

MAR 10 1993

"Excellence in government through labor-management cooperation"

STATE AND LOCAL GOVERNMENT LABOR-MANAGEMENT COMMITTEE

815 16th Street, N.W., Suite 308 • Washington, D.C. 20006 • 202/393-2820

PARTICIPATING ORGANIZATIONS

AFL-CIO Public Employee Department

Council of State Governments

American Federation of State, County
and Municipal Employees

International City Management
Association

American Federation of Teachers

National Association of Counties

Communications Workers of America

National Conference of
State Legislatures

International Association
of Fire Fighters

National Governors Association

International Brotherhood
of Teamsters

National League of Cities

International Federation of
Professional and Technical Engineers

National Public Employer Labor
Relations Association

International Union of
Operating Engineers

National School Boards Association

International Union of Police
Associations

Laborers' International Union of
North America

Service Employees International Union

U.S. Conference of Mayors

In Cooperation with:
Federal Mediation and Conciliation Service
U.S. Department of Labor

March 5, 1993

State & local, no feds
25 people
Mission of labor-mgmt relations,
public & private sector
- need to be partners, work together
- cooperate - econ. growth
Gore Commission - how it affects states
? → Conf. on Labor-Mgmt. Cooperation
They've been together for 7 yrs.

Mr. Bruce Reed
Deputy Policy Director
The White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

Dear Mr. Reed:

This is to confirm your acceptance of our invitation to you to address the next monthly meeting of the State and Local Government Labor-Management Committee (LMC). The lunch meeting will be held on Tuesday, April 13, at 12 noon in the Maritime Trades Department on the 5th floor of the AFL-CIO Building, 815 Sixteenth Street, N.W., Washington, D.C.. Monthly meetings are rotated among the eleven labor organizations and nine public employer groups that comprise the LMC.

Established seven years ago on the premise that public sector labor and management need to work together to promote excellence, our LMC has published pamphlets on health care cost containment, employee assistance programs to combat substance abuse, and grievance mediation; has produced a 30-minute video entitled, "Working Together," depicting cooperative programs in a school system, a city, a county and a state government, which aired as the Labor Day special a few years ago on PBS; organized a symposium on quality public services last September at Airlie House; has co-sponsored the last two biennial FMCS conferences on labor-management cooperation in Washington, D.C. that drew over 1,500 attendees to both conferences; and will, with Ford Foundation backing, conduct two symposia on quality services in two selected states.



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Letter to Mr. Bruce Reed
March 5, 1993
Page Two

We were particularly pleased when candidates Clinton and Gore pledged to work with our committee in their campaign statement on labor and management. We look forward to seeing you on April 13.

Sincerely,



Al Bilik
Labor Co-Chair



Roger Dahl
Management Co-Chair

Enclosures

PARTICIPATING ORGANIZATIONS

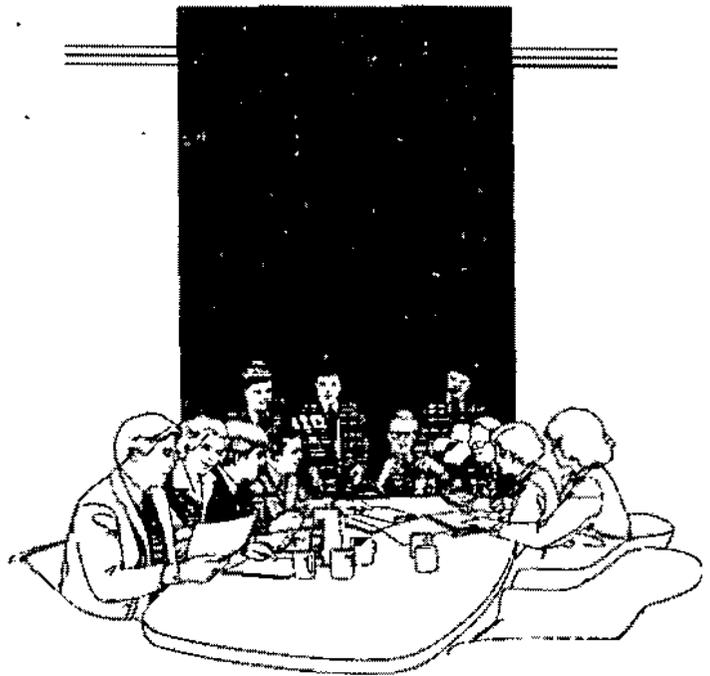
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State and Local Government
Labor-Management Committee
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State and Local

Government

Labor-Management

Committee

*"Excellence in government
through labor-management cooperation"*

"We currently are celebrating the anniversary of the longest, most successful experiment in democratic government the world has known. The people of the United States have achieved two centuries of uninterrupted self-rule under the Constitution.

