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LABOR/MANAGEMENT PARTNERSHIPS

March 14, 1994
8:30 a.m.

Eugene, Oregon
Downtown Athletic Club

The meeting was called to order by Board Chairman Jerry Rust with Ellie Dumdi, Marie Frazier, Jack Roberts and Steve Cornacchia present. Geraldene Smith, Recording Secretary.

Lou Sinniger, Staff Representative, AFSCME Local 2831, spoke on how he became familiar with the concept "What is a Labor/Management Concept". He emphasized that the partnership approach is not a compromised approach. It does not ask the parties to give up their roles but insists that the parties maintain their advocacy, however, it is a different approach. He spoke of his recent experience with the City of Albany which, because of their general adverse relationship, decided to form a Labor/Management Cooperation Committee. They are now taking a look at their whole organization, in terms of this relationship, and what the committee can do to start changing this relationship. He told how the State Conciliation Service was used in the City of Corvallis and by the Housing Authority, they both used the interest based bargaining approach. Lou believes it arrives at better resolutions for both parties.

George Russell, HR&MS Director, told a story of how he moved into this concept and stressed that in order to have good labor relations you have to start building relationships. It is important that the relationship involve trust and respect and also appreciation for the different roles that we have as labor and management. Those roles aren't going to change because we look at it with collaborative and cooperative kinds of approaches to how we interact with each other. Morale of George's story was that where you sit depends on where you stand. It isn't always fair to assume that the person is the role, you deal with people as individuals, they often take roles because of where they sit, that often says where they stand on issues and in terms of how a relationship develops. George concluded by saying that we are here today to talk about building relationships, better relationships. It is important that we do this.

Lou Sinniger spoke about the importance of the concept to both management and the union. He gave examples of where the partnership relationship has already been started in Lane County. The AFSCME Joint Labor/Management Relations Committee has resolved issues with memorandum of understandings. The Finance and Planning Committee came up with a reasonable approach to determine what the proper cost to the employees should be for parking and the committee serves as a sharing place for information. The Joint Labor/Management Benefit Review Committee has managed to get one of the best health plans for staff at a lower cost than other private and public comparables throughout the region. The direction that has already been set, through these committees with the work that they are doing, is to try to look at problems in terms of solutions, instead of who is right and who is wrong. He asked that we keep this in mind today and see if that concept and approach are more usable than the traditional adversarial approach.

George Russell stated that over the last couple of years he has seen a very positive movement in terms of both labor and management relationships in the County. He stated that what we are about today is trying to build on those relationships and to look at different ways to improve how we interact with each other and recognize that we are all in this together. We have mutual problems that need mutual solutions and only working together in a partnership will we be able to do this. Labor and management need to be together in looking toward solutions, not working at opposite ends in terms of their relationship with each other.

Lou Sinniger introduced Nancy Brown, Candace Ludtke and Wendy Greenwald of the State Conciliation Service who did a three part presentation. Nancy spoke on a new role in mediation "Preventative Mediation" a way that they, as neutrals, can help both union and management in the public sector work together to build a better relationship. Good foundations, relationships, and partnerships make it easier to work through the rough spots. It is a way of dealing with job stress. Nancy talked about the basic elements in labor/management partnerships that make it work. Wendy presented part two of the presentation, a training program that is done out of State Conciliation referred to as "Interest Based Bargaining". Candace presented part three, the "Problem Solving Process" used in their trainings. It has been adopted and applied to some non-bargaining type areas also. Regardless of which model you decide to use there are basic elements:

1. A Very Strong Joint Commitment to Labor/Management Cooperation

This involves a high level commitment on the part of managers involved in decision making and a high level decision making and commitment on the part of the union. The executive committee has to make that commitment for the union and department heads and high level management have to make that commitment from the management side. The commitment has to be strong and visible and has to be a commitment of both time and energy. If the commitment isn't there, on both sides, it will be very difficult to get the partnership flavor that you want to filter down into the work place.

2. Reasonable Expectations

Labor/management partnerships do not eliminate conflict. You still have conflicting legitimate interests, such as job security and trying to run your jurisdiction and customer service most cost effectively. Both are legitimate interests, sometimes they may be conflicting. Expectations have to be reasonable, they won't eliminate conflict, they will just give you another way of dealing with it.

