



MICHIGAN'S

***JOINT
ADJUSTMENT
COMMITTEE***

***GUIDE FOR
COMMITTEE MEMBERS***

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**JOINT ADJUSTMENT COMMITTEE
GUIDE FOR COMMITTEE MEMBERS**

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STEPS TO CREATING A JOINT ADJUSTMENT COMMITTEE (JAC)

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SECTION I.

THE JOINT ADJUSTMENT COMMITTEE (JAC) PROCESS

OVERVIEW

Joint Adjustment Committee Structure

A Joint Adjustment Committee (JAC) is a committee composed of workers from a company that is either closing permanently, or is about to lay off a substantial number of workers. JACs function equally well in union or non-union companies. Where the company is organized, the JAC is usually composed of equal numbers of hourly and salaried workers. Hourly workers are appointed by the union; salaried workers are appointed by the company. Management representatives may also serve on the JAC.

In those instances where the company and union agree to establish a JAC, neither should consider the committee as an extension of the collective bargaining process. Rather, the committee is separate and apart from the collective bargaining process and should be viewed as a vehicle to facilitate worker adjustment only.

Where the company is not organized, the company selects its members and the workers select an equal number of representatives. Regardless of where the committee is established, union or non-union company, its true value lies in its composition. Because the membership of the JAC is derived from the plant, its members are familiar with the skills and capabilities of fellow workers and are, therefore, in the best position to market those skills effectively.

Workers selected (or elected) to participate on the JAC should possess the following qualities or characteristics:

- A genuine interest in the welfare of the fellow workers;
- Recognized leadership within the organization;
- Familiarity with the way in which the organization functions; i.e., how things get done;
- Knowledge about the skills and capabilities of the workers; and
- A commitment to the success of the overall adjustment effort.

A typical JAC structure would include the following:

- Shared and equal participation by workers and management. (Size is determined by the committee.)

- Participation by a Workforce Consultant from the Michigan Department of Labor & Economic Growth and a representative from the local Michigan Works! Agency. Participation by a representative from the Michigan Unemployment Insurance Agency is encouraged.
- Shared financial participation between the company and the State of Michigan for the operating expenses of the committee.

Composition of Joint Adjustment Committees

The Joint Adjustment Committee (JAC) is basically composed of employee and management representatives. In the formation of the committee, each side is provided the opportunity for equal representation; the total number of participants seldom exceeds six (three management representatives and three employee representatives). Both sides appoint alternates, as turnover in committee membership occurs as members find new jobs. Committee members include individuals from both labor and management (e.g., a local union president, steward, plant manager, foreman), whose own position and responsibilities give that individual personal knowledge of the abilities and skills of each worker.

At facilities where the workers are organized, the local union appoints the employee representatives. In a non-union operation, the selection is made by the workers themselves. When unionized and non-unionized workers are employed in the same plant, representatives of both groups should serve on the same committee rather than setting up a separate committee for each group. A single committee should represent both blue collar and white collar employees wherever possible. It should be noted that the committee can operate with other than equal participation if the parties so choose.

In addition to the labor and management representatives, a chairperson is selected who is not affiliated with either of the parties. This “neutral” chairperson should possess proven business acumen, organizational, interpersonal, and facilitative skills and knowledge of the purpose of the committee. A familiarity with local employers and labor markets is highly desirable. The chairperson should be able to work in a climate of consensual decision-making. The chairperson should not be affiliated with any service provider, in order to avoid the possibility or appearance of a conflict of interest.

A Workforce Consultant from the State Rapid Response Section assigned to assist the outplacement adjustment effort serves as an ex-officio member of the committee, and as such, should be present at all meetings.

A representative from the local Michigan Works! Agency also provides technical assistance and support to the committee. (For a more detailed explanation of the roles and responsibilities of each committee member, see pages 7 & 8.)

Mission and Objectives

The mission of the JAC, acting in concert with the employer, union, applicable government agencies and the business community, is to help displaced workers make a successful transition to a satisfactory job in the shortest possible time. All of the stakeholders in the company must assume appropriate responsibility for the outplacement effort if it is to become a successful, proactive program. Moreover, experience indicates that a worker's chances of effectively making the transition to new work will be dramatically improved if his or her attention is focused early on job search and the acquisition of training.

The primary objective of the committee is to develop, in detail, the employment alternatives available to dislocated workers and to provide the services necessary to assist the workers in finding a new job. The broad range of potential committee activities that the committee should initiate includes job search training, job development, job clubs, job placement, self-employment help, job fairs, assistance in employee buyouts, early retirement planning, financial planning, remedial education, psychological counseling and other forms of employment assistance.

Sample mission statements from JACs that operated in Michigan can be found on page 21 of the Appendix. Additional information on goal setting and a sample of goals and objectives from the Watervliet Mill Joint Action Committee can be found beginning on page 27 of the Appendix.

