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Chapter 1 : Labor Pains: Repairing the Management-Union Relationship

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Efficient maintenance of labor relations helps the HR Managers in developing a harmonious environment within the organization which, in turn, helps the organization in effectively achieving its goals and objectives. Well-managed labor relations provide a competitive advantage to the organization by negating the hassles arising out of labor or union related issues and conflicts. For the same, the organization may opt for the services of an HR Consulting Firm. An HR Consulting Firm broadly covers one or many of the following aspects of labor relations as per the requirements of the organization: An organization may opt for the services of an HR Consultant in order to maintain the legal requirements in relation to the existing labor laws of the country. This is more important for a company having its business expanded to different lands, hence, the codes of law changing accordingly. A proper statutory compliance prevents unnecessary legal hassles and associated financial burden. The practices and documents of the organization are thoroughly audited by the HR Consultant against the current legal requirements. Also, new contracts and documents can be drafted as per the legislative detailing. Proper procedures for labor terminations also require efficient working on the part of an HR Consultant as per law. Conflicts and deteriorating relations at workplace have an adverse impact on the overall productivity of the organization. Apart from increasing legal bills, such a situation adds to building up an environment of distrust among labor and hampers their motivation levels. An HR Consultant, in such a scenario, provides impetus in improving the everyday dealing between the labor and management. He works towards promoting an environment of collaboration, understanding and mutual trust among the labor and management by carrying out various training programmes, discussions, facilitation workshops and joint exercises between labor and management customized to the specific needs of the organization. Thus, HR Consultants assist in improving labor-employer relations. An HR Consultant assists in handling situations of strikes and lock-outs by working as a mediator between the labor and management, and contributing towards collective bargaining. Further, working pro-actively, an HR Consultant can facilitate in avoidance of such unions in the organization. Labor audit and employee satisfaction surveys are crucial tools in assessing the vulnerability of the satisfaction levels of labor in the organization. An HR Consultant utilizes these tools to diagnose the chances of formation of trade union within the organization. Grievance management by properly guided mediations is a welcome alternative to proceeding into arbitration immediately. This helps in achieving a resolution by mutual consent, thereby, avoiding untoward conflicts and costly litigation process. More so, resolving grievances by resorting to such methods as mediations by HR Consultants assists in keeping up with the reputation of the organization as a responsible and employee oriented organization. The HR Consultants work with an unbiased approach in opening up a clear and effective communication line between the concerned parties, along with putting in their valuable inputs where ever necessary to end up with an amicable and appropriate solution to the problem. Such an activity also facilitates in developing a positive labor relations environment within the organization. Further, a proactive feedback mechanism developed by the HR Consultant greatly helps in decreasing the rate of grievances among the labor. Investing in productive labor relations is as significant as investing in any other effective business partnership. Hence, a well managed labor and union relation plays an instrumental role in dealing with the changing and challenging business propositions in current economic scenario.

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Chapter 2 : 5 Components of a Successful Public Relations Strategy | Blog | Pulse

Labor Relations, together with Employee Accountability, from the Accountability and Workforce Relations program office within Employee Services in the U.S. Office of Personnel Management provides technical expertise to the Director of OPM and federal agencies on issues arising under the Federal Service Labor-Management Relations Statute.

You are here 50th Anniversary: Executive Order 50th Anniversary: Executive Order President John F. In this memorandum the President noted that, "The participation of employees in the formation and implementation of employee policy and procedures affecting them contributes to the effective conduct of public business," and that this participation should be extended to representatives of employees and employee organizations. The Task Force held extensive hearings and gathered evidence relating to a broad range of labor relations subjects and determined that recommendations to provide for a government wide policy granting federal employees the right to organize and bargain collectively would contribute to the effective conduct of the public business. A continuous history, going back three quarters of a century has established beyond any reasonable doubt that certain categories of Federal employees very much want to participate in the formulation of personnel policies and have established large and stable organizations for this purpose. This is not a challenge to be met so much as an opportunity to be embraced. Executive Order gave Federal employees the right to join, form, or assist labor organizations. It established a three-tiered system of recognition: For unions designated by a majority of employees in a unit, agencies would be obligated to negotiate over terms and conditions of employment with the exclusive representative, and to allow it to attend formal meetings. In units without an exclusive representative, the agency would have to accord formal recognition to unions representing more than 10 percent of the unit and to "consult with such organization from time to time in the formulation and implementation of personnel policies and practices, and matters affecting working conditions that are of concern to its members. The Review Committee found that: Based on the report and recommendations of the Presidential Review Committee, in President Nixon expanded the rights provided under Executive Order issuing Executive Order, which established an institutional framework to govern labor-management relations in the Federal Government, set forth specific unfair labor practices, and authorized the use of binding arbitration of certain disputes. Like Executive Order, the Order contained provisions reserving certain rights to agency management. Executive Order also established two new entities. One, the Federal Labor Relations Council, would oversee the entire program; make definitive interpretations and rulings on provisions of the Order; decide major policy issues; hear appeals, at its discretion, from decisions made by the Assistant Secretary of Labor for Labor-Management Relations on unfair labor practice charges and representation claims; resolve appeals from negotiability decisions made by agency heads; and decide exceptions to arbitration awards. The other, the Federal Service Impasses Panel, was given discretionary authority to assist parties in resolving bargaining impasses when voluntary arrangements failed. Ford issued Executive Order amending the Nixon Executive Order and directing, among other things, the additional expansion of collective bargaining rights to include agency regulations and mid-contract changes, enhancement of third-party dispute resolution procedures, and union recognition by secret ballot election. Members of Congress previously opposed to the initial legislation that contained a broad management rights provision supported the amendment, based on an understanding that the provision would be "narrowly construed" and would, "wherever possible, encourage both parties to work out their differences in negotiations. The findings and purpose of the Statute articulate the 17 year experience since the issuance of Executive Order as follows: Therefore, labor organizations and collective bargaining in the civil service are in the public interest. While the statutory program was similar in many respects to the system that it replaced, there were programmatic and structural differences that radically changed Federal sector labor-management relations. Among the more significant changes affecting the structure and operation of the new agency were: In addition, the Statute made significant substantive changes that would alter the dynamics of labor-management relations, including: More

