

# *Keystone Development Partnership*

Keystone Development Partnership (KDP) is a non-profit organization that offers resources to develop and sustain organizations that address community and workforce programs, to promote labor management cooperation, and to better serve the needs of the modern workforce.



## **Three Central Features of the New American Workplace:**

Labor and management work cooperatively to create high performing workplaces

# 1

Decision-making authority is redistributed so that managers and workers are organized in to teams. Workers are given some authority to make decisions previously restricted to management and the opportunity to develop skills necessary to make these decisions. The new workplace rejects the division between mental and manual labor, in which workers are asked to “check their brains at the door.”

# 2

Jobs in the new workplace call for a greater variety of skills and a greater degree skills and responsibility. When workers are organized into teams, they learn skills to complete a particular task, plus they gain an understanding of the complete production or service process.

# 3

A flatter structure for management transforms the role for the manager. It replaces the top down authoritarian control. Managers become leaders and facilitators. Team building brings a problem solving approach for a more productive work environment.

## **The benefits for shared decision making:**

- Consistent with the principles of democracy and serves as a model of governance.
- Facilitates communication with access to managers at all levels required for decisions.
- Promotes shared understanding of problems for the company, union, and employees so that decisions take into account interests of all parties.
- Provides a forum for innovative discussions of operational problems and plans.
- Creates a way for employees to participate in decisions that affect their work.
- Builds on skills and knowledge of employees to improve problem solving with a commitment to decisions made with their interests in mind.
- Promotes employee's pride in themselves, their company, and the customers they serve, leading to more commitment to the organization's goals.
- It improves quality and productivity along with increased job security, satisfaction, and morale.

## **Characteristics of a Labor-Management Training Committee:**

- ✓ Shared control (alternating chairs)
- ✓ Written ground rules (joint resolution)
- ✓ Direct and honest communication
- ✓ Documentation, such as agendas and minutes, with timely feedback
- ✓ Sharing of information and expertise
- ✓ Collaborative/group problem solving
- ✓ Consensus decision making
- ✓ Focus on training programs and address worksite issues in separate meetings

# Labor-Management Training Committee Pilot Project

PRESENTED BY KEYSTONE DEVELOPMENT PARTNERSHIP (KDP)

## WHAT IS THE TRAINING PARTNERSHIP?

The Labor-Management Training Committee (LMTC) is a jointly governed committee of employees and managers committed to develop the highest quality training program. The goal is to identify the skill needs of the workforce and customize training programs to meet skill gaps.

## HOW DO WE IDENTIFY THE SKILL NEEDS OF THE WORKFORCE?

KDP works with the LMTC for a “data driven” approach to determine what skill upgrades are required. This may include a workforce survey to identify what customized training is a priority for scheduling classes. This approach has four steps:

1) Organizational Analysis, 2) Job Task Analysis, 3) Skill Survey and 4) Skill Gap Analysis.

## STEP 1. ORGANIZATIONAL ANALYSIS

KDP interviews supervisors, workers, and in-house trainers to set a benchmark for the current “state of practice” for workforce development in the organization. KDP works with the LMTC to gather best practices and identify business requirements that show the need for training. The report outlines current training practices, the impact of new training, and a potential return on investment.

## STEP 2. JOB PROFILE

The job profile defines the specific responsibilities and tasks that are performed on the targeted job. KDP interviews Subject Matter Experts (SME) in each major work assignment. SME are employees that are considered the best at performing the job. The SME identify the specific responsibilities and tasks that are performed on the job to create a job task list. The results are compiled into job task lists and grouped by responsibilities that are then reviewed by the LMTC.

## STEP 3. SKILL SURVEY

Once the task lists are reviewed and approved, the LMTC designs a survey based on the task lists and administered to the workforce. The individual results of this survey are confidential and will be maintained by KDP – no labor or management leaders have access to individual data.

## STEP 4. SKILL GAP ANALYSIS

After the skill surveys are completed, KDP provides a skill gap summary report for the LMTC. This “data” can be used to define training priorities, to validate current training programs, and to customize new training programs. The task lists are the foundation for curriculum outlines and On the-Job-Training (OJT).

