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➔ **June 9–11, 2008**

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14th National Labor-Management Conference

June 9–11, 2008

HILTON WASHINGTON • WASHINGTON, DC



Dear Labor Relations Professional:

I would like to invite you to an important gathering of more than 1,000 labor and management professionals, labor relations neutrals, consultants and academics at the 14th National Labor-Management Conference at the Hilton Washington in Washington, DC on June 9–11, 2008.

This major labor-management conference, sponsored by the FMCS, features approximately 60 workshops for labor relations professionals from the public, private and federal sectors on critical collective bargaining issues as well as valuable “how-to” skill-building and knowledge-sharing sessions. As described in this brochure, a wide range of experts and veteran practitioners from labor, management, government and academia will comment on what’s in store at the nation’s bargaining tables and offer insights into the best bargaining practices in today’s challenging labor-management climate.

I hope you will also plan to attend the first-night reception for all conferees — a chance to greet old acquaintances and meet new friends in a relaxing, business-casual atmosphere.

Updated information about the conference program will be posted on our Web site as it becomes available. I look forward to seeing you in Washington.

Sincerely,

A handwritten signature in black ink, appearing to read 'Arthur F. Rosenfeld'.

Arthur F. Rosenfeld
Director



About the Conference

The most important labor relations event of 2008 will take place at the Hilton Washington in Washington DC on June 9–11. The 14th National Labor-Management Conference is expected to draw over 1,200 business and union practitioners, attorneys, arbitrators, facilitators and mediators from the private and public sectors from across the United States and several foreign nations, coming together in a “business-casual” atmosphere.

This major labor-management conference, sponsored by the FMCS, will feature speakers from labor, management, government and academia. Conferees will hear what’s in store at the nation’s bargaining tables and gain insights into the best bargaining practices in today’s challenging labor-management climate.

Keynote Speakers

- MSNBC political commentator Chris Matthews, host of *Hardball with Chris Matthews* and *The Chris Matthews Show*
- Economist Stephen Rose, author of a landmark study on wages and income, *Social Stratification in the United States*
- Dr. William Ury, co-author of the best-selling *Getting to Yes: Negotiating Agreement Without Giving In*, and the author of *The Power of a Positive No: How to Say No and Still Get to Yes*
- John Wilhelm, President/Hospitality Industry of UNITE HERE

Conference Information

Conference sessions will begin each day at 8:30 a.m. and will end by noon on June 11th. Those individuals arriving on Sunday, June 8 are urged to pick up their registration materials between 2:00 p.m. and 10:00 p.m. at the registration counter to avoid the congestion expected between 7:00 a.m. and 8:30 a.m. on June 9.

Registration is \$595. You can save time by taking advantage of convenient, online registration. The registration fee covers admission to all sessions, two continental breakfasts, two luncheons and the conference reception.

A refund of above fees, less a \$50 processing fee, will be made only if written cancellation is received by May 28, 2008. A \$100 refund will be given for cancellations received between May 29 through June 3, 2008. The conference will permit substitutions in the event a registered participant cannot attend.

Hotel Information

The 14th National Labor-Management Conference will be held at the Hilton Washington Hotel, at 1919 Connecticut Avenue NW. To make reservations, call the Hilton’s toll-free national number 1-800-HILTONS. Be sure to mention the National Labor-Management Conference in order to get the discounted rate. The Hilton’s special conference price for government employees is \$201 (the reference code is NLO), and the price for corporate attendees is \$210 (the reference code is NLM); there is an additional \$20 fee for double occupancy. These rates are guaranteed for the first 400 registrants. May 9th is the closing date for the NLMC pricing. For those wishing to extend their stay before or after the conference, the Hilton has agreed to make the special prices



HILTON WASHINGTON

available from June 6 through June 12. You can also register online at www.fmcs.gov. The conference information is on the home page. Click “more” to access the hotel link.

Exhibitors

The conference will make a limited number of tables or booth space available to display products or market services related to the conference. The display area will be open from 9:45 a.m. on June 9 through the end of the conference. Space will be located in heavily traveled areas and will be available on a first-come, first-served basis by receipt of fee. For more information, call the conference office at (202) 606-3631.

First-Night Reception

Monday, June 9
5:00 p.m. to 7:00 p.m.

