



**FMCS**

FEDERAL MEDIATION &  
CONCILIATION SERVICE

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## FY2017 Labor-Management Cooperation Grant Program Funding Summaries

**17-CA/I-001**

**Automotive Industry Apprenticeship Trust Fund**

**IAMAW District 190**

**Oakland, CA**

**Amount awarded: \$119,718**

**Problem:** As in many other parts of the country, northern California faces a shortage of qualified and skilled workers in the transportation and manufacturing sectors of the economy. Given current demographic trends, it is anticipated that the shortage of skilled workers will only increase in coming years as much of the nation's workforce ages and nears retirement.

**Strategy:** This project seeks to increase the number of skilled workers in these sectors by expanding the already established Automotive and Machinist Apprenticeship Programs that have been operating in northern California for nearly 70 years. Enlarging the Automotive and Machinist Apprenticeship programs of Northern California proactively addresses the future workforce shortage and creates an equitable, sustainable and strategic pipeline into the skilled trades. After developing a network of peer-to-peer apprenticeship advocates and community/industry stakeholders, outreach and the use of outreach personnel will be at the center of this project. These outreach personnel will serve as community liaison agents, promoting the values of apprenticeship while encouraging young people to apply for and to pursue lucrative careers in the Automotive and Machinist trades. The project also will recruit and train veteran journeymen to become mentors to younger generations of apprentices and workers entering the trades. The program will grow through new or revitalized partnerships with companies that have either underutilized or have never participated in the Apprenticeship Program, while emphasizing a greater cooperation and collaboration between labor and management. The overall goal of the reinvigorated apprenticeship program will be to create a sustaining partnership of labor and management that will last well beyond the funding period and to provide a forum for labor leaders and management to work together to address the looming skills-gap crisis in these vital economic sectors.

**Results:** The expected results and benefits of this proposed project will be the creation of a sustainable pipeline of skilled workers into the automotive and machinist trades in northern California. The initial goal of this project is to attract and start sixty new apprentices and add ten new participating employers to the established automotive and machinist apprenticeship programs of northern California (Automotive Industry Apprenticeship Trust Fund and Santa Clara Joint Apprenticeship and Education Advisory Committee). Another goal is to have the thirty new students enrolled in career and technology educational courses at affiliated community colleges. The goal of this proposed project is to change the lives of many young people by attracting them into the skilled trades and at the same time strengthening the ties of regional labor and industry stakeholders.

**17-CA/A-002**  
**Center for Collaborative Solutions**  
**Association of California School Administrators (ACSA)**  
**California School Boards Association (CSBA)**  
**California Federation of Teachers (CFT)**  
**California School Employees Association (CSEA)**  
**Sacramento, CA**  
**Amount awarded: \$37,228**

**Problem:** There is a need to train labor-management health benefits committees in California public schools to be better-informed purchasers and users of health care services. When district and union leaders do not have the tools they need to collaborate or to understand the complexities of health benefits issues, the labor-management relationship and the collective bargaining process both suffer. Poor decisions can be made, and employees and their families then are negatively impacted by increased costs for health benefits as well as poorer coverage and a lesser quality of care.

**Strategy:** To address this need, the applicants propose to develop and deliver a comprehensive education program of online training segments and resources coordinated with a series of live coaching calls. The education program will consist of five 20-30 minute videos accompanied by handouts, all of which can be downloaded and viewed by individual labor-management health benefits committees. The coaching calls will take place once a month during the school year and address questions and topics requested by health benefits committees as well as content related to the training series.

**Results:** This project will strengthen the ability of health benefits labor-management committees (covering a total of 80,000 employees) in California's public education sector to effectively work together, increase their knowledge and skills in dealing with health benefits issues, and improve their ability to provide the best health benefits at the most reasonable costs for employees and their families.

**17-IL/A-003**  
**City of Chicago**  
**Chicago Federation of Labor (CFL)**  
**Chicago Labor Management Cooperation Committee (LMCC)**  
**Chicago, IL**  
**Amount awarded: \$95,000**

**Problem:** Engagement of Chicago city employees in the LMCC programs, including wellness, diabetes counseling and telemedicine offerings has remained limited. LMCC programs were created to hold down costs and also to improve the long-term health of the work force. Employees eligible to participate in these programs are often unaware of their options and of their options as health consumers. In addition, some distrust of these management initiatives to improve health care and wellness persists among eligible workers.