"It is appropriate that, for a fuller understanding and appreciation of our own role in this continuing experiment, those of us who manage and deliver the public services of the American democracy have resolved to join together to 'look back to the future' of government in the United States in order to provide a positive understanding of the role of government, to preach excellence and try hard to accomplish it, and to seek public recognition of such achievements."

--Statement of Purpose and Objectives



The State and Local Government Labor-Management Committee brings together the major national-level public employer and union organizations concerned with labor relations in state and local government. From its initial meeting in December 1985, the committee has committed itself to the promotion of excellence in government through labor-management cooperation.

Successful cooperative efforts result in increased job satisfaction, improved productivity, and more effective services to the public. Involvement of employees in the decisions that affect them and their jobs improves the quality of those decisions and results in a more committed work force. Issues of mutual concern, addressed jointly in a nonadversarial manner, yield to solutions that are more acceptable to both sides. Though cooperation is not a substitute for collective bargaining, the understanding and trust it fosters between the parties generally result in a much improved labor relations climate.

A grant from the Federal Mediation and Conciliation Service (FMCS) enables the Committee to coordinate the biennial National Labor-Management Conferences held in Washington, D.C. These Conferences attract as many as 1,500 participants.

OUTREACH ACTIVITIES

- The Committee will provide assistance in establishing public sector statewide and local labor-management committees.
- The Committee will assist in the development and implementation of cooperative labor-management committees at the work sites.
- The Committee will provide speakers and/or assist in planning conferences on labor-management cooperation.

AVAILABLE RESOURCES

- "Working Together" is a 29-minute video documentary featuring exemplary labor-management programs in Madison, Wis.; Jackson County, Ore.; Dade County Fla. public schools; and New York state. Video cassettes in VHS format are available at \$30.00 each, including a discussion guide. An Instructors Guide is also available at \$5.00.
 - "Joint Solutions to Substance Abuse" is a 16-page booklet on how public sector employee assistance programs solve alcohol and drug abuse problems. Single copies are free; multiple copies are \$.75 each.
 - The State and Local Government Cooperative Labor-Management Program Clearinghouse is a computer database to facilitate the direct exchange of information among employers, labor organizations, and others about cooperative labor-management programs. It is established in cooperation with the U.S. Department of Labor.
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-

FORM

Working Together in the following video

Number of Copies

VHS (1/2 inch) at \$30.00 each including Discussion Guide

1/4 inch at \$40.00 each

Instructors Guide at \$5.00 each

Prices quoted above include regular postage and handling charge.

Payment by money order enclosed for amount of \$ _____

Organization

State _____ Zip _____

Phone Number _____

Send your order to:
State and Local Government Labor-Management Committee
6th Street, N.W., Suite 308
Washington, D.C. 20006
202-393-2820

About the Committee

Working Together is a project of the State and Local Government Labor-Management Committee, composed of 20 major public management and union organizations. Since the Committee began in 1985, its goal has been the promotion of excellence in government through labor-management cooperation.

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A video documentary on excellence in government through labor-management cooperation

