

**COLLABORATIVE BARGAINING
IN
SALIDA SCHOOL DISTRICT R-32-J**

Handbook
Prepared April 10, 2015

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Overview

Collaborative Bargaining is the process employed by the Salida School District to develop recommendations for staff and the Board of Education on issues within the scope of bargaining according to r-32-j's Collective Bargaining Team Handbook. The Collaborative Bargaining Team (CBT) consists of representatives from all groups within the District that have an interest in these issues and believes that parity must exist among the parties represented for Collaborative Bargaining to be successful. The Team comes to a shared agreement (consensus) on all issues. The Team will spend the time necessary for the process to work within its self-imposed time frame.

It is the role of the Collaborative Bargaining Team to strive to provide economically competitive salaries, other compensation, and a satisfying work environment for all employees in the Salida School District. To achieve this goal, the Collaborative Bargaining Team will address all of the following:

- Honor and respect for all employees
- Fiscal responsibility
- Board legal responsibilities
- Transparency
- Input from constituents
- Prior collaborative bargaining decisions
- Responsibility to the students and community

Scope of the Collaborative Bargaining Process

Salary, benefits, and other issues for certified and support staff, and for administrators where appropriate, are within the scope of Collaborative Bargaining.

Beliefs

We believe that:

- All of us are trustworthy and capable of trusting each other.
 - A facilitator will benefit the collaborative bargaining process. The Collaborative Bargaining Team will have the final approval on who that facilitator (internal or external) will be.
 - We need to be diligent at keeping our constituents informed. We believe in respectfully communicating our progress with all district employees.
 - Parity must exist among the parties represented for Collaborative Bargaining to be successful.
 - The Collaborative Bargaining Team will come to a shared agreement on all issues. The Collaborative Bargaining Team will spend the time necessary for this process to work within the CBT self-imposed time frame.

Procedures

Gathering Issues

1. It will be up to each interest group to determine how they will gather and prioritize issues.
2. CBT will meet by October 1 to examine the need to research background information on the issues to prepare for the fall session, prioritize the issues and form subcommittees to work on these issues.
3. Questions, concerns and input for consideration by the subcommittees should be submitted to the appropriate subcommittee by the November CBT meeting.
4. Subcommittees of CBT are working on issues already brought to CBT and report their recommendations directly to CBT.

Time Frame for Bargaining

The Collaborative Bargaining Team's time frame for bargaining has a goal of up to four sessions per year. If additional meetings greater than the four sessions are necessary, additional meetings may be scheduled. Meetings for the year will be scheduled at the start of each school year.

Rationale

The bargaining timeline should:

- Allow time to gather and prioritize issues.
- Allow time to form subcommittees
- Allow time for subcommittees to research issues and make recommendations
- Allow time for CBT to meet, decide, communicate, and collect feedback.
- Allow time for CBT to agree on final package and communicate.
- Allow time for vote and revote if needed.
- Provide for timely response to concerns and implementation.

Communication

The Collaborative Bargaining Team needs to be diligent in keeping its constituents informed. Team members believe in respectfully communicating their progress with all district employees. The Collaborative Bargaining Team uses the following procedures to improve communication during collaborative bargaining:

1. For each meeting, CBT will use email to send the summary to all staff. CBT representatives will also post hard copies at each work site. Individuals are encouraged to give input to their representatives.
2. Once CBT has a **tentative** agreement, hard copies will be distributed at each work site, and the agreement will be e-mailed to all staff. It will be clearly marked **TENTATIVE** and it will include a list of ways individuals can give input (email, voice mail, CBT box at each site, meetings). The agreement will be taken to staff for input using the following format:
 - a. No CBT member should present information alone. There should be at least one representative from the building or department and at least one representative from outside the building or department presenting information and gathering input. Information presented to the board will be presented by the superintendent.
 - b. Presenters will not answer questions at this time unless they are sure of the answers. Complex questions will be written down and responded to appropriate communication methods. in a timely manner.
3. It is understood that each interest group (e.g. SEA, SESPA, certified staff, classified staff, Board, administration) may also meet separately to discuss tentative agreements, and provide direction for their representatives.
4. After CBT reviews input and reaches a final agreement:
 - a. Hard copies of the final agreement will be distributed to all CBT members, the Board, and to each work site.
 - b. The final agreement will include the voting procedure and information items.
 - c. The final agreement will be presented to all staff and the Board. A CBT representative or representatives will make presentations and be available to answer questions.
5. After the final agreement is presented to all parties, the agreement will be voted on by all staff, utilizing the approved voting procedures. Then the Board will vote on the package at its next regularly scheduled board meeting.
6. Results of the vote will be communicated to all staff and Board via email and posted at each work site.