**Strategy:** The LMCC plans to gather data on aggregate health benefit usage, demographics, interests, and attitudes. Various segments of the employee population can then be identified, and outreach to encourage participation in health care and wellness programs can be tailored to each segment as appropriate.

**Results:** Engagement and the use of LMCC programs will be maximized. The LMCC will design better outreach to participants and selectively target those participants most likely to respond to different types of outreach. In turn, the LMCC hopes that this will improve education of employees on their benefits, health and wellness. Finally, engagement should foster a greater number of informed health consumers in the Chicago city work force. Success will be measured by higher engagement numbers.

**17-TN/A-004**

**Cooperative Agreement of Labor and Management (CALM)**

**Sheet Metal Workers Local #5**

**Laborers Local Union #818**

**IBEW Local Union #270**

**Operating Engineers LU #917**

**Oak Ridge, TN**

**Amount awarded: \$56,768**

**Problem:** The Uranium Processing Facility at Y-12 National Security Complex in Oak Ridge, Tennessee is the largest construction project in the state's history, encompassing ongoing work for the Department of Energy by UT-Battelle and UCOR. The project is expected to create 2,400 construction jobs at its peak, which exceeds the current supply of available skilled craft workers. Apprenticeship recruitment in key trades has stagnated in recent years due to the post-recession slowdown of construction activity in the area. Because of the construction slowdown in the region, the rate of incoming trainees has not kept pace with the retirement of those who have served this area in the past.

**Strategy:** The Cooperative Agreement of Labor and Management (CALM) will establish relationships with area high schools and community colleges/TCAT centers to identify potential apprenticeship and job training candidates. CALM will conduct and also utilize local area job fairs to promote the availability of apprenticeship and training to eligible individuals. To reach the appropriate candidates, CALM will use print and electronic promotional materials, sponsored events where students can interact with crafts professionals, and outreach on social media. CALM will seek to identify students and individuals for whom apprenticeship is the best fit, and to personally follow up with candidates to introduce them to crafts and careers they may not know exist.

**Results:** The near-term goal is to recruit 250 new potential craft persons into apprenticeship training as of July 1, 2018, with an additional 250-300 by July 1, 2019. Success in meeting those goals is dependent on the project start date, and therefore, the availability of relatively steady employment for apprentices. Results are measurable through the growth in apprenticeship program enrollment.

**17-MA/A-005**

**Finishing Trades Institute of New England (FTI-NE)**

**IUPAT District Council 35**

**Painters and Finishing Employers Association of New England, Inc.**

**Glass Employers Association of New England, Inc.**

**Boston, MA**

**Amount awarded: \$86,888.00**

**Problem:** As the number of young workers entering careers in the building trades continues to decline, there is a need to become more competitive in attracting and recruiting the next generation of workers. The Finishing Trades Institute of New England (FTI-NE) is seeking accreditation as a higher education institution from the Council on Occupational Education. This project will support those efforts by providing teaching credentials for our technical faculty. The project will also assist the labor-management committee members in their roles as trustees of the apprenticeship college by providing leadership training and instruction.

**Strategy:** The project will help most of the instructors, as well as the labor-management trustees achieve their associate's degrees. This will be completed through a series of classes in conjunction with a strategic partnership the FTI-NE has formed with Mountwest Community and Technical College. The existing Board of Trustees will receive training and instruction that will enable its members to go forward as a high-functioning labor-management committee responsible for future planning and educational initiatives.

**Results:** Data will be collected throughout the project to demonstrate and ensure that the goals of the Labor-Management Committee have been met. The project's leadership training will enhance the abilities of the Labor-Management Committee to execute its five-year strategic plan and a facilitator will be utilized to help review data, determine strategic direction and enhance the FTI-NE's ability to admit, retain and graduate the finest apprentice workers in the region.