3. Joint Training In Whatever Mode You Adopt

You need to be there together learning the same skills for working together, learning the same problem solving or whatever structure it is that you will be using for working together and you need to have an understanding of what this model is that you are going to be using. The model is your game plan, both teams must have joint training as to how the game is to be played. Skills need to be developed to understand theory and team building that goes on as part of it. You need to have some agreed upon way that you are going to go about dealing with whatever the agenda item is that comes up, to have some structure. Decide what your model will be up front, know ahead of time what your decision making perimeters are.

Go in with an open mind, suspend your judgement and look at the problem. Look at the information, evaluate it and discuss it before you make your preconceived solution, this allows an open dialogue. It doesn't mean that with this solution you aren't going to be an advocate for management or the unions position, you just can't go in with your mind made up and rigid. Open communication is an essential piece of this willingness to share information, share your needs and concerns and do so in an atmosphere where you feel your communication is going to be respected.

Labor/management cooperation represents changing roles for both union and management. The union is being asked to participate in how the solution will be solved. It allows you to arrive as equal partners, at the solution, and as equal partners you need to go out and support the solution. Management has to be willing to relinquish some of the decision making powers. With joint decision making you can unilaterally make the decision and come in afterwards and say this is what will be done. It has some very positive rewards for making a change such as: better ways of dealing with problems that occur; less stressful ways of dealing with problems that occur; and empowerment of the bargaining unit and managers to work together. This is a commitment that takes a lot of time.

Wendy presented some examples of the models that Nancy had been talking about. She spoke primarily about the Interested Based Collective Bargaining Model (collaborative bargaining, win-win bargaining). This is the collective bargaining training model that they provide training in. It is based on principles that came out of the Urean-Fisher Getting to Yes book. This is one model you can use or you can develop your own model, you can modify it slightly in different areas to meet your own needs. Part of the collective bargaining statutory process, takes the place of the initial negotiations process. Through the Public Sector Statue you are still entitled to mediation. Mediation is done in a different way, the parties are kept together in most cases, instead of being separate and going back and forth between rooms. The model does not eliminate conflict but what it does is provide some rules and guidelines to deal with conflict. It requires time and open communication. Time is put in up front instead of putting the time in the defensive mode later on. Commitment of time in the beginning, to going to the sessions, to actually doing the bargaining, talking through all of the processes does alleviate the time we using being defensive. The time spent dealing with grievances, arbitrations and general labor strikes.

Four Principles they have incorporated into their model are:

1. **Separating out the people from the problem.** Relationships between the parties and the individual bargainers get all mixed up with the problem that they are trying to work on. Some learning tools to deal with inaccurate perceptions are: recognizing emotions as part of the process and learning how to deal with them, and getting people to work on listening and communication skills. Listening is a big part of the interest based bargaining process, more key than talking in learning to do win-win bargaining.

2. **Focus on interest and not stated positions.** Parties bring in an issue or problem that they have identified over time, develop their interests (needs, concerns, fears behind problem, management needs, employee needs, factual data) that relate to these needs, your general concerns and then, together as a group, you move toward a solution. Based on this criteria and by focusing on the issues, you keep an open mind and become entrenched in a specific solution down the road.
3. **Create options to satisfy the mutual interests when possible.**
4. **Evaluate the options that you come up with based on the criteria that you have developed the interests and factual data on.**

The formal process that is used is "Consensus Based" it generally has six steps. The parties bring in issues or problems that they want to have addressed. Both parties bring in the issues that they want to have addressed, it does not mean that you will reach solutions for all of the issues.

The six steps are:

1. **Define the Problem.** Encourage people to not do it too broadly or narrowly.
2. **Developing Criteria.** Come up with your interests, which is what you will evaluate your actions against, and collect factual data. This will be done together, labor and management each put up their interests, they will be different interests and will be accepted by the parties that these are the interests that will have to be dealt with to come up with a solution.
3. **Together the Parties Brainstorm Options.** Don't get tied down in the role of labor or management.
4. **Evaluate the Options Against Your Criteria.** Take each of the options you decide to work on and evaluate them as to whether or not they meet the interests that you have listed. This is a critical part of the problem solving process because through this discussion the parties really come to understand each others interest.
5. **Select a Solution Based on Mutual Gain.** Not everyone will get all of their needs met, this is just not possible. You select a solution that meets the most interests, if possible.
6. **Closure.**
 - a. You actually reach an agreement.
 - b. Contingent
 - c. Can't reach an agreement. Set it aside while you work through the other issues, until you go to mediation. As you work through other issues you can see how you might reach agreement on the one you were unable to.