You are cordially invited to the first-night celebration, a conference tradition, which will take place at the gazebo at the Hilton Washington. Schmooze and network with colleagues you know and friends you just made while sampling Maryland crab cakes, Virginia ham and other local foods. Afterward, make plans to enjoy Washington’s many sights, events and restaurants. Attendees who wish to bring a guest or guests to the reception must pay an additional \$75 fee for each guest when registering for the conference.

Workshops

The conference will feature more than 60 workshops, including separate programming “tracks” for attendees interested in topics especially relevant to the federal sector, public sector, international labor relations and the Labor and Employment Relations Association (LERA). Information on workshop topics and tracks is available in this brochure. Updates about the conference program and workshops, reflecting changes and additions, will be posted on the FMCS Web site at www.fmcs.gov as soon as the information becomes available.

Visitors' Guide to Washington, DC

The city of Washington is quite compact, and the Hilton Washington hotel is centrally located. While you are attending the National Labor-Management Conference, you and your family will be able to enjoy the sites and events of the city because everything is easily accessible by foot, car, bus or metro from the hotel. Please browse through the *Visitors' Guide* at www.fmcs.gov for many interesting, unique things to do, as well as descriptions and contact information for the following favorite attractions:

- The **Smithsonian Institution's** dozen museums include the well-known **Air and Space Museum**, the new **Museum of the American Indian**, the newly renovated **American Art Museum and National Portrait Gallery** and the popular **National Zoo**, home to the giant pandas. Admission is free for all the Smithsonian museums, which are open daily from 10:00 a.m. to 5:30 p.m. In addition, the **International Spy Museum**, the **Newseum**, **Madame Tussards Wax Museum**, the **National Gallery of Art** and the **Museum at Explorer's Hall at the National Geographic Society** are entertaining, educational places to visit.

- Be sure to get tickets in advance for the impressive **U.S. Holocaust Museum**, a tour of the **White House** and the **Nationals** baseball team, which is playing the San Francisco Giants at the brand-new Nationals Park.

- Other recommendations include the **Kennedy Center**, an evening tour of Washington's historic **monuments** and the **free concerts** offered by the military bands on the west steps of the Capitol every weekday night. **The Vietnam Veterans' Memorial**, **Arlington National Cemetery**, the **Bureau of Printing and Engraving** and the **U.S. Capitol** are popular destinations for visitors, as is the newly restored Lincoln summer cottage and visitors' center.

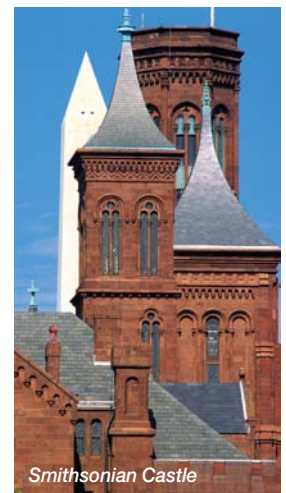
- Very close to the hotel are a number of attractive, diverse neighborhoods. **Dupont Circle**, for example, at Connecticut Avenue and P Street NW, is the hub of a lively area of Victorian row houses and Beaux-Arts mansions, many of which have been restored to house foreign embassies, international restaurants and boutiques. The area features the **Phillips Collection**, the **Woodrow Wilson House** and the largest collection of private art galleries in the city. In addition, it is a pleasant walk to **Georgetown** at Wisconsin Avenue and M Street. Once a thriving colonial port, this charming historic neighborhood features nearby **Georgetown University**, specialty stores, nightclubs and intriguing restaurants. **Dumbarton House**, the **C&O Canal**, the **Old Stone House** and **Dumbarton Oaks** represent the history of this unique community.



Vietnam Veterans' Memorial



Jefferson Memorial



Smithsonian Castle



Georgetown



White House



Dupont Circle

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MONDAY, JUNE 9, 2008

● Monday Morning

Show Me The Money! Costing the Labor Agreement

(This workshop is repeated Tuesday afternoon.)

Many bargaining team members are unsure how to truly cost a labor agreement. They are unfamiliar with what should and should not be included; how calculations are made; and how to determine the cost of economic proposals. This session will explain in simple terms how to do this essential part of negotiations.

