

A Massachusetts Alternative: Improving Public Services Through Collaborative Labor Management Relations

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The Need for a New Public Sector Labor Relations System

- Public sector unionism is under attack in many states leading to conflict rather than collaboration
- State and local governments continue to face a fiscal crisis making it difficult to fund adequate public services
- Citizens are demanding more effective and efficient public services
- Ultimately, adequate revenue for public services will only be forthcoming when taxpayers believe they are getting the best service at a fair price

Which will be the future model... Wisconsin?



Or...Massachusetts?

U N D E R S T A N D I N G B O S T O N

Toward a New Grand Bargain

Collaborative Approaches to Labor-Management Reform
in Massachusetts

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Toward a New Collective Bargaining Framework for the Commonwealth

- Instead of seeing unions as a barrier to fiscal prudence and better schools, we believe a new collective bargaining framework in the Commonwealth can lead to a “win-win-win” outcome for teachers, students, and taxpayers
- The same approach can be used for all public sector labor-management relations

Why Change Now? Evidence from Mass. Education Leaders Survey

- **73% of superintendents and 61% of school committee presidents**
- **8% of superintendents and 18% of school committee presidents**
- **View the present state of collective bargaining as an “obstacle” to achieving improvements in educational outcomes**
- **Are “very confident” that the current state of labor management relations in their districts is sufficient to address the needs for performance improvement in education**

But, Most Agree Collective Bargaining Can be Improved

- 80 to 90 percent of superintendents, school committee members and union leaders
- Endorse the idea of developing the skills and capabilities to use “interest based” problem solving methods to improve their negotiations processes and day to day relationships.

So we have created the...





**Massachusetts
Education Partnership**

Policy • Leadership • Labor-Management Collaboration

The Partners

- Massachusetts Association of School Committees
- Massachusetts Association of School Superintendents
- Massachusetts Teachers Association
- Massachusetts Federation of Teachers
- The Rennie Center for Education Research and Policy
- University of Massachusetts-Boston Collins Center
- Northeastern University Dukakis Center
- MIT Institute for Work and Employment Research



Our Shared Vision & Strategy

To guide and support superintendents, union presidents, school committee members, teachers and administrators in improving student performance through collaborative and effective labor-management relationships and practices



