



The Pocket Reference to
**Getting Things
Done in
Partnership**

For Mid-Level Leaders





Welcome Letter

As a mid-level manager, labor leader or physician leader, exercising and modeling core skills and principles central to our Labor Management Partnership is critical to ensuring the long-term health of our organization. This pocket reference is designed to help. It's an easy-to-navigate resource tool that provides key partnership fundamentals. Partnership skills are leadership skills used routinely in successful businesses.

The Pocket Reference is not meant to take the place of LMP training and education. Use it as a supplement, a tool that will reinforce what you've learned, and make it easier to support and practice partnership in your day-to-day work. It's like a compact travel guide that outlines essential facts about a country or city you're visiting — it will help you make the most of each day, but ultimately you decide where to go and what to do.

Reach for this reference to:

- identify key coaching moments where you can apply your partnership skills
- review the 7 principles of partnership, and reflect on those you're practicing well and those needing more attention
- remind yourself about core values before you attend an LMP Council meeting

There are countless situations where this Pocket Reference will be useful. Keep it on hand next to your copy of the latest KP-Alliance National Agreement.

Partnership is how Kaiser Permanente does business. If you work at Kaiser Permanente, whatever you do, in every department and in every facility — you're a partner!

Dennis Dabney
Senior Vice President
National Labor Relations and
Office of LMP Kaiser Permanente

Hal Ruddick
Executive Director
Alliance of Health
Care Unions

Jim Pruitt
Vice President, LMP and
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The Permanente Federation

How to use the Pocket Reference

What's inside and why it's useful.

1. Content Sections

Each section, divided by a title tab, contains questions and answers about key partnership principles, processes and tools:

- **Partnership Basics** — Learn why we work in partnership and how, since 1997, it has been an essential element of the success enjoyed by Kaiser Permanente, the Alliance unions and the KP employees represented by an Alliance union.
- **Making an Impact** — Review how LMP effectiveness is measured, including examples of bottom-line impact to better serve our members and patients.
- **Principles and Behaviors** — Discover what partnership looks like in action.
- **Tools** — Review tips and visual aids that support consensus decision making and interest-based problem solving.
- **UBTs** — Understand how we define a unit-based team, including what initiatives are in and out of scope.
- **Training and Resources** — Challenge yourself to dig deeper, learn more and fully engage in partnership.

Who are mid-level leaders?

Managers of managers, physician leaders and frontline labor leaders.

Examples include:

- **KP mid-level managers and physicians** — director level, department administrators, UBT sponsors, area department chiefs, lead physicians and other leaders at the facility level.
- **Union mid-level leadership** — stewards, chief stewards, contract specialists, labor reps and labor liaisons, UBT sponsors.

2. Partnership Story

The beginning of each content section features one scene in a partnership story that follows fictitious KP and Alliance mid-level leaders working together in a pharmacy. You can read each scene in sequence to get the full story. Or you can choose to let an individual scene spark your curiosity about the related content in the section.

3. Take Action

Some content sections offer various learning tools to help you examine and better understand critical elements of partnership — from your personal skill set (“Do you act in partnership?” Reflection) to established LMP methods (Decision Making Continuum, Interest-Based Problem Solving Model) to next steps (Dig Deeper and Resources).

4. Coaching Moments

Throughout this pocket reference, we point out some important areas and situations where you can use partnership skills to coach frontline managers, physicians and union leaders (e.g., UBT co-leads).

Mike, a new pharmacy director at Kaiser Permanente, previously worked in a more traditional environment for another health care system. His colleague Sally, an experienced shop steward, has sponsored several unit-based teams.



Since I got here, people keep telling me I should read the KP-Alliance National Agreement.

Definitely a good idea.



OK, but...what exactly is this agreement?

It defines how we work as partners. You have a few minutes to talk? I can give you some background.

Q: Why do we have a Labor Management Partnership?

For one fundamental reason: Everyone benefits.

Patients. Members. Frontline workers. Managers. Physicians.

And because it has demonstrated that it's the best way to get superior results.



By working together.

“There are businesses out there that are taking the high road, and enlist their employees as partners in their shared future.”

— President Obama praises the LMP, 2015

Q: What distinguishes our Labor Management Partnership?

At Kaiser Permanente, partnering unions help **define, develop and carry out initiatives** at all levels of our organization — departmental, facility, regional and national.

These key elements distinguish our Partnership from traditional labor-management relationships:

- **Partnering unions are engaged from the inception in matters affecting their members.**
- **Partnering unions and management:**
 - ✓ jointly define the initiative or problem
 - ✓ incorporate all parties' interests and concerns
 - ✓ strive to reach consensus, own and actively support the outcome
 - ✓ check in with our respective constituents and decision makers
 - ✓ develop and implement solutions together

Labor Management

Cooperation Versus Partnership

Our Partnership should not be confused with cooperative approaches that other companies and industries have taken. The chart below contrasts critical differences between a labor-management cooperation and a true partnership.