Presenter:

Moira J. Kelly, Kelly Consulting, LLC., New Berlin, WI

Leadership Re-Think: How to Claim and Polish the Leader Within You

Leadership is not what it used to be. Leadership is now defined by a new era. A resulting re-thinking of leadership offers new solutions, grounded in communication, people and inspiration.

Presenter:

Stephen Gower, The Gower Group, Inc., Toccoa, GA

The FMCS Roster of Arbitrators

This session will discuss the requirements to become an arbitrator on the FMCS roster and key rules for parties who use the Agency's arbitration services.

Presenters:

Vella M. Traynham, FMCS, Washington, DC

David Weinberg, FMCS, San Francisco, CA

■ MSPB Mock Mediation (Federal Sector Track)

The U.S. Merit System Protection Board Mediation Appeals Program (MAP) offers the services of its certified mediators as an alternative to formal adjudication. Here, MSPB staff demonstrate the mock mediation of an adverse action appeal, displaying the dynamics and techniques designed to enhance the likelihood of an effective resolution.

Working Hard at the Labor-Management Relationship — Waukesha Engine's Story

A 12-week strike in 2003 placed the future relationship between the union and the company in serious peril. Listen to how members of the bargaining committees of both parties grew to appreciate what took place in the "past" as they "look forward" to the future.

The New Manifesto

With the assistance of an FMCS mediator, Akron General Medical Center and the Ohio Nurses Association were able to significantly improve their labor-management relationship by using a creative and innovative approach to collective bargaining negotiations.

How To Be an Effective Advocate in an Arbitration Hearing

As an advocate in a labor arbitration hearing, learn how to construct and present a highly effective arbitration case. Design a Theory of the Case and discover how it drives your entire case from the Opening Statement, Direct Examination and Cross Examination through the Closing Argument.

Curing 21st Century Workplace Dysfunction: New Visions for Mediation, Facilitation and Coaching

This workshop will examine what happens when 21st century organizations cease to function effectively. Discussions will focus on the benefits of employing organizational assessment and evaluation coupled with a blend of mediation, facilitation and coaching to address workplace challenges. This is a hands-on, interactive workshop using videos and case studies.

■ Working Parents for a Working New York: A Labor-Management Project Funded by the New York City Council (Public Sector Track)

Does employer-provided financial assistance for child care expenses make a difference in time and attendance, worker retention and morale? Does it reduce disciplinary actions? Hear how this innovative project affects workers and management.

It's All About Relationships: Designing a Successful Labor-Management Committee

Labor-management committees can benefit from training to become effective, collaborative and strategic. This interactive workshop will cover the design, implementation and results of New York's Labor-Management Co-Chair Leadership Institute, attended by more than 50 co-chairs from eight New York state agencies. Workshop participants will sample activities from the Institute sessions.

● Monday Late Morning

Maximizing the Potential of Interest-Based Approaches to Bargaining: Getting Results Without Getting Stymied by the Process

The workshop will discuss how practitioners can get the most out of their interest-based bargaining efforts without "over engineering" the process. The presenters will examine each phase of the collective bargaining process and will engage attendees in a discussion of the tools and techniques that are most effective in each of these stages.

Presenters:

Gary Bergel, Restructuring Associates, Washington, DC

Mike Gaffney, Restructuring Associates, Washington, DC

John Stepp, Restructuring Associates, Washington, DC

The Focus Crisis: What Do They See When They See You Coming? (This workshop is repeated Monday afternoon.)

New approaches to nurturing focus, with attention to the power of perception, "traveling by detour" and "direction, discipline, delight."

Presenter:

Stephen Gower, The Gower Group, Inc., Toccoa, GA

■ Diversity From the Inside Out: A New Approach to Workforce Cultural Competency (Public Sector Track)

True diversity is more than race and gender issues. It starts from the inside out. With the help of a grant from the FMCS, the Milwaukee Fire Department and Milwaukee Professional Fire Fighters' Association, Local 215, IAFF designed and implemented a unique cultural competency training program that is the first of its kind in the fire service. They will share what they did, how it worked and what they learned.

TRACKS	■ FEDERAL SECTOR	■ LERA
	■ INTERNATIONAL	■ PUBLIC SECTOR

■ Managing “Your Side of the House” During the Collective Bargaining Process (Federal Sector Track)

This presentation will focus on the very real problems of managing your side of the house before, during and after collective bargaining negotiations. The discussion will blend the theoretical model that was employed during recent negotiations with practical problems and solutions and examine the results obtained from this approach.