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recently, the Presidential and Executive Office Accountability Act extended coverage of the Statute to additional categories of employees of the Executive Office of the President. In November, President Carter excluded a number of agency subdivisions, principally in the Department of Defense and Department of the Treasury. For example, the Foreign Service Act of established a labor-management relations program for the members of the U. In, the Federal Service Impasses Panel gained authority to rule on negotiation impasses regarding alternative work schedules. And, in, Congress assigned the Authority specific responsibilities concerning the certification of bargaining units resulting from reorganizations within the Department of Agriculture. Recent Labor-Management Executive Orders Since the enactment of the Statute in, Federal service labor-management relations has been impacted by the issuance of various Executive Orders. In, President William J. Most recently in, President Barack Obama issued Executive Order, "Creating Labor-Management Forums to Improve the Delivery of Government Services," with the stated purpose of establishing a cooperative and productive form of labor-management relations throughout the executive branch. The Executive Order provides that: Federal employees and their union representatives are an essential source of front-line ideas and information about the realities of delivering Government services to the American people. Labor-management forums, as complements to the existing collective bargaining process, will allow managers and employees to collaborate in continuing to deliver the highest quality services to the American people. Management should discuss workplace challenges and problems with labor and endeavor to develop solutions jointly, rather than advise union representatives of predetermined solutions to problems and then engage in bargaining over the impact and implementation of the predetermined solutions. For half a century and today, Federal labor-management relations contributes in large measure to a high performing, dynamic and diverse public sector workforce and effective public business.

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Chapter 3 : Effective Labor-Management Relationships | calendrierdelascience.com

Labor organizations represent millions of workers in the United States. The Department of Labor's Office of Labor-Management Standards is responsible for administering and enforcing most provisions of the Labor-Management Reporting and Disclosure Act of (LMRDA).

You decide to reorganize and relocate part of the organization to a different section of the building to improve efficiency. The decision of whether to reorganize is not open to negotiation because it is covered by the protected management right to determine the appropriate organizational structure. In this example, the union would have the right to discuss procedures for assigning work space, requests for vending machines, or ways to assign parking spaces. Where Do I Start? The impact of employee labor union negotiated agreements on the procedures explained in this guide is significant. Negotiated agreements typically include provisions regarding human resources management practices and procedures, which may differ from the administrative procedures applicable for non-union human resources management issues. Partnership can also affect your human resources management decision-making process. By recognizing and assessing your union obligations prior to initiating each human resources management action, most union problems can be avoided. Many managers within the Department will have positions covered by a bargaining unit and non-covered positions, and in some cases, positions covered by several bargaining units. Procedures for most human resources management actions will differ depending upon the bargaining unit status of the positions in question. Consequently, consultation with your servicing human resources management office SHRMO labor relations staff prior to initiating any human resources management action which may have bargaining unit impact is advisable to ensure that you are following the correct procedures.