Empowerment

Employer and union support for the JAC in tangible ways is essential – it is not enough just to appoint members and/or provide funding. Committee members need to be empowered by their organizations to take necessary actions without following a union or company “line” in order to assist their fellow employees. Moreover, companies and unions need to maintain open lines of communication to convey to the committee and the work force that they are committed to and concerned about the adjustment program.

The Agreement

The JAC operates pursuant to an agreement signed by the company, employee (union) representative, the Workforce Consultant from the Michigan Department of Labor & Economic Growth, and a representative from the local Michigan Works! Agency. This agreement provides the method by which the company and the State share the operating costs of the committee. Typically, the State pays the neutral chair salary and expenses. Company expenses include the wages of the workers while attending committee meetings and administrative costs (paper, postage, use of copier and fax machines, etc.) A sample copy of the JAC agreement can be found on page 22 of the Appendix.

Committee Effectiveness Training

Experience shows that committee members benefit from committee effectiveness training – for some employees, the adjustment effort is the first time they have served on a work-related committee. Such training serves to help members become more effective in planning, meeting management, problem solving, consensus decision-making, and developing communication strategies. In addition, such training can help the committee build norms of openness by improving interpersonal skills and understanding group dynamics and the facilitative process.

Samples of the exercises used in committee effectiveness training can be found in Section II, pages 16 - 18.

The State Workforce Consultant can arrange for committee effectiveness training. It is important that the neutral chairperson receive this training along with the other committee members.

Committee Tasks

Joint Adjustment committees are involved in a broad range of potential activities concerning affected employees, including:

➤ Job search training

Providing dislocated workers with the skills necessary to find a new job is an important function of the committee. Job search training includes instruction in preparing an effective resume, securing an appointment with potential employers, conducting positive job interviews, and telephone techniques.

➤ Job clubs

The JAC arranges for and encourages workers to join job clubs. The job club helps combat the isolation found in looking for new employment. It is a place where employees can put into practice the techniques they learned in job search training. Participants use the buddy system, working in small groups and reinforcing each other's efforts.

➤ Job development and job placement

The JAC should consider the company's suppliers and customers as potential sources of employment as it works to find new jobs for affected workers.

Committee members may be assigned the task of contacting area employers concerning the availability of jobs for dislocated workers. The committee may also arrange for an in-plant job fair to market their employees.

➤ **Communicating with dislocated workers**

An important device for keeping in touch with both current and former workers is the committee newsletter. Typically, the newsletter would contain success stories about employees who have found other employment, committee activities, job fair information, family and community news, job club activities, humorous articles, and other news of interest, including a list of job vacancies at other firms. Sample newsletters are on pages 29 - 34 of the Appendix.

➤ **Employee counseling**

The JAC can make arrangements to provide counseling services to workers and their families, including financial planning, retirement counseling, and assistance with psychological, alcohol, or drug abuse problems.

➤ **Other activities**

Other potential committee activities could include employee ownership assistance, entrepreneurial seminars, and remedial education assistance.

Operating Life of the JAC

The JAC should begin its work as soon as possible after the plant closing is announced and should remain in operation until there is consensus among committee members that its goals and objectives have been achieved. Signals that the JAC has fulfilled its responsibilities may include a dramatic reduction in the use of the services by the dislocated employees and/or evidence that the vast majority of those displaced workers have been placed in training programs or have found new employment.

ORGANIZING THE JOINT ADJUSTMENT COMMITTEE (JAC)

Getting Started

Once an agreement has been reached to form a JAC, the Workforce Consultant, in consultation with management and worker representatives, begins the task of organizing the committee. The first decisions to be made are determining the number of representatives on the committee, the method for selecting members, and selecting the neutral chair.

Determining Committee Size and Membership

Two principles guide the size and balance of the JAC membership. First, the committee should provide representation for all shifts and employee organizations. Second, an imbalance in membership that is deemed necessary should be in the direction of employee representation. The typical JAC comprises three representatives each from management and labor, plus the neutral chair. Ex-officio status is accorded to a Workforce Consultant from the Michigan Department of Labor & Economic Growth's Rapid Response Section, a representative from the local Michigan Works! Agency, and a representative from the local Michigan Unemployment Insurance Agency branch office.

Selecting Members

Labor and management each select their own representatives. Some union plants have an established process for electing representatives to JACs. In some instances, it may be best for employees to ask their colleagues to volunteer for committee service. Alternates should also be selected to replace committee members who leave. It is most important that JAC members come from the work site being affected and that they themselves be scheduled for layoff, since the ability to mobilize self-interest is a major reason for JAC effectiveness.

Orienting Members

Orienting JAC members to their task can take many forms, from delivering basic information on JAC responsibilities to providing training in group dynamics. The nature and extent of the orientation will depend on the experience of the JAC members and the time available to both the committee members and the Workforce Consultant.