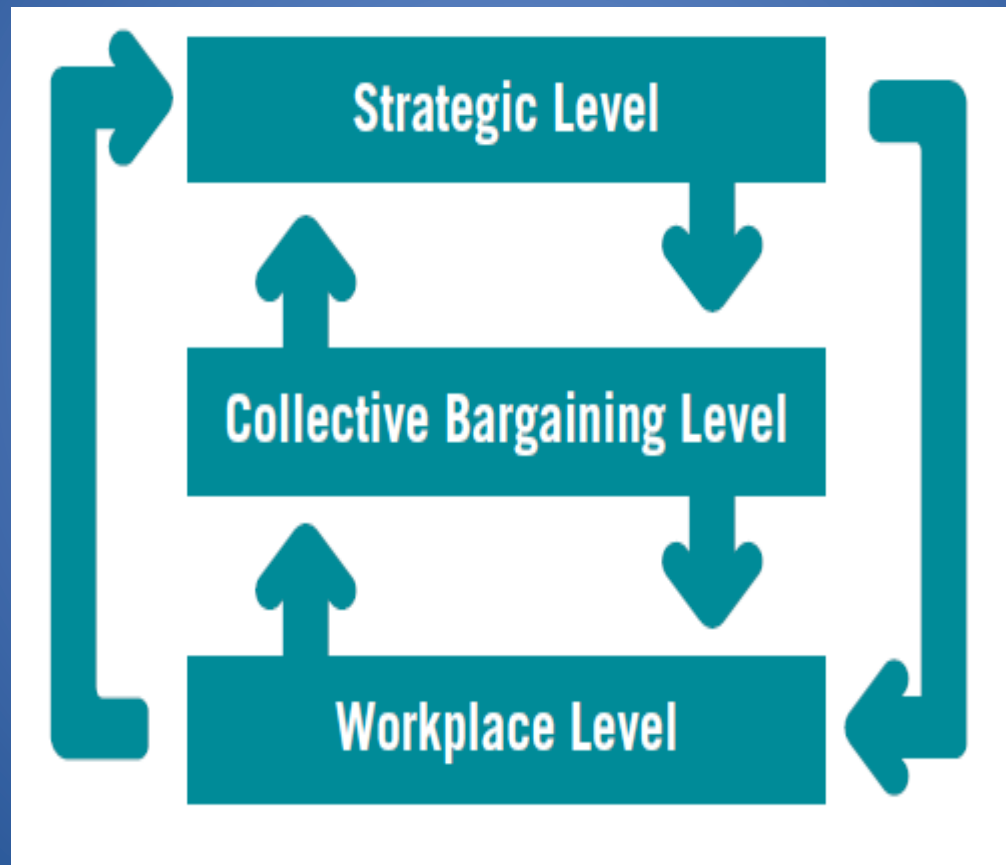
Specific Activities

- Education and Training
 - Positive workplace culture, relationships, and engagement
 - Interest-based negotiations and problem solving
 - Strategic engagement—superintendents, school committees, union leaders, and community representatives
- Facilitating and Coaching in Specific Districts
 - Build leadership capacity, support change, and address specific problems and challenges
 - Transform labor management relations
- Support Peer Learning
 - On Line Network
 - Multi-party conferences

A Possible Vision for Cities and Towns?

We commit to creating a partnership to guide and support mayors, town managers, council members, police and fire commissioners, administrators, union presidents, and employees in improving public services through collaborative and effective labor-management relationships and practices

The Three-tiered Transformation Model Guiding our Efforts



Applying the Model in Cities & Towns

- Workplace:
 - Engaging employees in continuous improvement processes and cost savings
- Negotiations:
 - Use of Interest Based Processes
 - Further use of Town Wide Coalition Negotiations
 - Expanded use of Performance Incentives-Gain Sharing
- Strategic:
 - On-going information sharing, consultation among union, city, and community leaders

Specific Activities?

- Education and Training Programs
 - Positive workplace culture, relationships, and engagement
 - Interest-based negotiations and problem solving
 - Strategic engagement—superintendents, school committees, union leaders, and community representatives
- Facilitating and Coaching in Specific Cities and Towns
 - Build leadership capacity, support change, and address specific problems and challenges
 - Transform labor management relations
- Support Peer Learning
 - On Line Network similar to [www.????](#)
 - Multi-party conferences: Come observe our Dec. 3 Conference
 - <http://www.eventbrite.com/event/4525592168#>

To Institutionalize these Changes...

- *Create a state-wide “Municipal Labor Management Partnership”.*
- *Create a broadly representative multi-stakeholder oversight Board*
- *Create an on-line Learning Network*
- *To train parties in interest-based bargaining (IBB) and on-going problem solving and facilitate negotiations and on-going innovation efforts*
- *To monitor and review progress toward improvements in public service efficiency and service quality and to recommend changes in policies as needed to build and sustain a 21st century labor management relations model for Massachusetts public services.*
- *For city and town officials, local union leaders, employees and community members to share experiences with common issues and innovative labor relations efforts.*

Looking to the Future

- The Horserace is on: One-two years from now the public will compare what was achieved through collaboration compared to attacking collective bargaining and will decide which course is best for the future
- We can either lead the effort to influence the outcome or put the future of our public services and employee relations in the hands of others

Our Bottom Line

Time is of the essence

Let's get on with working together!

Supplemental Slides on the Basics of Interest Based Bargaining

Interest-Based Bargaining

Essentially IBB is an adaptation of basic problem solving techniques

- Begin with a **clear statement of the problem** (each party's interests or objectives)
- Develop a **joint analysis of the data needed to evaluate root causes** of the problem and alternatives for addressing it
- **Articulate the criteria to be considered in choosing among alternatives**
- **Implement, monitor, and evaluate** the results achieved after reaching an agreement.

Basic Techniques of Interest-Based Bargaining

- Describe bargaining issues in problem statements
- Share all information relevant to the issue
- Discuss the parties' shared and separate interests on the issue
- Brainstorm a variety of options for resolving the issue
- Narrow options with jointly developed criteria or standards
- Use consensus to agree on the options that best satisfy the parties' interests

Source: Sally Klingel, "Interest Based Bargaining in Education." Cornell/ILR School Digital Commons, November, 2003.

Training Design for IBB: Five Phases in the Bargaining Process

1. **Prepare**
2. **Bargain Over How to Bargain**
3. **Open & Explore**
4. **Focus & Agree**
5. **Implement & Sustain**

Source: Joel Cutcher-Gershenfeld, Robert McKersie, Nancy Peace, and Thomas Kochan, "Transformational Education Negotiations" MIT Institute for Work and Employment Research, October, 2010.