e. Basic Rights Under the Law: The Federal Labor-Management Relations Statute is built on a number of "rights" granted to Federal employees, unions, and agency management. President Clinton issued an Executive Order, October 1, 1995, that tells agencies to enter into a "partnership" with unions representing their employees. The purpose of this new Executive Order is to create partnerships that will "champion change" in Federal agencies. The Department has a Department Partnership Council and many bureaus and operating units have local Partnership Councils. The law gives employees the right to organize themselves into a bargaining unit and to select a particular union to represent the entire bargaining unit in dealing with agency management. Employees can form a bargaining unit and choose a particular union to represent it without interference, coercion, threats or retaliation. If a union is established, employees are free to join and assist it if they wish. Federal employees cannot be required to join or pay dues to a union to retain their jobs, even though their position may be included in a bargaining unit. But regardless of whether they join and pay dues to the union, all employees included in a bargaining unit are entitled to representation and assistance from the union in dealing with agency management. When a union has been selected to represent a bargaining unit of employees - usually through a secret ballot election - it immediately gains several important rights. First, it may bargain with agency management over the personnel policies, practices, and working conditions of bargaining unit employees. Personnel policies and practices are the written "rules" that apply to employees - such as rules for the use of leave, how overtime will be assigned, and the length and frequency of breaks. As soon as it is certified, a union is legally entitled to negotiate or partner about such things with agency management. First, they can - and usually do - negotiate a labor agreement "contract" that covers a broad array of personnel policies and working conditions. But unions also can negotiate with the agency when management actions, such as a decision to reorganize, will produce a foreseeable impact on the working conditions of unit employees. In addition to the right to bargain, the union also gains the right to represent bargaining unit employees in a variety of other situations. For example, the union is legally entitled to represent employees in presenting grievances, and during investigator discussions that could lead to discipline. They are also entitled to attend certain meetings - formal discussions - at which managers discuss the working conditions of unit employees. A general discussion of these situations is

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provided later in this section, but you are encouraged to discuss these situations with your labor relations specialist. The law also provides a list of rights for agency management. In general, they can be broken down into three main categories: In the category of organizational decisions, an agency has the right to decide its mission, to determine how it will use its financial resources budget, to establish the internal security practices that will be used to protect employees and equipment, and to decide what work, if any, will be contracted out. In assigning work to employees, the law gives management the prerogatives to determine what work will be done, when work will be performed, which work should be assigned to particular parts of the organization, which duties should be assigned to particular positions, and what qualifications are necessary to perform the work. Finally, the law gives agency management the right to decide upon and carry out a broad range of personnel actions, such as hiring employees, promoting, rewarding, assigning, detailing, disciplining and even laying them off or removing them, if necessary. In short, agency managers are given the legal right to make a very broad range of decisions as to how best to organize and operate the agency to accomplish its mission in the most effective and efficient manner. On the other hand, unions are given the legal right to negotiate with management to establish rules specifying how management will go about exercising its rights. For example, they can negotiate on how the agency will go about filling vacancies, and what the agency will do to soften the adverse effects of a reorganization. Agencies must bargain with unions on subjects such as methods and means of performing work and technology of performing work. How this will work in practice may vary from organization to organization. Therefore, before you begin making decisions on these subjects, check with your labor relations specialists to see how this will impact your decision-making.

Role of the Labor Relations Staff: The labor relations specialists in your agency are there to help you manage your organization by providing expert, up-to-date advice. If you have any questions about how to handle a problem, do not hesitate to call them for advice. As a supervisor or manager, you are probably in constant communication with bargaining unit employees on a range of subjects. In the majority of situations there is no obligation to involve union representatives in routine discussions with the employees you supervise. However, the law sets up two specific situations in which the union does have the right to become involved in discussions you may have with unit employees. In these situations, you are required to make sure that the union is allowed to have a representative present. Therefore, it is important that you recognize these two situations and how to deal with them. They are called "formal discussions" and "investigative" or "Weingarten meetings. The idea behind this requirement is simple. Since the union is responsible for negotiating working conditions of employment with management, union representatives should be allowed to sit in when managers discuss such matters with the bargaining unit employees. This provision of the law is not intended to require the presence of a union representative every time some aspect of working conditions or personnel policy is mentioned in connection with routine operations. Rather, it covers substantive discussions. If the meeting is pre-scheduled, is attended by several persons on either side, has a definite agenda, is recorded in formal notes or minutes, requires mandatory attendance, or is attended by someone higher than a first level supervisor, it is more likely to be seen as a formal discussion. On the other hand, if it consists of comments or suggestions discussed in the normal course of business, it is not viewed as a formal meeting. Also check with your labor relations specialist or consult your labor agreement to determine how to notify the union. Once the union has been notified, it is up to the union to decide whether it wishes to attend the meeting. After notification, regardless of whether the union chooses to attend, you may go ahead with your planned meeting.

Investigative or Weingarten Meetings -There are four requirements for a meeting to be considered an investigative meeting at which unit employees are entitled to union representation: The meeting must include both a management representative such as a manager, supervisor, personnel specialist or security officer and a bargaining unit employee. **Nature of the Meeting:** The discussion must be investigative in nature. That is, questions are being asked of the employee. If the discussion is not investigative, it will not qualify. For example, routine work discussions or even a negative performance evaluation does not involve an investigation, and, therefore will not qualify as Weingarten discussions. The employee must be able to "reasonably fear" that discipline might result from the

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discussion. This means that, based on all the circumstances including what the employee may know that you may not - if a reasonable person could fairly conclude that answering questions likely to be asked at the meeting might result in discipline, this requirement will be met. The employee must request the assistance of a union representative. Unlike the situation involving formal discussions, employees must request the help of a representative to be entitled to one. Unless your labor agreement adds a requirement, you are not required to advise the employee of a right to representation before you ask questions. If those requirements are present, you must give the employee an opportunity to get a union representative before you proceed with the meeting. The key is change.