Salida School District Norms for Public Observation of the Collaborative Bargaining Process

The Salida School District and the Salida Board of Education welcomes you to the 2015-16 Collaborative Bargaining Team (CBT) work session. Please respect that Interest Based Bargaining is a process intended to contribute to student success and achievement by improving the working conditions, staff guidelines and policies, as well as salary and benefits for all employees in the District. In addition to improving working conditions and compensation, ideas are generated through collaborative bargaining that address issues and challenges to student achievement, innovation and reform.

The team will work collaboratively over several months and create recommendations to the staff and Board of Education. The discussions evolve over a series of meetings and issues are described and solutions articulated. As a visitor, you may be hearing only part of the conversation. It is important to understand that you may not have all the information. We ask that you to wait for the final recommendations before sharing any content of the collaborative bargaining.

We respectfully request that our visitors:

- Are observers and listeners and not participants.
- Listen to learn and understand.
- Respect the work of the individuals and the team.
- Do not use audio or visual recording devices during the process.
- Remain in the designated area.
- Do not lobby CBT members or disrupt the process.

Individuals who fail to comply with our norms will be asked to leave.

Thank you for your interest in the 2015-16 Collaborative Bargaining process here in Salida.

Representation¹

| Group | Representatives |
|--------------------|---|
| Board of Education | <ul style="list-style-type: none">• Superintendent and two Board members |
| Administration | <ul style="list-style-type: none">• One Principal chosen by the Administrative Team• The Finance Director |
| Support Staff | <ul style="list-style-type: none">• One from each of the following groups, membership determined within each department<ul style="list-style-type: none">o Transportationo Food serviceo Secretarieso Aideso Maintenance and custodians |
| Teachers | <ul style="list-style-type: none">• Two teachers selected by S.E.A. from the Elementary, Middle School, and High School• S.E.A. president |

Facilitation

A facilitator or co-facilitators will benefit the collaborative bargaining process. The Collaborative Bargaining Team will have the final approval on who the facilitator(s) (internal or external) will be.

¹ Representation shall not exceed

Norms of the Collaborative Bargaining Team

Mechanics

- Time: Start and end on time always
- Talk: Remain seated when talking and only one speaker at a time
- Absence: Bring yourself up to date as to issues covered
Equals agreement unless primary stakeholders are not present (primary stakeholder groups: board of education, administration, support staff, teachers)
If fewer than 75% of members can be present, meeting will be postponed
- Signals: Use to signify agreement (i.e. thumbs up or fist/five)
- Efficiency: "I concur" or "Ditto" or "I pass"
- Issues: If brought in after the deadline, only elaborate
If it's new, defer to next year
- Confidentiality: Respect the process... "no names, no blame"
- Commitment: Notify facilitator and other member(s) of your absence, tardiness, or schedule restrictions
Participate
Be reliable as a representative of others
Have best interest of all, starting with students
Don't report unless you were present the entire time (present a united voice)
Agree on collaborative press release/message by email (Present a united voice)
Clean up after yourself
Leave each meeting equally well informed
- Cell Phones: On "stun" (vibrate)
- Term: Members will have a maximum four year term unless an exception is agreed to by the existing CBT. This applies to board member, principal, certified and classified staff.

