



THE BUILDING BLOCKS OF PARTNERSHIP

Use this glossary to understand key concepts and terms of our Labor Management Partnership and interest-based bargaining between the Partnership unions and Kaiser Permanente.

LMP Terms and Concepts

Labor Management Partnership (LMP). The Partnership is jointly led and funded by Kaiser Permanente and two groups of Partnership unions, the Alliance of Health Care Unions and the Coalition of Kaiser Permanente Unions.

Consensus decision making. A form of group decision making where everyone discusses the issues to be decided so that the group benefits from the knowledge and experience of all members. In order for consensus to occur, every member of the group must be able to support the decision.

Interest-based problem solving. Provides a collaborative approach to addressing issues and negotiating differences while satisfying the interests and concerns of all parties.

Rapid Improvement Model (RIM). A tool for unit-based teams to improve performance. RIM helps to determine whether improvement has occurred and what steps are needed to sustain the improvement.

Unit-based team (UBT). A unit-based team includes all of the participants within the work unit, including supervisors, stewards, providers and employees. Engaging employees in the design and implementation of their work creates a healthy work environment and builds commitment to superior organizational performance outcomes with some level of consistency and standardization.

Path to Performance. A system for evaluating the development and performance of UBTs.

UBT Tracker. A web-based application that provides teams a way to report on their work and to share best practices.

Value Compass. The four points of the Value Compass — best quality, best service, most affordable and best place to work — help team members keep their efforts focused on what is best for the patient and the member.



Bargaining Terms

Interest-based bargaining. A negotiation strategy approach that uses interest-based problem solving to negotiate union contracts. Through interest-based bargaining, the parties collaborate to address issues in the workplace with the aim of achieving creative, mutually beneficial solutions while maintaining a respectful and constructive relationship.

+ **Interest.** The underlying need, motivation or concern that may have to be addressed in order to reach a solution. You can tell an interest in part because it can be satisfied by more than one solution.

+ **Issue.** The problem or subject area to be addressed.

+ **Option.** A potential way to address the issue, in whole or in part.

Traditional bargaining. Traditional, adversarial bargaining usually begins with each side staking out its position. Each side places its demands and proposals on the table and the other side responds with counterproposals. The parties seek to reach agreement through a process of give and take.

+ **Position.** A proposed solution or demand. A position usually contains specifics such as a time frame, numbers or sizes. It's usually a win/lose proposal, and is not part of interest-based bargaining.

National bargaining. Negotiations between Kaiser Permanente and the Partnership unions that take place at the national level. Resulting national agreements cover union locals affiliated with the Alliance of Health Care Unions or the Coalition of Kaiser Permanente Unions.

National Bargaining Coordinating Committee (NBCC). The joint committee of management and union leaders that plans and prepares for national bargaining, establishing the topics of bargaining, among other matters.

Common Issues Committee (CIC). The full bargaining team that agrees on proposals from smaller subgroups during national negotiations between the Partnership unions and Kaiser Permanente. The number of people on the CIC fluctuates from one bargaining year to the next.

Local bargaining. Negotiations between Kaiser Permanente and individual bargaining units at the local level. Resulting union contracts cover issues not addressed in national agreements, such as pay practices, scheduling, and workload assignments that pertain to members of the bargaining unit.