The following elements should be included in the JAC orientation:

1. **Nuts and bolts.** Committee members should be advised on the essential purpose of their work, the tasks to be performed, the support available from the Workforce Transition Unit, and the components of the local training and employment system that can be used.
2. **Specific objectives.** Although the JAC has a broadly defined mission and the labor-management agreement has set forth some JAC goals, committee members should further refine their mandate with objectives that reflect their particular situation.

Defining specific JAC objectives also helps the committee members understand their work better, gives them ownership over the adjustment process they are about to launch, and starts the team building process.

3. **Qualifications for the neutral chair.** During orientation, JAC members develop a list of criteria for selecting a neutral chair and discuss what qualifications they would like the chair to bring to the task. Among the qualities to look for are proven business acumen, along with organizational interpersonal, and facilitating skills. The chair should also be able to work in a climate requiring consensus decision-making. Many JAC members may be new to group decision-making, so the chair should be skilled at drawing everyone into discussion and deliberation. A list of neutral chair characteristics and sample questions for use during the interview process can be found on pages 35 & 36 of the Appendix.

Selecting a Neutral Chair

The first order of committee business is selecting the neutral chair. Numerous sources can be drawn upon to find qualified candidates for this position. The Rapid Response Section maintains a file with resumes of both experienced neutral chairs and potential candidates who have expressed an interest in this type of work and who have experience and/or expertise in areas that would qualify them to facilitate a JAC.

Local business organizations are also sources for prospective neutral chairs. Such organizations include the Senior Core of Retired Executives (SCORE), chambers of commerce, area labor-management committees, and local chapters of professional and trade associations. Local elected officials have also served as neutral JAC chairs. The State AFL-CIO, central labor bodies, or local union officials can also be contacted for leads or referrals.

JAC members themselves may be valuable sources of information about potential candidates. Former members of other JACs have also proven to be valuable chairs, bringing to the job specific experience in the operation of a JAC and the worker adjustment process.

The local employment and training system can also be tapped for candidates. Of particular interest are members of the local workforce development boards, provided they are not also affiliated with a service provider. Their knowledge of available workforce programs can be extremely useful in the position of neutral chair.

Roles and Responsibilities of Committee Members

Each committee member plays a crucial part in the committee process, and brings to the group his/her specific experience, expertise, and knowledge. The following list outlines the responsibilities of each committee member and their function within the group.

Neutral chair:

1. Provides guides to committee members and assists them in providing quality service to fellow workers.
2. Plans, presides over, and records the results of each JAC meeting.
3. Acts as an information conduit and liaison between the JAC and workers, company, union, and the community.
4. Provides continuity from the start-up phase of the committee, throughout the layoff or closure, until the committee disbands.
5. Serves as record keeper of the committee's activities, and at the conclusion of the JAC process, prepares a final, comprehensive report which shows the type and amount of services provided to each worker, and the status of each worker (employed, retired, in training, etc.)

State Workforce Consultant:

1. Works with employer and employee representatives to establish a JAC.
2. Assists the committee with the selection of the neutral chair, including a list of potential candidates for the chair position.
3. Provides advice and guidance to the neutral chair.
4. Provides technical assistance with state/federal grant proposals and funding.
5. Serves as the coordinator with other government programs and services.
6. Acts as liaison with other federal, state, and local government agencies.

Workforce Development Board/Michigan Works! Agency (MWA) Representative:

1. Acts as fiduciary for Workforce Investment Act (WIA) funds from the state for JAC projects.
2. Administers other WIA funds for retraining and re-employment services for dislocated workers.
3. Assists in the selection of the neutral chair.
4. Coordinates with public and private service providers as requested by the JAC.

5. Provides information on local training programs available.
6. Provides information on the local job market and area employers.

In Michigan, a representative from the Michigan Unemployment Insurance Agency (MUIA) also participates in the JAC process and provides invaluable assistance with any questions or problems that arise regarding unemployment insurance or Trade Readjustment Assistance payments for workers who have been certified to receive benefits under the NAFTA and/or Trade Adjustment Assistance Acts.

Developing an Operating Plan

Developing worker adjustment procedures, keeping in touch with workers, and helping workers find new jobs are time-consuming activities, especially when most of the JAC members are themselves in the throes of job dislocation. During orientation, therefore, the committee should decide on the best way to carry out its work in the face of all of these obligations. Smaller JACs can usually be all-purpose in nature; larger JACs may decide to organize themselves into sub-committees (such as newsletter or special events) that concentrate on specific tasks.

The JAC should develop an operating plan for the entire worker adjustment effort. At a minimum, the plan should lay out:

1. Methods for assessing individual needs;
2. Services to be provided by the JAC;
3. Services to be provided by contractors;
4. Location of services, and
5. Methods for tracking worker progress.

