



ERB Labor- Management Training Forum

What are the features and benefits of interest-based approaches to bargaining and labor-management problem solving?

What do ERB training programs cover? What are the particulars?

How can parties get started and/or learn more about ERB's training programs?

Your Questions



ERB Mediation and Training Team



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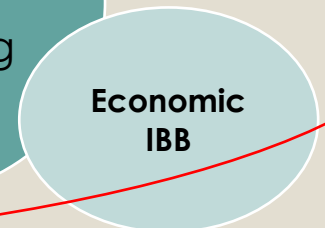
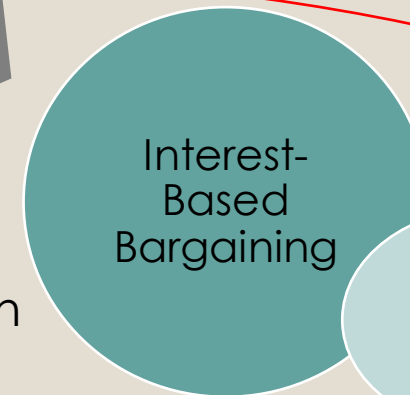
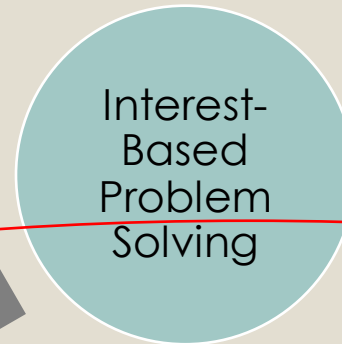
Steve Irvin
State Mediator



