

A collection of military medals and a compass are arranged on a wooden surface. On the left, a blue ribbon with a circular emblem is attached to a silver star-shaped medal. Above it, a red ribbon with a circular emblem is attached to another silver star-shaped medal. A pair of gold-rimmed glasses with red-tipped temples lies across the center. In the bottom left corner, a circular compass is visible. The background is a light-colored, textured surface.

# Labor – Management Committee (LMC)

Presented  
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# Objective

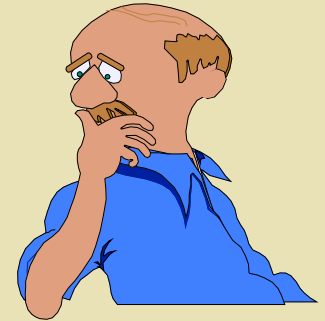
- ◆ Overview of LMC principals.
- ◆ LMC Structure and Ground Rules
- ◆ Consensus decision-making



◆ What is a LMC?



# A Labor Management Committee Is:



- ◆ A cooperative process between labor and management to improve the workplace
- ◆ Union members & managers meet regularly to discuss and resolve issues or problems that typically are not covered by the bargaining agreement



# A LMC Is Not

- ◆ A management concession
- ◆ A union concession
- ◆ A replacement of the collective bargaining process
- ◆ A Quick fix
- ◆ Utopia



# Principles Of A LMC

1. A LMC is an opportunity for labor and management to jointly solve problems
2. Neither party relinquishes their respective roles



# LMC Outcomes


- Improved labor/management relations
- More committed workforce
- Less grievances
- Improved productivity & quality



# LMC Outcomes

- Reduced turnover & absenteeism
- **Improved negotiations**
- Constant flow of ideas
- Adaptability/acceptance to **CHANGE**





# Structural Guide To Labor Management Committees

## WHO?

- ◆ Typically an equal number of labor and management representatives
- ◆ Members must be responsible leaders that can promote trust
- ◆ Members should be permanent



# Structural Guide To Labor Management Committees

## WHEN?

- ◆ Regularly scheduled meetings with a set date and time
- ◆ Preferably once a month
- ◆ Approximately two hours should be blocked for meeting length



# Process

- ◆ Manage time well
- ◆ Identify individual & group responsibilities
- ◆ Follow through
- ◆ Don't operate in a vacuum



# Principles Of A LMC

3. Cooperation is in the self-interest of both labor and management
4. **The LMC cannot be held “hostage” when problems occur in the relationship**



# Principles Of A LMC

7. The greatest asset of any organization is its people
8. The LMC must have measurable outcomes



# Philosophy

- ◆ Trust, respect & fair treatment of people
- ◆ Persons affected by a decision should help shape that decision
- ◆ Cooperation builds a sense of teamwork & the spirit of helpfulness



# Attitude

- ◆ Tell me & I'll forget. Show me, and I may remember. **Involve me and I'll understand!**
- ◆ Recognition that people are capable



# Expectations & Commitments

1. What do you expect from labor-management cooperation?
2. What barriers, if any, do you see which could prevent this from happening?





# RISKS

## Management Perspective

- ◆ Pressure to promise what can't be delivered
- ◆ Fear of losing power & control
- ◆ Pressure of integrating the interest of different labor groups



# RISKS

## Management Perspective

- ◆ Hidden agenda by the union
- ◆ Incorrect understanding of the program
- ◆ Having to say no to suggestions



# RISKS

## Union Perspective

- ◆ Alienation of members from the union if constituents are not informed and involved
- ◆ Hidden agenda by management
- ◆ Pressure of integrating the interest of different labor groups



# RISKS

## Union Perspective

- ◆ Threat by management to terminate the committee if concessions are not granted
- ◆ Loss of jobs because of productivity gains
- ◆ Failure blamed on the union



# Attentive Listening

- ◆ Think about what the other person is saying
- ◆ Restate and summarize what you think you heard
- ◆ Don't mentally prepare your counter-argument

# Improving Listening Power

- ◆ Try to understand the other person's point of view.
- ◆ Try to determine the real reason for the problem.
- ◆ Don't react too quickly... contemplate the issue
- ◆ Be patient



# How Does Attentive Listening Improve Communication?

- Shows mutual respect
- Gives receiver's responsibility of defining and solving the problem



# Poor Listening Habits

- ◆ Conflict between apparent listening and body language
- ◆ Blocking out difficult, complex subjects
- ◆ Mentally rehearsing response while message is being delivered







# Consensus Decision Making

A decision that all members of the group can **support**.

- ◆ The decision may not be everyone's first choice, but
- ◆ Everyone has had an opportunity to be heard.



# SUPPORT

- ◆ Support does not mean that the decision is your first choice
- ◆ Support means that no member will undermine the decision by privately promoting his/her pet solution or taking cheap shots at the group's decision.



# 10 Crucial Elements To LMC

## 1. UNDERSTAND

- The philosophy, attitude, and process
- Meetings are based on mutual interest, respect, and trust



# 10 Crucial Elements To LMC

## 2. Know What To Do

- Develop goals, objectives, action plans, and stay focused on them
- Know how to reach decisions and set agendas



# 10 Crucial Elements To LMC

## 3. COMMUNICATION


- Communicate with non-members
- No hidden agendas



# 10 Crucial Elements To LMC

## 4. Patience & Progress

- Begin with uncomplicated issues
- Don't stay in first gear



# 10 Crucial Elements To LMC

## 5. Meaningful Meetings

- Use meetings not staff to make decisions
- Give members a reason to attend




# 10 Crucial Elements To LMC

## 6. REGULARITY

- Meetings held on consistent basis
- Use sub-committees





# 10 Crucial Elements To LMC

## 7. Top Support


- Sr. Mgt.'s & Union Officials support is crucial



# 10 Crucial Elements To LMC

## 8. Know Each Other

- Strive to understand the party's point of view
- Stability of members is critical



# 10 Crucial Elements To LMC

## 9. Know Where Your Are

- Step back & assess  
progress

- Ask “How are we Doing?”



# 10 Crucial Elements To LMC

## 10. Give Your Best Effort

- **COMMITMENT** is crucial
- **FORGET** the first 9 elements  
if there is no **COMMITMENT**



# Group Juggle



# Group Juggle



**You have to want to catch the ball in order to juggle it!**