	Labor Management Cooperation	Labor Management Partnership
Strategy	Labor relations strategy — a method to manage the unions.	Operating strategy — a method to gain the broadest input, reach the best decisions and execute quickly.
Strategic Results	Labor cooperation is limited to implementing specific initiatives.	Delivers industry-leading results across the organization — e.g., safety, financial performance, attendance, patient satisfaction, employee compensation.
Process	Management already has defined and developed initiatives and asks the unions to help implement. Management makes decisions and unions decide whether to criticize them or cooperate.	Union members participate at all levels in defining, developing and carrying out initiatives that affect them. The parties identify separate and joint interests and concerns, explore options and reach joint decisions.
Quality of Decisions and Initiatives	Critical issues often are overlooked at the decision-making stage because management cannot foresee all the operational consequences of decisions.	Results in better decisions based on the collective knowledge and experience of all stakeholders.
Role of the Union	When initiatives are poorly conceived or poorly understood, unions oppose, criticize or stall.	Because unions own and lead on decisions made jointly, frontline members are more effectively mobilized around an initiative.
Investment of Time	Decision making is quick and easy, but implementing can be delayed by years as a result of bad decisions creating flawed initiatives, or by union resistance (or both).	Takes more time up front but results in faster implementation.
What It's NOT	NOT a true partnership.	NOT co-management.

Q: As a mid-level leader, how do I support my teams in partnership?



Lead by example.

Get involved yourself. Sponsor a team or teams.

Support your direct reports and help them be effective partners.

And use skills that help you inspire and connect:

Listen actively

Note tone of voice and manner. *Confirm what you understand.*

Question effectively

Use an open-ended style. *Clarify what's important.*

Tap your emotional intelligence

Identify your feelings. *Engage in productive dialogue.*

Build trust

Focus on common interests. *Express faith and confidence.*

As a management, labor or physician leader, you're working every day to create a work environment in which people can offer ideas that are taken seriously, voice different opinions and challenge others respectfully without fear of retribution.

As a UBT Sponsor, you'll work with your UBT co-leads to provide opportunities for them to partner and take greater responsibility for their teams. You play an important role in identifying and overcoming barriers. You'll be coaching co-leads in problem-solving skills, partnership dynamics and, of course, rewarding and recognizing the team's efforts along the Path to Performance.

Visit LMPartnership.org to get ideas and tools for nurturing and sustaining a **Free to Speak** workplace.

“When managers and employees solve problems together, it's a winning solution.”

— Hal Ruddick, Executive Director, Alliance of Health Care Unions

Q: What is the founding Labor Management Partnership Agreement?

All breakthroughs have a beginning.

A moment when everyone involved saw the way forward.

For Kaiser Permanente, that moment came in 1996, when the Coalition of Kaiser Permanente Unions approached KP about forming a partnership.

After a series of meetings, KP and the partnering unions coalesced around:

- strategizing and problem solving together
- ensuring that those who do the work have a voice on the job
- improving performance together to make KP the best, most affordable health care on the market
- compensating workers well for those results, and providing outstanding job and income security

The founding Partnership Agreement codified those fundamental principles. It also established and defined our structures and goals.

“Now is the time to unite around our common purposes and work together to most effectively deliver high quality health care and prevail in our new, highly competitive environment.”

— 1997 Founding Partnership Agreement

The scope of this Partnership was — and continues to be — far-reaching.

The Labor Management Partnership represented a new way to do business. It changed everything.

That vision lives on today and drives everything we do.



You can find the original Partnership Agreement on our LMP website, [LMPPartnership.org](https://lmpartnership.org), under the **Contracts and Agreements** tab, **Standing Agreements** section.

This landmark document will inspire you to take action in partnership.

Because now is the time.

Q: What is the KP-Alliance National Agreement?

The KP-Alliance National Agreement is the guiding contract for our Labor Management Partnership. While local contracts only apply to people in your local union, the National Agreement affects everyone — from mid-level leaders to frontline employees — and expands the subjects it tackles.

Traditional local union contracts cover such customary topics as wages, benefits, seniority and types of leave.

Our KP-Alliance National Agreement also details and defines the LMP's:

Structure	Responsibilities	Principles
Processes	Behaviors	Benefits

Since our founding agreement in 1997, the Labor Management Partnership has had several National Agreements.

Bargained every few years, each National Agreement built on and expanded the scope of that first founding document.



