



FMCS

FEDERAL MEDIATION &
CONCILIATION SERVICE

Grant Summaries FY 2015

15-PA/I-001

Architectural Glass Institute (AGI)

IUPAT District Council 21

Glaziers Local Union 252 (LU252)

Architectural Glass and Metal Association (AGMA)

Philadelphia, PA

Amount awarded: \$104,410

Problem: There is a need to create and provide tools and programs that reinforce the collaboration and communication among design and construction professionals. This project will utilize collaborative efforts to promote the use of glazing systems installed by AGI contractors and craft workers.

Strategy: Provide discussion forums and team building programs for labor and management personnel. Establish a peer group between specification writers and glazing contractor estimating personnel. Develop technical tools and programs to assist the architectural/engineering community in the design of glazing systems. Redevelop AGI's website and implement a social media strategy that promotes the use of glazing systems installed by AGI contractors and craftworkers. Attend a glazing conference focused on global innovations in glass technology to further the development of the glass and glazing industry in the U.S.

Results: Data collected through the forum with AGI stakeholders will enable AGI to assess and expand the scope and amount of work performed by AGI contractors and their workforce. Also the project will provide support to retain those markets by demonstrating the value of collaboration for the industry's competitiveness, on-time completion of work, quality of work, shop supervision as well as workers cooperation, training and professionalism.

15-IL/I-002

Helen Miller Member Education and Training Center

Service Employees International Union Health Care Illinois & Indiana (SEIU HCII)

Chicago, IL

Amount awarded: \$116,536

Problem: There is a need to engage front-line hospital employees and hospital managements in jointly identifying areas for improvement to transition health care delivery into new, performance-based systems that reward patient satisfaction, successful health care outcomes and efficient delivery of services.

Strategy: Identify those hospital functions, performed by front-line hospital workers, that are not delivering desirable patient health care outcomes, patient satisfaction results or efficient

delivery of services as measured by health care outcomes metrics. Prioritize which problematic functions are most likely to be amenable to improvement or other cost savings through discussion and review of the experience of other hospitals. Outline strategies/changes needed to accomplish improvements, again using relevant information from other hospitals. Expected strategies will include specific types of staff training, changes to protocols and procedures and new/different resources.

Results: The partnership projects will lead to stronger performance on value-based purchasing (and HCAHPS scores) and performance metrics; this will lead to reduction of payment reimbursement penalties by Medicare and Medicaid.

15-DC/I-003

International Association of Fire Fighters (IAFF)

International Association of Fire Chiefs (IAFC)

Washington, DC

Amount Awarded: \$111,629

Problem: The “traditional” adversarial labor-management relationship that had characterized fire departments for nearly 50 years was proving to be less than fully satisfying for the fire chief, the union-represented workers, the government, the fire service, and the community. Good labor-management and customer relations are crucial to ensuring that the fire department leaders have maximum impact on decisions that affect their working environment, health and safety.

Strategy: Highly experienced and successful fire chief and union-represented firefighter leaders facilitate this program to help fire departments build and enhance positive, cooperative labor-management relationships. The labor-management initiative (LMI)-labor-management alliance (LMA) is recommended for new fire chiefs and union leaders to help them build a comprehensive foundation in this vital area. This technical assistance program is designed for fire departments that need a baseline competency in labor-management concepts, tools, best practices and principles. It will consist of a labor-management leadership personality intake, scheduling two days of facilitated discussion, followed by another two days after an interim six-month period.

Results: Engage at least nine (9) departments via the LMI-LMA program to ensure departments that lack an engaged labor-management relationship begin productive communications. Recognize that labor-management must be constantly engaged with the mutual goal of ensuring the well-being and safety of fire/EMS personnel and providing high quality service to the public.

15-IL/I-004

**Manufacturing Renaissance
Chicago Federation of Labor
Chicago, IL**

Amount awarded: \$82,500

Problem: The manufacturing sector (NAICS 31-33) has seen a dramatic shift in the number of U.S. manufacturing jobs due to global competition, the infusion of new technologies and cost cutting efforts. From 1979 to 2009, manufacturing employment fell by 41 percent and manufacturing wages have remained historically stagnant. This, in turn, has negatively impacted communities, schools, local services, and the ability of workers to provide for their families.

Strategy: Hire a managing director to manage projects and lead recruitment of employers, labor organizations, educational institutions, community leaders and government participants. Develop a five-year strategic plan outlining deliverables and activities needed to bolster manufacturing employment and industry reputation in the Chicago area. Develop outreach and recruitment plans targeted at manufacturing businesses, labor organizations, community groups, government agencies and educational institutions.

Results: Build strategic, public-private partnerships focused on creating a vision for advanced manufacturing in the 21st century. Foster healthy communities by developing collaborative, locally tailored programs to fuel manufacturing innovation and competitiveness. Help to create a society that is economically, socially and environmentally sustainable, and ultimately restorative through manufacturing competitiveness and jobs.