**17-MN/A-006**

**Finishing Trades Institute of the Upper Midwest (FTI-UM)**

**International Union of Painter and Allied Trades District Council 82**

**Brin Glass Company**

**Julius B. Nelson & Son Inc.**

**Little Canada, MN**

**Amount awarded: \$74,607**

**Problem:** A report by the Montana Department of Labor and Industry (MDLI, 2016) spells out the long-term challenges facing the State of Montana, including an aging workforce and a lack of young workers to replace those who retire. Presently, there is not a Montana labor-management group established that can work collaboratively to explore the workforce needs, instructional requirements and necessary financial resources to set up a full-scale apprenticeship/journey worker training program for the Finishing Trades Institute of the Upper Midwest (FTI-UM). The finishing trades do not have an effective marketing and educational strategy in place that will help the workforce gain the necessary skills that employers need. Training workers in the construction and industrial industries in smaller and more rural areas, such as those in Montana, has been a particular challenge because of the distance students need to travel. The goal of this project is to develop a more innovative approach to provide the requisite technical skills and academic credentials for young workers.

**Strategy:** The Finishing Trades of the Upper Midwest will seek out members and create a Montana labor-management group to conduct a needs assessment and develop a five-year strategic plan for establishing apprenticeship and journey worker programs for the finishing trades. The strategic plan will include establishing benchmarks, milestones and human and financial resource requirements. A facilitator will help the group review data and determine an appropriate strategic direction.

**Results:** The expected results will be a strategic plan that tackles the obstacles of establishing an effective training program that can be presented to the Finishing Trades Institute of the Upper Midwest Board of Trustees. This strategic plan will include curriculum committees with labor management members that focus workplace experience for valid academic outcomes, engaging employers in building programs, plans to hold forums to identify employer needs and plans to hold seminars on workers' rights and responsibilities. The Board will consider this strategic plan for incorporation into its own five-year plan.

**17-NY/I-007**

**Healthcare Industry Grant Corporation  
Labor Management Committee of 1199 SEIU  
John R. Oishei Children's Hospital  
Buffalo, NY  
Amount awarded: \$78,700**

**Problem:** In light of recent care transformation initiatives, hospital management and employees are faced with a constantly evolving and changing health care system. As job roles and workflow changes, many front line workers may feel less engaged and at times powerless to determine how care is delivered, with a lack of communication often cited as an area of concern. The staff of the Women & Children's Hospital of Buffalo also faced an added challenge with the November 2017 move of the hospital into the new John R. Oishei Children's Hospital on the Buffalo Niagara Medical Campus. Because of these recent developments, the hospital's workforce is in need of innovative training and retraining initiatives, improved labor-management communication, and cooperative, innovative solutions for the delivery of high quality, patient and family-focused care in the new hospital.

**Strategy:** The Hospital Labor Management Committee will engage in the planning and development of this 18-month project to engage unionized employees in front line problem solving and decision-making through the establishment of unit-based multidisciplinary labor management teams. The teams will receive training in rapid cycle problem solving methods, conflict resolution, organizational communication, and the development of goals and work plans. Labor and management team members will work together to address mutual areas of concern and arrive at collaborative solutions. The challenges associated with the transition process into the new John R. Oishei Children's Hospital will be a priority area for many of the teams.

**Results:** Through training and collaboration, the unit-based multidisciplinary labor management teams will facilitate the cultural change required for labor and management to successfully work together toward increased employee engagement and improved communication, problem solving, and decision-making to better meet the needs of patients and families. Measurable project outcomes include improved patient satisfaction scores, improved employee satisfaction scores, and improved quality performance scores. The project will provide a permanent framework for long term and sustainable improvement in the way care is delivered at the new John R. Oishei Children's Hospital.

**17-NY/I-008**

**IAM CREST Metropolitan, Inc. (IAM CREST Metro)**

**New England Motor Freight (NEMF)**

**Long Island City, NY**

**Amount awarded: \$111,541**

**Problem:** Working with our sister organization, District Lodge 15 (DL-15), which has a collective bargaining agreement with NEMF, we believe that there is a great need, now and in the future, for commercial driver's license (CDL) holders in the northern New Jersey area. At the same time, there is a need among veterans, at risk and disconnected young adults to have greater access to good paying career path jobs. NEMF projects that there will be a need for 160 new entry level CDL drivers over the next few years in the region.

