

DOCUMENT COLLECTION

Y3. P94: 2L 11/6

DOCUMENT COLLECTION  
BYU LIBRARY, PROVO, UTAH

Spring 1978

Establishing a Communitywide  
Labor-Management Committee

DEPOSITED BY  
U. S. GOV'T.

AUG 7 1978

The 94th Congress created the National Center for Productivity and Quality of Working Life on November 28, 1975, as an independent Federal agency. The Center's enabling legislation (P.L.94-136) establishes a national policy encouraging "productivity growth consistent with needs of the economy, the natural environment, and the needs, rights, and best interests of management, the work force, and consumers." The Center's purpose is to stimulate national efforts to implement this policy.

The Center's small staff of productivity specialists supports the Board of Directors in pursuit of seven main objectives:

- Document and recommend policies to satisfy the Nation's capital investment needs from a productivity standpoint.
- Encourage labor-management cooperation to enhance productivity and the quality of working life.
- Without compromising legislative intent, identify and recommend changes in government regulation which will improve productivity.
- Stimulate and support industry task forces formed to conduct programs for industrywide productivity improvement.
- Develop and recommend more effective approaches to improving productivity in the public sector.
- Improve the review, coordination, and integration of productivity enhancement efforts of other Federal agencies.
- Develop a better understanding of the concept of productivity and encourage better techniques for measuring productivity changes.

The Board of Directors may contain up to 27 members representing business, labor, the Federal Government, State and local governments, institutions of higher education, and others from the private and public sectors. The directors determine the Center's role and activities through committees formed to deal with substantive issues defined in an October 1975 policy statement.

The Center is located in Washington, D.C. It seeks to identify the various points of view affecting productivity growth; determine which of these views can be reconciled to further productivity improvement; and encourage within and among various groups cooperative efforts toward productivity growth.

PREFACE

INTRODUCTION

QUESTIONS AND ANSWERS ABOUT ESTABLISHING  
LABOR-MANAGEMENT COMMITTEES

**ESTABLISHING A COMMUNITYWIDE  
LABOR-MANAGEMENT COMMITTEE**

What is a Communitywide

LABOR-MANAGEMENT COMMITTEE?

How are Communitywide Labor-Management Committees Formed?

What are the Benefits and Responsibilities of Communitywide Labor-  
Management Committees?

How are Communitywide Labor-Management Committees  
Organized?

How Many in a Communitywide Labor-Management Committee?

What are the Functions of Communitywide Labor-Management  
Committees?

What Are the Advantages of Forming a Communitywide Labor-  
Management Committee?

What are the Steps in Forming a Communitywide Labor-  
Management Committee?

Spring 1978

How can you help your communitywide labor-management committee  
work more effectively?

THE IMPORTANCE OF COMMUNITYWIDE LABOR-MANAGEMENT  
COMMITTEES

HOW COMMUNITYWIDE LABOR-MANAGEMENT COMMITTEES  
OPERATE

WHAT ARE THE BENEFITS?

For sale by the Superintendent of Documents, U.S. Government Printing Office  
Washington, D. C. 20402  
Stock No. 052-003-00564-6

## CONTENTS

PREFACE . . . . .	1
INTRODUCTION . . . . .	3
QUESTIONS AND ANSWERS ABOUT COMMUNITYWIDE LABOR-MANAGEMENT COMMITTEES . . . . .	6
What Is a Communitywide Labor-Management Committee? . . . . .	6
Why Have Communities Formed Labor-Management Committees? . . . . .	6
How Are Communitywide Labor-Management Committees Formed? . . . . .	7
What Are the Size and Composition of Communitywide Labor- Management Committees? . . . . .	8
How Are Communitywide Labor-Management Committees Structured? . . . . .	8
How Often Do Communitywide Labor-Management Committees Meet? How Are the Meetings Organized? . . . . .	9
What Is the Relationship of Communitywide Labor-Management Committees to Local Government? . . . . .	9
What Are the Principal Objectives of a Communitywide Labor- Management Committee? . . . . .	10
Does a Communitywide Labor-Management Committee Need a Staff? . . . . .	13
How Are Communitywide Labor-Management Committees Funded? . . . . .	14
Where Can Help Be Found? . . . . .	15
THE HISTORIES OF THREE COMMUNITYWIDE LABOR-MANAGEMENT COMMITTEES . . . . .	16
TEN POINTERS FOR CREATING AN EFFECTIVE COMMUNITYWIDE LABOR-MANAGEMENT COMMITTEE . . . . .	25
WHERE TO GO FOR HELP . . . . .	27
SELECTED BIBLIOGRAPHY . . . . .	32
FEDERAL GOVERNMENT PUBLICATIONS RELATED TO COOPERATIVE LABOR-MANAGEMENT ENDEAVORS . . . . .	34

