



DEPARTMENT OF HUMAN RESOURCES
SENIOR & DISABLED SERVICES DIVISION
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AUTHORIZED BY: _____ **INFORMATION MEMORANDUM**

SDSD Administrator/Deputy/ **SDSD-IM-00-05**
Assistant Administrator Date: **January 5, 2000**

TO: Contract AAA Directors and Program Managers
SDSD District and Unit Managers

SUBJECT: Local Labor/Management Committees

INFORMATION: Article 106 of the Oregon Public Employees Union Collective Bargaining Agreement authorizes the use of local labor/management committees. A labor/management committee is one method for helping management and represented staff maintain a cooperative working relationship. Focusing on subjects not covered in the Collective Bargaining Agreement, management and staff can discuss matters of mutual interest and concern. Outcomes can include the following benefits: proved client services, a safer and healthier work environment, and increased employee moral.

SDSD's management and represented staff have experienced the benefits of a statewide labor/management committee, Teamworks. To promote communication and problem solving at the local or district level, SDSD recommends use of the labor/management committee format for SDSD and Contract AAA districts.

Attached is information about Employment Relations Board's State Conciliation Service's Labor/Management Committee Training. They offer this training in formats adapted to the needs of the committee. Districts or areas which are interested in establishing a labor/management committee or which have a committee but would like a refresher training course should contact Angela Young at (503) 945-5845.

CONTACT PERSON: Angela Young, SDSD Personnel Officer

CONTACT NUMBER: (503) 945-5845

LABOR MANAGEMENT COOPERATION TRAINING USING THE INTEREST-BASED PROBLEM SOLVING PROCESS

This two-day workshop is a joint training in labor management cooperation for union and management members of a LMC committee. The training combines mini-lectures on interest-based problem solving and labor management cooperation with skill building in group communication and consensus decision making. A problem solving process is introduced and practiced during the workshop. The second day of the workshop is spent jointly developing the structure and the future direction for the labor management committee. By the conclusion of the workshop, the labor! management committee will have developed their mission statement/goals and have a start on developing the protocols or ground rules for their future work together. In addition, they will have had an opportunity to practice the problem solving model and group participation skills that they will need as the labor/management committee works together to resolve problems.

This labor management cooperation training has been developed with the following assumptions in mind:

- I. Labor-management cooperation does not require either party to lose its identity or relinquish its role. Both parties must recognize that cooperation, problem solving and long range planning are in the self-interest of their constituents.
2. The success of labor management cooperation often depends on how it is initiated. True labor management cooperation is characterized by joint initiation, structure, ownership, control and implementation.
3. Labor-management cooperation must be uniquely tailored by the parties to reflect the needs and culture of the specific location. There is no one formula to be imposed from the outside but must be developed jointly by the committee itself
4. A successful labor management cooperation process is one which requires enormous commitment from both parties and one which will not be held “hostage” when problems occur in the relationship.
5. A successful labor management process requires significant costs involving time, resources, and training. The parties must be willing to view these costs as an initial investment on which they expect to gain a long-term return in improved quality, employment security, productivity, and mutual growth.
6. Labor-management cooperation is enhanced by joint decision making, consensus techniques, and improved skills in problem-solving and communications.

Following is a typical agenda for this training in labor management cooperation. The time frames will vary depending upon the number of participants. In general, each day's program begins at 8:30 and ends at 4:30. It is essential that all participants attend all day and both days. Lunch is catered in with the union and management sharing the cost.

AGENDA: DAY ONE

- I. Introduction of staff, purpose of training, and the committee members
- II. Mini Lecture on the Prerequisites and Principles of L/M Cooperation
- III. Communicating the Expectations and Concerns of the participants regarding the Labor Management Committee
- IV. Developing a Mission Statement/Goals for the L/M Committee
- V. Mini Lecture and Related Activities: The Principles of Interest Based Problem Solving
 - A. Principle One: Separate The People from the Problem
 - B. Principle Two: Focus on Interests Not Positions
 - C. Principle Three: Create Options to Satisfy Mutual Interests
 - D. Principle Four: Evaluate Options for Mutual Gain
- VI. Introduction of Consensus Decision Making

(Principle One focuses on communication skills. Activities demonstrating the important difference between an interest and a position illustrate Principle Two. Principles Three and Four focus on the problem-solving process including consensus decision making)

AGENDA: DAY TWO

- I. Problem Solving Styles: the Energy Directive (optional)
- II. Begin Developing Protocols for L/M Committee
(Using the Interest-Based Problem Solving Process from Agenda: Day One)
- III. Developing the Agenda for the next L/M Committee Meeting
- IV. Debriefing