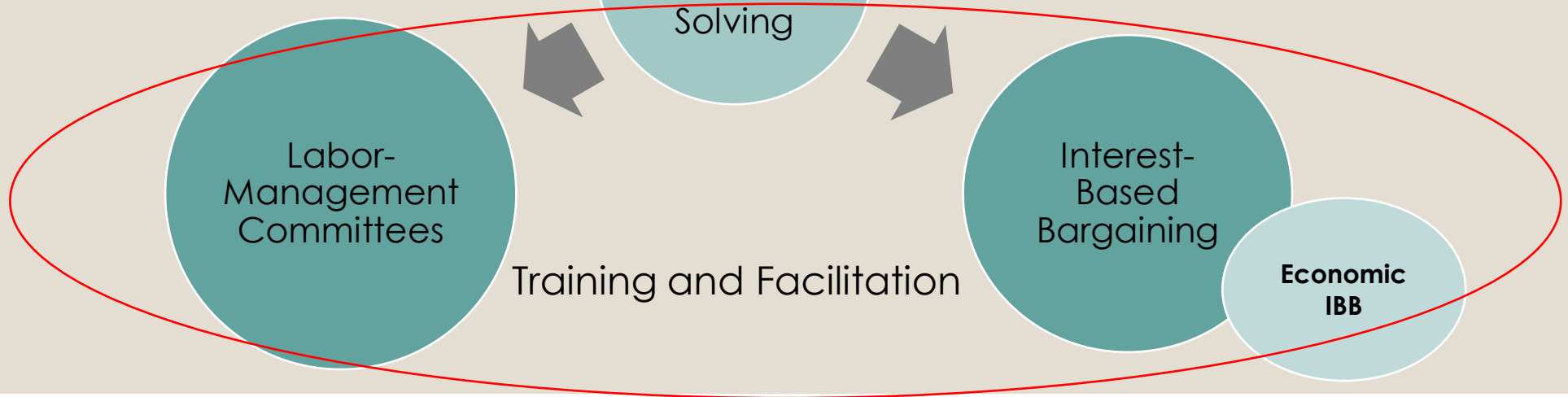
ERB Conciliation Services



- Collective Bargaining
- Grievances
- ULP
- Other worksite matters



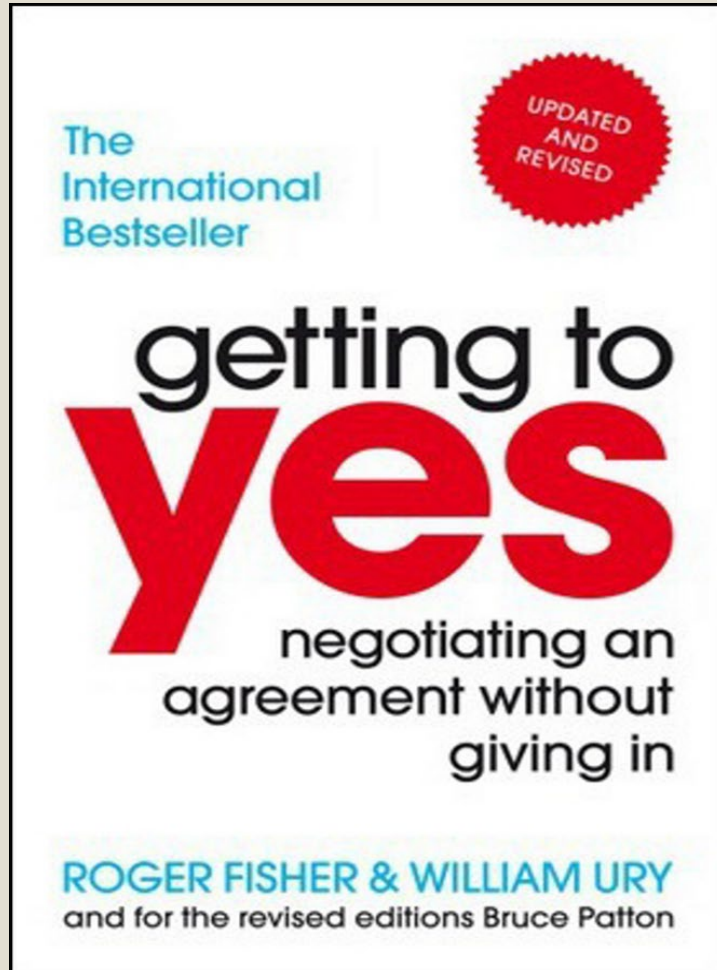
Training and Facilitation



Problem Solving/Bargaining Continuum



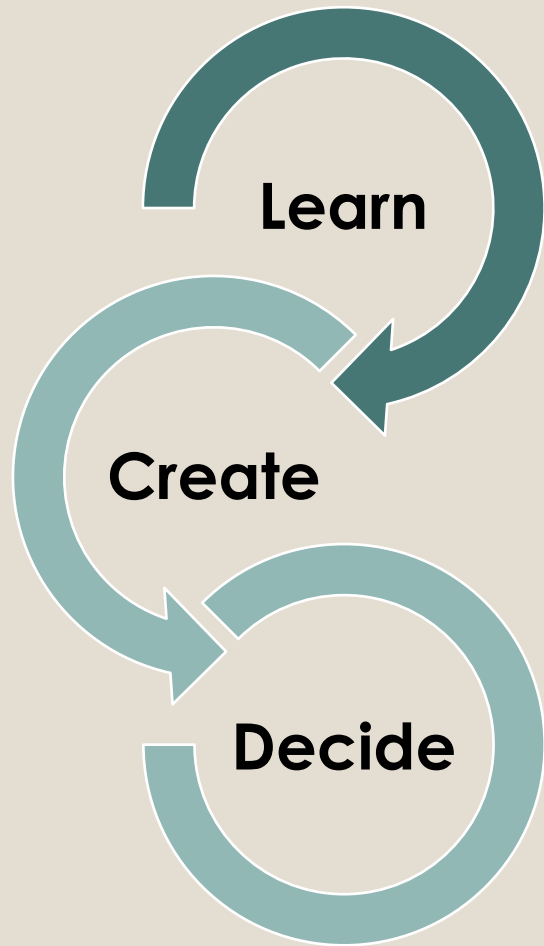
How's your current approach working?



Fisher and Ury asserted that any method of negotiation or problem solving can be fairly judged by three criteria:

1. Does it produce agreements that meet the underlying needs of the parties and community?
2. Is the method efficient -- meaning that time and energy and other resources are well spent?
3. Does the method improve, or at least not damage, the relationship?