Working Together



Narrated by Morton Dean

Produced by the State and Local Government Labor-Management Committee

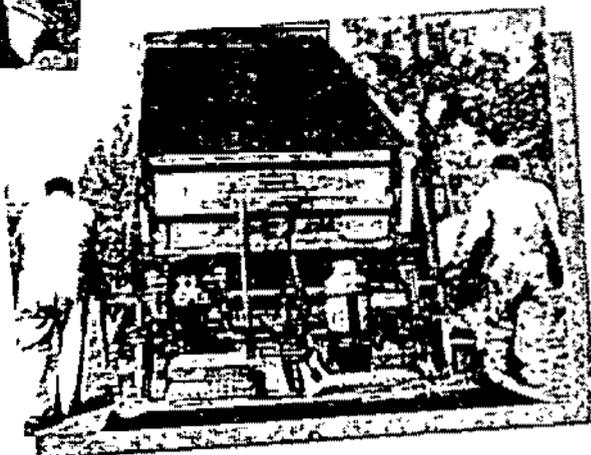
Working Together

A 29 minute video

A new way of "doing business" is quietly taking hold in communities across America. From city council chambers to state capitols and school systems, public sector managers and unions are working together—cooperatively—to provide better services, to do more with fewer tax dollars, and to create better work environments. It's called labor-management cooperation. At its core are teamwork and greater worker involvement. And it just may revolutionize how government is run in the future.

Working Together looks at four innovative cooperative labor-management programs in a city, a county, a state, and a school district. Whether it is paving roads, educating children, tracking crime, or maintaining a public transportation fleet, each community grapples with finding a balance between available resources and the public's demand for more services. Through a variety of cooperative labor-management efforts, workers do better jobs, managers make better decisions, and taxpayers get the best government possible for their tax dollars.

A comprehensive Discussion Guide is provided to assist the parties in using the video. An Instructors Guide is available to assist in using the video in seminars and orientations.



JACKSON COUNTY, OREGON

A sizeable portion of Jackson County's revenue comes from timber. When the bottom dropped out of the housing market, county government fell upon hard times. Jobs were cut and many projects contracted out. Through a pilot program, the roads maintenance division management and the Public employees Union/SEIU devised a plan to improve road maintenance at reduced cost.

"Basically what we did was start brainstorming . . . seeing anything that could be done to improve working conditions or make things more efficient."

*Keith Wetelson
Union Vice President*

"We can't prove that we're the best provider of the service . . . then someone who can do it better ought to be hired to do it."

*Burke Raymond
County Administrator*

"We always wanted to be able to tap . . . the abilities of the people that are out there performing the work. I think we finally hit on a process that does that."

*Joe Strahl
Director
Public Works Department*



DADE COUNTY, FLORIDA PUBLIC SCHOOLS

Dlagued with exploding enrollments from waves of new immigrants, competition for the limited supply of qualified teachers, absenteeism, and low teacher morale, school management and the United Teachers of Dade/AFT are responding to these unprecedented demands with a joint program that may change the way schools function nationwide.

"Too often everything's from the top down. . . . We're reversing that. Let the schools tell us, bottom up, what it is you have to do . . . to turn . . . things around . . . for the students."

*Dr. Joseph A. Fernandez
Superintendent*

"School Based Management/Shared Decision Making strikes at changing the very structure of the way schools operate, the way they function, the way they deliver services to the students."

*Pat Tornillo
Union President*

"We share in the operation of the school, so we feel empowered, we feel ownership."

*Parris Battle
Union Building Representative*



NEW YORK STATE

With the coming labor shortage and the influx of more women into the work force, New York and its unions are taking steps to remain competitive with private industry to attract and retain highly skilled workers. A joint labor-management child care advisory committee has established 38 onsite centers for the care of 2,400 children of public employees throughout the state.

"When they know their children are . . . being properly taken care of, that . . . makes it a healthy . . . and a productive work atmosphere."

*Joe McDermott
President, CSEA/AFSCME*

"It's a classic example of management and the unions identifying a program that would benefit both of us, and in the end that benefits the taxpayer as well."

*Liz Moore, Director
Governor's Office of
Employee Relations*

"It's necessary that we have available competent employees to hire. One of the ways of accomplishing this is to have child care facilities."

*R.W. Horn, Director
State Police Crime Lab*



CITY OF MADISON, WISCONSIN

Americans expect their city government provide basic services, but an economic recession and federal cutbacks impose some tough choices. Despite pressure to contract out services, the mayor believes that citizens weren't so much interested in nick and dimes as they were about getting the best for their tax dollars.

"When the mayor talked to me about trying a project to improve services, I was very excited about it. I thought it would really work. The problem that I didn't want to be part of it, per se, because I didn't want them to be able . . . to blame the union . . . if it didn't work."

*Terry Holmes
Laborers' Local President*

"Labor-management relations had been completely antagonistic. They were on opposing ends . . . threatening . . . condescending."