Assessing Employee Needs

One of the advantages to having a JAC on site is the committee's ability to ensure worker adjustment services are available to each employee about to lose a job. An employee survey can help lay the groundwork for this case management approach. Such a survey should, at a minimum, establish the skill and education levels of the workers; identify their concerns about the dislocation event, their interest, and their plans for future employment; and ascertain the specific services they want.

The committee can also use this data to develop a marketing strategy for each employee and then make an aggressive search of firms in the vicinity that might be hiring. This survey

enables committee members to match the needs of firms with job openings. The knowledge obtained from the questionnaire can provide the needs of firms with job openings. The knowledge obtained from the questionnaire can provide the information needed to develop a brochure to market the company's employees.

1. A sample survey can be found on page 24 of the Appendix.
2. The JAC should make a concentrated effort to get every affected worker to complete a survey. Suggestions for gaining 100 percent participation include:
 - a. Having workers hand in completed surveys when they pick up their paychecks.
 - b. Asking workers to fill out surveys at employee information meetings with local service providers.
 - c. Asking workers to fill out surveys at exit conferences with the employer.
 - d. Having committee members or union representatives personally contact anyone who does not return a survey.

PROVIDING WORKER ADJUSTMENT SERVICES

Using the results of the employee survey, the JAC can lay out the specific worker adjustment services needed, determine the number of workers who will need each particular service, and develop a list of potential service providers.

As the JAC moves on to its primary purpose – providing readjustment services – the State Workforce Consultant and representatives from the local MWA and MUIA remain available to provide expertise to the committee.

Selecting Service Providers

Under the Workforce Investment Act, each local MWA has contracts with local service providers to provide core, intensive, and training services for dislocated workers. The basic (core) services are primarily self-help, and include using the Internet to conduct job searches, preparing resumes, and following up on job leads with the use of fax machines and telephones which the MWA provides free of charge.

Intensive services provide one-on-one assistance to the job seeker, such as career counseling, testing and assessment.

Training includes enrollment in a certificate program, short-term, customized training, or on-the-job training with a local employer.

However, in JAC situations, committees can plan other specific programs and activities to help affected workers cope with many of the problems triggered by job loss, such as:

1. **Job search assistance.** Frequently, committee members will become actively involved in the job search efforts at the facility. Committees often organize job fairs that target local employers whose hiring requirements include similar skills and experience to those of the workers at the affected plant. In addition, job fairs and open houses provide an opportunity for job seekers and potential employers to meet face-to-face. Members can also draw on their own business and union contacts to seek out jobs in both the visible and hidden labor markets. Getting media coverage of committee progress and special events, and placing ads in local newspapers and other publications are also useful ways to uncover job sources.
2. **Counseling.** A cornerstone of the JAC strategy is personalizing the adjustment process by having JAC members reach out to individuals, usually through regular telephone calls and informal meetings. Denial is the normal response of many workers to dislocation. Thus, an important aspect of the counseling function is to continue to offer help to those who might initially reject it.
3. **Information dissemination.** A primary function of the JAC is to serve as a central point for worker information. Bulletin board notices, fliers, and special mailings are good ways to supplement personal outreach with written information.

Ex. Many committees use company and union newsletters to boost morale with reports of success stories and to provide information about job opportunities. More often, committees develop their own newsletter, and include unemployment insurance benefits and eligibility requirements, and other community resources such as United Way.

Meeting to Review the Program

Each JAC should schedule meetings as needed, with the primary focus at the meetings on determining just how well the program is going. Committee members should also track the number of workers actively involved in the worker adjustment effort, the status of workers in each of the services provided, and the performance of the contractors. Ongoing review permits timely correction of deficiencies in the program. A sample “Dislocated Worker Activity Chart” can be found on page 47 of the Appendix.

At the JAC meetings, sub-committees will make status reports, particularly on those actions specifically recommended at the prior meeting.

Any new problems or worker issues reported to employee or management representatives should be brought to the committee’s attention at these meetings, so that a plan for resolution can be developed.

Close Out

The JAC nears the completion of its job when the consensus of the committee is that as many affected workers as possible have been placed in jobs or retrained. In some instances, a JAC may cease operation when members agree that its effectiveness has been exhausted. If necessary, the committee should remain in operation after the plant or office closing to continue to provide services.

The neutral chair is responsible for the final tasks, including closing out the finances and filing a report with the State Dislocated Worker Unit. Each state may specify the information to be provided in this final report, particularly for use in future JAC efforts, but at a minimum the report should be a complete summary of the worker adjustment process, including services provided, problems encountered and placement rates.