Local Union Contracts

- Wage scales
- Grievance procedures and standards
- Differentials



National Agreement

- Structure for LMP
- Partnering responsibilities
- Resources
- Training
- Rewards for performance

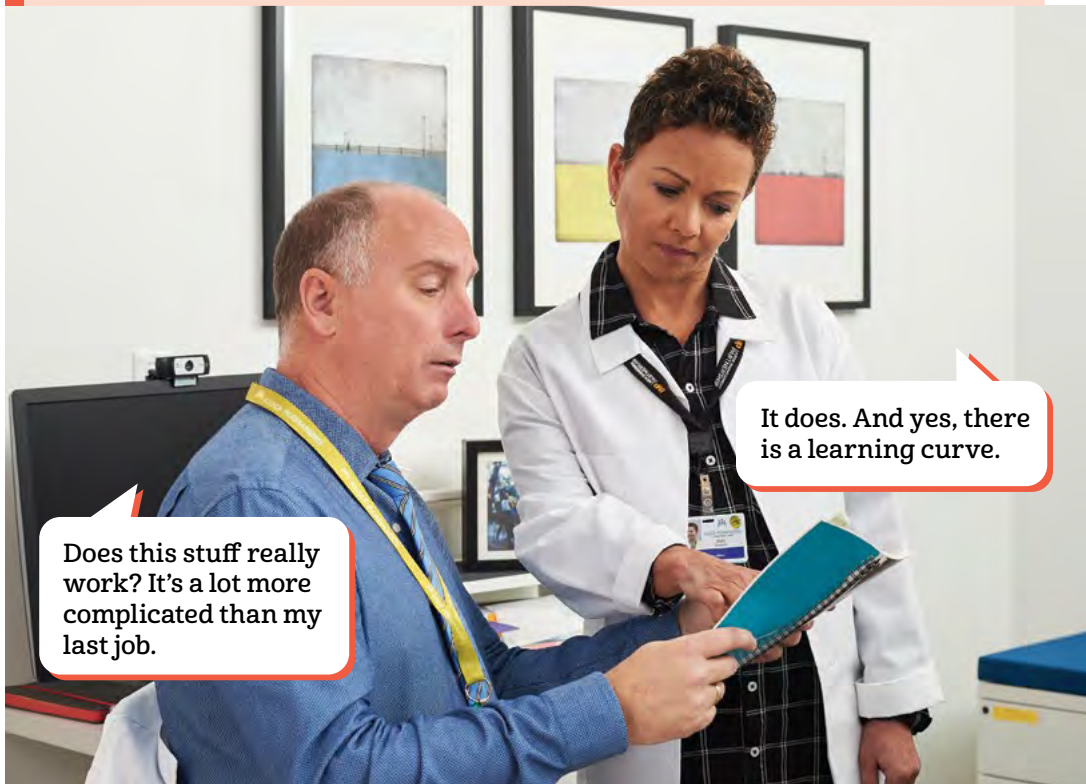
Over time, our National Agreements have established innovations such as:

- patient and workplace safety guidelines
- unit-based teams
- funds for workforce career development
- processes for resolving issues at all levels

In fall 2018, our most recent National Agreement was signed by Kaiser Permanente and the Alliance of Health Care Unions.

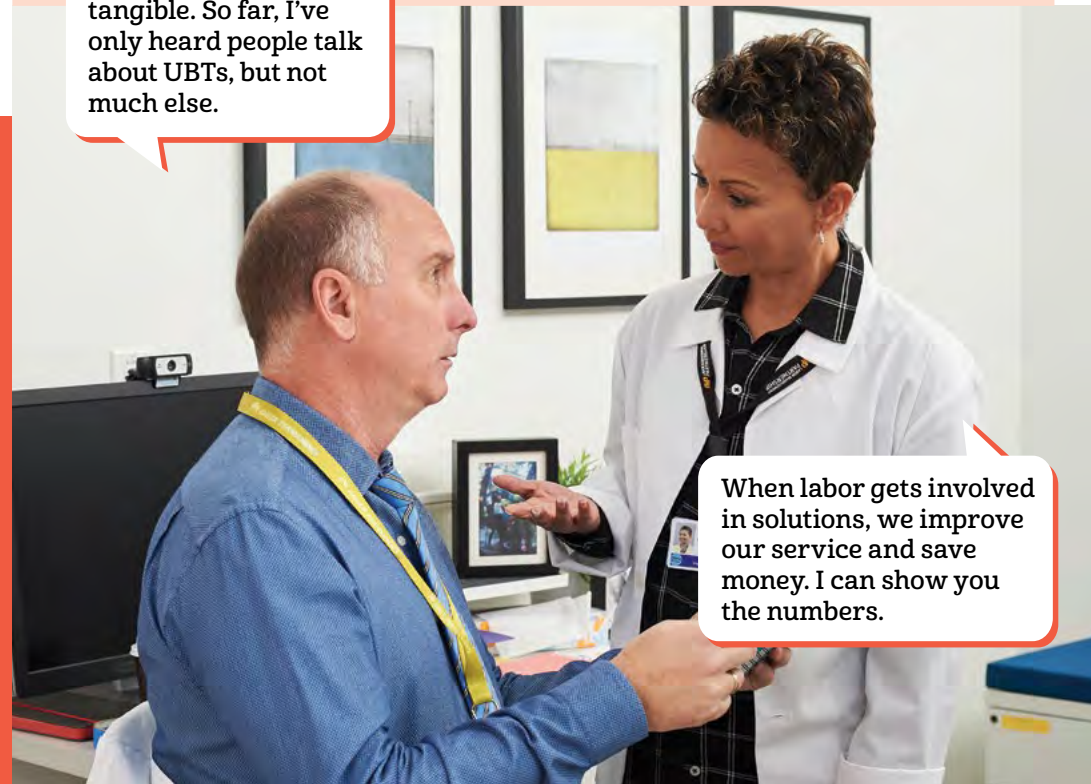
You can find that document — along with every previous agreement — on LMPPartnership.org under the **Contracts and Agreements** tab.