=====

Muskegon Area Labor-Management Committee  
Muskegon, Michigan

=====

---

Year established: 1977  
Geographical unit: City and surrounding area  
Population: 157,000  
Number of organizations covered: 36  
Composition of executive board/board of directors/steering committee:  
    Labor representatives--4  
    Management representatives--4  
    Advisors--FMCS representatives

Staff:  
    Full-time professional--1  
    Part-time professional--0  
    Full-time support--0  
    Part-time support--1

Current annual budget: \$61,000  
Funding sources: EDA (U.S. Department of Commerce), City of Muskegon,  
    Muskegon County  
Address: 1065 4th Street, Muskegon, Michigan 49441

In 1972, the Industrial Expansion Board was created in Muskegon for the purposes of stimulating the local economy, improving labor-management relations, retaining existing industrial firms, and attracting new companies to the area. In 1977, this board, having obtained financial support from EDA, was transformed into the Muskegon Area Labor-Management Committee.

---

By 1971, the community of Muskegon, Michigan, had become aware that its economic future was in peril. In that year, there were a number of local strikes, and nine major companies were planning either to shut down their local plants or to move their operations elsewhere.

As a result, the community created the Industrial Expansion Board of Muskegon in 1972. An executive director was hired, as were several consultants who proposed a work plan that included interviews with both labor and management spokesmen to identify the community's most important economic problems, to select the issues on which cooperation between labor and management was possible, and to plan positive steps to increase industrial development and opportunities for employment. A steering committee composed of three representatives from management and three from labor was then established to manage the work plan, known as "Project Priority."

Subsequently, a meeting was held involving 20 representatives of industrial firms and 20 local labor leaders. This group of 40 agreed that the issues of greatest common concern were poor communications and hostility between labor and management, the need for joint support of a community effort to stimulate economic growth and industrial activity, and an excessively critical attitude by the news media in their portrayal of local economic conditions.

Each of these issues was assigned to separate task forces composed of both labor and management leaders. Among the solutions proposed by the task forces were awarding major new construction projects to local companies only, establishing inplant labor-management forums for the discussion of mutual concerns, and meeting with representatives of the local news media to discuss media coverage generally and to initiate news media coverage of the project's activities.

Initially, both local companies and local unions agreed to contribute funds to pay the expenses involved in carrying out these tasks. Then, in 1974, it was decided to seek Federal financial assistance from EDA.

Muskegon's grant application was approved by EDA in May 1977, and subsequently the project's tasks were transferred to the new Muskegon Area Labor-Management Committee, the successor to the Industrial Expansion Board. The new committee hired a full-time coordinator and created a board of eight directors, four each representing management and labor.

Both the Industrial Expansion Board and the Muskegon Area Labor-Management Committee have worked to build public support for a variety of economic growth projects. These have included the construction of facilities for the disposal of solid waste, resulting in decisions by three chemical plants to locate in Muskegon; the building of a new downtown shopping mall; and creation of a new industrial park.

The Muskegon Area Labor-Management Committee can also point to other successes. More modern equipment has been installed at several local plants, with one automotive parts plant embarking on a \$7 million expansion program. In several plants, work rules have been relaxed, leading to improved productivity, improved product quality, and lower operating costs.

There have been continuing efforts to organize inplant labor-management committees, or forums, as they are known in Muskegon. As a result of one such forum, involving the management of a maker of bearings and the machinists union, the company made design changes that allowed it to obtain a contract which it had previously bid for unsuccessfully. The joint meetings at this company also led to adopting

a new incentive system for workers. At another plant, the forum discussions led to improvements in plant safety and an advanced retooling program.