Major features of an interest-based approach



- Parties develop a joint understanding before solving
- Parties jointly generate options that are mutually advantageous
- Parties strive to address differences constructively and fairly.
- Parties reach gradual consensus on terms that satisfy collective needs, while building and strengthening the relationship

Advantages of an interest-based approach to bargaining and problem solving

- **Problem solving system** helps to separate people from problems and maintain constructive communication
- Draws on the **knowledge, expertise and experience of all negotiators**
- High levels of **joint engagement** may result in **greater efficiency and transparency**
- Settlement is based on **meeting high priority needs of both parties**
- May lead to more **durable agreements** that more **fully address underlying needs**
- Opportunity to **build trust and strengthen relationships**
- May lead to **more effective problem solving in other areas** of the labor-management relationship

Factors that Lead to Success

Relationship

- Acknowledgement of Need to Change
- View Relationship as Partnership
- Open and Respectful Communication
- Cultivating a Learning Stance

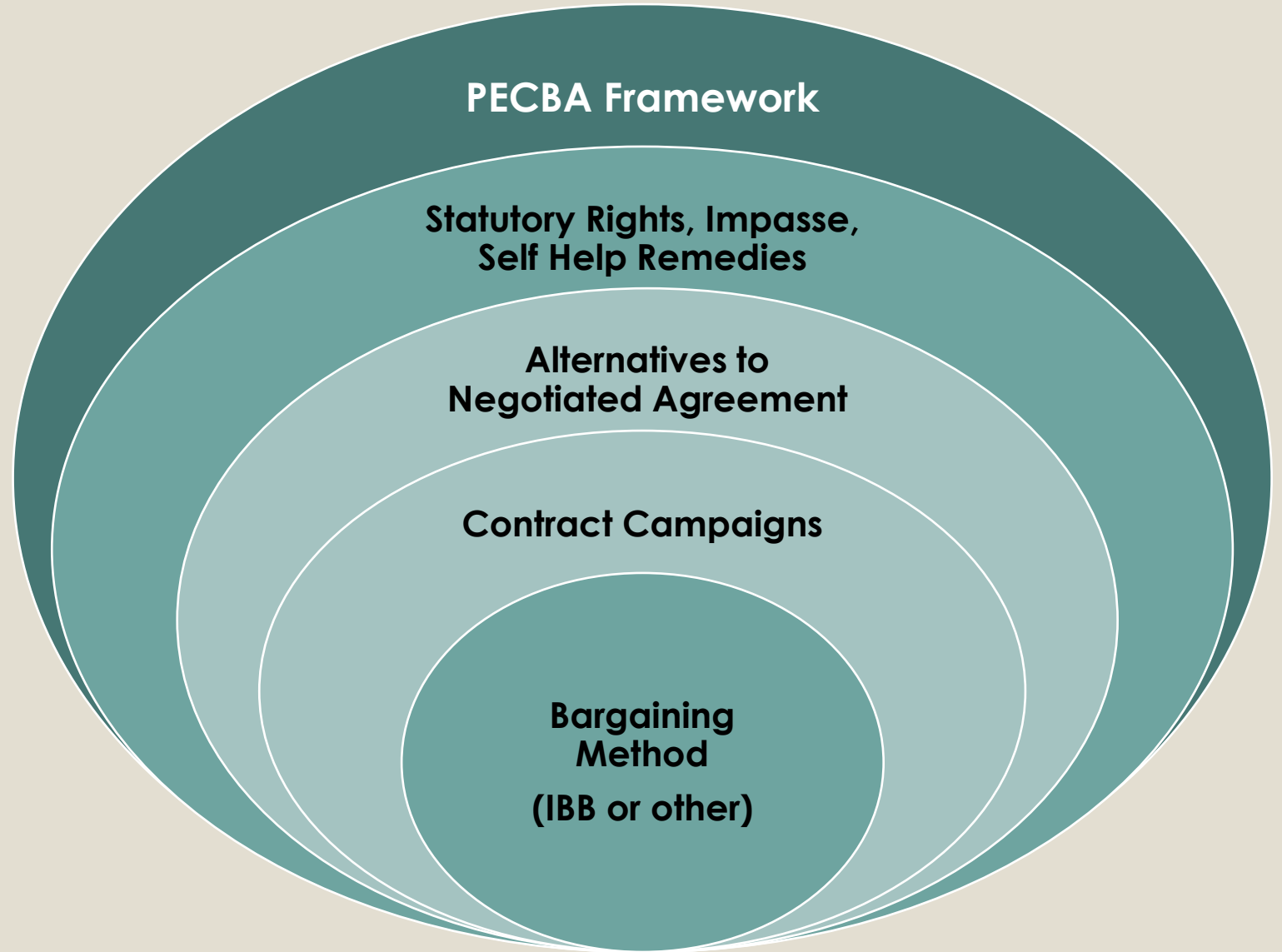
Process

- Jointly Developed Guidelines
- Commitment to Preparation/Follow Through
- Joint Inquiry/Data Collection and Analysis
- Input from all Levels of the Organization

Resources

- Joint Training
- Commitment of Time and Resources
- Leadership Support
- Facilitation

Some
Elements
of the
Bargaining
Context



Overview of ERB Trainings



IBB Core Training including Economic IBB

For bargaining teams with little to no IBB experience preparing for successor or interim bargaining. *Includes training on Economic IBB.*

2 days (16 hours)
plus two days of follow up facilitation
\$2500 or State Assessment

No Prerequisites

IBB Refresher Training

For bargaining teams with recent IBB experience. May include training on Economic IBB.

1 day (8 hours)
plus one day of follow up facilitation
\$1500 or State Assessment

To be eligible for this training, a majority of negotiators from each party must have completed ERB IBB training in a recent bargaining cycle.

LMC Core

For newly established and existing LMCs wanting to **establish a foundation and system for effective problem solving**.

May also be appropriate for some ad hoc committees.

2 days (16 hours) plus two days of follow up facilitation
\$2500 or State Assessment

No prerequisites

LMC Refresher

For established LMCs looking to **retool/refresh communication and problem-solving skills and review/revise existing working agreements** using IBPS in a supported training environment.

1 day (8 hours) plus one day of follow up facilitation
\$1500 or State Assessment

To be eligible, a majority of committee members from each party must have completed ERB's Core LMC or similar training.

