

NYS & CSEA Partnership

Labor-Management Resource Center

Functional Levels of Labor-Management Committees

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

Storming/Forming

Committee Activities:

- Establishing the committee.
- Writing an operating agreement and ground rules.
- Identifying resources.

Committee Climate:

- Forming relationships.
- Orienting to each other.
- Establishing foundation for trust.
- Redefining self as part of a group.

Training/Skills Required:

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

Storming/Operating/Norming

Committee Activities:

- Coordinated agenda development.
- Collaborative discussion and action items.
- Working to solve workplace problems.
- Addressing education/training and safety and health issues.

Committee Climate:

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

Training/Skills Required:

- Facilitator Training
- Agenda Development and Effective Meeting Preparation
- Effective Listening

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Functional Levels of Labor-Management Committees (continued)

Storming

Committee Activities:

- Enforcing ground rules.
- Defining roles.
- Working to understand each other's point of view.
- Developing committee structure.
- Requesting Partnership services on-site.

Training/Skills Required:

- Problem-solving
- Conflict Resolution
- Team Building Strategies

Committee Climate:

- Taking risks.
- Productive disagreement.
- Developing sense of safety.
- From institutional memory to building new history.
- Many parts make one whole.
- Understanding individual styles.
- Working to develop trust.

Strategic/Performing

Committee Activities:

- Proactive approach to workplace problems.
- Long-range planning.
- Organizational change.

Training/Skills Required:

- Emotional Intelligence
- Process Review
- Strategic Planning

Committee Climate:

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