts.” *Journal of Applied Linguistics* 3: 1, 2006. Co-author: Dr. Colleen Cotter.

- This article examines the discursive construction of organizational ideology, its role in sustaining membership community, and the achievement of community cohesion in a workplace environment of software developers and computer technologists. Drawing upon internal employee listservs, company documents, ethnographic interviews and participant observation over four years of qualitative research, it demonstrates that networked occupational community formed in the day-to-day physical workplace persists in the virtual realm.

“Internet Technologists as an Occupational Community: Ethnographic Evidence.” *Information, Communication & Society* 5: 1, 2002.

- Using occupational community framework, this article presents preliminary research findings that technologists at a small software development company constitute a community of workers who identify closely with one another, share collaborative work practices, and have adopted distinctive use of language and special codes to signal their sense of solidarity with one another.

“Ideological Discourses in the Making of Internet Career Sites.” *Journal of Computer-Mediated Communications* 7: 4, July 2002.

- This article examines two collections of employment-related Web sites and the ideological discourses of community and empowerment that pervaded them during the Internet bubble of

the late 1990s. It includes a historical analysis of the four phases of development in the use of the Internet for job search purposes and the exchange of labor market information.

“Performing Work without Doing Jobs,” *The Annals of The American Academy of Political and Social Science*, Volume 544, March 1996. Volume editor: Dr. Arthur Shostak, Drexel Univ.

- Looking 10 years into the future, this article uses an interview with a fictional labor leader to expand upon the idea of “occupational unionism,” a networking model of union organization that unites members around their occupational identities, common work practices and ideologies, regardless of their place of work.

“Role of State Government in Helping Dislocated Workers Cope with Technological Change,” *Journal of Career Development* 12: 4, June 1986.

- This article examines the role of state government in allocating funds, fostering labor-management cooperation, and spurring innovation in the delivery of services to dislocated workers under the Job Training Partnership Act (JTPA), a federal training program that emphasized public-private partnerships.

Publications: Applied research and policy reports

The Value of Apprenticeship for Displaced Workers: Case Study of the Electrolux Industrial Manufacturing Technician Apprenticeship Program. Washington, DC: AFL-CIO Working for America Institute. Forthcoming.

Outsourced. Sending Jobs Overseas: The Cost to America’s Economy and Working Families. Washington, DC: Working America, 2010. Co-author: Laura Clawson.

Interpreting the Implications of an Aging Workforce: A Critical Review of Divergent Messages. White Paper for Senior Service America, 2004.

Serving Low-Income Seniors Through Non-Profit/Private Partnerships and Social Networks: Case Study of Rhode Island’s Westbay Community Action.

Expanding the “Age of Opportunity” to Wisconsin’s Chippewa Valley: Case Study of a Joint Chamber/Non-Profit Initiative.

Serving Low-Income Seniors Through a Full-Service Planning and Economic Development Institution: Case Study of the East Alabama Regional Planning and Development Commission.

How to Form a Joint Training Program. Workshop training curriculum. Washington, DC: AFL-CIO Human Resources Development Institute and Alliance Plus, 1995. Co-author: Ellen Scully.

“Achieving Authentic Labor Market Flexibility: A North-American Union Perspective.” In *Labor in A Global Economy: Perspectives from the U.S. and Canada.* Eugene, OR: University of Oregon Books, 1991.

“Union Involvement in State Government Economic Development/Training Programs.” In *Training the American Workforce.* Washington, DC: National Governors Assn., 1990.

“Upgrading America's Workforce Through Participation and Structured Work-Based Learning: UCLP Research Report,” May 1990.

Publications: Magazine articles

“The Emerging Policy Paradigm of Multiple Career Pathways.” *Perspectives on Work* 23, Labor and Employment Relations Association, 2019. Forthcoming.

“AFL-CIO Mobilizes Young Workers.” *Perspectives on Work*, Labor and Employment Relations Association, 2014. Co-author: Elizabeth Shuler.

“A Model Labor Management Approach to Upgrading Skills,” *ASTD Technical & Skills Training*, November/December 1992.

“Unions and Work-Based Learning: The Rediscovery of Apprenticeship,” *Cornell University ILR Report XXVII*: 1, Fall 1990.

“Entrepreneurship and Dislocated Workers: Lessons from Ohio's JTPA Experience,” *The Entrepreneurial Economy*, June 1986.

Presentations: Academic and policy conferences

“Multiple Career Pathways: An Emerging Paradigm in U.S. Education and Workforce Development Policy.” Paper presented to the *Labor and Employment Relations Association (LERA) 71st Annual Meeting*, Best Papers session, June 13, 2019.

“Fifty Years of Occupational Community Studies: A Natural History of a Sociological Concept.” Paper presented to the *American Sociological Association 99th Annual Meeting*, August 14-17, 2004.

“From Office Space to Virtual Space: Maintaining Occupational Community After the Layoffs.” Paper presented to the *101st Annual Meeting of the American Anthropological Association*, November 20-24, 2002.

“The Company We Keep: A Case Study of an Evolving Software Development Community.” Paper presented to the *73rd Annual Pacific Sociological Association Meeting*, April 18-21, 2002.