A couple of weeks later. After discussing some unit-based team projects with managers who report to him, Mike is wondering what all the fuss is about.



Does this stuff really work? It's a lot more complicated than my last job.

It does. And yes, there is a learning curve.



Ok, tell me something tangible. So far, I've only heard people talk about UBTs, but not much else.

When labor gets involved in solutions, we improve our service and save money. I can show you the numbers.

Q: What are the benefits of working in partnership?

Since 1997, the Partnership has fueled Kaiser Permanente's success and provided the best jobs in the industry for our union members.

By working together, our management, physicians and union employees have delivered measurable results for our patients and members. **And for ourselves.**

For KP and our members, we've improved:

The quality of our care

60% fewer patient falls with injuries

Every aspect of our service

13% increase in patients' hospital satisfaction

Our employee safety

38% fewer workplace injuries

Our overall spending

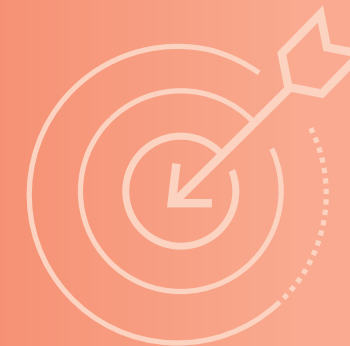
Tens of millions of dollars saved every year through UBT performance improvement projects

For management, physician and union leaders, partnership helps to:

- develop better solutions
- reach important performance goals
- gain buy-in for rolling out changes or improvement initiatives
- provide better care for our patients
- create an environment where people feel valued and their contribution matters

As a result of our Partnership, Alliance union members have gained:

- ✓ industry leading wages and benefits
- ✓ employment and income security, providing placement and training for frontline employees whose positions have been eliminated
- ✓ a voice for patients, a voice for workers
- ✓ educational trust fund (Ben Hudnall) that pays for continuous learning and degree completion
- ✓ union membership growth



Q: How do we measure the development and success of partnership?

Our Partnership is only successful when everyone contributes to that success.

A thriving Labor Management Partnership leads to a high-performing organization that delivers:

- financial success
- high HEDIS scores
- superior quality of patient care
- union growth
- a culture where everyone has a voice

That's why the LMP created some **essential measuring sticks** and developmental goals for our unit-based teams — a key engine to our success.

“No matter where you’re working in the system, you have a place at the table and your voice is heard.”

— Bernard J. Tyson, former Chairman and CEO, Kaiser Foundation Health Plan and Hospitals

The **Path to Performance** evaluates a UBT's development from a pre-team climate to a high-performing team.

LEVEL 1: Pre-Team Climate

Building a foundation for successful collaboration by identifying leaders and sponsors.

LEVEL 2: Foundational

Establishing structures to engage all team members and learning performance improvement methods.

LEVEL 3: Transitional

Demonstrating team member engagement and beginning projects to improve performance.

LEVEL 4: Operational

Team members are highly engaged and a number of successful improvement projects completed.

LEVEL 5: High-Performing

Uses advanced performance improvement tools and achieving multiple targets across all four points of the Value Compass.

The next week. To better understand a key aspect of partnership, Mike and Sally sat in on a UBT meeting. Mike wants to understand why his manager's idea to shorten morning wait times was met with so much resistance by the team.



I don't get it. At the meeting yesterday, Bob got so much flak — for making a simple suggestion.

Was it really a suggestion? He said: "Here's what we're going to do." Sounded more like an order.

I'm used to my people being in charge. Fixing problems.



We take a different approach here, Mike. You're more like a coach. And the team comes up with solutions together.

Q: What are some key partnership principles?

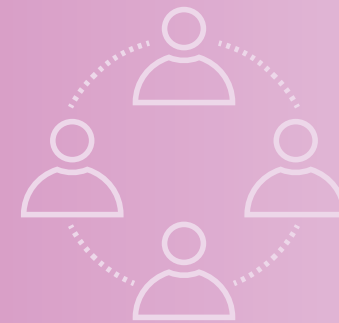
Our Labor Management Partnership is driven by a set of fundamental principles and behaviors that guide how we work together.