Increasing Diversity in the Construction Industry: Practical Applications Developed by the Skilled Trades Diversity Council

The need for diversity in the construction industry is very apparent, and this workshop will describe three strategies to achieve it. Discussion will focus on how these strategies were implemented and how obstacles were overcome.

Transforming the Culture of Cape Cod Healthcare Hospital Departments Through Joint Departmental Meetings

In 2005, SEIU Local 1199 and Cape Cod Healthcare negotiated an historic agreement covering multiple facilities. The parties agreed to work together to address quality concerns and competitive challenges. They also committed to training union leaders and supervisors to jointly conduct meetings to resolve issues on a departmental level. Since then, union and management have trained dozens of teams that are tackling problems cooperatively.

Arbitration Should Not Be Like a Box of Chocolates

No, Forrest, arbitration should not be like a box of chocolates. You should know what you’re gonna get. Learn how to bring order to arbitration by establishing and communicating procedural rules and agendas.

Managing Relationships and Conflict in the Workplace

An interactive and stimulating discussion on tensions at work that will raise awareness of the genesis of workplace and personal conflict. Presenters will review case studies and discuss typical constructive behaviors (cognitive) that lead to positive and creative outcomes and destructive (affective) behaviors that escalate or prolong discord. Participants will leave with a better understanding of conflict and how to manage it.

■ A Decade of Success: How We Built Labor-Management Cooperation in Seattle on a Shoestring (Public Sector Track)

They hate each other! They’re threatening a job action! They want way more than we can give them! Fix the problem! Heal

the relationship! And, by the way, we don’t have any money for you. Sound familiar? Find out how a regional program has built labor-management partnerships by leveraging resources for a decade and is growing stronger. Come to this interactive workshop and get real-world ideas, reduce your costs and get more efficient.

“I’ve Never Heard of these People!” Or How to Learn More About the Arbitrators on That FMCS Panel You Just Received

Information about an arbitrator on an FMCS panel may be scarce or hard to find. This presentation will show that how you request a panel influences who the arbitrators are on the panel you receive, and how other sources, including the ACR Workplace Advanced Practitioner Designation, can help you find out more about the arbitrators on the panel.

● Monday Afternoon

Emerging Trends: Strategic Relationships between Labor and Management: An Assessment of 25 Years Experience with Labor-Management Partnerships

More management organizations are looking at creating strategic partnerships with unions to tackle performance challenges and gain a competitive advantage. Experience with these innovative relationships over the last 25 years teaches a lot about success and failure. This workshop examines the lessons offered by numerous specific cases.

Presenter:

Dr. Thomas J. Schneider, *Restructuring Associates, Washington, DC*

The Focus Crisis: What Do They See When They See You Coming? (This workshop is repeated from Monday morning.)

New approaches to nurturing focus, with attention to the power of perception, “traveling by detour” and “direction, discipline, delight.”

Presenter:

Stephen Gower, *The Gower Group, Inc., Toccoa, GA*

■ Get Fit or Get Out (Public Sector Track)

Firefighter unions and management mutually confront illness, on-the-job injuries and worker compensation claims by changing the culture of a department. Learn how one department put jobs on the line, mid-contract, in exchange for health and wellness.



TUESDAY, JUNE 10, 2008

● **Tuesday Morning**

■ **Managing Relationships in a Multi-Union Environment (Federal Sector Track)**

This session will focus on practical aspects of managing in a multi-union environment. Skilled labor relations practitioners will discuss their challenges and share success stories. Audience members will have the opportunity to engage in a dialogue with others in the labor relations community.

■ **From Journeyman to Foreman: Identifying Barriers to, and Strategies for, Motivating and Developing First-Line Union Supervisors**

Recruiting workers into first-line union supervisory positions is a pressing need in the construction trades industry. Based on a recent research study (involving apprentices, journeymen, foremen and contractors), this session will explore what helps and hurts the process. Strategies for addressing challenges will be described.

■ **The Pursuit of Happiness: How Labor-Management Partnership Is Changing the Way Kaiser Permanente Does Business**

This session offers a brief history of the Kaiser Permanente partnership efforts and accomplishments along with a look ahead at opportunities for continuing the growth of this model labor-management relationship.