Benefits of a JAC

Because the membership of the JAC is derived from the workplace, members are familiar with the workers and are in the best position to market their talents effectively. A JAC addresses the needs of dislocated workers at the most critical time – before the layoff or shutdown. In general, JACs have a higher placement rate for the employees but other benefits include:

1. **Expediting basic worker readjustment services.** Through in-plant oversight and personal involvement, the JAC speeds outplacement, reduces time lost from work, and minimizes income loss. By reducing the length of time that workers need to receive unemployment insurance benefits, the JAC also benefits the employer, who pays taxes pegged to these benefits; the State and Federal governments, the beneficiaries of income and other taxes paid by a working population, and the community, where workers spend their money.
2. **Organizing the outplacement activity.** By overseeing and managing outplacement and readjustment, the JAC permits managers and workers to concentrate on the other activities that have to be handled when mass layoffs take place or facilities close down.
3. **Helping to ensure a healthy employee-employer environment.** By fostering cooperation during a closing or mass layoff, the JAC becomes a hallmark of the way a community's business, labor, and community organizations can pull together in a crisis. Such a symbol of local responsibility and cooperation is attractive to prospective businesses and investors.
4. **Maintaining productivity.** Productivity and quality can drop when morale flags. As a visible expression of commitment to the future of affected workers, the JAC helps to sustain morale and reduces negative acts by discouraged workers.
5. **Serving as a communication forum.** The JAC provides a forum for labor and management to discuss and develop outplacement strategies and reach a consensus on the best approaches. The JAC also provides a central information source about jobs, training opportunities, and related concerns, and is a source of reliable information to dispel rumors and provide answers to individual questions.
6. **Coordinating service delivery to the displaced worker(s).** The JAC can establish partnerships with local organizations and marshal resources in a comprehensive worker adjustment response. It can also serve as liaison between workers and service providers and as a focal point for planning the next step and keeping workers informed of services.
7. **Personalizing services.** The JAC provides a case management approach to retraining and outplacement. Each worker's needs and interests are assessed, and service providers are contracted with to meet those needs. Assistance is thus tailored to the individual.

In addition to the benefits listed above, *a JAC is the right thing to do.* Facility closures and mass layoffs pose a great hardship to both labor and management. A cooperative effort to relieve the effects of dislocation is a positive and responsible approach to shared misfortune. By supporting a JAC, a company shows its concerns to its employees and a commitment to helping them transition back into the workforce.

SECTION II.

PLANNING/GOAL SETTING

THE PLANNING PROCESS

Defining the Process

1. Brainstorming

Brainstorming is a technique used to generate a large quantity of ideas or suggestions from a group of people. This technique encourages a maximum of ideas and is used to identify problems, identify solutions, and when seeking new ideas and information.

Ground rules:

- Criticism or evaluation of ideas not allowed!
- Quantity of ideas desirable!
- Wild, crazy ideas welcomed!
- Combination/improvement of ideas encouraged – piggybacking.

Steps in brainstorming:

- Define the problem or topic – make sure everyone understands.
- Write the problem out in brief on a flip chart so that all can see.
- Ask the group to present ideas without evaluating them (sequenced or un-sequenced.)
- Request at the start that no evaluation is given, but clarification is ok.
- Recorder posts ideas as they are presented so everyone can see.
- Remember – no evaluations!
- When there are no more ideas, consider the list.

Advantages of brainstorming:

- Taps ideas from all members.
- Eliminates immediate criticism of ideas.
- Generates more good ideas quickly.
- Eliminates adoption of first suggestions – which might not always be the best ones.
- Encourages creativity.

2. Consensus Decision-Making

The process that a group uses in decision-making has considerable influence on the commitment a group, or individual members of a group, have to the decisions made. Often, patterns tend to be set for future decision-making and member participation.

One of the most effective but time-consuming methods of group decision-making is to seek consensus. Consensus does not mean that everyone agrees completely with the decision. Rather, it is a situation where communication has been open enough and the group climate has been supportive enough so that everyone in the group feels they have had a fair chance to influence the decision.

Consensus decision-making does the best job of:

- Allowing maximum use of resources;
- Helping to resolve conflict;
- Securing at least partial approval;
- Decreasing the feeling of losing while others win;
- Allowing all to be heard; and
- Assuring commitment to the decision.

How is consensus reached?

- Allowing enough time for free discussion and movement to accommodation;
- Listening with attention to others;
- Encouraging others to express their ideas openly;
- Being cautious of quick agreement or compromise;
- Discussing differences openly but avoiding competing and arguing; and
- By not voting!

When is consensus reached?

Consensus is reached when group members can say:

- I believe that you understand my point of view.
- I believe that I understand your point of view.
- Whether or not I prefer this decision, I will support it because it was arrived at in a fair and open manner.

Remember: Any member of the group can block a decision!