At Kaiser Permanente, we believe partnership:

- ✓ is the way we do business
- ✓ represents our greatest strength
- ✓ is embedded in our culture
- ✓ sets us apart from our competitors

“It’s the way we run our business. Whatever it is we’re doing, we’re doing it in partnership with labor.”

— Dennis Dabney, Senior Vice President, National Labor Relations and Office of Labor Management Partnership, Kaiser Permanente



When we work together — in partnership — we achieve so much:

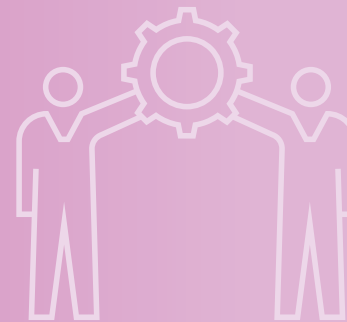


- improve the quality of care
- make our jobs more efficient and more rewarding
- increase member and patient satisfaction

On [LMPartnership.org](https://lmpartnership.org), you can download **Labor Management Partnership Behaviors** — an essential document that outlines our joint responsibilities to partnership.

You also can search for a series of videos called **“Portraits in Partnership.”** They capture what it’s like to work in partnership from the point of view of a physician, a manager and a frontline worker.

Q: What are expected LMP behaviors?



Problems = opportunities **Resolve issues**

Respect unions and management **Communicate**

Supportive **Employee input and influence**

Enthusiastic **Collaborative problem solving**

Improve processes

Walk the talk **Honest dialogue**

Support training **Performance improvement**

Interest-based discussion **Trust**

Quality of care **Commitment to partnership**

Patient/member at the center **Safety**

Reflection

Do you act in partnership?

Consider the 7 key partnership principles below and think about whether each one applies to you — always, sometimes or never.

	Always	Sometimes	Never
I share joint responsibility for the success of the department.			
I share joint responsibility for the success of the union by respecting the role and work of stewards.			
I take responsibility for ensuring the employees I lead are involved in effective decision making.			
I share joint accountability for supporting and implementing the Labor Management Partnership.			

Coaching Moment

Recognize the employees you lead who act in partnership and reinforce their behavior with praise.



	Always	Sometimes	Never
I share joint responsibility for obtaining and supporting appropriate LMP training for the employees I lead.			
I share joint responsibility for implementing effective labor-management relations where applicable within a work unit, facility or service area.			
I work in partnership with my labor/management peer to ensure the employees we lead provide a superior health care experience.			

The same day. The same conversation. Mike wonders what the right approach might be to solving the problem raised in the UBT meeting. Sally helps him to understand how unit-based teams work.



OK, Sally, but what do we do now? We need to cut down on these morning wait times.

We'll start with IBPS.



Whoa, whoa, slow down! IB what?

Interest-based problem solving. Understanding that can help us navigate some tough issues together.

Q: What is consensus decision making and how does it work?

Decisions reached by consensus are more successful than decisions rendered by decree.

In consensus decision making, a group benefits from the knowledge, experience and interests of all its members, and then, equally important, supports a decision they all can agree to.

At Kaiser Permanente, working in partnership relies on consensus decision making. We should seek consensus on workplace decisions that especially affect systemic changes in how the work is organized and carried out.

On the next page of this guide, you'll find an overview and tips to practice consensus decision making.

For more comprehensive information about this essential process — including how to sign up for training — visit LMPartnership.org and search for **consensus decision making**.

This is a basic reference intended for leaders who have received training; for more information, visit LMPartnership.org

“At KP, we have the agility only possible when frontline workers are real partners and have a voice in how best to do their work.”

— Denise Duncan, RN, President, UNAC/UHCP

Consensus Decision Making Tips



Do

- Share information
- Listen
- Be open to new ideas
- Offer alternatives



Don't

- Agree too quickly
- Trade or bargain
- Vote
- Penalize standouts

Testing for Consensus

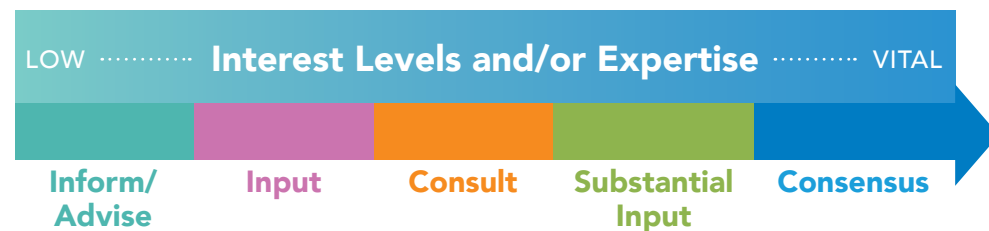
- ✓ Has everyone been heard?
- ✓ Can everyone live with the decision?
- ✓ Will everyone actively support the decision? (Can you identify behaviors that support the decision?)