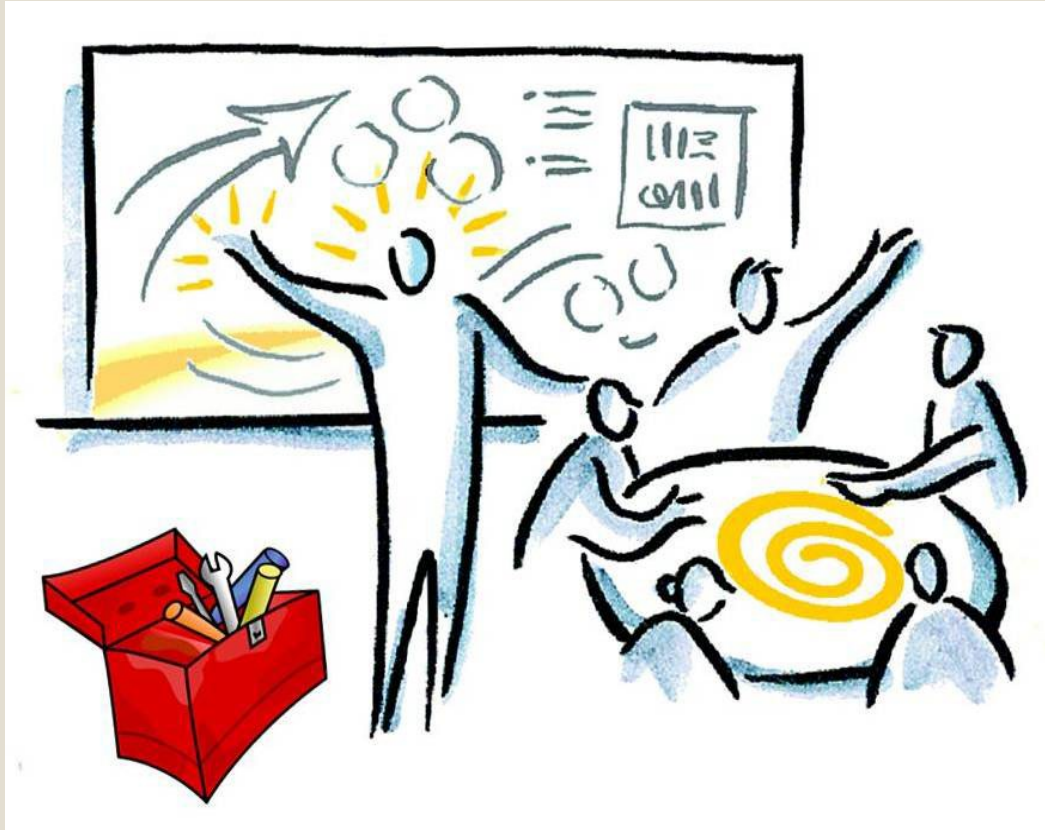
LMC Focused

For established LMCs looking to accomplish **one or two focused objectives**, e.g., review/revise working agreements, set goals for the coming year, or hone communication/problem solving skills.

½ day (4 hours)
\$750 or State Assessment

To be eligible, the LMC is established, meeting regularly, and each party must have completed ERB's Core LMC or similar training.

IBB and LMC Facilitation Services



- Ongoing process support
- XMind recording
- Scheduling subject to mediation caseload
- \$60/hour

WHAT IS YOUR NEXT STEP?



Request a Consultation via ERB website

The screenshot shows the Oregon.gov website navigation bar with the 'Forms' menu item highlighted in yellow. A dropdown menu is open for 'Mediation and Training', listing seven options. Option 'f' is circled in red.

OREGON.GOV Home About ERB Active Cases ERB News & Outreach **Forms** Orders Issued Contact ERB

RESOURCES

- State Personnel Relations Law (SPRL)
- User Guides
- Laws and Rules
- ERB orders

Subscribe to ERB Email/Mail Lists

Search Results

Public Meetings Calendar

Board Members

Mediation and Training

Click the links below to download appropriate forms and instructions for requesting ERB Mediation Services:

- [Mediation Request - Collective Bargaining](#)
- [Mediation Request - Expedited Bargaining](#)
- [Mediation Request - Grievance](#)
- [Mediation Request - SPRL](#)
- [Mediation Request - ULP](#)
- [Training/Facilitation Request - Interest Based Bargaining or Labor-Management Committee](#)
- [Cost Summary for Final Offer](#)

www.oregon.gov/ERB

OREGON EMPLOYMENT RELATIONS BOARD

Training Consultation Request Form

For Interest-Based Bargaining and Labor-Management Committee Training

ERB training programs are customized to meet the specific needs of parties. Choosing the training program that is right for you is a process that labor and management engage in together, in consultation with ERB training specialists.

A request for a free consultation may be made by completing this form. Submit your request for training by completing this form and uploading it to our online [Case Management System-CMS](#).

Upon receipt of the request, you will be contacted by ERB's Training Coordinator to set up the consultation. If one or both parties would like to speak with an ERB trainer separately, prior to a joint consultation, this can be arranged.

Employer Name / Address:	Labor Organization Name / Address:		
Employer Rep Contact Address/Phone/Email:	Labor Organization Rep Contact Address/Phone/Email:		
Mailing Address for Billing Contact (if different than above):	Mailing Address for Billing Contact (if different than above):		
What are you interested in (check one or both):			
<input type="checkbox"/> Interest Based Bargaining Training and/or Facilitation			
<input type="checkbox"/> Labor Management Committee Training and/or Facilitation			
Submitted by (sign & date):	Acknowledgment by Other Party* (sign & date):		
Name	Date	Name	Date

*Unless otherwise provided for in your collective bargaining agreement, both the employer and the exclusive bargaining representative (Labor Organization) must agree to training. Evidence of agreement must be submitted to ERB, either in the form of a request signed by both parties or by separate communications from each party.

