

Partners **IN** Progress

SMACNA & SMART—Building a Future Together

Best Practices Tools



Functional Levels of Labor-Management Committees

Labor-Management committees typically progress through four levels or stages of development. No matter the level, trusting the process (and each other) is the thread that binds committee members together.

Getting Started

Committee Activities

- ◆ Establish the committee
- ◆ Select Co-Chairs (Labor/Management)
- ◆ Write an operating agreement and ground rules
- ◆ Identify resources, including funding

Committee Climate

- ◆ Forming respectful relationships
- ◆ Orienting to each other
- ◆ Establishing foundation for trust
- ◆ Redefining self as part of a TEAM

Training/Skills

- ◆ Labor-Management Committee Basics
- ◆ Group Dynamics
- ◆ Team/Relationship Building
- ◆ Working with the Labor-Management Agreement

Learning to Work Together

Committee Activities

- ◆ Coordinated agenda development
- ◆ Collaborative discussion and action items
- ◆ Working to solve on the job issues
- ◆ Addressing education/training and safety and health issues

Committee Climate

- ◆ Developing team identity
- ◆ Openness to communication
- ◆ Building collaboration
- ◆ Allowing consensus
- ◆ Working on trust/respect
- ◆ Willingness to take on a new team role

Training/Skills Required

- ◆ Facilitator training
- ◆ Agenda development and effective meeting preparation
- ◆ Effective Listening

Best Practices Tools



Functional Levels of Labor-Management Committees

(Continued)

Strategizing

Committee Activities

- ◆ Enforcing ground rules
- ◆ Defining roles
- ◆ Working to understand each other's point of view
- ◆ Developing committee structure, including co-chairs
- ◆ Identify internal and third-party resources to enhance the committee
- ◆ Flexibility to invite guests

Committee Climate

- ◆ Taking risks
- ◆ Productive disagreement
- ◆ Developing a sense of safety
- ◆ From institutional memory to building new documented history
- ◆ Understanding individual styles
- ◆ Working to develop trust

Training/Skills Required

- ◆ Effective listening
- ◆ Problem-solving
- ◆ Conflict resolution

Implementation

Committee Activities

- ◆ Proactive approach to solving workplace problems
- ◆ Long-range planning
- ◆ Provide value to the industry fundraisers/events
- ◆ Expand training/safety
- ◆ Organize workforce development
- ◆ Strengthen culture/culture change
- ◆ Organizational change
- ◆ Budget/Financing

Committee Climate

- ◆ Team approach to issues
- ◆ Honoring trust/respect
- ◆ Consensus building
- ◆ Celebrate the work relationship
- ◆ Freedom to speak out

Training/Skills Required

- ◆ Emotional intelligence
- ◆ Process review
- ◆ Planning