Q: What is the decision making continuum and how do I apply it?

Working as partners, either management or labor can bring up an issue or initiative. Unions and their members have expertise in how work gets done and in many other facets of operations. That's why union leaders should have early engagement in changes that affect union members.

But... that doesn't mean unions should determine they must be involved in every decision.

As a KP leader, let your union counterpart know what the issue is so they can apply the continuum to determine their degree of engagement.



This is a basic reference intended for leaders who have received training; for more information, visit LMPartnership.org

Coaching Moment

Ask yourself what role stakeholders in the project want to have in this continuum.



As a union leader, use the continuum to help determine to what degree you or your union members should be involved in different issues or decisions.

Factors that can help a union leader consider what level to be involved include:

- capacity of you or your union members
- expertise
- impact on the members you represent

If you're unclear about how to apply this continuum, **communicate with** your management or union partner, UBT Consultant or Alliance Partnership Representative.

If no consensus

→ Management or union decides

→ Union or management acts on decision

For more information about the decision making continuum, visit LMPartnership.org

Q: What is interest-based problem solving and how does it work?

Interest-based problem solving is fundamental to partnership.

It's the formal process we use to resolve issues.

Like consensus decision making, it differentiates our Partnership from a more traditional approach to the labor-management relationship.

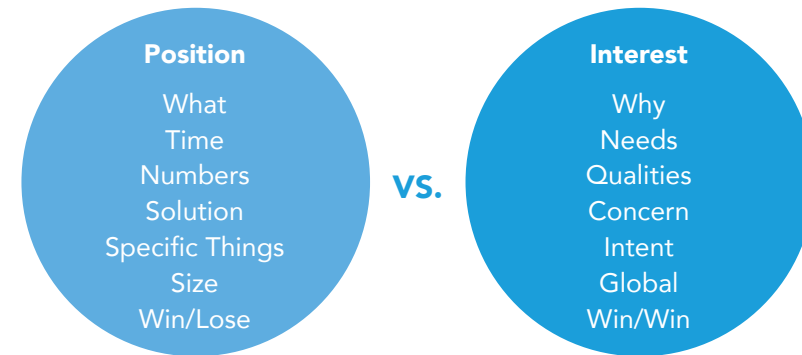
Interest-based problem solving is a collaborative approach to:



- addressing issues
- navigating differences
- satisfying needs and concerns

“We need to trust each other, and we need to be responsive to each other’s interests.”

— Peter diCicco, founding Executive Director, Alliance of Health Care Unions



Knowing the difference between taking a position and stating an interest can make all the difference in the world when you want to reach a solution everyone can get behind.

Positions lock you into concrete demands and rigid solutions.

Interests focus on the underlying needs important to a person.

The next two pages walk you through each step of interest-based problem solving. This method is widely used in all kinds of settings to improve relationships. It's a valuable life skill to learn.

For more information about this key process — including how to enroll in IBPS training — visit LMPartnership.org and search for **interest-based problem solving**.



Interest-Based Problem Solving Model

1

Define the Problem

- **Develop question**
 - › Contain issue
 - › Begin, "How might we?"
 - › No "Yes/No" answers
- **No solutions**
- **No accusations**

2

Determine Interests and Concerns

- **Separate interests, needs, concerns**
- **Identify common interests**

3

Develop Options

- **Brainstorm**
- **Use best practice**
- **Identify an expert panel**
- **Use straw design**

4

Select a Solution

- **Screen options**
- **Shorten list**
- **Develop standards**
- **Test options to standards**
- **Decide on solutions**

5

Make an Action Plan

- **Create a series of actions for turning solutions into reality**
- **Be clear on who's accountable for what**
- **Establish a timeline**

Q: How do I use interest-based discussions in everyday partnering?

Go into the discussion with the intention and commitment to solve the problem together. Come to a basic agreement about what the problem actually is.

When talking to managers who report to you or in meetings with your labor or physician counterpart, **ask questions of the other party with curiosity and without accusation.**

“Listen openly and assume the best intentions of your counterparts.”

— Jim Pruitt, Vice President, LMP and National Labor Relations,
The Permanente Federation

Coaching Moment

Create the conditions for productive conversations.
Ask open-ended questions that get to the why.



Repeat back what you think you understand, not what you heard. Interpreting the information from your point of view will clear up any confusion.

Listen with empathy, even though you might not completely agree with the other person's point of view. For example:

- “I do understand that this change seems frustrating.”
- “We need to find a solution. How do we get there?”

Q: How can we accelerate performance improvement?

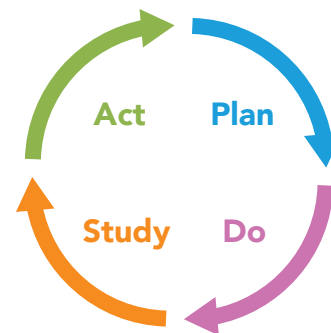


There's no magic elixir for improving performance, reaching goals and maintaining results.