■ **The Science of Settlement**

Investigators in behavioral economics and social psychology have made great strides in recent years in understanding the biases, heuristics and cognitive illusions that underlie much human judgment and decision-making. Negotiators and mediators can become more effective if that understanding is incorporated in their work.

■ **Transforming the Labor-Management Relationship: Building Trust and Collaboration with the Interest-Based Process**

Use of the interest-based bargaining process is a proven, successful method for parties who desire a more collaborative approach to collective bargaining. For those who also want to change the overall relationship paradigm to one of collaboration, a more intense focus on the underlying theoretical and philosophical foundations of the process must be understood and applied. This process can be used as part of the whole organizational approach to problem-solving.

■ **Employment Issues in Computer-Related Disciplinary Cases**

A discussion of three real-world scenarios where computer security requirements clash with employee and employer rights. The objective will be to demonstrate how disciplinary cases involving computer technology should be handled, and how these cases are won or lost, not on the basis of facts, but because of a lack of technical expertise.

■ **Identifying and Cultivating a Diverse Pool of Arbitrators**

Using a highly interactive format, advocates will be led through brainstorming sessions, where they will be encouraged to share insights, network and commingle suggestions for devising innovative and inclusive criteria and strategies for selecting neutrals. Learn how to make the process of arbitration more efficient and to work with a larger and more diverse pool of arbitrators.

■ **Breaking Barriers to Union-Management Partnerships**

(This workshop is repeated Wednesday morning.)

There are numerous underlying cultural barriers that may inhibit partnerships, including old, unworkable habits that are still part of our culture, attitudes that may cause us to resist change and cooperation, and pre-conditioned, outdated cultural beliefs that are no longer relevant. This workshop helps identify these barriers and gives participants practical tools they can take back to the workplace to help establish and sustain union-management partnerships.

Presenters:

Gordon Graham, *Gordon Graham & Co., Inc., Bellevue, WA*

Catherine Crosslin, *Gordon Graham & Co., Inc., Bellevue, WA*

■ **High-Road Competitive and Employment Strategies: Pathways to the American Dream Across U.S. Industries (LERA Track)**

As a society, we face a fundamental choice: Are we on a “race to the bottom” to see who can pay the lowest wages and benefits with the worst working conditions? Or is there an alternative “high road” path where good jobs and good performance combine together? At stake is the American Dream — the promise that each generation can improve on the past and that standards of living will rise with economic success. This panel features experts on a range of industries who will provide brief updates on the status of the American Dream — a story that varies considerably across industries.

■ **Ten Years of Workplace Collaboration: An HPWO Partnership Between IAM Local Lodge 1720 and International Specialty Products**

More than a decade ago, IAM Local Lodge 1720 and International Specialty Products agreed to design and implement a high performance workplace partnership. Since then, labor and management have worked together to save and create jobs and to mutually grow their business. In this process, they have educated employees to work as partners, forged new collective bargaining agreements, won national awards for their efforts and have supported the community in a variety of ways.

■ **Building Market Share: Labor-Management Cooperation in Construction**

An outline of the innovative and adaptive methods used by the Construction Industry Service Corporation (CISCO) to foster a highly cooperative labor-management relationship in the union construction industry in the greater Chicago area.

■ **Coughing Up The Hairball Together: How the Montana University System Labor-Management Committee Solved Its Health Care Crisis (Public Sector Track)**

The Montana University System’s self-funded insurance costs have increased at a rate higher than the national average, while the contribution from the state toward health insurance has decreased significantly. The committee that oversees the plan used a variety of creative solutions to bring costs back in line, keeping the plan financially sound. The committee even found ways to expand benefits — all through a labor-management partnership.

TRACKS	■ FEDERAL SECTOR	■ LERA
	■ INTERNATIONAL	■ PUBLIC SECTOR

A Labor-Management Approach to Training: The Duquesne Light Company, IBEW Local 29 Experience

A step-by-step approach to forming a labor-management committee that examines the critical features of labor-management cooperation. Presenters will discuss how this approach was used to identify skill gaps and training needs within the Fleet Maintenance Department of the Duquesne Light Company in Pittsburgh, PA.

Contracts Imply, Arbitrators Infer

Two attorneys and an arbitrator with more than 50 years of experience representing both sides of the bargaining table dive into the subject of how arbitrators make their decisions.

