

**LABOR-MANAGEMENT COOPERATION GRANTS PROGRAM
FY 2011 FUNDING SUMMARIES**

**Amerequip Corporation
IAM Lodge 1260
Amount Awarded: \$57,025**

Problem Statement: To strengthen our culture of continuous improvement to drive us to world class excellence!

Strategy: Strengthen employee skills in the tools of Six Sigma, Lean and ISO, which are our foundation for continuous improvement, by providing additional education. In addition, we will create and improve our internal training environment to allow for better and more efficient learning.

Results: Amerequip will have additional personnel trained for internal ISO auditing, safety hazard analysis, blueprint reading, lean fundamentals, effective communication and employee-specific computer training based on assessments. Amerequip will also be able to provide an adequate learning environment to conduct the training. These efforts will allow Amerequip to accelerate continuous improvement initiatives, which prepares the company for future growth.

**Chicago Federation of Labor Workers Assistance Committee
SEIU-HCII of Indiana & Illinois
Amount Awarded: \$103,423**

Problem: The need to recruit and train home healthcare workers to meet the demand for such services. The Department of Labor projects a 46% increase in demand for homecare workers, nationally, between 2008 and 2018. The industry must be prepared to recruit and train workers to fill the 1,200 annual jobs openings projected in Illinois.

Strategy: Identify key competencies for homecare workers serving seniors in Illinois, and enhance existing training standards through research and advocacy; develop a curriculum and training program based on these standards; and develop an implementation plan for the training program, which includes both a sustainability plan and an evaluation plan.

Results: Enhance training standards for home care workers serving seniors in Illinois. Develop a curriculum and training program for this industry. The ability to meet the increased demand for qualified, well-trained home care workers over the next ten years.

**CIR Policy & Education Initiative
NYC Health & Hospitals Corporation (NYCHHC)
1199 SEIU
Amount Awarded: \$38,795**

Problem: Uninsured patients, government cuts and other budget shortfalls compel the NYCHHC, the largest public hospital system in the US, to focus on reducing waste and inefficiency within the system while also improving patient safety.

Strategy: Hold a one-day labor-management patient safety conference for NYCHHC front-line employees from all 11 acute care hospitals, with a focus on medication errors and training in teamwork and communication; produce labor-management branded educational materials from the conference for dissemination to all NYCHHC hospitals, with additional educational events hosted in at least six hospitals; develop a best practice at one NYCHHC hospital involving the safe and effective use of pain medication.

Results: Creation of a new labor-management patient safety committee comprised of two unions representing resident physicians and pharmacists to reduce medication errors, improve patient safety and reduce cost caused by increased patient length of stay, reduced reimbursement rates and malpractice payouts.

**City of Omaha (NE)
Multiple civilian, police and fire employee and management unions
Amount Awarded: \$52,650**

Problem: High cost of administering multiple healthcare plans for 3,600 members exceeded \$2.1 million in 2010. Also the costs of claims for many different health plans are causing a strain on the City of Omaha.

Strategy: Enhance the collaboration and communication between labor and management of the City of Omaha by increasing the capacity of the Healthcare Task Force to address the issue of administering multiple health plans and issues related to high administrative costs.

Results: Decrease the number of healthcare plans administered by the City of Omaha from nine to one; reduction in administrative costs by 15%-20% after reducing the number of health plans; improve employee satisfaction with the City of Omaha regarding their health plan; and increase the number of issues addressed by the Healthcare Task Force.

City of Tamarac (FL)
Federation of Public Employees – District 1
IAFF Local 3080
Amount Awarded: \$42,176

Problem: Results of a 2009 employee survey identified a desire exists to improve the working relationship between senior management and front line employees. As a result, a cross-functional labor-management group determined three areas where change could be affected: (1) improved communication between labor and management; (2) encouraging managers to utilize employee input; and (3) providing workers and managers with opportunities to explore joint labor-management approaches during decision-making to increase organizational efficiency.

Strategy: The City will utilize performance management software to develop division and department performance measures which will be used in city-wide, department, and division scorecards. The process to develop the performance measures will require collaboration and communication amongst labor and management; scorecards will be used by both labor and management for operational decision making, thereby affecting organizational efficiency.

Results: Establish division and department scorecards which will help improve employee satisfaction with communication, empowerment, morale, and decision-making.

Sheet Metal Workers' Local Union No. 1 (JATC)
Central IL Chapter of SMACNA
IL Valley Sheet Metal Contractors Association
Amount Awarded: \$93,893

Problem: A need to modify training to create new skill sets to embark in home energy audits. Local #1 needs a training program to position itself to advance in the green energy industry sector.

Strategy: Improve work opportunities by offering home energy audits performed by qualified personnel working for quality contractors; educate homeowners about the benefits of energy audits; train sheet metal workers to perform energy audits; and provide equipment to perform energy audits.

Results: Home energy audits will provide work for contractors, journeymen and apprentices. This will result in energy savings for the customer and lessen the human impact upon global warming and climate change.