Guidelines:

- Try to get underlying assumptions regarding the situation out into the open to be discussed.
- Listen and pay attention to what others have to say!
- Be cautious of early, quick, easy agreements or compromises. These are often based on erroneous assumptions.
- Avoid competing and arguing.
- Do not vote – it will split groups into winners and losers.
- Encourage all to participate so all are included.
- Tension reducing behaviors are OK, as long as meaningful differences are not smoothed over.
- Best results come from fusion of information, logic and emotion.

See “A Cookbook for Consensus Decision-Making” (by Howard C. Carlson), Appendix, page 37.

3. “Selecting a Problem” Techniques

Weighted Ranking Process:

- Post the problems;
- Number the problems;
- Group members rank the problems in order of importance (“1” – least important; “5” – most important). Put the problem number next to each ranking.
- Turn in the rankings;
- Chart the scores; and
- Add the number for each problem to form the individual totals.

Sticker Voting: Used whenever a manageable number of items needs to be quickly selected from a lengthy list from brainstorming. Sticker voting provides the group with direction and focus before engaging in consensus decision-making, and is used whenever relative anonymity of participants’ opinions or preferences is desired.

Management method
Materials

Discuss and circle the most likely causes through consensus or voting.
Decide which one to look at first.
Use one problem per diagram; and
Don't overload the diagram

SECTION III.

APPENDIX

SAMPLE MISSION STATEMENTS

“The mission of the Parker Employee Morenci Task Force is to design and administer a program that provides the resources and support necessary for the Parker employees to adjust to the plant closing, and to assist in marketing the facility and its human resources.”

Source: Parker Employee Morenci Task Force
Parker Pen Company
Morenci, Michigan

“The mission of the Employee Re-employment Resource Team at Parker Abex NWL (Kalamazoo) is to give all displaced employees assistance in minimizing the gap of unemployment by preparing themselves ahead of time. This mission will be accomplished by guiding employees through a self-assessment to help develop career plans based on skills, aptitudes and interests; acquainting employees with the support available through the committee and community; and by aiding employees in how to understand and enter the job market and successfully move on with their lives.”

Source: Employee Re-Employment Resource Team (ERRT)
Parker Abex NWL
Kalamazoo, Michigan

“The purpose of the JAC Pathfinders/UTA Committee is to communicate employment opportunities and resources to co-workers, encourage them to participate in programs, and assist with answers to their questions.”

Source: JAC Pathfinders/UTA Committee
United Technologies Automotive
Niles, Michigan

“The mission of the J & L Specialty Steel, Incorporated/JAC is to support, guide, and assist all employees toward the accomplishment of employment opportunities, retirement, education/training, and self-employment through individual assessments, assistance in identifying resources, monitoring programs, and communicating this information to employees.”

Source: Joint Adjustment Committee
J & L Specialty Steel, Incorporated
Detroit, Michigan

AGREEMENT TO ESTABLISH A JOINT ADJUSTMENT COMMITTEE

In response to a plant closing at _____
Name of Company

the company and _____
Name of Union or Employee Organizations

agree to establish a Joint Adjustment Committee (JAC) to provide adjustment assistance for the workers.

The company agrees that they have an interest in the successful adjustment of the workers and will carry this agreement in a joint and cooperative manner. Both the company, union, and employees agree to support the activities of the committee and to provide assistance to the committee as needed.

This agreement shall terminate when the parties agree that the committee has met its' goals or it is mutually agreed that planned services are not being utilized by employees. The agreement is otherwise terminated by either party upon 7 days written notice to the other party.

The basic terms of the agreement are:

- 1) The JAC will have six representatives comprised of management, union, and hourly employees to be selected by management.
- 2) The company agrees to pay for the costs of individuals attending JAC meetings through _____.
- 3) The company agrees to pay the costs of printing, postage, supplies and phones for committee activities and to provide meeting space on-site through _____.
- 4) The JAC will select a neutral chairperson to facilitate with development and implementation of a comprehensive adjustment strategy to assist the employees of the Company who will be dislocated.
- 5) The Michigan Department of Labor and Economic Growth (MDLEG) will contribute funding from Workforce Investment Act Rapid Response funds to provide for identified initial costs of the JAC operation. The initial period will be for a six-month period from _____ through _____. Specifically, the MDLEG will provide funding for the neutral chair expenses, and the open house session (up to \$1,000). The total amount funded by the MDLEG shall not exceed \$29,439.
- 6) The Workforce Consultant from the MDLEG will serve as an ad hoc advisor to the JAC and provide initial training and ongoing consultation to the JAC.

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7) The _____ will serve as the fiduciary for the contract to cover the funding provided by the MDLEG to support the activities of the _____ JAC.

Company Representative Date

Union Representative Date

Michigan Works! Agency Representative Date

Workforce Consultant Date

EMPLOYEE NEEDS SURVEY

This survey has been designed by the Rapid Response Team. The information you give will help us provide a program to meet your personal training and career needs and concerns associated with the plan closure. You are not required to provide personal information, but the completion of this survey would be greatly appreciated. Individual answers will be **CONFIDENTIAL**.