Strategic Negotiations to Strategic Relationships to Measurable Results

“Culture trumps strategy every time!” and “Leadership develops culture and culture affects results!” Starting from these truths, Plymouth Tube made a choice to intentionally and strategically develop a culture and relationship with its workforce and its unions that would result in competitive advantage. This presentation details the series of actions taken that produced important, measurable gains for the stakeholders.

Seven Deadly Sins of Award Writing

Dr. John McCollister has conducted more than 600 hearings for FMCS, AAA, the state of Michigan and the state of Florida. He has learned from “trial and terror” that arbitrators may commit one or more of the “Seven Deadly Sins of Writing Decisions.” Dr. McCollister will demonstrate how to overcome these temptations.

● Tuesday Late Morning

Collaborative Strategies for Preventing Workplace Violence and Bullying

An interactive workshop that illustrates the effectiveness of a collaborative, labor-management approach to preventing workplace violence and bullying through joint policy development and training. Crisis simulations — re-enactments of actual incidents — allow participants to practice intervention skills in realistic settings.

Presenters:

- Richard V. Denenberg, *Workplace Solutions, Red Hook, NY*
- Tia Schneider Denenberg, *Workplace Solutions, Red Hook, NY*
- Mary Ellen Shea, *Workplace Solutions, Red Hook, NY*

Delphi Steering Plant 6 and Site Culture Change Initiative

Delphi Corporation’s Chapter 11 bankruptcy status resulted in a workforce turnover of more than 85 percent in nine months. During this time of turmoil, labor and management were challenged to maintain daily quality and delivery requirements. Leadership at Plant 6 brought in experts to insure that this unique opportunity resulted in the most highly performing workforce possible.

Presenters:

- Mike Hanley, *UAW Local 699, Saginaw, MI*
- Jim Woolfolk, *Saginaw Site Human Resources, Saginaw, MI*
- Glenn Johnson, *Plant 6 Shop, UAW, Saginaw, MI*
- Kris Berg, *Plant 6, Saginaw, MI*
- Gordon Graham, *Gordon Graham & Company, The Pacific Institute, Bellevue, WA*
- Catherine Crosslin, *Gordon Graham & Company, The Pacific Institute, Bellevue, WA*

■ ■ Is Public Sector Labor Relations Still an Engine of Innovation in U.S. Employment Relations? A Formal Debate (LERA Track) (Public Sector Track)

Public sector labor relations at federal, state and local levels have historically served as an important means for innovation in U.S. employment relations. At the same time, the pressures on public sector labor-management relations are many, including the rising costs of health care, the funding of pension systems, the increasingly partisan political climate, the limitations in public funding, the persistence of bureaucratic organizational forms and many other dynamics. A panel of experts will examine the issues in this highly interactive workshop.

■ Jointly Addressing Health Care Cost and Quality Issues: A Statewide Labor-Management Coalition (Public Sector Track)

Inspired by the success elsewhere of labor-management efforts in controlling rising health care costs and assisted by grants from the FMCS and other agencies, the California Education Coalition for Health Care Reform (CECHCR) provides training and information to the state’s school districts on how labor and management can work together to improve health care choices.

■ King County Healthy Incentive Program: A New Solution to the Health Care Crisis Tried And Tested (Public Sector Track)

Representatives of the Joint Labor Management Committee of King County, Washington will provide a report summarizing its three-year experience in developing and delivering its Healthy Incentives Health Care Plan, which is a uniform benefits package covering a workforce of 15,000 that is 87 percent unionized and represented by a total of thirty unions. This unique program has delivered substantial cost savings to the employer without a shift of premium cost increases to employees and has resulted in a measurably healthier workforce.

Mini-Arbs Are Marvelous and Mediation Is Magic: Techniques for Resolving Your Disputes Efficiently and Effectively

Resolution of grievance disputes has gradually taken longer to schedule and to complete. This panel of experts will focus on proven techniques for more efficient and effective dispute resolution.

■ Labor Relations in the Public Sector and the Basics of Interest Arbitration (Public Sector Track)

A police union lawyer, a lawyer who represents public employers, and a neutral third-party arbitrator and mediator, all with decades of experience in public sector collective bargaining, discuss this growing area of the law with a focus on the interest arbitration process and the future as card check certifications increase.