15-MI/PS-005

**Michigan Technological University
United Auto Workers Local 5000 (UAW)
Office of WorkLife Connections
Houghton, MI**

Amount awarded: \$22,750

Problem: Career advancement opportunities for union-represented clerical or administrative support staff are limited at many higher education institutions, in part due to rapidly changing competency needs within the field. Additionally, challenges relating to effective work-life integration, faced by clerical and administrative staff, contribute to the difficulty such staff face in developing and advancing in their careers at Michigan Technological University.

Strategy: Form a collaborative Labor-Management Staff Mentoring Programming Committee to develop a campus-wide staff mentoring program. The project envisions a program modeled after a whole-life approach to career progression through partnership with union-represented clerical and administrative support staff at Michigan Tech. Professional development does not occur in isolation but in the context of the employee's personal and family needs, which change over the life course (Litano and Major, 2015).

Results: Develop a staff mentoring program and mentor training program, based on the Whole-Life Model of Career Progression. Recruit and train a cohort of 10-15 new staff mentors. Develop outreach programming for supervisors and managers. Provide advanced training to key Michigan Tech employees who are identified as integral to implementing and maintaining

the mentor program. Proactively share the Michigan Tech adaptation of the whole-life approach with the outside community.

15-PA/PS-006

**Service Employees International Union (SEIU) Healthcare PA Training & Education Fund
Golden Living Nursing Home Centers - Richland, Waynesburg and Mt. Lebanon
Harrisburg, PA**

Amount awarded: \$103,915

Problem: Nursing homes are being inundated with standards, regulations, best practice guidelines for efficient processes, and many other obligations or recommendations set forth by the Centers for Medicare and Medicaid Services (CMS) and the Affordable Care Act (ACA) that are intended to improve patient safety but can have a potentially negative impact on the flow of work if labor and management are not communicating.

Strategy: Create and train a Quality Assurance and Performance Improvement (QAPI) committee at each participating facility that includes both management and front-line staff members. Committee members will be required to attend a 3-day kick-off training focused on communication, collaboration, and an introduction to process improvement tools. Each QAPI committee will identify a specific topic(s) to address based on each committee's identification of an ideal area in need of process improvement.

Results: With front-line worker engagement in the QAPI committees, the three (3) facilities will improve employee satisfaction, work flow and patient outcomes; improve results on a DOH survey; and have a more positive assessment of labor-management relationships by workers and management. Measurable, successful results will be demonstrated by factors such as waste reduction.

15-NY/I-007

**Shortman, Thomas Training Scholarship and Safety Fund
Local 32BJ Service Employees International Union (SEIU)
Realty Advisory Board on Labor Relations
New York, NY**

Amount awarded: \$103,390

Problem: The City of Pittsburgh recently passed The Safe and Secure Building Act, requiring all security officers to attend 40 hours of pre-employment training and 8 hours of annual refresher training. The Act also requires that other building service workers, such as office cleaners and handypersons, receive 15 hours of safety and security awareness training. This legislation will impact thousands of workers and require rigorous training.

Strategy: Collaboratively develop, deliver and evaluate the training program for Pittsburgh. Create a committee that first will provide an environment conducive for relationship building, allowing labor and management representatives to work together on topics presenting a progression of complexity. A program coordinator and the Shortman staff will educate the committee on existing training models in use with similar populations in other locations across the country to better shape a program in Pittsburgh.

Results: Create ways for security contractors new to the union environment to come up to speed quickly to meet the needs of the employers, workers and the city of Pittsburgh. After initial security officer and cleaner service training pilots, incorporate results from an industry needs assessment to shape the final industry-wide curriculum. Use committee approved curriculum to train 220 security officers and 360 office cleaners. The end result of this committee will be to engage stakeholders to create professionalized security/cleaning industry curricula and training program framework that is uniquely suited to address the needs of the industry in Pittsburgh.

15-PA/I-008

Three Rivers Area Labor Management Committee (TRALMC)

Pittsburgh, PA

Amount awarded: \$105,925

Problem: There is a lack of a labor-management collaborative approach for contractors and unions to resolve issues of mutual concern and the absence of a prescribed cooperative process for guiding the implementation of specific construction projects.

Strategy: TRALMC will form a new building and construction industry committee that will oversee the implementation of Built-Rite, as a subordinate committee of TRALMC. Other labor-management committees will help shape the new committee. The local FMCS office will assign a Commissioner to attend meetings, provide necessary training and serve on the subordinate labor-management committee of TRALMC.

Results: TRALMC will provide opportunities for contractors, unions and users to become more aware of issues that affect the region's construction industry. Participants in the process will become more aware of issues such as safety protocols, future construction opportunities, job training resources and the overall economic climate of the region. The Built-Rite program will enhance communication on construction projects with a focus on improving project outcomes. Built-Rite projects will be accomplished with better safety outcomes, better quality outcomes and better on-time and on-budget results.