Candace Ludtke, Mediator, spoke about some of her experiences with the problem solving process. She stated that it is a communication process that, hopefully leads to problem solving. The training is by word of mouth and there have been over 40 completed over the last 2.5 years. They work together as a team to allocate scarce resources, it is an alternate ways of problem solving.

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One experience, at worksite level, wasn't related to a collective bargaining agreement. A 911 Unit was laying off personnel, there were 11 people to begin with, rearrangement of shifts, schedules, overtime, etc. The bargaining unit perception was that management had funds that they refused to allocate to solve this problem, making them very unhappy. It took 8 hours to get through defining the problem, collecting the data, sharing it and to brainstorm for a solution. The data was the key piece to unlock the door. At conclusion the group decided they would have a subcommittee that would take a look at the options that might work out for the group. Candace never did have to go back. They went from distrust, antagonism, and hostility to being able to work out their own problems, which vastly improved their working relationship. It provided what the union members were first demanding, no one being laid off. Results of this interest based process worked in a lot of different ways to help the parties deal with the shrinking of resources. It did not focus on individual personalities and enabled them to deal with the data that was necessary in terms of people to feel comfortable with the particular solutions that were being proposed.

Another example is when you are being pushed by the allocation of a resources, having to take a look at each department level. This has been a real positive way to help move the agenda forward, instead of just falling apart, and pointing fingers at each other. Marion County's Health Department was decentralizing it's decision making, using self directed teams and using a restructuring process. They trained the core self directed teams, starting with 7 teams, they are now working with 25 different teams and they all use the interest based process for whatever problem it is they are looking at. They will eventually be moving to the TQM system, the interest based process dove tails nicely with TQM, because it isn't a competitive system, it doesn't replace TQM in terms of the focus, TQM defines the problem. You can use the interest based process very nicely in terms of working your way to whatever solution that is necessary. They are extremely pleased with the results in terms of what has happened to them.

Another example is formally where a contract is actually modified to incorporate this at the problem solving level. Oregon Health Sciences University used this in a formal sense to modify the grievance process by requiring both parties to go to the Grievance Arbitration Board before moving to arbitration. This board uses the interest based process, with consensus decision making, if no agreement can be reach with the Grievance Arbitration Board the parties are free to proceed to arbitration. Out of 5 grievances that came before this board last year all 5 were settled, none went on to arbitration. The grievant had to have been satisfied with the decision or no settlement would have been reached. The time that it took in terms of employees was a lesser cost than going on to arbitration and they had the added benefit of both sides being able to take ownership for the decision. This is not a replacement for collective bargaining, just another way to look at problem solving, it can be transferred into other more traditional bargaining situations and then have the effect of opening up the discussion. This is not the only way to solve problems, this is a team building process not traditionally incorporated into collective bargaining.

Keith Larson, Human Resources Director and Larry Barker, President, Local 1146 United Paperworks International Union, James River Corporation spoke on what they had been able to accomplish in their organization through Labor Management Partnerships.

Their mission is:

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1. **To share what has caused them to explore a partnering arrangement.**
2. **Explain what they did to develop a cooperative working relationship.**
3. **To share a few examples of the results and benefits that they feel have benefitted the employees at the Halsey mill.**

They explained the correlation of a paper mill to the public sector as a multi union facility, with employees that live in the County. There is a lot of interest in what happens in County government and services and they felt that they could share with us some similarities in the day to day situations they run into. James River has about 619 people, very little turnover, stable work force, 1 Union on site, 3 locals with Presidents, officer structure and standing committee. They come together during union negotiations and periodically throughout the year. They have regular union/management meetings where common interests throughout the mill are shared, how business is doing, etc.