*Christopher M. Roach
Supervisor, Motor
Equipment Division*

Funding for the program was provided by the U.S. Department of Labor and the Federal Mediation and Conciliation Service.

DATE: April 12, 1993
TO: Bruce Reed
FROM: Mike Schmidt
RE: Conference on the Future of the American Workforce

Here's a quick summary on what's happening with the "Conference on the Future of the American Workforce". I have also attached a draft agenda developed by DOL several weeks ago that I think is still fairly accurate. If you need any more information, just let me know.

Background

In early February of this year, Secretary Reich and Secretary Brown proposed to the President that he host a Presidential Conference on the Future of the American Workforce sometime in late spring or early summer. The purpose of the conference is to assemble labor and management from "high performance" companies that have successfully been employing noncollege-educated workers in well paying jobs that offer job security and ongoing training and education. These high performance companies are becoming increasingly important in the face of some discouraging economic trends:

- Hourly wages for noncollege-educated workers are steadily decreasing. From 1979 to 1991, hourly wages fell 17% among high school grads, 24% among dropouts, and 10% among those who started but did not complete college. These groups comprise 75% of the American workforce, and the gap between them and the college educated is widening.
- Structural unemployment is increasing. Our old economy was subject to brief periods of recession when workers were temporarily laid off. When the economy improved, they were rehired. In the new economy, workers have been losing their jobs permanently, and are forced to find work in other industries.
- The number of jobs in traditional, high-volume manufacturing industries is declining rapidly due to technological shifts and foreign competition.

The primary goals of the conference are to highlight the success stories that high performance companies have to tell, encourage other companies to adopt high performance strategies, and to signal that workplace collaboration is a central part of the Clinton economic strategy.

The Conference

Purpose: As mentioned above, the overall goal of the conference is to encourage more widespread adoption of high performance workplace practices. To achieve this goal, participants at the conference will:

- identify which practices have worked for high performance companies and which have not;
- encourage other firms to adopt similar practices;
- develop concrete policy proposals for encouraging companies to adopt high performance work practices;
- demonstrate that workplace collaboration is a vital part of the Clinton economic recovery program.

When: The date for the conference is still up in the air. Originally it was scheduled for May 21, but now that date is in flux, with dates as early as May 13 and as late as July being proposed. The final date will be left up to the White House to decide, with the status of the stimulus package and the unveiling of the health care reform proposals being the major determinants.

Where: The conference will be held in Chicago in one of the city's large hotel ballrooms (the Hyatt, the Hilton, etc.).

Who: Conference invitees will include:

- labor and management representatives from high performance organizations of all sizes, both unionized and non-unionized, and both public and private;
- experts from academia, trade associations, and labor;
- representatives from relevant federal, state, and local government entities.

Hopefully, the conference will be limited to 400 individuals, with 40-60 active participants (panel discussions, etc.).

Format: See attached draft agenda.

Products: Specific products are still to be determined, but at the very least a report of the proceedings will be produced with issues, analysis, conclusions, and recommendations. Possible legislative and regulatory initiatives may also be proposed, as well as regional follow-up activities to the conference.

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April 13, 1993

MONTHLY MEETING
APRIL 1993

Hosted by
International Federation of Professional
and Technical Engineers

815 16th Street, N.W.
Maritime Trades Conference Room
Washington, D.C.

AGENDA

1. February 1993 Minutes
2. 6th National FMCS Labor-Management Conference
 - Case Studies Report
3. Seeking Excellence in the State and Local Government
 - Symposium Report
4. Bruce Reed, Deputy Assistant to the President
5. Introduction of Charles A. Richards, Deputy Assistant Secretary, U.S. Department of Labor
6. Ford Foundation Grant for State-Wide Symposia
 - Site Selection
 - RFP Letter



① R. GOVT.

① Philosophy → ② Clinton WH

② GORE NPR

- How it works

- How it affects you

ATSCME/FAWAS

① Economic Summit

- Strikes - H-care

- BC + HRC : Hi-perf workforce

② CONF ON WORKPLACE

① WHY

② WHEN

③ THE POSSIBILITIES

Seeking Excellence in State and Local Government Two State-Wide Symposia

Proposal

The State and Local Government Labor-Management Committee (SLG/LMC) is pursuing funding from The Ford Foundation to hold two, two-day symposia on "Seeking Excellence in State and Local Government." Each symposium will bring together 50-60 participants including elected and appointed officials from school districts, city, county and state government, frontline workers and their unions, business and citizens groups, academics and journalists. Participants will explore the many complex forces that affect government and discuss how government resources can best help the nation thrive as we move into the 21st century.

