April 2013

Post-Confrontational Collective Bargaining Models Successful Negotiations

Ellen Horsch
Michigan Technological University

Follow this and additional works at: https://thekeep.eiu.edu/jcba

Recommended Citation
DOI: https://doi.org/10.58188/1941-8043.1286
Available at: https://thekeep.eiu.edu/jcba/vol0/iss8/11

This Proceedings Material is brought to you for free and open access by the Journals at The Keep. It has been accepted for inclusion in Journal of Collective Bargaining in the Academy by an authorized editor of The Keep. For more information, please contact tabruns@eiu.edu.
Successful Negotiations: Successful Contracts – Facilitators Useful?

Post-Confrontational Collective Bargaining Models

Presented by Ellen Horsch at:
40th Annual National Center for the Study of Collective Bargaining in Higher Education and the Professions
April 8, 2013
Michigan Tech is:

• A leading public research university
• Offering more than 120 undergraduate and graduate degree programs
• Located in Houghton, Michigan, near the northern shore of the state’s beautiful Upper Peninsula
In *US News and World Report*, “Best Colleges” ranks Michigan Tech’s undergraduate engineering programs 64th in the nation among schools offering doctoral degrees.
Beautiful, but...
In a Somewhat Challenging Geography
The Lean Journey at Michigan Tech

• Began in 2008
• Consultant Lead
• Internal Facilitators Trained
• Has grown by Small Successes and Engagement of Employees
What is Lean?

A philosophy of continuous improvement that involves all employees.
Lean Practice is About . . .

• Empowering all employees
• Eliminating waste
• Creating a positive and safe work environment
• Improving processes and services that are valued by students, faculty, staff, parents and community
• Teamwork and respect for all
Michigan Tech Received Financial Support from the Federal Mediation and Conciliation Service Grants Program

• To enhance labor-management relations and communication using a Lean culture building model and approach to continuous improvement.

• A University Labor-Management Committee carried out grant objectives.

• Focused on program development, outreach and training.
• A team of two Lean consultants were selected to provide Lean training on campus.

• Two groups were trained:

1. Lean Facilitators, consisting of at least 50 percent union, were integral to providing campus leadership and developing an outreach/training program for chairs, deans, and directors

2. Lean Implementation Leaders – led a Lean transformation in their unit

• Structured, team based activity focusing on well defined scope.
Michigan Tech’s success is the availability of Lean facilitators who serve as leaders to a team as it seeks to find ways to solve problems using Lean techniques.
The guidance of a Lean facilitator has been successful in identifying and solving problems, in particular those covered by collective bargaining negotiations.
The Lean method as it is applied at Michigan Tech is an innovative approach for union and management to work together to study and develop joint approaches to enhance relations between Labor and the University.
THANK YOU