

ITEM #: 2

DATE: October 25, 2016

RESCUE UNION SCHOOL DISTRICT

AGENDA ITEM: Interest-Based Bargaining Workshop

BACKGROUND:

Interested-Based Bargaining is a specific bargaining method in which the parties bargaining identify their interests, share and discuss those interests with the other side, identify common interests, and develop and evaluate options to achieve those interests, with the goal of reaching an agreement that takes into account the interests of each side.

STATUS:

On October 12 and 13, 2016 Board members, the Superintendent, the District Negotiations Team, and representatives from RUFT and CSEA, participated in a two-day training on the Interested-Based Bargaining Model. The Superintendent will briefly summarize the content of the training for the Board's review and discussion.

FISCAL IMPACT:

NA

BOARD GOAL:

Board Focus Goal II – FISCAL ACCOUNTABILITY

Keep the district fiscally solvent through prudent LCAP aligned budget processes in order to meet the needs of our students.

Board Focus Goal III - COMMUNICATION / COMMUNITY INVOLVEMENT

Establish and maintain consistent and effective communication that is transparent and timely in an effort to provide and receive information that will engage and educate our District and community.

Board Focus Goal VI – CULTURE OF EXCELLENCE

Create and promote programs that support, reward and incentivize employees to perform at exceptional levels for the benefit of our students.

RECOMMENDATION:

Information only

Review of Interest Based Bargaining Training

Rescue Union School District
October 25, 2016

Training presented on October 12-13, 2016
by Dulcinea A. Grantham and Megan Macy

LS

Objective

Interest Based Bargaining (“IBB”) is a specific bargaining method in which the parties to bargaining identify their interests, share and discuss those interests with the other side, identify common interests, and develop and evaluate options to achieve those interests, with the goal of reaching an agreement that takes into account the interests of each side.

Skills:

Setting Group Norms

Skill 1: Listening and Clarifying (Components of Communication, The Process of Communication and the Influence of Filters and Screens)

Ways to Prevent Loss of Information (Take notes, Give details in order, Play back the information, Ask questions, Give details slowly, Use visual aids, Use emphasis, Confirm and clarify what you have heard)

Skill 2: Managing Agreement (The Abilene Paradox)

Skill 3: Assertiveness (How Assertive Are You?, Communication Styles [Assertive, Active/Aggressive, Passive, Passive Aggressive])

Skill 4: Team Building (Team Experience, Characteristics of Teams, Characteristics of an Effective Team Member, Developing Participative Teams, Stages of Team Development)

Skill 5: Brainstorming: (Rules for Brainstorming – Spontaneous, Non-Judgmental etc.)

Skill 6: Consensus Building: (Decision-making, Guidelines to Consensus, You have reached consensus when:, When Consensus Building is Appropriate and When it is Not

Use of Dialogue in Organizations: (To get whole picture, truly creative thinking, deeper understanding, shared meaning which leads to: better decisions, innovative solutions, win-win conflict resolution, fully supported decisions, and aligned actions)

Skill 7: Breaking Deadlocks:

Skill 8: Constituency Relations: (Identify constituents, Dilemmas of Constituent Representation – Conflicting pressure, Satisfaction of needs, Mistrust and suspicion, Impacts relationships with the other side)

Skill 9: Making the New Approaches Work: (The capability of the new approaches to achieve shared goals without undermining either party's ability to achieve other goals or to protect traditional rights and practices)

IBB METHODOLOGY



People Issues v. Substantive Issues



Negotiations Styles

| Styles | Descriptions | Adages |
|------------------|--|--------------------------------------|
| 1. Competition | Hard-nosed, conflicting, moving against the other stand | Put your foot down where you mean to |
| 2. Compromise | Splitting the difference, sharing, horse-trading | You have to give some to get some |
| 3. Avoidance | Moving away from the other; losing/leaving, withdrawing | Let sleeping dogs lie |
| 4. Accommodation | Yielding/losing, friendly, helping moving toward the other | It is better to give than to receive |
| 5. Collaboration | Problem solving, integrating evenhanded | Come, let us reason together |