Please Print

Name/Date

| | | |
|---------|------|--------|
| First | Last | Date |
| <hr/> | | |
| Address | | |
| Street | City | County |
| | | Zip |
| <hr/> | | |
| Phone | Age | Male |
| | | Female |

1. Total years of employment:

2. What is your present job title?

3. What is your expected layoff date?

4. Marital Status: Married _____ Single _____ Single Parent _____

5. Number of Dependents: Under 18 _____ Over 18 _____

6. Are you a veteran? Yes _____ No _____

7. What are your future plans?

| | |
|----------------------------------|----------------------------------|
| _____ Search for another job now | _____ Enter a retraining program |
| _____ Enroll in school | _____ Retire |
| _____ Open your own business | _____ Other _____ |

8. If you are going to look for another job, please answer A, B, and C below:

A. What is the minimum hourly wage you will accept? _____

B. How many miles are you willing to travel for work? _____

C. Are you willing to relocate? If yes, where? _____

9. What is your level of education? (Check highest level attained)

- | | |
|--|---|
| <input type="checkbox"/> 8 th Grade or Less | <input type="checkbox"/> Professional Certificates/Licenses |
| <input type="checkbox"/> 9-12 th Grade | <input type="checkbox"/> 1-2 Years of College |
| <input type="checkbox"/> High School Diploma or G.E.D. | <input type="checkbox"/> College Degree(s) |

10. Would you like any help with the following? (Check all that apply)

- | | |
|---|---|
| <input type="checkbox"/> Resume Writing | <input type="checkbox"/> Unemployment Benefits |
| <input type="checkbox"/> How to Write a Cover Letter | <input type="checkbox"/> Financial Planning |
| <input type="checkbox"/> How to Interview for a Job | <input type="checkbox"/> Long Distance Job Leads & Information |
| <input type="checkbox"/> Identifying What Skills You Have | <input type="checkbox"/> Getting a G.E.D. |
| <input type="checkbox"/> Career Planning | <input type="checkbox"/> Basic Reading, Writing and Math Skills |
| <input type="checkbox"/> Job Leads | <input type="checkbox"/> Food Stamps/Social Services |
| <input type="checkbox"/> Interest, Values and Skills Training | <input type="checkbox"/> Relocation |
| <input type="checkbox"/> On-the-Job Training? If yes, in what: _____ | |
| <input type="checkbox"/> Classroom Training? If yes, in what: _____ | |
| <input type="checkbox"/> Starting Your Own Business? If yes, in what: _____ | |

11. Do you have any concerns about (check all that apply):

- Lack of Skills
- Disability
- Age Discrimination
- Sex Discrimination
- Education
- Child Care Availability
- Transportation To and From Work
- Other _____

12. Please express any other concerns or comments that you feel might assist the committee to plan programs and resources for you and other employees.

THANK YOU FOR PARTICIPATING IN THIS SURVEY! YOUR HELP IS APPRECIATED!

GOAL SETTING

By establishing realistic goals and objectives, the committee does three things:

1. Provides direction for the group's activities;
2. Informs the workers of specific actions that will be undertaken on their behalf; and
3. Identifies and brings together key stakeholders in the worker adjustment process.

Examples of realistic and unrealistic goals are:

Realistic: Conduct or arrange for workshops and seminars on stress management, financial counseling, or retirement planning to better assist workers in managing their home and work lives.

Establish the "buddy system" and assign committee members to maintain regular telephone contact with those workers already laid off to keep them apprised of employment and training opportunities.

Unrealistic: Arrange for all workers to have at least one day off per week to look for new jobs.

Extend the lunch hour to four hours to allow workers to set up or go on job interviews.

WATERVLIET MILL JOINT ACTION COMMITTEE

GOALS AND OBJECTIVES*

- Goal #1: Communicate timely and accurate information on programs, activities and opportunities.
- Goal #2: Develop an accessible and visible job center and help ensure maximum participatory enrollment.
- Goal #3 Assess skills, needs and abilities of eligible population.
- Goal #4 Provide guidance and motivation to the eligible population to develop the self-determination to participate in available services.
- Goal #5 Plan and make possible for eligible individuals to meet with employers.
- Goal #6 Develop programs and activities to help older workers.

*Note: Goals are listed in an activity/chronological sequence, not in a priority sequence.

IMPLEMENTATION PLANNING GUIDE SHEET

Steps in the planning process:

1. Define the mission or reason for being.
2. Envision a desired future state.
3. Define desired outcomes or goals.
4. Describe the steps or actions on the way to each goal.
5. Develop an implementation plan.
6. Develop an evaluation plan.