James River shared their grievance activity over the last few years, stating that they were not satisfied with it and decided they could do better which lead to their first intervention and the other side of the State Conciliation Service with the private sector, Federal Mediation Conciliation Service. The Federal Mediation Conciliation Service helped them with their negotiations in 1988 to resolve a work stoppage. After negotiations were over they decided that they could use some help in improving their overall working relationships. Larry took us through a couple of steps in the process of improving their relationship. He spoke on how we need to change spending our time on adversarial relationships. They spent three very intensive days in Newport with about an equal number of union and management individuals, locked away from everything. The purpose of the meeting was to investigate, study and discuss solutions to mutual problems affecting union/management relationships. In the end they ended up with 8 joint objectives, communication being a very important objective and a mission statement was developed. Some things they decided on were:

Improved Communications - How you communicate so people understand what you are telling them. It was felt that they still need improvement in this area.

Jointly Identify and Review Special Privileges - The Union felt that management had certain rights that they didn't have and some of the people felt that the Union Officers had rights that they didn't have. Went into a melting pot and was redistributed back out.

Voluntary Information Needs - Which they did not support before.

Jointly Developed Programs to Deal With Behavioral Problems - Out of that they have a world class drug and alcohol rehabilitation program. It saves employees jobs.

Be Opened Minded

Be Willing to Do Work

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Be Willing to Contribute to Make Things Better

Be Cooperative and Willing to Share Responsibility for Solving Problems

Practice Personal Hygiene

Disagreement is OK if Tactful and Respectful

Everyone Has a Right to Their Opinion...and a Right to Express Their Opinion

Everyone Has a Responsibility to Express Their Opinion

Respect Others Rights to Their Lifestyle

Insist on Equal Treatment for All

Recognize the Positive and Give Credit

Be Willing to Admit to Mistakes or Wrong Behavior

Their Joint Standing Committee which use to meet occasionally or sporadically now meet on a regular basis. This committee acts as a forum for all issues and concerns properly brought before the group. The committee includes an elected local President, Mill Managers, Department Managers and UPI Int'l. Union Representatives who meet about every 6 weeks. The committee designates the Union/Management Co-Chair Person. Pre-meeting notices, a jointly developed agenda and minutes are sent to committee members, supervisors and stewards. What happens in the meetings is very important, everyone has an opportunity to give the union or management an agenda item that needs to be worked on here. They also have their own converting department where they take care of issues that hold true to them. They now have things with common interests to everybody, years ago they only had a hammer at each others throat. They work on issues that will better their relationship with customers, each other and to build a much stronger business community. Keith presented James River's corporate values which consist of:

Involvement: The maximum productivity and job satisfaction for all employees. You realize this when you are providing opportunities to participate in decision making by providing opportunities to assume responsibility commensurate with ability, providing visible recognition for group and individual treatment, and creating an atmosphere of hopefulness and trust. He talked about the 1989-90 Agreement that was forged between the top James River Officers and the top Officers of UPIU in Nashville. The agreement talked about a partnership, but it also talked about each individually, the local union and management at each location. It was up to each facility to carry forth this working relationship and tailor it to meet their needs. While there was a national umbrella that they would work together, it could only be developed through local unions and management. This was signed and supported by all UPIU Regional Directors, of which there are eleven. This brought them to the high road, instead of the low road. Management is committed to the integrity of the union, the union is committed to the economic health and competitiveness of the company. Both union and management are committed to greater worker participation, decisions that effect them on the job.

Principles: They do things that are consistent with their fundamental values and beliefs, these things are shared with employees at each facility. Some things they have worked on over the past year are: to try new ways and support new directions to strengthen both business and relationships; enhance job security and equitable wages by improving the effectiveness of the operation; make extraordinary efforts to understand and educate and learn, because this is a learning process; and to do it together. Presentations by the company are done jointly. Management feels that they need to understand the union, and the employees need to understand the business. They all need to understand the process that they are in. Understanding these relationships is the key to job security and to business effectiveness. Several things they did were to: attend a Joint Union/Management Contract Administration Training given by LERC; use a gentlemen out of Cornell University to go through mutual gains, 5 sessions that involved most of the managers, union officers, stewards and supervisors. They have another session coming up to catch another 30 members of their organization. They do a training program which is to increase the ability to negotiate more effectively, not just contract negotiations, it is day to day problem solving; focus on problem not people; underlying concerns generate a variety of options; avoid results based on coercion; base agreement on mutually agreed on objectives standards and fair procedures, facts; and prepare your BATNA defense (Best Alternative To A Negotiated Agreement).