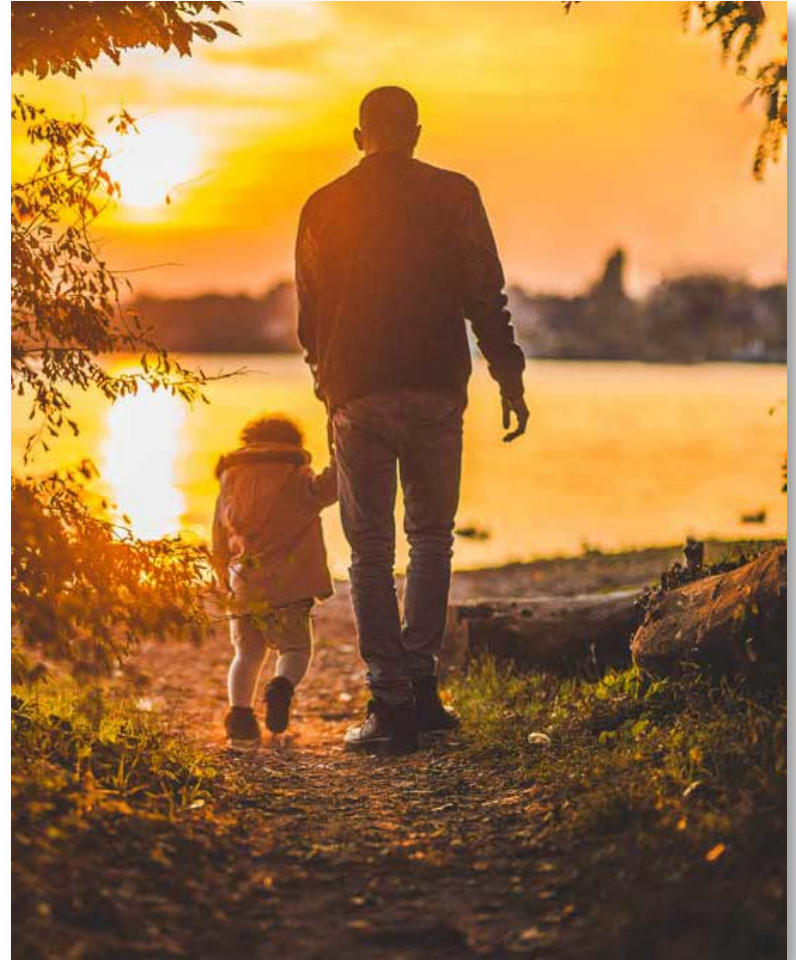
IBB Methodology

Step 1: Identify Interests



Interests

- Underlying motivations
- Needs and concerns
- Basic human needs
 - Security
 - Economic well-being
 - Sense of belonging
 - Recognition
 - Control over one's life



Positions

- Things you say you want
- Demands
- Things you say you will or won't do

It is easier to reconcile interests rather than positions

Clarifying Interests



- Keep an open mind
- Discuss the matter objectively
- Ask open-ended questions
- Ask “Why?” or “Why Not?”
- Ask “What can it hurt?” etc.

Kinds of Interests

- Shared
- Opposing
- Differing

All interests of both sides are legitimate

IBB Methodology

Step 2: Options



Options

Possible solutions that require agreement of both sides



Developing Options

Deciding (Traditional)

- Committing
- Judging
- Narrowing
- Arguing
- Evaluating

Inventing (Interest Based)

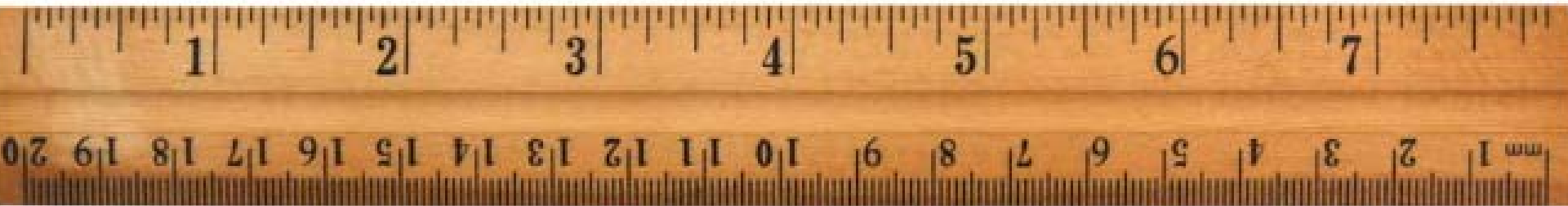
- Not committing
- Improving
- Generating
- Brainstorming
- Suspending judgment

IBB Methodology

Step 3: Identify Standards

Standards

Objective criteria that can be used
to measure a fair agreement



Using Independent Standards

- Joint search for independent standards
- Use standards as a sword to persuade or a shield to protect
- Distinguish which standards are
 - Appropriate
 - Relevant to the time, place, or circumstances
 - Widely accepted
 - On point
- Reason and be open to reason

Types of Standards

- State and Federal Laws
 - Education Code
 - Labor Law
 - Title 5
 - PERB Decisions
- Comparability
- Consumer Price Index
- Competing offers
- Precedent
- Total compensation

IBB Methodology

Step 4: Develop BATNA

**Best
Alternative
To a
Negotiated
Agreement**

Alternatives

What you can do on your own without agreement of the other side?