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Chapter 4 : What Should I Know About Labor Relations - OHRM

methods to encourage partnership and promote effective labor-management relations while high quality services to the American public. Indeed, in many agencies.

By Drew McLellan June 13th, The communications world has changed drastically in recent years and practicing effective public relations strategies and tactics are no exception. Gone are the days of only having to know one or two reporters or knowing all of the potential publications to pitch. Today, there are so many more channels and opportunities that agencies struggle with understanding how best to utilize PR for their agency and for their clients. My podcast guest, Don Beehler has been involved in all aspects of communications. He has worked in corporate communications, advertising, public relations, marketing and in journalism as a correspondent and as a member of an editorial staff. All of that has helped him to really see how PR can help agencies create awareness, draw prospects into the agency to generate sales opportunities, and improve client retention. Join Don and I as we dig deeper into the PR world and discover: To listen " you can visit the Build A Better Agency site <http://www.buildabetteragency.com>. Bringing his plus years of expertise as both in agency owner and agency consulting to you, please welcome your host, Drew McLellan. I hope that every podcast we do helps agency owners fight the good fight, create a great life for themselves, their families, and their employees. So let me tell you little bit about Don. So Don comes from a long range of experiences. He has been working with agencies, and his core focus is helping agencies use public relations strategies and tactics to create awareness, and to draw prospects into the agency to generate sales opportunities, and also to improve client retention. And he provides agencies with great PR tips, tactics, strategies, and tools. So throughout his career Don has worked with news media from local to international folks and has won all kinds of awards. He has ghost written and co-authored a bunch of books for clients and he works with agencies and other clients all over the country, but he happens to reside in the beautiful city of Franklin, Tennessee, which is a suburb of Nashville. So we were just talking about weather and how much nicer it is there than it is for me in the Midwest right now. But Don, welcome to the show. Anything in the introduction that I left out that you want everybody to know about you? So all that has helped me to really see public relations in action from a variety of perspectives, which, I think, is helpful when kind of looking at the big picture, and some of the things we want to talk about today and helping agencies generate new business through effective PR. As a matter of fact, I started my career really with a large non-profit organization out of Southern California. It was international in scope and I had a wonderful mentor, a guy who had been in the newspaper business many years who was heading up the department. And he kind of took me under my wing and mentored me. But back in those days, basically the phone rang and we answered it. And we tried to be as helpful as we could, except for some large events. We really then do a lot of what I would call proactive media relations work in terms of trying to generate publicity. But when I went to work for my first large agency, I quickly discovered that clients expect to have publicity—they are hiring us to do publicity and they want that ongoing. So we have to be creative and change the way of thinking, and being creative and finding ways to keep them and their products and services in the news as often as possible. Why do you think that is? Well, I think a lot of times there just may not be a real clear understanding about all that effective public relations strategies and tactics could do for an agency. And by strategic, I mean that it has a clear—efforts to have a clear target, focus, and purpose. And I really believe, to be effective, that PR should be an integral part of a news business plan. Because, as I said, the one thing that it can do better than any other marketing tool is give your agency credibility. And really it gets down to learning to understand how the news media operate and how they think and what they want, what constitutes a good story. She said that she works from home but she prefers that all materials be sent to the paper. She prefers to be contacted by email and hates follow-up calls. She said she is interested in ideas behind the technology but not the products. So having that information ahead of time is very helpful in helping you to craft a pitch and then presenting it at the right time to the right person. And how does an agency go about sort

