LABOR MANAGEMENT PARTNERSHIP

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Today’s Agenda

• Types of Labor Management Partnerships
• Why Partner Now?
• Opportunities and Challenges of Partnership
• Skills Needed for Partnering
• Effective Labor Management Committees
• The Role of a Neutral
Labor Management Partnerships

Training Funds: Employee Benefit, funded by % of payroll or grant funding.

Labor Management Partnership Non-Training Fund — Different sources of funding such as, separate pot of money in CBA, pension diversion etc. This allows union and management be trained together.
### Labor-Management Relationship Continuum

<table>
<thead>
<tr>
<th>VERY ADVERSARIAL</th>
<th>ADVERSARIAL</th>
<th>GOOD TRADITIONAL</th>
<th>COOPERATIVE/COLLABORATIVE</th>
<th>PARTNERSHIP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hostile environment</td>
<td>Lack of trust/credibility</td>
<td>Reasonably good trust and credibility</td>
<td>Open sharing of much information</td>
<td>Shared vision, goals, and action plans</td>
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<tr>
<td>Slowdowns</td>
<td>Poor communications</td>
<td>Improved communications</td>
<td>Good trust and credibility</td>
<td>High performance work teams</td>
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<td>Corporate campaigns</td>
<td>Legalistic dealings with each other</td>
<td>Professional/high road dealings with each other</td>
<td>Leadership buy-in</td>
<td>High involvement in many business decision</td>
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<tr>
<td>Constant threats</td>
<td>Issues and problems pile up</td>
<td>Sharing of some information</td>
<td>Working together on mutual goals</td>
<td>Unions feel ownership and responsibility for business</td>
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<td>Strikes, lockouts</td>
<td>Contract may or may not be honored</td>
<td>Union leaders have some understanding of business issues</td>
<td>Union leaders have good understanding of business issues</td>
<td>Management / Union working on long-term direction</td>
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<tr>
<td>Work to the rules</td>
<td>“Gotcha” mentality</td>
<td>Reactive problem solving</td>
<td>Problem solving of work issues</td>
<td>Problem solving resolving most issues-fighting rare</td>
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<tr>
<td>Permanent replacements</td>
<td>Use of power and rights whenever possible</td>
<td>Effective issue resolution system</td>
<td>Less grievances and arbitrations</td>
<td>Management supports Union growth</td>
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<td>War zone mentality</td>
<td>Win/lose attitude</td>
<td>Some joint efforts, i.e. safety and apprenticeship programs</td>
<td>Anticipatory problem solving</td>
<td></td>
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<tr>
<td>Inflict harm on each other</td>
<td>Leadership directed at fighting and taking rigid position</td>
<td>Management understands the Union’s mission and history</td>
<td>Expanded joint issues</td>
<td></td>
</tr>
<tr>
<td>Constant legal challenges</td>
<td></td>
<td></td>
<td>Crucial conversations/difficult conversations take place</td>
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**Labor Management Project**

Ref: 077022121 partnership
UNPRECEDENTED CHANGE
Major Shift In Healthcare

- **Old Way**
  - Reimburse for Everything (Fee for Service)

- **New Way**
  - Reimburse for Quality, Efficiency, Experience of Care
  - Hospital makes mistakes, early readmissions, too long in hospital or provides poor service, it takes a financial hit
HEALTHCARE CHASM

✓ Low morale, high anxiety due to rapid and constant change
✓ Combining jobs, creating new classifications
✓ New technology requiring new skills, work processes and productivity goals
✓ Increased regulation and decreased reimbursements
✓ Shortages in technical/professional jobs
✓ Need for efficiency
THE NEW HEALTHCARE MODEL

✓ Patient Satisfaction ➤ = $$$$  
✓ Length of Stay ➣ = $$$$  
✓ Quality ➤ = $$$$  
✓ Efficiency ➤ = $$$$  
✓ Cooperation ➤ = $$$$
WE MUST THINK & WORK DIFFERENTLY

"If the only tool you have is a hammer, you tend to see every problem as a nail."

-Abraham Maslow
THE SWEET SPOT

Patients/Residents

Union

Management

Sweet Spot

MUTUAL INTEREST

Quality Care

Positive Work Environment

Cost Effective & Efficient Care

Stable & Skilled Workforce
PARTNERSHIP GOALS

UTILIZE LABOR AND MANAGEMENT COLLABORATION TO:

Enhance the Quality of Care

Improve Patient/Staff Satisfaction

Increase Operational Effectiveness and Performance

Increase Worker Voice and Involvement
O P P O R T U N I T I E S  P A R T N E R S H I P

• More engaged workforce – workers get voice in how the work is done – “in road” to management rights
• Better outcomes for patients
• Move beyond “labor peace”
• More “civilized” sharing of varying perspectives
CHALLENGES TO PARTNERSHIP

• Different or unclear expectations of partners
• Fear of loss of control
• Fear of being “patsy for the management”
• Thinking differences cannot be expressed-waiting to express outside the room
• Power imbalance
• Management styles (traditional, unskilled, think they are supposed to know all, hear ideas as a challenge to their abilities)
• Union styles (traditional, point out what is wrong expecting management to fix it)
SKILLS & KNOWLEDGE NEEDED FOR PARTNERSHIP

• Ability to be Creative & Experimental
• Communication:
  – Able articulate your interests
  – Listening for understand others interest/perspective
  – Ability to have difficult conversations without derailing work
• High Level of Emotional Intelligence
• Patience/Flexibility
• Understanding of the Business & Systems
• Willingness to try New Approaches
Labor Management Committees

• Purpose of LM committees:
  – Ensure balancing of union and management interests- focusing on mutual interests
  – Oversee labor management work in a facility
    • Should involve key sponsors from union and management with “big picture” view and power to implement.
    • Very important to have operations managers not just Human Resources
  – Work on specific project – front line union members and managers
10 Questions for Labor Management Committee Start-Up

1. What are the interests of union/management, what are the joint interests?
2. What other committees, groups/individuals are already working on the same issues/how does it affect (complement/dovetail with) the work of your joint committee?
3. What resources are available to this committee?
4. What is the size of committee? How does the committee seek special expertise?
5. What is criteria used to select members? (who can make decisions, implement agreements, key stakeholders)
10 Questions for Labor Management Committee Start Up

6. Will meetings be held on work time or are members expected to attend on their own time? What are alternatives?

7. With whom is the committee expected to communicate with?

8. What procedures will guide the way the committee works? (ground rules, documentation of meetings, co-chairs, decision making)

9. How will the group communicate a consistent message to constituents? (individual & joint)

10. How will the committee measure and track progress?
The hierarchy of four key dimensions: GOALS, ROLES, PROCEDURES, and INTERPERSONAL RELATIONSHIPS, the cornerstone of effective teams.

* Adapted from the GRPI model as developed by Dick Beckhard
In Pairs- Prepare to have a conversation Your Labor/Management counterpart

1. How can we move to collaboration?

2. What will it take?

3. What I am willing to do?

4. What I need from you?
Role of “Neutral” Staff

Fund Staff and LM Consultants:

• Build strong relations with both parties/trust helps when things get “bumpy”
• Ensure best practices shared: understanding interests, good communication, follow-up, tracking of work, problem solving, can sometime identify resources
• Help defuse conflicts
Skills Needed for “Neutral” Staff

• Ability to understand, influence and persuade various stakeholders at all levels in both organizations.

• Ability to help parties get to their own and mutual interests.

• Patience and Persistence!

• Deep Understanding of Healthcare and Changes.

• Ability to leverage all available resources – be creative!
QUESTIONS
For More Information

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