Comparison

Options

- Possible agreements
- Joint actions
- With the other party

Alternatives

- Actions you take if no agreement
- Unilateral actions
- On your own

BATNA

- Brainstorm alternatives you might conceivably take if no agreement is reached
- Tentatively select the one alternative that seems best
- Your BATNA is your baseline measure of success
- BATNA protects against . . .
 - Accepting an unfavorable agreement
 - Rejecting an agreement which might be in your interest
- Recognize that your BATNA may change
- Estimate their BATNA

BATNA

- The better the BATNA, the greater the negotiating power
- The worse the BATNA, the lesser the negotiating power
- Improve your BATNA, if possible
- Recognize that your BATNA may change
- Estimate their BATNA
 - Is it as good as they think?
 - Can you legitimately change it?

IBB Methodology

Step 5: Reaching Agreement



IBB Principles

- Focus on the issue, not the people
- Focus on the future, not the past
- Share all information openly and honestly
- Focus on interests, not positions
- Evaluate and rank options with standards, not power

- W. Haney 2001

Attitude, Skills, and Knowledge

Attitude

I can improve my relationship with the individuals on the other side of the table, increase my bargaining skills, and improve the outcome of negotiations

Attitude, Skills, and Knowledge

Skills - Sharpening of the following skills:

- Listening
- Effective Communication
- Assertiveness
- Improving Relationships
- Consensus Building
- Team Building
- Brainstorming
- Identification of Interests
- Options
- Alternatives and Standards
- Achieving Settlement
- Improving Constituency Relations

Attitude, Skills, and Knowledge

Knowledge

Comprehension of the basic principles of Interest Based Bargaining and the underlying skills needed to make the process work

Next Steps

- Practice, practice, practice
 - First with your labor or management group
 - Choose an issue and identify interests, options, standards, alternatives/BATNA
 - Weigh if you would try this approach with your employer-employee negotiating team
- Do you feel confident in using your new skills?
What can you do to sharpen your skills?
 - Additional training
 - Facilitation

RESCUE UNION SCHOOL DISTRICT

AGENDA ITEM: CSBA Annual Education Conference

BACKGROUND:

Rescue Union School District is a member of the California School Board Association (CSBA). CSBA annually conducts an Education Conference and Trade Show with a wide variety of topics to provide invaluable information and ideas to all school districts and county offices of education. The Rescue Union School District Superintendent and Board of Trustees have attended this valuable conference for many years.

STATUS:

The Board will review information and schedules regarding the annual CSBA conference, December 1-3, 2016

FISCAL IMPACT:

Conference cost is included in the Superintendent's 2016-2017 budget.

BOARD GOAL:

Board Focus Goal I - STUDENT NEEDS

A. Student Safety and Well Being: Enhance and encourage social, emotional, ethical and civic learning by providing a safe, supportive and diverse environment.

B. Curriculum and Instruction: Provide a meaningful, innovative learning environment using Common Core, and other student content standards and research-based, progressive, effective instructional methodology, instructional materials, staff development and technology that will ensure student success in career and college.

Board Focus Goal II – FISCAL ACCOUNTABILITY

Keep the district fiscally solvent through prudent LCAP aligned budget processes in order to meet the needs of our students.

Board Focus Goal III - COMMUNICATION / COMMUNITY INVOLVEMENT

Establish and maintain consistent and effective communication that is transparent and timely in an effort to provide and receive information that will engage and educate our District and community.

Board Focus Goal IV - STAFF NEEDS

Attract and retain diverse, knowledgeable, dedicated employees who are skilled and supported in their commitment to provide quality education for our students.

Board Focus Goal V - FACILITY / HOUSING

Build, improve and maintain school facilities to meet current and future education needs while integrating the most effective and efficient use of resources.

Board Focus Goal VI – CULTURE OF EXCELLENCE

Create and promote programs that support, reward and incentivize employees to perform at exceptional levels for the benefit of our students.

RECOMMENDATION:

Discussion and possible consideration for action.