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of creating a knowledge base around that sort of thing? How does an agency learn that stuff? I think, it would be helpful for a lot of people to just do some reading. Because it usually works better if you have a professional person presenting you as an expert than for you to be trying to do that yourself. It just changes the whole dynamic. I was just going to ask that. Talk us through the idea of pitching yourself or your expertise versus having a third party pitch you as a subject matter expert. Well, the first thing you want to do is—if you wanted to do it yourself I would encourage people to, again, learn as much as you can about the particular media that cover your area of expertise, the people you really want to get to, that you feel like are going to reach your best prospects. So many reporters now have blogs, so many use social media. They are looking for people that can provide expert insight. So, if you can make yourself known to those people, follow their blogs, comment on things that they write about, maybe ask some questions, try to engage them, retweet them on Twitter, and add your own comments, pretty soon they will start noticing that. And they may discover you, which is really a great way to do it. Nowadays, rather than pitching the news media, if you can become discoverable by being out there as a source with good information, that can really make you very attractive and appealing to the news media. I mean, you think about, you know, Help a Reporter Out and other tools like that. I think the reporters are using social to identify sources ahead of time, but it also makes it much more accessible, so you can have the relationship prior to asking for coverage. I can give you a really good example from a client that I have actually—who learned how to do this. This is a client that runs a hedge fund. Even before I started working with him, he has forged a relationship with Dow Jones, and he was regularly quoted by Dow Jones reporters on various movements in the commodities market, which was his area of specialty. So he was already off to a very good start before I ever began working with him. And you want to really build on any coverage you have to attract the attention of other reporters. But I built on that coverage, sending some introductory emails about his firm to a variety of the financial news media in his industry, and that resulted in several additional interviews. And we also created a free weekly e-newsletter that provided expert insights into the commodities market, and then we announced the newsletter through a news release that we distributed on PR Web. And so he interviewed him, he was quoted in the AP story, it received extensive pickup from other major media outlets all over the country. So, the key thing was that the media discovered him through the internet and through some of the other news media sources. In publicity it can really start to snowball on you and build momentum. So the thing that I was particularly interesting about this guy though was that he was—just three years prior, he was still just finishing up college as a business student, but he had learned—and he had a one-man operation, but he was perceived as being older and more experienced and more credible because he was being quoted in the media and, of course, he was a good—a very credible person for them to talk to as well. Yeah, a fascinating example of—remember that reporters are using the same Google searches that everybody else is, right? Right, they sure are. What is noteworthy enough that a reporter would want to cover? What kind of news? Well, it depends on really what industry you are in. You want to really identify those trade media that cover the particular niche that you are in. The way I would start is, when you found somebody that you think would be a good person that you would like to talk to and you follow—maybe you follow that person on social media, their blogs, and so forth. And share a little bit about your expertise and insights and make yourself as available as a source. Lot of stories can be available, where you can provide maybe some expert insight on trends. We have an agency here in the Nashville market where one of the ad agency principals, he is actually the founder of the agency, has had a column for several years. A regular column where he talks about various marketing and advertising issues in the business section. For example, you may have some employees that are involved in the community or doing some interesting things. Well, I mean, it made a terrific story, and it was a great publicity for him, but it was also great publicity for the real estate company. So one of the thing you said, I think probably when agencies think about trying to get PR for their agency, they think about the story being about their agency. You know, how can you be helpful to them? How can you make their job easier? And how can you provide some insights and knowledge that will enable them to do a better job with their story? So agencies need to get over the fact that there are probably not

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gonna be a lot of stories about them and their agency in the media or the trade pubs, right? We mentioned just briefly the Help a Reporter Out tool, which most agencies are very familiar with and use for their clients often much more so for themselves. So how else can agencies generate this kind of attention? They also have people that re-review products in some cases. So, you know, you cover the waterfront with that because you getâ€¦ Help a Reporter Out is really good. Well, it covers a variety of media, but a lot of print, too. Radio, of course, is just focused on the radio, the broadcast side, and then the blogger would be obviously the bloggers. But the blogger community is huge and growing. So bloggers are becoming increasingly influential. Are there different rules at play when dealing with bloggers versus reporters? Is there a different etiquette or protocols that people need to be aware of? No, I think if you do the basic things, you know, do your homework and reading the blog, understanding what they talk about. And, you know, try to understand as much as their target audience and so forth, be familiar with the blog style, kind of its personality and content. And, you know, when you are contacting them just like with the reporter, you want to briefly establish your credibility. So you want to get to the point right away. So you wanna arrange to have that conversation at another time. But basically, you know, help make the bloggerâ€¦ just the same thing with the reporter or a blogger, you want to help make their job easier. And, you know, writing for their audience in a guest post, for example, with something that will be useful, that the audience will like, those are all very valuable things that you can contribute.

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Chapter 5 : Improving Labor Management: 6 steps to effective labor standards - Logistics Management

*Labor-Management Relations and Public Agency Effectiveness: A Study of Urban Mass Transit (Pergamon policy studies on business) [James L. Perry] on calendrierdelascience.com *FREE* shipping on qualifying offers.*

This is an important question to ask as you build your public relations strategy. There is more to consider than just how your business will be portrayed by the media. How you communicate inside and outside of your organization, events you plan, your involvement in the community, and even how you handle a crisis make up your public relations strategy. How your business communicates with other businesses, both internally and externally, creates its voice. A corporate communications strategy is the backbone of your overall public relations strategy. For example, internal emails or press releases announcing important company news are part of your corporate communications strategy. Media relations is the relationship an organization has with the press. In order to be successful, you must build a relationship with the correct contact person for each relevant news outlet to ensure that your business is portrayed well in the media. Whenever something newsworthy happens at your organization, you can send press releases to these contacts. Press releases are news sources which make media relations a symbiotic relationship between the press and businesses. Your business is a member of your community. There are many ways your business can get involved in the community. We actively sponsor, donate service, and volunteer our time. How you face a crisis or other unexpected situation can make or break your business. Having a crisis management plan in place allows your business to operate as normally as possible through a crisis and preserve your image. Internal and external communications are especially important during these times to keep the situation under control. That being said, planning an event is an equally exciting and stressful time for your business. You have to consider when and where the event will be, who will attend, and so much more. Having an events management strategy can keep all of the details of your event organized so it runs as smoothly as possible. Public relations is made up of many working parts that build a positive image of your business in the eyes of your community. Having a strategy in place can keep these efforts organized and create the image you want for your business.

