



# HECCP Joint Labor-Management Team

## Job Aid

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### Project Goal (Sample)

- To:** Create a classification and compensation system ("UMS Model")
- For:** All hourly employees at UMS
- By:** Teaming together to plan, design, develop, test, and implement the system
- So That:** We achieve extraordinary results that benefit our stakeholders inclusively.
- ◆ Employees experience a fair and sensible pay system and greater clarity on job expectations, progressions and career paths
  - ◆ Labor experiences a positive system for their membership
  - ◆ Leadership experiences a system that helps them attract, retain and motivate high performance
  - ◆ UMS experiences a system that reflects its mission and core values and rewards desired behavior and business results
- Conditions:** Do's
- ◆ Employ a governance structure with the following components: executive sponsor, project sponsor, steering committee, joint labor-management team, project leader,

- project staff and project team
- ◆ Align the system with our HR mission and compensation philosophy
- ◆ Integrate the system where possible and practical with other HR programs and practices
- ◆ Engage outside counsel with expertise in higher education
- ◆ Incorporate best practices into a tailored design
- ◆ Invite all employees to be involved in the design
- ◆ Involve representatives from labor and management
- ◆ Communicate continually and fully with all stakeholders using multiple media (e.g., web, email, face-to-face)
- ◆ Deal ethically with all involved – employees, labor union, and leadership
- Don'ts*
- ◆ Do not violate any contractual agreements entered into by the university (e.g., collective bargaining unit)

**Success** A classification and compensation system that draws on best practice principles and is:

**Criteria:**

- |                                   |                                      |
|-----------------------------------|--------------------------------------|
| ✓ Culturally compatible           | ✓ Fiscally responsible               |
| ✓ Internally equitable            | ✓ Legally defensible                 |
| ✓ Externally competitive          | ✓ Easy to understand and communicate |
| ✓ Easy to administer and maintain |                                      |

**Project Timeline** (<http://www.maine.edu/pdf/projecttimeline.pdf>)

### **Team Member Responsibilities and Operating Guidelines**

- ◆ Provide input to consultant and Project Team
- ◆ Help shape project goals and directions
- ◆ Participate in discussion about all major aspects of the project: market analysis, factors, PDQ, how to collect data, statistical analysis, communications, etc.
- ◆ Review and comment on all major project materials: PFI, PDQ, market data, generic classification descriptions
- ◆ No collective bargaining occurs in this group; bargaining will occur prior to implementation
- ◆ Group operates as much as possible through consensus, in an advisory capacity to the project staff and consultant
- ◆ Convened and facilitated by Sponsor, Project Leader and Consultant

### **HECCP Joint Labor-Management Team (JLMT)**

#### **Proposed Team Norms**

- ◆ Members of the JLMT are encouraged to express their personal views and to actively participate. Individuals will not be assumed to be speaking for the group that nominated them to the Team.
- ◆ Discussions will be conducted as an exploration of ideas that will evolve with our work. Members should feel free to express ideas in a brainstorming mode without worrying that an idea may sound “dumb” or that they may not even support the idea in the long run.

- ◆ When members have different viewpoints we will be “hard on ideas” and “easy on people.”
- ◆ The convener will recognize people in order to avoid individuals from dominating the discussion or not getting a chance to talk.
- ◆ While collective bargaining may be required to implement some JLMT recommendations, no negotiation will take place in the JLMT.
- ◆ Meetings will be attended by JLMT members, staff, consultant and invited guests.
- ◆ Classification and compensation are issues of great importance to employees and UMS. We can best deliberate and reach recommendations if the discussion is held within the group during our work. We recognize that the administration and bargaining agents must keep constituents informed about the progress of the project. Joint communications from the JLMT will be used to communicate with employees whenever possible.

## Collective Bargaining

- ◆ Negotiate impact of new program
- ◆ Negotiate any change in unit members’ wage rates
- ◆ Negotiate appeals process for assigning classification
- ◆ Negotiate policies for promotion, demotion, reclassification

## Time Commitment

- ◆ Anticipated meeting frequency: monthly for first few months during design and start up phases; then every 2 – 3 months during data collection, analysis, and development of classifications and policies and procedures
- ◆ Meeting preparation material to be distributed 1+ week in advance if possible

### Ground Rules

- ✓ Start on time, stay on time
- ✓ Arrive on time and stay until the end. Notify chair in advance if this will not be possible
- ✓ One at a time, no interruptions
- ✓ Share the floor
- ✓ No side-bar conversations
- ✓ Stay on topic, be constructive
- ✓ Listen actively instead of “re-loading” for your response
- ✓ Try to attend all meetings. Members may not send substitutes in their place. If it is necessary to replace a member, the appointment will be made by the Executive Sponsor
- ✓ Decisions will be made by consensus whenever possible
- ✓ Project communication via e-mail
- ✓ Project information posted on HECCP website