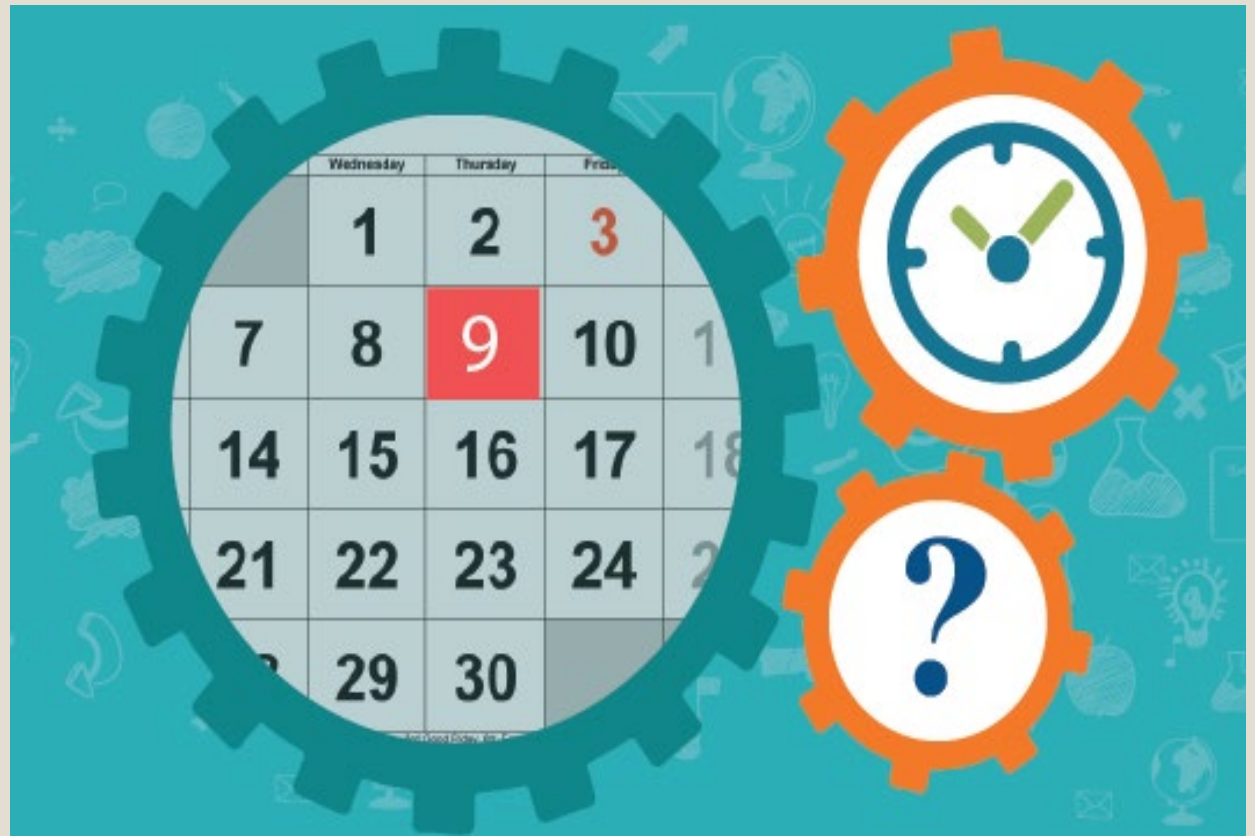
Preparing for your Training Consultation



- Who are your team leads?
- How experienced are your team members with IBB or collaborative problem solving?
- What challenges and/or opportunities exist?/What are you hoping to achieve?
- What stipulations in the CBA or written agreements guide procedures (if applicable)?

Scheduling Training

- Who will attend? Do you have your full team makeup finalized, including alternates, if applicable?
- How much time is there before bargaining begins (if applicable)?
- What busy times/freer periods upcoming are applicable to your industry?



Preparing for Training



- Provide your roster in advance
- Meeting location and room set up
- Shared meals and refreshments



QUESTIONS & DISCUSSION

Some of your questions

- How do we promote IBB effectively when the opposite side of the table has doubts about its efficacy?
- What to do when the other side can't/won't engage or follow through?
- IBB has been viewed as tedious and time consuming. Is there any basis for this stance and what talking points can be used to better inform or move from this position?
- What tips do you have for successful Labor Management Committees in situations where employees have very limited time to participate and turnover is high?
- How to re-establish a respectful relationship, especially with new leaders following strained relations.
- Best practice steps for a first contract.
- The proper way to say no