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Chapter 6 : National Labor Relations Act of - Wikipedia

Labor-Management relations are the most complicated set of relations that any HR Manager has to deal with. It has become very essential for an organization to acquire an effective labor relations support and for the same purpose, the organization may opt for the services of an HR Consulting Firm.

Return to Collaboration Lately, the news has been riddled with stories about public unions and adversarial union and organizational leaders called labor-management relationships. In order to best serve public employees and citizens, public managers must recognize the benefits of developing collaborative labor-management relationships and actively work to foster them. The evidence points to the importance and benefit of fostering collaborative partnerships, which are summarized in four recommendations for promoting collaborative labor-management relationships. Why Should We Collaborate? When labor-management relationships are not built through collaboration, there is a risk of creating or perpetuating an adversarial environment, like in Camden. The city government, with support from the state, was able to circumvent union negotiations for police salary and benefits by disbanding the city force and creating a county wide force that is unable to unionize in the near-term. This has created tensions at the city, county, and state government level, and has created factions within Camden of citizens who do and do not support the decision. A city with one of the worst crime rates in America and a depressed economy is now also divided, in part, because of an adversarial labor-management relationship. Collaborative labor-management relationships lead to increased organizational effectiveness and efficiencies. Unions and organizations have shared interests that can be satisfied only through collaborative efforts. Collaboration leads to increased employee satisfaction, an empowered workforce, and better service delivery. Cost-savings and cost-avoidances can be realized when unions and organizations collaborate. Though these reasons are not necessarily givens, they provide a bedrock of rationale for forming collaborative labor-management relationships. Recommendations for Promoting Collaboration Recommendation 1: Invest in participative decision making PDM strategies. Participative decision making is one proven way of building collaborative partnerships that focuses on shared interests, solutions for mutual gain, and shared problem-solving between unions and organization. Unions and organizations often have similar goals, but are unable to focus on those shared goals because of perceived differences in how to achieve them. PDM would engage union and organization leaders in open discussions and decision making across topics like fiscal management, employee satisfaction, and improving service delivery. PDM is most likely to be successful when both parties are able to engage in conversations before major issues arise. It is important to acknowledge that collaboration and PDM could require a shift in culture. Despite the fact that we know what works and often claim that methods are intuitive, we repeatedly ignore them. When issues are complex, stakes are high, and emotions are heightened, we forget how to collaborate because protecting our interests takes precedence. It takes a skilled and well-trained leader to artfully navigate PDM in the best of circumstances, which means that training leaders is especially important when circumstances are not ideal. Traditionally, HR managers have been exiled from labor-management relationships. Both unions and organizations have viewed HR managers as a barrier, but for different reasons. Union leaders often think that HR managers have allegiance to organization managers and are not invested in solving problems for the employees. Organizational leaders view HR managers as interpreters of the law, rather than thought partners. This is a disheartening realization because HR managers are likely to be the employees with the best skillset for negotiating tough challenges among groups with perceived differences, fostering collaboration, and teaching leaders how to be collaborative and engage in PDM. Public administrators in academia should focus on researching labor-management relationships. The academic research on labor-management relationships is neither comprehensive nor current. Researchers from this decade, like Norma Riccucci, indicate that public sector research lags behind its private sector counterparts and that it has primarily been conducted by practitioners, union officials, or non-public administration

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academics. This is not to say that those groups do not offer valuable insights, but they may lack the time and resources to conduct thorough research with generalizable results or, for those not entrenched in public administration, may lack the necessary background to fully understand the complex pieces of public sector labor-management relationships. Invest in and foster good leaders. This is the single most important recommendation offered here. Conflict management theory, collaboration theory, and existing studies on conflict-management relationships point to the same thing – good leaders are inherently collaborative. Public administrators may not be able to choose union leadership, but we sometimes do get to choose the people that partner with union leadership. Evidence from the Clinton Administration shows that labor-management relationships were repaired and real cost-savings and cost-avoidances were realized as a result of the collaborations. We should actively seek out individuals that exemplify characteristics of collaboration and PDM. Once we identify who those leaders are, we should continually develop training to help strengthen their tools for collaboration. Once a leader demonstrates his or her willingness to collaborate, build trust, and have open discussions with union leaders, the adversarial cycle is broken and a new pathway toward strong and collaborative partnerships opens. This article outlines compelling reasons for developing collaborative labor-management relationships and offers clear recommendations for moving toward collaboration. There are deep challenges to address – both cultural and historical – however, overcoming them is not insurmountable. The recommendations outlined are not the only solutions nor are they necessarily the most politically feasible, but they do present options for a path toward collaborative labor-management relationships. In the coming years, we, as public managers, will be faced with difficult decisions about how to best work with union leaders. When faced with those decisions, choose collaboration. She is also a full-time employee of the university in the KU Office of the Provost. About The American Society for Public Administration is the largest and most prominent professional association for public administration. It is dedicated to advancing the art, science, teaching and practice of public and non-profit administration.