Norms of the Collaborative Bargaining Team – continued

Philosophy

- Express interests not positions :
 - Interest – a goal, need, desire, or fear underlying a position
 - Position – a stance either a person or a group takes
- Honor these principles by “Doing it Right”:
 - Compromise – does consensus always mean 100% agreement?
 - Share – always share up front, not after the fact
 - Empathize – each group will have interests
 - Communicate – you need to truly understand before attempting to explain to your group
 - Listen – to understand and not to respond...it might change your response
 - Humor – try to be comfortable with the process
 - Celebrate – acknowledge group decision positively

Relationships

- Respect: Listen without interrupting
Seek first to understand
Be trustworthy and capable of trusting
Parity must exist between the participants
- Debate: Agree to disagree with no personal attacks
Leave personal conflict outside
- Safety: Acknowledge discomfort with verbal and non-verbal challenges
- Neutrality: Discuss “vested interest” of member before discussion of issue

Roles and Expectations of Collaborative Bargaining Team Members

Team members will abide by the norms adopted by the group. Members may propose new norms and recommend changes to or request elimination of existing norms.

Members are expected to be on time for meetings and to attend the entire meeting. Members who must arrive late, leave early, or who cannot attend a meeting must notify the facilitator. If meetings run over time, members may leave at any time after the designated ending time. All members represent a constituency. Members are responsible for representing the interests of that constituency to the Collaborative Bargaining Team and communicating the tentative agreements of the team to that constituency. In addition, members are to be available to staff members who have questions about issues or who want to present information or concerns to the team.

Criteria for Categorizing Issues

| <u>Category</u> | <u>Criteria</u> |
|----------------------|---|
| Accept Issue | <ul style="list-style-type: none"> ● Issue addresses a Board of Education goal ● Issue affects many people ● Issue clarifies a negotiated policy ● Issue corrects an injustice or error |
| Reject Issue | <ul style="list-style-type: none"> ● Issue is in conflict with Board of Education legal responsibilities ● Issue affects only one or very few people now and in the future ● Issue already addressed in policy ● CBT has already rejected or addressed the issue previously and no new information, circumstances, or solutions have been presented. ● Addressing the issue would result in an injustice to a group or individual. ● Issue is outside the scope of the Collaborative Bargaining process |
| Refer Issue | <ul style="list-style-type: none"> ● Issue is outside the scope of the Collaborative Bargaining process ● Issue is already being addressed by another group or individual |
| Clarify Issue | <ul style="list-style-type: none"> ● Issue is incomplete or unclear |

Guidelines for Accepting CBT Subcommittee Reports

- The subcommittee is representative of stakeholders.
- The subcommittee addressed the charges from the Collaborative Bargaining Team.
- The subcommittee made informed recommendations.
- Is there any information Collaborative Bargaining Team members are aware of that the subcommittee did not take into account?
- Is there a compelling reason to change the recommendation of the subcommittee?

How Decisions Are Made

All decisions of the Collaborative Bargaining Team are made by a consensus of the members present at the meeting. Absence equals agreement.

Voting Procedures

Ballots for ratification of CBT recommendations will be distributed to workplaces at least one (1) day in advance of the vote. Proxy ballots can be obtained from CBT representatives.

Time between the final package and voting will be determined by CBT, taking into consideration the school calendar.

Ballots will be color-coded by employee classification.

A ballot box will be available at each work place.

Ballots must be in the ballot box by 5:00 p.m. on the day of the vote. These voting procedures will be redistributed before each vote.

A simple majority of the support staff determines the outcome of the support staff package. A simple majority of the certified staff determines the outcome of the certified staff package. A simple majority of the Board of Education ratifies the entire package.

If support staff, certified staff or the Board of Education vote down a package, then the Collaborative Bargaining Team will renegotiate for all.

A comment section will be included on each ballot.

Voting results will be reported for certified and support staff, but not by work place. The CBT will receive a breakdown of the voting results by work site and staff classification.