

L A B O R

M A N A G E M E N T

P A R T N E R S H I P

B E H A V I O R S

Checklist for department supervisors and union stewards

Principle 1:

Managers and union stewards share joint responsibility for the success of the department.

1. Manager and union steward jointly develop a set of targets and measures for the department to track performance and service.
2. Manager and union steward communicate targets and measures to all employees including a) ensuring that all employees understand the performance measures, b) how they impact them, and c) current levels of departmental performance.
3. Manager and union steward share joint responsibility for creating a satisfying work environment.

Principle 2:

Managers and Union stewards share joint responsibility for the success of the Union.

4. Manager and union steward are responsible for respecting the interests of the unions.
5. Manager and union steward are knowledgeable about the contract and conscientious in its administration in the work unit.
6. Manager and union steward know when issues under consideration may impact the Agreement and require bargaining.

Principle 3:

Managers and union stewards take responsibility to ensure that employees are involved in effective decision making and have a greater role of involvement in the workplace.

7. Manager and union steward jointly ensure that employees receive training or information on Partnership principles, the KP Promise, the organization's business strategy, the health care environment, departmental budgeting process, and issue resolution.
8. Manager and union steward together ensure that employees have input and influence in how they do their work and in work processes.

9. Managers support and facilitate employee involvement in off-line problem solving, including developing skills when necessary so the employee can fully participate in problem solving.
10. Manager and union steward educate team members (department members) regarding budgeting and business strategy.
11. Manager and union steward facilitate the participation of employees in the departmental budgeting process.
12. Manager and union steward involve team members in decision making for issues involving the work unit, with manager and union steward providing assistance in issue resolution and technical expertise.
13. Manager and union steward involve employees in solving business issues and people issues.
14. Manager and union steward involve employees in planning new initiatives undertaken by the work unit.
15. Manager and union steward involve employees in making decisions about department operations and improving quality and working conditions.

Principle 4:

Managers and union stewards share joint accountability for supporting and implementing the LMP.

16. Manager and union steward personally decide that the Partnership is the best strategy to meet current and future work unit and organizational challenges. If either decides he or she cannot believe in the Partnership to meet challenges, he/she should become better educated about the value and goals of the Partnership, and/or discuss concerns with supervisor, colleagues, or peers.
17. In staff meetings or other venues, manager and union steward make comments relative to the importance of the Partnership to achieving work unit and organizational goals. Make a discussion of the Partnership a standing agenda item.
18. In private, manager and union steward do not negate their public support by minimizing the importance of the Partnership. Criticisms should be

followed with a focus on how to improve the Partnership and/or its processes and commitment in doing so.

19. When asked to take part in Partnership activities, manager and union steward do so with genuine enthusiasm and support. They show their support to others by talking about their participation in Partnership activities.
20. Manager resources Partnership activities by allowing time off for employees to attend project meetings or training, backfilling of employee time off, and allocating funds for Partnership projects.
21. Manager and union steward jointly determine expectations of employees about what they should be doing to support the implementation of the Partnership.
22. Managers and union stewards demonstrate commitment to the Partnership by employing the tools and principles of Partnership in their daily work.
23. Manager and union steward establish ground rules with each other and peers for holding one another accountable for acting in partnership, both within and outside of meetings. They work to create a safe environment for honest dialogue about how to partner.
24. Manager and union steward “walk their talk” with respect to Partnership commitment and make sure their actions support their words.

Principle 5:

Managers and union stewards jointly share responsibility for appropriate training.

25. Manager and union steward are responsible for obtaining training in the following areas: Partnership (IBPS/CDM, Issue Resolution & Corrective Action), the KP Promise, the organization’s business strategy, and departmental budgeting process.
26. Manager is responsible for obtaining training on “Managing in a Partnership Environment.” Alternatively, union steward is responsible for receiving “Union Partner Representative” training.

27. Manager is responsible for facilitating and supporting the union steward’s involvement in training effort.
28. Steward and manager are responsible to ensure that employees engaging in performance improvement efforts receive the appropriate training, facilitation, and support.

Principle 6:

Manager and union steward are jointly responsible for implementing effective labor management relations within the work unit.

29. Manager and union steward implement an effective problem-solving process and use issue resolution to solve issues in the work unit before they reach the grievance stage.
30. Manager and union steward jointly take appropriate actions to resolve grievances at the unit level.
31. Manager and union steward use employee issues that have been surfaced as opportunities for improvement.

Principle 7:

Manager and union steward are partners in ensuring employees provide a superior health care experience.

32. Manager and union steward jointly educate the work unit employees about the definition of quality of care and the metrics used to assess quality.
33. Manager and union steward jointly educate work unit employees about customer perception of quality care for KP overall and current performance on other quality measures.
34. Manager and union steward involve employees in determining quality measures for the work unit, and monitoring those measures.
35. Manager and union steward involve employees in quality improvement activities.
36. Manager and union steward create an environment where quality is openly discussed and improved.
37. Manager and union steward work together to promote and support a safe working environment.