Larry spoke on the benefits and values of their improved working relationship. One of which is the facility they put in at Halsey, a 70 million dollar project which created 60 jobs. They would not have gotten this plant if it were not for this program being in place. Everyone worked very hard to get this to come to their mill. Some of the things they did to get there included site selection, employee selection, they selected employees through Scott & Mullen, they use their own procedure to gain employment into the mill and they use it to be able to bid, you bid by seniority and also have to pass a test to become a new employee there. They are a self directed work team and it takes a little bit different character to work there. They have continuous operations, continuous training and a continuous work free design. They worked hard to leave no stone unturned. The vision they came up with is that they are a successful business, comprised of self-managed, highly skilled, and motivated employees, who are dedicated to serving the complete needs of our customers, stakeholders, and the environment. We are second to none and have fun doing it. Some principles that they said they would live by are that we will be guided by what is in the best interest of the Business, the People, and the Environment. The team will have access to the information needed to make a good process decision. The decision will be made by teams. Both sides will be continuously involved in learning. Management will promote in support of employee self management. Some interests they have are to focus on common interests. After they listed their positions and interests, they tried to focus on what their common interests were for contract negotiations. They wanted to build on improving relationships, they did not have to worry about future negotiations, what was going to happen down the road, they had the start-up of a secondary fiber operation which was ahead of the process, ahead of the learning process, ahead of everything that had been calculated for the facility. They wanted to show positive signs to their customers. They positioned themselves favorably with the corporation to get a fair share of any available capital which could insure mill profitability. They cleaned-up the contract, they did not want a negative reaction of people worrying for a year about what was going to happen when negotiations arrived. They did not want to extend negotiations, so they decided that because of their improved working relationship they could solve problems as they went along. They did not have to spend a protract amount of time on the language issues, they have been able to solve language issues as they come up. The only thing that remained was the economic portions of it. They were successful, had a curve ball thrown at them by the corporation, however, in the end they satisfied their interests,

they did build on the relations, were able to sign the contract early, were able to display to their customers and are able to make it an issue as they present their product to the COSTCO people that they should throw out the people that now supply them and bring in the people that manufacture the product right here in Oregon. They positioned themselves favorably and are recognized by the corporation as a facility that can get things done and that if they want to invest money, Halsey is a good place to invest it. They have been able to resolve non-economic issues on a case by case basis. The end result is the corporation has recognized their employees for improving the union/management relationship with one of the corporate awards. Their grievance load is down, either there aren't as many problems as there had been or they are getting resolved at the 1st step level, without going to the second step. Either way it is the way it should be, you shouldn't have as many problems, if you do have them your stewards and supervisors should be able to resolve them. Sixteen grievances reached the level of Keith and Larry last year, 16 went to the Mill Manager and the International Representatives had one arbitration case. They respect and like each other.

They shared with the group the purpose of the mill, goals and key indicators. They, as a facility and corporation, are trying to go the high road and believe that whatever scale you use on the vertical access, whether it is job satisfaction, quality performance, service, tons per hour or cases, or getting work done in the community, the more you involve your employees, versus telling them, and delegate work to them, the better the curve is going to be. Larry closed by saying that you need to stick to and clarify the issues, you need to understand what is wanted, both sides have got to realize and understand that there are some givens in there. The Union has to understand that the Company has to make a profit, period. If they don't make a profit you don't have a job, that is the bottom line. The Company has to understand that to the Union seniority is sacred, so you don't tamper with either one of these. You work conjunctively to enhance them.

Nancy Brown headed up the question and answer session as follows:

QUESTION: What is the cost of using the State Conciliation Service for Interest Based Training?

ANSWER: Currently there is no fee for the Interest Based Training. There is however, a fee for straight mediation, and that is a statutory requirement. The fee is \$250.00 per party for as much mediation as it takes to get an agreement.

QUESTION: How much time is involved in the training?

ANSWER: Two full days from 8 - 4. All Bargaining Team Members need to be there in full attendance. They provide anywhere from 2 - 3 trainers depending on the size of the group.

QUESTION: Are rules set up prior to working out problems, such as mutual respect and dealing with the problems and the process, etc.? Did you come up with some structure to how you went about setting up the rules?