Why a symposium on state and local government?

The SLG/LMC just concluded a national symposium with participants from across the country. The symposium provided participants the opportunity to exchange ideas and experiences as well as look to the future: where should state and local government be headed.

Participants of the national symposium were: Hosts: Al Bilik, Public Employee Department, AFL-CIO and Roger Dahl, U.S. Conference of Mayors; Facilitator: Dr. Susan Clark, Ph.D.

Brian Dabson, president, Corporation for Enterprise Development
Mike Ettlinger, state and local tax director, Citizens for Tax Justice
Jeff Faux, president, Economic Policy Institute
Frank H. Forbes, Jr., director of Human Resources, Hillsborough County, Fla.
Scott Fosler, president, National Academy of Public Administration
Nancy Kopp, Maryland House of Delegates
Mary Lord, U.S. News and World Report
Stan Lundine, lt. governor of New York
Maryann Mahaffey, president of the Detroit City Council
Gladys McCoy, chair of the Board of Commissioners, Multnomah County, Ore.
Ed McElroy, secretary-treasurer, American Federation of Teachers
Elliott Sclar, professor of Urban Planning, Columbia University
Thomas A. Shannon, executive director, National School Boards Association
Delbert Spurlock, asst. secy., U.S. Department of Labor
John Sweeney, president, Service Employees International Union
John P. Thomas, executive director, American Society for Public Administration
Karen Vialle, mayor of Tacoma, Wash.
Lynn Williams, president, United Steel Workers of America

Participants at the national symposium were action and results oriented. They didn't want the symposium to be the only event, but wanted to expand dialogue in areas where positive changes could be made. There was clear consensus that similar symposia should be held on a state-wide level to discuss and work out problems within a state on all levels of government. To a significant extent, this proposal is theirs.

How will the states be chosen?

The committee will consider those states where public employers working with their frontline workers and unions have produced model relationships yielding increased excellence in government operations and/or service delivery. Existing successful programs offer practical solutions to problems as well as examples for other like-sized communities. We are looking at programs that have been able to "institutionalize" their innovations.

Proposed Outline for General Discussion

Following is a very general outline for a symposium, subject to change.

Session I. Forces that Affect the Public Sector

A number of forces are driving profound change in state and local government, requiring a deep examination of how government operates and provides services. Participants will probe how each of these forces affects state and local government.

- politics
- public perception of government
- economy
- demographics
- technology
- cultural and regional diversity

Session II. What Makes Good Government?

American government on all levels serves as a public household, meeting its citizens' needs collectively as a political community. Given the issues discussed during the first session, participants will look to the future and discuss how government can fulfill this mandate and what an "ideal" state and local government will be in the 21st century. What are the services that state and local government should and will deliver to its citizens?

What can public sector labor and management do to improve the delivery of services that nurture social and economic development? Many organizations agree that

STATE - LOCAL GOVT. LABOR-UNION RELATIONS

1. COMMENTS LMC'S WORK

- Never get ahead in pub or private sector unless tear down Berlin Wall

2. BC, PUBLIC EMPLOYEE

- Most of his life on public payroll. Grew up poor, now he's in public housing
- Support of public employees helped get him here

3. BC VISION + WHERE YOU FIT IN : PHILOSOPHY OF GOVT. / VISION OF LABOR/UNION

1) GOVT. : ~~THE~~ BC'S PHILOSOPHY

- Explain R. Govt philosophy : Those of us who believe in govt - No one more frustrated...

- A Governor's Perspective

Empower front-line workers,
Bring quality results to govt

- NPR

- Texas / AFSCME

- Not just waste, but ways to make govt work better

- How to make life better for cities + states

→ Ask for questions : what can we do?

2) Future of Amer Workplace : May 93

① World has changed : workers = systems, not machines

② Father Cunningham = factory of future - teams

③ Training - 8x/lifetime - true in govt. too

④ Flatten the bureaucracy : Clinton WH