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Chapter 7 : Taft-Hartley Act - Wikipedia

Section 1. Policy. (a) Section (b) of title 5, United States Code, requires the Federal Service Labor-Management Relations Statute (the Statute) to be interpreted in a manner consistent with.

Repairing the Management-Union Relationship There are no magic bullets, but one approach to consider is the establishment of a joint labor-management committee. When things go bad with your union, your own employees are working against you. A while back, an urban school district I was consulting with was looking at revamping its bus transportation contract. During a school committee meeting at which the topic was about to be raised, some 30 or so unionized drivers came into the room chanting slogans and waving signs, guided by a leader from "national. Instead of talking about cost-savings, the focus shifted to politics, power and the ugly stew of personal recriminations. It is hard enough to drive money-saving cost efficiencies, but a dysfunctional labor management relationship can make change almost impossible. The drive for better, faster, cheaper government is all about a continuous re-examination of work processes in an effort to discover innovative ways of producing public value. Oftentimes, these changes will generate fear and opposition in the workforce. Want to add a GPS system to your snowplows to gather better information about route optimization and worker productivity? Or introduce a decentralized purchasing system that allows employees to purchase supplies themselves, rather than going through a centralized purchasing group? Thinking about outsourcing janitorial services? If your union-management relationship is marked by distrust, attempting any such changes could lead to World War III. When the labor-management relationship is broken, even daily routines can become contentious and ugly. One political appointee who was pushing outsourcing recalls that not only union members, but certain members of his own management staff would leave an elevator when he got on. But what can be done? There are no magic bullets, but one approach you might consider is the establishment of a joint labor-management committee focused on process improvement. Unlike the traditional labor-management groups that typically deal with safety and other contract issues, these joint process improvement committees PICs are focused on driving organizational efficiencies. These committees are formed with clear ground rules that enable both sides to pursue their interests in a way that is based on mutual respect and communication. Leaders from both labor and management, and perhaps elected officials, should discuss what needs to come out of such a labor-management PIC initiative. If the situation between labor and management is already problematic, it may make sense to have an experienced facilitator run the meetings. Establishing trust comes first. It may be advisable to write into the guidelines of the committee an upfront agreement that there will be no negative job impacts for existing employees. Instead, the goal will be to introduce better work processes in a manner that will allow attrition over time to generate efficiencies, or to provide displaced workers the training and opportunity to shift to other positions. Such an agreement cuts into the short-term cost-saving potential, but may be necessary to make any change possible. Edward Deming, the intellectual godfather of the total quality management movement, believed that workers cannot be effective participants in efforts to improve work outcomes if they are afraid. Driving out fear and boosting trust is one of the most important benefits of a joint labor-management PIC. On the flipside there will be little gain unless the union participants are willing to relax the often stringent work definitions within existing contracts and allow for greater cross functional work by employees. Unlike the private sector, which has seen union membership dwindling for decades, public-sector unions are growing. More enlightened union leaders are beginning to see that it is essential to the long-term well being of their members to promote the cause of effective public service delivery. Joint labor-management process improvement task forces can be one approach to go from deadlock to progress. Once the particular change initiative for which the committee was formed is over, the group may find itself meeting informally to explore further improvements, and just to keep the lines of communication open. While management often likes to complain about unions and the straitjacket of the contract, workers are often a source of great ideas -- if they are asked.

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Chapter 8 : Labor-Management Relations: Return to Collaboration - PA TIMES Online | PA TIMES Online

Federal Law. The federal law that governs the foundation of labor-management relationships is the National Labor Relations Act of 1935, or the Wagner Act.