ANSWER: James River stated that their norms behavior, to a large degree, are their rules. As shown by their agenda you can see how they break things down in segments and units. The informational part, that the Mill Manager normally goes through, is when they are allowed to ask questions. They try to hear what is being said and then react to it, this way they are not in a reaction mode. Overall it is a proactive mode. In this scenario they do have rules that they abide by, not hard fast rule such as, you won't this and you won't that.

QUESTION: Do you use any kind of a problem solving process during the agenda?

ANSWER: James River answered that they try to use the mutual gains process, to list the issues. They don't really ask what the positions are, they try to get into the interests right away and then provide some past information. If the issue isn't urgent they may table it and get back to it in 6 weeks or set up subcommittees to deal with the issue.

Wendy spoke about the rule part of interest based training. What they do as part of the training, on the second day, is to actually work with the parties to develop what they call protocols for the bargaining process. They don't want to go with the ground rules because that is too traditional bargaining, they are trying to change the mind set. They encourage the parties to switch gears, to come up with a whole new process, to know what they are doing in the process, set out protocols, how communication with the press will occur, how communication with your own groups will go, how constituents will occur, when you will meet, how often you will meet, how long you will meet, where you will meet, who will bring the food, all the logistics. On the first day of training they provide the theory and go through the exercises to get you in the mode. On the second day the parties actually begin developing these protocols, using the problem solving process so you are practicing the techniques. You define your problem and list your interests. They encourage groups to create safety so more people participate. You deal with what happens if you don't reach agreement on everything, what happens if the interest based process doesn't work, can you switch back to traditional bargaining, at what point, and when will the mediators be called in. You can set protocols on all of these things ahead of time. James River added that written or unwritten, communicate, make sure people know where you are coming from, what they are doing, who is working on what. James River does this with a company newspaper. They post all minutes of their meetings, they cover them again at the local union meetings and make sure that the shop stewards are all informed of what is going on so that they get a broad base of communication.

QUESTION: How do you get the mid-managers or employees to buy in so that sabotage does not occur after the problem solving has occurred?

ANSWER: James River stated that you need to communicate with your union officers so they can talk with the members. They talk with their management group and supervisory staff, who are working around the clock and may only get bits and pieces of information, to keep them informed of what they are working on and why they are working on it. Communication is the key, change is difficult and trust has to be built over time.

QUESTION: How did James River bring their employees and members along with their vision?

ANSWER: By just keeping the honesty out there, with both sides. Both sides take a lot of heat with change. You want to communicate and give out lots of information, share your plans and goals or dreams. The group starts in the process and needs to be willing to work their way through it to the other end and not hold the relationship hostage to getting their way. James River stated that this takes a serious time commitment, on the side of both union and management, to make time to do this. The time spent in meetings is much better than the time spent in grievances, problems or adversarial relationships.

QUESTION: How important is this up-front commitment of Elected Officials from both Management and Union. How do you deal with new Elected Officials or Union Officials who are not brought into the process?

ANSWER: One of the things that the State has noticed, in places where problem solving or interest based bargaining work, is when you have people there who are able to make the decisions for both the union and management. When there is a decision that needs to be made at a specific worksite, the decision maker needs to be there, top support is very, very important. James River believes that the commitment is not to sabotage, not to get in the way, but to be open minded and consider it. If you are going to come to a meeting and try to run it into the ground they ask that you abide by the norms. Nancy stated that you need to take a small leap of faith, a first step to see if some trust can be built.

QUESTION: Can Interested Based Bargaining Models work as a budgeting process model, if so how do you have an example?

ANSWER: Nancy stated that she did not know of any place that it had been used as a budget making process, though some public entities have used systems similar to this, saying here is the problem, where are your interests. These are basic problem solving steps that have just been applied to collective bargaining.

QUESTION: It seems that folks decide they need to change the relationship after there has been a crisis, work stoppage, after there has been concerted activity, the relationship in essence has hit bottom. Is that what is necessary for folks to reach some kind of mutual agreement that it is time to do something different and to look at things like interest based bargaining or mutual gains and so forth?

ANSWER: James River's response was no, they had not hit rock bottom, things were on the mend when they started looking at work systems for secondary fiber. They went to a lot of other locations both in their industry and other industries and looked at how they were working together. They traveled to small locations around the Country and they found that you just have to have the desire to improve things. You know what job security is, what good is, you know what a working relationship that you would like to work in is. There are places that do these things without waiting for bad relationships, union and non-union. They visited some non-union facilities, their union took a big step when they decided to look at what non-union places have to offer. The State often finds that some small joint success tends to cause people to be willing to try another piece. It is really an evolving process. A lot of them get started when the insurance committee work has been positive. Good advise from James River is to broadcast your successes, take credit for what you do, and publicize what you have done.