“Electronic Communication and Divergent Identities in an Evolving Technology Firm.” Paper presented to *Georgetown University Round Table on Languages and Linguistics*, March 8, 2002. Co-author: Mindy McWilliams, Georgetown University.

“Internet Technologists as an Occupational Community: Ethnographic Evidence.” Paper presented to *Internet Research 2.0: InterConnections*, Association of Internet Researchers, University of Minnesota, Minneapolis, October 11, 2001.

Discussant on “Language, Culture and Performance” presentations. *Inter-disciplinary Student Conference on Fieldwork and Oral History*, Georgetown, April 21, 2001.

“Ideological Discourses in the Making of Internet Career Sites.” Paper presented to *31st Popular Culture Association Annual Conference*, April 12, 2001.

“Nurture the Hurt, Dude! An Ethnographic Profile of an Internet Software Development Firm.” Paper presented to *Internet Research 1.0: The State of the Interdiscipline*, First Conference of the Association of Internet Researchers, University of Kansas, Lawrence, September 15, 2000.

“Concepts and Culture in an Internet Software Development Firm.” Paper presented to the *Interdisciplinary Student Conference on Fieldwork and Oral History*, Georgetown University, April 8, 2000.

“Skill Upgrading in a Labor-Management Context: Experience in Aerospace and Health Care Industries.” Paper presented to the *Industrial Relations Research Association 44th Annual Meeting*, January 1992.

Teaching experience

Professorial Lecturer in Sociology, George Washington University, 2006 to 2017. Taught the following courses and developed a syllabus for each.

- Urban Sociology (Soc 6250)
- Sociology of Work and Occupations (Soc 6252.10)
- Urban Sociology (Soc 250)
- Introduction to Sociology (Soc 001 MV)
- Qualitative Methodology: Field Research (Soc 232)

Lecturer, Georgetown University, Department of Linguistics, 2006.

- Taught graduate seminar, “Language and Electronic Communication at Work” (LING 486), in MA in Language and Communication Program. Developed syllabus. I was a **Visiting Researcher** at the Georgetown Department of Linguistics in 2001-02.

Adjunct Faculty Member, American University, 2005

Graduate Student Instructor, “The Networked Economy” (CCTP-753), Georgetown University, 2001. Instructor: Dr. Linda Garcia.

Teaching Assistant, Communication, Culture and Technology (CCT) Program, Georgetown University, 2000.

Professional salaried work experience

Executive Director, AFL-CIO Working for America Institute. 2016 – 2018.

Legislative and Policy Specialist for Workforce Issues, AFL-CIO. 2008 – 2016. Among other duties, including research and writing, I served as liaison between the AFL-CIO and U.S. Congressional staff during the five years of legislative consideration that concluded with passage of the Workforce Innovation and Opportunity Act (WIOA).

Manager of Special Research Projects, Senior Service America, Silver Spring, Maryland. 2005 – 2007.

Legislative Director, Office of U.S. Representative Dennis J. Kucinich (D-OH), Washington, D.C. 1997 – 1999.

Special Assistant to the Executive Director, AFL-CIO Human Resources Development Institute, Washington, D.C. 1993 – 1996. (I joined the organization in 1988 as coordinator of special programs; later became deputy assistant director and special assistant.)

Executive Director, Ohio State Building & Construction Trades Training Foundation, Columbus, Ohio. 1987 – 1988.

Academic service for The George Washington University

Member of the Dissertation Research Committee for Michell Speight, EdD, 2015-18, The Graduate School of Education and Human Development of the George Washington University. Dissertation: *Why People Work as Hard as They Do: The Role of Work Ethic as a Legitimizing Myth in the Work Lives of New York City's Fast Food Workers*. Dissertation Director: Ellen Scully-Russ.

Service as a practitioner and award

Appointed by Montgomery, County (MD) County Council to serve on board of *WorkSource Montgomery*, the workforce development board for the WIOA region (2017-present).

Labor Employment and Relations Association (LERA). Elected to serve on the LERA Executive Board (2016-19). Named a LERA Fellow for 2018-19.

Professional and other affiliations

- American Sociological Association (ASA)
- Labor and Employment Relations Association (LERA)
- District of Columbia Sociological Society (DCSS)
- National Writers Union (NWU)

International meetings

Paris meetings (2013-15) as AFL-CIO representative to the Organization for Economic Cooperation and Development (OECD), Trade Union Advisory Committee (TUAC) Working Group on Education and Skills to provide feedback on OECD research in skill training.

Germany (2013) as a participant in a study tour of the country's "dual system" of apprenticeship training. **Great Britain** (2003) to participate in Sociology conferences on "Boundaries: Materialities, Differences, Continuities" and "Critical Management Studies." **Denmark** and **England** (1996) to participate in National Skill Standards Board delegation to study skill standards systems. **Bulgaria** (1992 and 1993) as part of a U.S. Department of Labor mission to provide technical assistance to Bulgarian Ministry of Labor on developing employment service system. **Australia** (1991) to attend international conference on *Workplace Australia: Designing the Future*. **Great Britain** (1982), under German Marshall Fund grant, to meet with economic development officials in London, West Midlands, Sheffield and Coventry.