Lynn Community Health
1199 SEIU United Healthcare Workers East
Amount Awarded: \$56,186

Problem: Rapid changes in the US healthcare system and environment contribute to conflicts including: conflicts between employees and supervisors related to change in job duties necessitated by new technologies or models of care; conflicts between peers related to workloads or schedules; and conflicts exacerbated by the diversity of cultures represented in health care patients and health care staff.

Strategy: Develop and implement a conflict management training program and curriculum for the health center. The trainings will empower employees with knowledge through skills training. Develop a post-training survey to assess the impact of the conflict training.

Results: Improved communication and strengthened partnerships between labor and management by reducing conflict; improved organizational effectiveness by strengthening working relationships through the conflict training program; create and sustain an environment that promotes learning, growth and trust; and employees will have increased knowledge of the committee mission and its efforts.

Massachusetts Department of Correction (DOC)
Massachusetts Correction Officers Federated Union (MCOFU)
Amount Awarded: \$34,365

Problem: A need to decrease the number of internal investigations and external complaints to the Equal Employment Opportunity Commission and the office of the Massachusetts Commission Against Discrimination.

Strategy: Train-the-trainer will provide sustainable teaching tools and these techniques will be added to the "Meet to Resolve" Alternative Dispute Mediation Program. The MA DOC has adopted the Facilitative Model of mediation for workplace dispute matters.

Results: Interpersonal conflicts involving members of protected groups, erroneous behavior, workplace violence and other employee issues (addiction, divorce, etc.) will be addressed proactively before the incident escalates. Employees will be empowered to manage and find solutions to difficulties in the workplace. Also employees will learn to foster positive working relationships among peers and supervisors.

Mechanics Local 701 Training Fund
Amount Awarded: \$82,968

Problem: With the constant changes in technology there is a continued need for training in several fields in the work environment. The Automotive, Trucking, Forklift, Heavy Equipment, Body Shops and Bus Industries, to name a few, require constant updating, comprehensive and dedicated training to meet the needs of their industries as well as the needs of their employers professional expectation.

Strategy: The Mechanics Local 701 Training Program is reactive in meeting their represented industry's needs and is committed to successfully run a Training Program for today's and tomorrow's leaders in the industry. The Training Program development personnel will continually work with the Union's represented industry employers to identify their deficient training needs and develop programs to enhance the employee's current skill level. They will also develop a curriculum for entry level individuals who are choosing this career and outline a pathway for them to follow to learn how to properly and safely repair the equipment in their industry.

Results: With the creation of an education plan to properly train employees spanning from both entry level positions to employees simply needing updating with the technological advances we see daily, the Training Program will prove to be an asset to both the employee as well as the employer. The Program will also provide pre-apprenticeship education and training, assist current Journeymen in staying current with new technologies, tools and standards. The result will be a safer worker with a career-minded advancement to excel in their industry.

Michigan Technological University
Police Officers Association
AFSCME Local 1166
UAW Local 5000
Amount Awarded: \$55,006

Problem: As is the situation at many higher education institutions, at Michigan Technological University (Michigan Tech) unionized staff are often left out of the decision making processes that impact their day-to-day work, and frequently may not be considered valuable team members with valuable knowledge and input regarding their jobs. Michigan Tech adopted the Lean model for continuous improvement and has demonstrated success in improving both work processes and labor-management relations, but only in a limited number of work areas due to a lack of financial resources.

Strategy: Form a new labor-management committee to facilitate development of a campus-wide continuous improvement program using the Lean model as a method to improve labor-management relations and staff participation in enhancing work environments. The committee will focus on program development, outreach, and training.

Results: Develop a training program (Lean model); recruit and train at least 50% unionized staff to become campus leaders; develop outreach/training program for supervisors and managers; provide training to Michigan Tech employees who will implement and maintain program; and share Michigan Tech's lessons learned by publishing results, presenting at conferences, workshops, etc.

Wisconsin Regional Training Partnership (WRTP)
USW Local 3740/District 2
IAMAW Local 1916/District 10
UAW 469
Amount Awarded: \$109,763

Problem: The need to establish partnerships and collaborations with union manufacturer stakeholders to reduce the decline in the industry and the state of Wisconsin.

Strategy: Develop a series of educational and peer-to-peer workshops covering topics such as green energy opportunities, display best practices in manufacturing, and express the development of modernization and training initiatives. Implement a minimum of 20 new labor-management committees throughout the state focused on applying the technical assistance plan to their respective firm.

Results: The statewide project will make a significant difference in labor-management cooperation to eliminate barriers to success, enhance worker involvement, improve working relationships between workers and managers and to encourage continuing mechanisms for communication between employers and their employees.

York Area LMC
USW Local 1852
Teamster Local 776
Amount Awarded: \$23,750

Problem: The need for improved safety training at smaller organizations with topic specific training. Also help facilitate a labor-management cooperative approach to workplace safety to meet the training needs of smaller organizations.

Strategy: Design a workshop that will work through several models and ways to pursue effective cooperation and rests on a foundation for building relationships and improved trust. Build alliances with related organizations such as OSHA, the PA Department of Labor and Industry, Bureau of Pennsafe.

Results: Identify the most pressing safety training needs of organizations; provide topic specific training classes to meet safety needs; and to facilitate a labor management cooperative approach to identifying and eliminating safety hazards.