Restoring Harmony: Going Beyond “Win-Win”

Effectively and efficiently resolving conflict is at the heart of any successful labor-management relationship. Whether negotiating a collective bargaining contract or attempting to settle a grievance, the issue is not whether there will be conflict, but rather how the conflict is addressed. Weaving the philosophy of the martial art of Aikido together with the tactics of law enforcement hostage negotiators and the nuances of labor mediation, this interactive presentation offers a unique way to look at and to resolve conflict.

Taking Labor Relations to the High School Classroom

Over the last 10 years, the Collective Bargaining Education Project has created a unique and unprecedented learning partnership between high school students and the labor relations community in Los Angeles. The program's success is based on the power of role-play methods and the labor-management professionals who mentor the students in union and management teams through mock negotiations.

■ Challenge and Change in International Labor Dispute Resolution — Atlantic (International Track)

Representatives from Ireland and the United Kingdom discuss the challenges of labor-management disputes for the labor relations systems of their respective nations.

● Tuesday Afternoon

Show Me The Money! Costing the Labor Agreement

(This workshop is repeated from Monday morning.)

Many bargaining team members are unsure how to truly cost a labor agreement. They are unfamiliar with what should and should not be included; how calculations are made; and how to determine the cost of economic proposals. This session will explain in simple terms how to do this essential part of negotiations.

Presenter:

Moira J. Kelly, Kelly Consulting, LLC., New Berlin, WI

■ Balancing Unilateral Action with Joint Dialogue and Decision Making: The Impact of Increasing Competition in Utilities (LERA Track)

A labor-management panel looks at how increased competition has changed the environment for utility companies with heightened pressure for financial performance. What happens to established labor-management relations when an employer starts to make unilateral decisions and re-engineer major parts of its operation as a result? The aim of the panel is to more deeply explore the dilemmas and opportunities that occur when competition increases and the union-management relationship hangs in the balance.

■ EEO Case Update (Federal Sector Track)

An engaging, interactive overview of the most recent administrative decisions issued by the United States Equal Employment Opportunity Commission, including discrimination findings, harassment cases, disability and reasonable accommodation cases, procedural cases, and others of interest to practitioners who want to be "up to date" on EEO case law.

Labor and Management: Working Together to Make a Difference

The unique partnership between labor and management is crucial to the construction industry's success. Building Advantage (BA) and the Construction Labor Management Council of Southeast Wisconsin (CLMC) are proof that labor and management can work together to successfully change attitudes and increase awareness of products and services by promoting the positive stories the union construction industry has to share.

Old Assumptions and New Challenges: Promoting Diversity in Philadelphia's Construction Industry

Increasing diversity within the local building construction industry in Philadelphia has presented many challenges to institutions, contractors and union representatives. Within the city, a number of labor-management initiatives have been established that successfully serve the multiple needs of a diverse construction workforce while improving their skills.

■ Patient-Centered Care, Employee-Designed Approaches: Methods for Improving the Hospital-Patient Experience (Public Sector Track)

State Healthcare And Research Employees (SHARE), AFSCME Local 3900, and UMass Memorial Health Care management jointly engage employees to improve patient care, one work unit at a time. This participatory model — which derives from SHARE's continuous organizing methods — encourages home-grown solutions to workplace issues based on workers' experience and expertise, increasing employee satisfaction alongside increases in patient satisfaction survey numbers.

Wicked Good Advocacy: The Art and Science of Persuasion in Labor Arbitration

Do facts win cases? Or does advocacy? Or is it both? Experienced arbitrators will address the very best practices in arbitration advocacy — beginning with what to write in the initial grievance form and ending with how to write a great brief.

Behavior-Based Safety: A Labor-Management Success Story

Behavior Based Safety (BBS) is a proven process that can greatly reduce injuries and accidents. BBS is a "worker driven and management supported" process. Volunteer workers form the heart of the process by participating on steering committees and as observers.

Caught in the Net: The New Reality and Challenges of Internet-Based Information in Arbitration

Internet information and evidence in arbitration pose new realities for labor, management and neutrals. Internet addiction and reasonable accommodation under the ADA present challenges in the workplace. These and related subjects will be illustrated by hypotheticals designed for audience participation and discussion.