Strike wave of Taft-Hartley was one of more than union-related bills pending in both houses of Congress in As a response to the rising union movement and Cold War hostilities, the bill could be seen as a response by business to the post-World War II labor upsurge of During the year after V-J Day , more than five million American workers were involved in strikes, which lasted on average four times longer than those during the war. The amendments enacted in Taft-Hartley added a list of prohibited actions, or unfair labor practices , on the part of unions to the NLRA, which had previously only prohibited unfair labor practices committed by employers. The Taft-Hartley Act prohibited jurisdictional strikes , wildcat strikes , solidarity or political strikes, secondary boycotts , secondary and mass picketing , closed shops , and monetary donations by unions to federal political campaigns. It also required union officers to sign non-communist affidavits with the government. Union shops were heavily restricted, and states were allowed to pass right-to-work laws that ban agency fees. Furthermore, the executive branch of the federal government could obtain legal strikebreaking injunctions if an impending or current strike imperiled the national health or safety. Secondary boycotts and common situs picketing, also outlawed by the act, are actions in which unions picket, strike, or refuse to handle the goods of a business with which they have no primary dispute but which is associated with a targeted business. Campaign expenditures[edit] According to First Amendment scholar Floyd Abrams , the Act "was the first law barring unions and corporations from making independent expenditures in support of or [in] opposition to federal candidates". Closed shop The outlawed closed shops were contractual agreements that required an employer to hire only labor union members. Union shops, still permitted, require new recruits to join the union within a certain amount of time. The National Labor Relations Board and the courts have added other restrictions on the power of unions to enforce union security clauses and have required them to make extensive financial disclosures to all members as part of their duty of fair representation. Union shop The amendments also authorized individual states to outlaw union security clauses such as the union shop entirely in their jurisdictions by passing right-to-work laws. A right-to-work law, under Section 14B of Taft-Hartley, prevents unions from negotiating contracts or legally binding documents requiring companies to fire workers who refuse to join the union. Presidents have used that power less and less frequently in each succeeding decade. Bush invoked the law in connection with the employer lockout of the International Longshore and Warehouse Union during negotiations with West Coast shipping and stevedoring companies in McCarthyism The amendments required union leaders to file affidavits with the United States Department of Labor declaring that they were not supporters of the Communist Party and had no relationship with any organization seeking the "overthrow of the United States government by force or by any illegal or unconstitutional means" as a condition to participating in NLRB proceedings. Just over a year after Taft-Hartley passed, 81, union officers from nearly unions had filed the required affidavits. The amendments also gave employers the right to file a petition asking the Board to determine if a union represents a majority of its employees, and allow employees to petition either to decertify their union, or to invalidate the union security provisions of any existing collective bargaining agreement. National Labor Relations Board[edit] Main article: National Labor Relations Board The amendments gave the General Counsel of the National Labor Relations Board discretionary power to seek injunctions against either employers or unions that violated the Act. Congress also gave employers the right to sue unions for damages caused by a secondary boycott, but gave the General Counsel exclusive power to seek injunctive relief against such activities. Although Congress passed this section to empower federal courts to hold unions liable in damages for strikes violating a no-strike clause, this part of the act has instead served as the springboard for creation of a "federal common law" of collective bargaining agreements, which favored arbitration over litigation or strikes as the

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preferred means of resolving labor disputes. The Supreme Court nonetheless held several decades later that the act implicitly gave the courts the power to enjoin such strikes over subjects that would be subject to final and binding arbitration under a collective bargaining agreement. Finally, the act imposed a number of procedural and substantive standards that unions and employers must meet before they may use employer funds to provide pensions and other employee benefit to unionized employees. Opposition to the Act[edit] After spending several days considering how to respond to the bill, Truman vetoed Taft-Hartley with a strong message to Congress. Truman had expressed no opinion on the bill prior to his veto message. The committees considering the bill had requested suggestions from the Truman administration, but did not receive any. A clear majority of House Democrats voted for the bill, while Democrats in the Senate split evenly, 21-21.

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Chapter 9 : Effective Public Relations Strategies and Tactics for Driving New Business

Our Mission. Protecting rights and facilitating stable relationships among federal agencies, labor organizations, and employees while advancing an effective and efficient government through the administration of the Federal Service Labor-Management Relations Statute.

Inequality of bargaining power Under section 1 29 U. To achieve this, the central idea is the promotion of collective bargaining between independent trade unions, on behalf of the workforce, and the employer. Various definitions are explained in section 2, 29 U. The Act aims to protect employees as a group, and so is not based on a formal or legal relationship between an employer and employee. Employees and unions may act themselves in support of their rights, however because of collective action problems and the costs of litigation, the National Labor Relations Board is designed to assist and bear some of the costs. Under section 3, 29 U. Those processes are initiated in the regional offices of the NLRB. Sections 4 29 U. Section 6 29 U. This will generally be binding, unless a court deems it to have acted outside its authority. Under section 10 29 U. Under section 11 it can lead investigations, collect evidence, issue subpoenas , and require witnesses to give evidence. Under section 12 29 U. Collective bargaining Section 7 29 U. Employees shall have the right to self-organization, to form, join, or assist labor organizations, to bargain collectively through representatives of their own choosing, and to engage in other concerted activities for the purpose of collective bargaining or other mutual aid or protection, and shall also have the right to refrain from any or all of such activities except to the extent that such right may be affected by an agreement requiring membership in a labor organization as a condition of employment as authorized in section 8 a 3. Specific rules in support of collective bargaining are as follows. There can be only one exclusive bargaining representative for a unit of employees. Promotion of the practice and procedure of collective bargaining. Employers are compelled to bargain with the representative of its employees. Employees are allowed to discuss wages. Unfair labor practice "Employees shall have the right to self-organization, to form, join, or assist labor organizations, to bargain collectively through representatives of their own choosing, and to engage in other concerted activities for the purpose of collective bargaining or other mutual aid or protection, and shall also have the right to refrain from any or all of such activities except to the extent that such right may be affected by an agreement requiring membership in a labor organization as a condition of employment as authorized in section a 3 of this title. These are, a 1 "to interfere with, restrain, or coerce employees in the exercise of the rights guaranteed in section 7". This includes freedom of association , mutual aid or protection, self-organization, to form, join, or assist labor organizations, to bargain collectively for wages and working conditions through representatives of their own choosing, and to engage in other protected concerted activities with or without a union. In addition, added by the Taft-Hartley Act , there are seven unfair labor practices aimed at unions and employees. Election of bargaining representatives[edit].