State the objectives:

Objectives should be specific, concrete, measurable and achievable in a given time.

Decide on action steps:

Action steps can be listed in any order; the committee then agrees on the order as a group.

Six basic questions:

1. Who is to be involved in this action step?
2. What specific things must this person (or persons) do?
3. When will the necessary actions be taken?
4. Where will these actions be performed?
5. Why are these actions being taken?
6. How are the required tasks to be performed?

Five Considerations:

1. Are the implementers present at this planning session? (If not, bring them together before proceeding.)
2. Does the plan have the flexibility needed if circumstances change? (If not, adjust it to be more flexible.)
3. Are the planned actions as simplified as possible?
4. What is the plan for communicating purpose and status of the action with others?
5. What is the plan for reporting the outcome of the action?

NEUTRAL CHAIR CHARACTERISTICS

- **Neutral;**
- **No conflict of interest (personally or professionally);**
- **Knowledge of the community;**
- **Active in the community;**
- **Time for the job;**
- **Can make a long-term commitment to the JAC;**
- **Articulate;**
- **Ability to keep the committee on track;**
- **Experience in and knowledge of employment & training programs; corporate downsizing; and and/or other experience in dealing with state/local/federal programs;**
- **Good organizational skills;**
- **Ability to plan;**
- **Written communication and report writing skills;**
- **Positive attitude – good sense of humor;**
- **Consensus decision-making skills;**
- **Ability to facilitate – not dictate.**

NEUTRAL CHAIR QUESTIONS

1. Please give us a brief summary of your education and experience.
2. Have you ever been a displaced worker? If you have, what type of assistance did you find most helpful, and what type of assistance did you want that was not available?
3. If you have never been a displaced worker, have you had any related experience with displaced workers or the downsizing process?
4. What is your leadership style and how do you get work done?
5. Are you familiar with consensus decision-making? Are you comfortable with this process?
6. What do you see as your role in the committee process?
7. What specific experience do you have with facilitating meetings?
8. Given the low unemployment rate and the robust economy, what do you think are some of the reasons an unemployed worker could still be unemployed after 4-5 months?
9. Do you have any experience with collective bargaining organizations, and specifically, with downsizing in a collective bargaining situation?
10. What is your knowledge of the area labor market?
11. What is your concept of a successful outplacement program?
12. What do you believe your role to be as the liaison between government agencies and the JAC?
13. Are you involved with any other kinds or organizations? What are they?
14. Can you foresee any conflict with the time commitment to this committee?
15. Are you interested in the position of neutral chair? Why?

“A COOKBOOK FOR CONSENSUS DECISION-MAKING”

By Howard C. Carlson

INGREDIENTS...SOME BASIC GUIDELINES

1. Avoid arguing for your own individual judgments. Use logic and listen to others' logic.
2. View differences of opinion as helpful. Others may have information you don't have.
3. Don't change your mind just to reach agreement. Support only those ideas you are able to agree with – at least partially.
4. Don't use majority rule, trading or voting to make decisions. Discuss items or ideas until there is agreement, or at least partial agreement.

RECIPE...A PROCEDURE FOR DECISION BY CONSENSUS

1. A group member states the decision that is proposed.
2. Someone offers a paraphrase of the decision; i.e., puts the decision in his or her own words.
3. The person proposing the decision confirms the accuracy of the paraphrase.
4. If the paraphrase is accurate, the chairperson (or the person proposing the decision) asks each group member, in turn, to state whether or not he or she can support the decision; and if not, to state an alternative if he or she wishes.
5. IF ALL PERSONS AGREE TO SUPPORT THE DECISION, CONSENSUS EXISTS AND THE DECISION IS MADE.

6. If one or more members do not agree to support the decision, but offer alternatives, then:

Test each alternative by asking each group member whether or not that person can support it, or

If you sense that a consensus has already been reached in the discussion, make the decision official by asking group members to make some visible sign (e.g., by raising their thumbs) that they support the decision and accept the conditions of the consensus.

7. If consensus cannot be reached on existing alternatives, ask if anyone can suggest other alternatives.

8. IF NO ALTERNATIVE CAN BE FOUND UPON WHICH CONSENSUS CAN BE REACHED, TRY TO LEARN WHY GROUP MEMBERS ARE UNWILLING TO REACH CONSENSUS; e.g., LACK OF INFORMATION, NOT ENOUGH TIME TO MAKE THE DECISION, ETC.
9. If consensus is not reached, set a new date to attempt to make the decision. Make sure the reason(s) for failing to reach consensus no longer exist at that time.

STIR WELL UNTIL YOU REACH...

CONDITIONS OF CONSENSUS

All group members agree to support the decision, though it may not be everyone's first choice.

Everyone agrees that he or she has had sufficient opportunity to influence the decision.

Everyone can state what the decision is and be committed to it as if it were the first choice of all group members.