The Ethics of Government Impartiality — The Final Report of the ALRA Neutrality Project

You expect the ump to call the balls and strikes the same way for both sides, but what guarantees do you have? In the world of labor relations, the ump is probably a member of the Association of Labor Relations Agencies (ALRA). ALRA has literally written the book on impartiality in the administration of our labor laws. Join three leaders of the Neutrality Project as they present and discuss the Project's final report.

■ Challenge and Change in International Labor Dispute Resolution — Pacific (International Track)

Representatives from Panama and Australia and a policy expert on China discuss the challenges of labor-management disputes for the labor relations systems of their respective nations.

TRACKS	■ FEDERAL SECTOR	■ LERA
	■ INTERNATIONAL	■ PUBLIC SECTOR

WEDNESDAY, JUNE 11, 2008

● Wednesday Morning

Breaking Barriers to Union-Management Partnerships

(This workshop is repeated from Tuesday morning.)

There are numerous underlying cultural barriers that may inhibit partnerships, including old, unworkable habits that are still part of our culture, attitudes that may cause us to resist change and cooperation, and pre-conditioned, outdated cultural beliefs that are no longer relevant. This workshop helps identify these barriers and gives participants practical tools they can take back to the workplace to help establish and sustain union-management partnerships.

Presenters:

Gordon Graham, *Gordon Graham & Co., Inc. Bellevue, WA;*

Catherine Crosslin, *Gordon Graham & Co., Inc., Bellevue, WA*

21st Century Labor Relations: Designing New Models of Labor-Management Partnerships That Work

Advancing technology, global competition, and a shift to a service- and consumer-based economy present a rapidly changing business environment for labor unions and corporations. Learn about how forward-thinking organizations are replacing adversarial relations that pit employers against unions with models of collaborative labor relations.

Presenters:

Nikki Daruwala, *American Rights at Work, Washington, DC*

Terri Pluta, *Communication Workers of America*

John David August, *Coalition of Kaiser Permanente Unions*

■ Post 12871 Partnerships (Federal Sector Track)

Since 1992, the National Federation of Federal Employees' (NFFE) Forest Service Council has actively engaged in partnership with the management of the U.S. Forest Service. This partnership has successfully negotiated a new labor contract using interest-based bargaining, despite numerous personnel changes on both union and management teams.

The Chicago Manufacturing Renaissance Council — A Labor, Business, Government Partnership That is “Leading the Race to the Top.”

Presenters will discuss how the Chicago Manufacturing Renaissance Council came into being, the challenges it created for its partners, the programs that have been established and how such an effort could be replicated in other communities.

Collaborative Synergy — Create Your Own Patient Classification System

RN staffing and safe patient care are two of the most critical issues in our nation's health care system. This workshop examines how a collaborative labor-management effort was a key to addressing staffing and patient safety at Hawaiian health care facilities.

Evidence and Advocacy Techniques That Count: What Arbitrators Really Think

Instruction for advocates on how to be more effective and persuasive, with practical tips on when and how to cross examine, what evidence counts and how to present a winning case.

Incorporating Mandatory Arbitration Employment Clauses into Collective Bargaining Agreements: Challenges and Benefits to the Employer and the Union

The incorporation of a mandatory employment arbitration clause creates tension between the collective rights of employees versus individuals' statutory rights. The courts have failed to offer clear guidance on the legality and enforcement of such clauses. This workshop discusses the advantages and disadvantages of negotiating such a clause in the collective bargaining agreement from the perspectives of both the employer and union.

■ Labor-Management Collaboration: The Ergonomic Risk Reduction Process (Federal Sector Track)

The U.S. Postal Service selected Albany, NY as a pilot site for testing of its Ergonomic Risk Reduction Process (ERRP). The results of the effort exceeded all expectations, leading to an agreement to implement ERRP nationwide. By bringing management, unions, OSHA and employees together to cooperatively identify potential hazards and ergonomic health risks, the partnership transformed this workplace safety and health ergonomic program into a model for both the public and private sectors.

Religious Conflict in the Public Sector Workplace: How to Prevent Religious Diversity from Turning into Litigation

Public employees' free speech rights are restricted under the First Amendment, but federal law gives much greater latitude to religious proselytizing and employee expressions of belief. What should employers do when religious belief leads to discord in the workplace? This workshop explains the legal standards governing such conflicts.



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