**Strategy:** Working with DL-15, IAM CREST. Metro will facilitate a new outreach and recruitment strategy with NEMF. The goal will be to hire 40 new CDL drivers over the 18-month grant period. IAM CREST Metro will utilize strategies developed by its sister organization IAM CREST in the organization's highly successful New Jersey "Youth Transition to Work Program" (YTTW). The YTTW program has successfully trained dozens of young at-risk and disadvantaged young people for careers as automobile or diesel technicians. Through a part time outreach coordinator, we will launch the Northeast Tractor Trailer Training Program (NETTTP) to reach out to community groups and replicate the successful YTTW recruitment and preparation strategy.

**Results:** Recruit and prepare for work a minimum of 40 at-risk and in-need persons into NEMF. We will work to ensure the recruitment model which is developed by the NETTTP will continue even after the end of the grant period.

**17-IL/I-009**  
**Mechanics Local 701 Training Fund**  
**Hunter Equipment**  
**Carol Stream, IL**  
**Amount awarded: \$135,871**

**Problem:** There is a rapidly closing window of opportunity for the exiting Baby Boomer generation to transfer automobile and diesel engine repair and maintenance knowledge and experience to the generation entering the workforce. The brisk pace of technological innovation in transportation vehicle design exceeds the financial resources of self-funded training programs to equip continuing education courses of study with training aids and models relevant to employer's needs and expectations. The capital investment, intensive nature of automobile and diesel engine repair, and maintenance training facilities necessitate centralization and structurally limit available opportunities for timely, quality training.

**Strategy:** Shorten the career indecision time of high school juniors and seniors by offering week-long, summer month Pre-Apprenticeship Scholarships, which include advanced instruction in automotive technology and career workshops with employed members of their peer group. Make a significant capital investment in training aids and models to create new training classes in hybrid vehicle maintenance and repair, aluminum welding structural repair, and CANbus troubleshooting and repair. Utilize the ubiquity of the Internet to create an online, on-demand learning and continuing education video library embedded in the training program website, and negotiate discounts and group rates with general and proprietary education automotive online training providers.

**Results:** A fostered increase in the number of talented, young adults committing earlier to a career in automobile and diesel engine repair and maintenance; a nurtured increase in the number of experienced mechanics who will improve their opportunities for career and financial advancement through continuing education classes; and a training facility equipped with the latest automotive repair and maintenance tools, technology, training aids and online courses and webinars.

**17-PA/A-010**

**Service Employees International Union (SEIU) Healthcare PA,  
Guardian Elder Care Nursing Home Centers  
SEIU HCPA Training & Education Fund  
Clarion, Kinzua and Titusville Healthcare & Rehabilitation Center  
Harrisburg, PA  
Amount awarded: \$98,775**

**Problem:** Long-term skilled nursing care facilities, or nursing homes, are held to the same high standards as other health care delivery settings, which must provide high quality care in a safe environment. Labor-Management committees focused on the combination of quality assurance (QA) and performance improvement (PI) measures can lead to positive outcomes. However, many QAPI committees do not fully engage the front line worker in high level committee work because of the cost and staffing challenges that replacing the worker on the floor would incur. This can result in QAPI committees that don't fulfill their intended overall purpose of quality assurance and performance improvement, which can negatively impact quality resident care, staff satisfaction, and the overall labor-management relationship.

**Strategy:** The strategy is to implement a QAPI Labor-Management Committee Training Project that significantly involves front-line staff at three rural nursing home facilities and encompasses joint training on lean methods, consensus decision making, collecting data, and assuming joint leadership. SEIU Healthcare PA Training and Education Fund will be working with these three nursing home partners to validate a model as a best practice for implementing QAPI Committees.

**Results:** The three facilities will confirm a best practice that can be duplicated throughout the company, demonstrating positive, measurable results in efficient work practices, employee satisfaction, positive outcomes for residents, and a sustainable collaboration between union and management around quality and performance improvement.