But there *is* a process — one the teams you sponsor use every day.

The Rapid Improvement Model Plus (RIM+): uses the Plan-Do-Study-Act (PDSA) cycle for executing small tests of change. This method of improving work processes allows teams to make a change, test and evaluate it, and adopt it if it works — or reject or adapt it if it doesn't — and then quickly move on to the next change.

You can find more information about **RIM+**, including how to sign up for a class, on LMPartnership.org

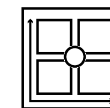


Model for Improvement developed by Associates in Process Improvement (apiweb.org)

The website also has information and resources about performance improvement tools you can use in the PDSA cycle, such as:



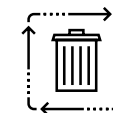
Process Mapping



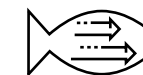
PICK Charts



Huddles



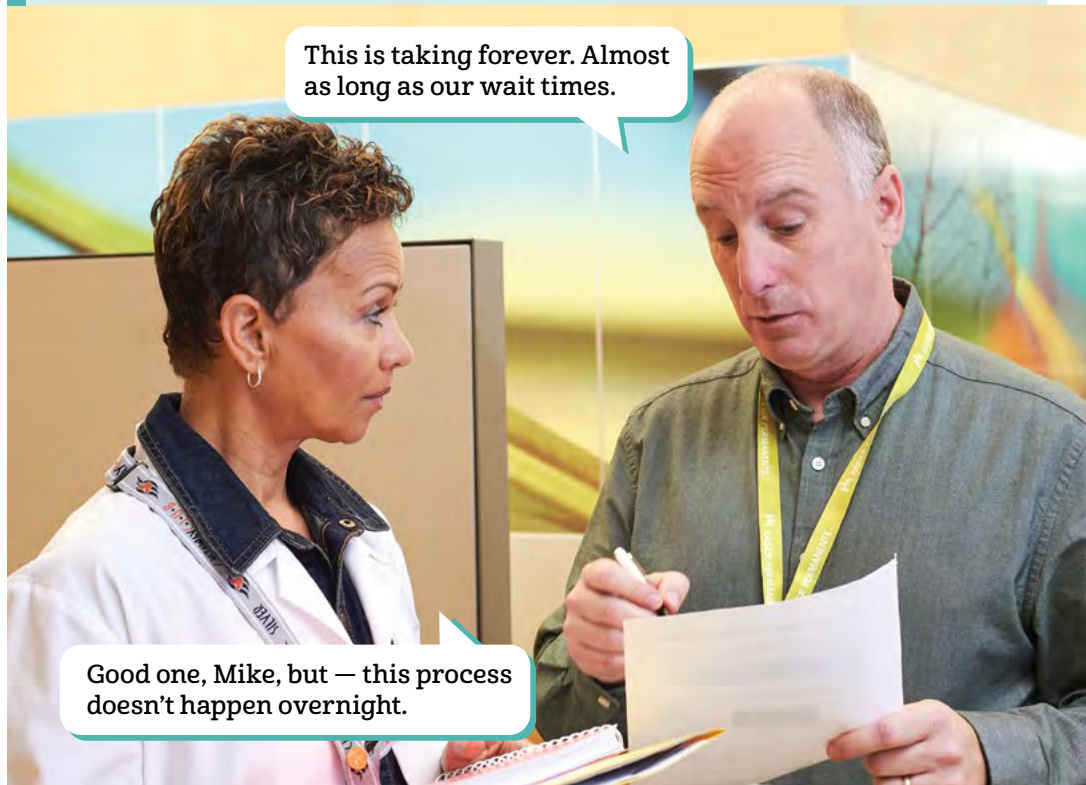
Waste Walks



Fishbone Diagram

If you want to supercharge performance improvement on your teams, **there's a lot out there to help you!**

A few weeks later. The pharmacy UBT still is working on a solution to the issue of morning wait times. Mike is losing patience, but keeping an open mind.





Q: What is a UBT?

Unit-based teams are a group of frontline **employees, managers and physicians/dentists** in a natural work setting who are responsible for the performance of the unit and determine how best to improve it.

Engaging employees in the design and implementation of their work **creates a collaborative work environment** and **builds commitment** to superior organizational performance outcomes with some level of consistency and standardization.

A unit-based team is responsible for:

- how a team or department **performs in key measures**
- using **interest-based problem solving** to develop courses of action that reach goals and resolve issues
- getting to **consensus** about improvements
- determining how to measure **success**

Our unit-based teams leverage the **experience and knowledge of people** who “do the work” to continually raise department performance or culture — and also tackle problems and issues at the earliest possible stages.



**We’re always striving to improve.
To innovate. To be excellent.**

On LMPartnership.org, under the **Path to Performance** tab, there’s a section called **UBT Basics**.