QUESTION: A lady in the group stated that she had sat on a board and also on another board as an Elected Official, for two years in a clouded process. She had written a question about elected officials because the board agreed on a common process and then kind of stepped back and the process went on with labor and management all the way through. The end result was presented to the board and the board said wait a minute where did this come from. The education started after the fact, it was too bad that had to happen, in that the board wasn't constantly kept up to speed. Part of that was their fault, when it got to this point it was very disruptive because all of a sudden they were wondering why they had spent a year of their life getting all this information together to present and have it questioned. They had expected that the board would accept it, but they did not know how they got had gotten there. At some point, when you have new officials, it starts all over again, it is a lot of work.

ANSWER: Points that were made, by James River, are that ongoing communication is absolutely essential and it is essential to know from the get go what exactly your charge is as a labor/management group. Another piece that helps is encouraging the use of chart paper. An advantage is that if you want to recreate your thinking process, for another group, then one way to do it is to walk them through the chart papers. It is essential to have all team members in the training and to keep other people involved, they are your resources. Encourage expansion and participation.

QUESTION: Lou Sinniger asked a specific question of the James River group. Since previously in this presentation there has been some comment towards developing trust, that is the very key to the rest of the relationship, what happens when the players who have developed that trust and have an ongoing process, drop out and new players take the front?

ANSWER: James River stated that since they started this they have had a change in their Mill Manager, a change in 3 local Presidents, and a change in officer leadership, however, the norms of behavior, the joint standing committee meetings, the working through grievances, the structurally working through, has taken over a personality, again view the problem not the person. There remain people on the standing committee who know that they have been making progress, they don't believe that any one person, while they might have a little different focus, can detract from what you have developed. One or two people shouldn't make that much of an impact, some influence, the process kind of takes over, the culture is made to be changed. Personalities will come and go but the process does flow.

The State of Oregon summed up Labor Management Partnership as a process that evolves and is developed according to your own circumstances, there is not a perfect model. It requires a lot of work, a lot of time, a commitment and some changes in the recognized roles of both union and management. The benefits are: a work place that has positive productivity and is a positive place to work; a place where you work together and have fun doing it; asking and getting an honest answer; an evolving process with reasonable expectations. Not everyone has to believe that it is the best thing since sliced bread for it to work. The process itself, as you get into it and begin to use it, and the interest based problem solving process generates it's own momentum and the process provides a safety net for people to gradually experience this change in relationships and it gives you a guideline on how to do this so that you can feel that your interests are being understood and protected, if they need to be understood and protected. You don't have to bottom out to use the program. At some point you have to identify that the circumstances that you are working under, the relationships, are not working. In our day, especially when we are having to do more with less, less people, less money to do things with, people are realizing that we are going to have to figure out a way to do this. If you want people to do more, have bigger work loads, then you have to have a way for people to be willing to do so. It is a change in focus, to fight with management doesn't work now. To dictate that you just have to work twice as hard doesn't work because people get resentful. This process brings all of these circumstances together and deals with the scarcity of resources that are available, the scarcity in the budget and doing more for less in a way that people can all join in on and agree to. It can be done very successfully. You learn to develop creative solutions, not always typical salary increases or dealing with insurance benefits as you have typically done in the past when money was plentiful. You are realizing the scarcity of resources.

James River spoke about tradeoffs, being satisfied with your work environment, how do you feel about being there and hearing what you have heard. You have to determine where you are on the continuum and what you want to be doing and how you want to be working, does it apply to you and do you see some benefits from working together. It doesn't mean you aren't working together now. You ask yourself if there is anything you can do a little bit better, work together a little bit more to resolve some problems down the road. There are just tradeoffs. You can work together to help each other be successful, expand on the commitments. It is not easy because both sides will take flack, stick to your guns it is worth it, go through it and do whatever you need to. Do not give the other side or your own constituency lip service. If you say you are going to do something do it. Don't give them the answer you think they want to hear.

Ruth Larson concluded the meeting with a thank you.