Whether you’re an **experienced leader** — or **working in partnership for the first time** — this online resource delivers the essential nuts and bolts of UBTs.

Q: What is in and out of scope for a unit-based team?

When you think about change — whether personal or at work — it's always best to know what you actually can change.

Changes made by UBTs usually occur at the smallest level.

But they can have a large impact.

If you sponsor or oversee unit-based teams, it's important to understand what work is in scope for their projects.

“The partnership is a shining example of how you bring labor and management together to produce results. It's truly something we can learn from.”

— Liz Shuler, AFL-CIO Secretary-Treasurer

Coaching Moment

If you sponsor UBTs, remind your co-leads that teams go through stages of development on their Path to Performance, and they should actively leverage LMP tools and resources along the way.



In Scope

- Performance improvement
- Day-to-day operations
- Work environment

In-scope projects may include:

- reduced wait times for patients and members
- more efficient workflows and processes
- improved service
- enhanced workplace safety

Small changes can deliver big results.

Out of Scope

- Individual performance/behavior issues
- Scope of practice
- Changes in strategic direction
- Labor relations and contractual issues
- Legal and regulatory compliance

A month later. The solution for long wait times is finally in effect — and working. Mike is pleased and proud of the work done by the UBT. The pharmacy's patients and members are being much better served.



Q: How can I enable and support LMP training for my employees and leaders?

The first thing you can do is get some training yourself.

Lead by example.

Take a class or two to get a feel for what's available to everyone involved in partnership at Kaiser Permanente.



Start with:

- Labor Management Partnership Orientation
- Leading in Partnership for Mid-Level Leaders
- Interest-Based Problem Solving
- Consensus Decision Making

Whether you're a seasoned leader, or new to the process, these courses will give you a solid foundation for your partnership knowledge.

“If more corporations and unions look to the Partnership as a model, we’ll have better run companies and happier, better paid workers.”

— Steven Greenhouse, author of *Beaten Down, Worked Up: The Past, Present, and Future of American Labor*

Then take some concrete steps to support partnership with leaders who report to you and with teams:

- prioritize setting aside time for partnership training
- talk to individuals about their strengths and weaknesses
- have open discussions about where they need to improve

You also can **seek out advice** from the UBT consultant and Alliance Partnership Representative at your facility.

They can help you create an up-to-date training plan for you, your direct reports and your teams.

LMP training is extensive and readily accessible.

Now is the time to use it!

Dig Deeper

Actions you can take to learn more and engage with the Labor Management Partnership. (Note: Some items may not apply to you.)



- I will read and highlight provisions in the KP-Alliance National Agreement.
 - I will go to LMPartnership.org, bookmark the site, and use it as a resource when questions arise.
 - I will attend an LMP class.
 - For UBTs that I sponsor, I will identify what Path to Performance level they've achieved and actively seek ways to help them reach the next level.
 - I will look for opportunities to support partnership by improving my coaching of UBT co-leads, my direct reports and others who are involved with unit-based teams.
- After reading the KP-Alliance National Agreement and visiting the LMP website, I will write three things I can do to support a culture of partnership.
 - I will seek out my designated UBT consultant or Alliance Partnership Representative and learn more about their role and what support they provide.
 - I will seek out a colleague knowledgeable in and supportive of the Labor Management Partnership and ask them questions about their experience.
 - I will look for opportunities to support the Partnership through my attitudes and behaviors.

Resources

Labor Management Partnership Website

Homepage for the Labor Management Partnership, containing everything you want to know about it — courses, training material, videos, posters, the Learning Portal, the KP-Alliance National Agreement and more.

LMPartnership.org

For information about a specific topic, use the key word search — e.g., “consensus decision making.”

KP Career Planning Website

A wealth of information for our employees — from choosing the right path for you to securing financial aid — about developing and advancing your career at Kaiser Permanente.

www.kpcareerplanning.org/prd/index.php

Ben Hudnall Memorial Trust

This trust, dedicated to the memory of a labor and Partnership leader, provides support for lifelong learning and career development opportunities for eligible employees.

<https://bhmt.org/ben-hudnall/>

KP Learn

Our training gateway site provides anytime, anywhere access to employee learning opportunities. Requires a log in, available to any KP employee.

learn.kp.org

Key LMP Contacts

Labor/Management/Physician Partner

UBT Consultant

LMP Consultant

Alliance Partnership Representative

Stewards

Supervisors

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- What distinguishes our Labor Management Partnership?
- Labor Management — Cooperation Versus Partnership
- As a mid-level leader, how do I support my teams in partnership?
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- How can I enable and support LMP training for my employees and leaders?
- Dig Deeper
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To request more copies of “The Pocket Reference to Getting Things Done in Partnership For Mid-Level Leaders,” reach out to your local Alliance Partnership Representative or UBT/LMP Consultant.



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