FMCS Structure

- **Director Allison Beck: Appointed by the President**
- **Headquartered in Washington, DC**
- **2 Regions; 67 Field Stations; 160 Commissioners**

FMCS Services

- **Collective Bargaining Mediation**
  - **Private, Public, and Federal**
- **Relationship Development and Training**
  - **Customized training**
- **Arbitration Services**
- **Education, Outreach and Advocacy**
  - **Of collective bargaining processes**
- **Alternative Dispute Resolution**
  - **In-lieu of litigation**
- **International Program**

FMCS

- **The Federal Mediation and Conciliation Service was established as an independent agency by the Labor-Management Relations Act of 1947 (Taft-Hartley Act)**

- **It was created to resolve collective bargaining disputes**

- **to promote sound and stable labor-management relations**

FMCS (continued)

- **The services address three mutual goals:**

  - Improving the Labor-Management Relationship

  - Improving Organizational Effectiveness and Employment Security

  - Improving Community Relations

What is Communication?

- **Process of keeping people informed**

- **Transfer of knowledge from one person to another**

- **Process that can be used to motivate or change behavior**

Communication

- **Impacts**
  - **Job Satisfaction**
  - **Productivity**
  - **Turnover**
  - **Absenteeism**

- **Promote an environment of "Open Communication"**

What is Communication?

- **Process of keeping people informed**

- **Transfer of knowledge from one person to another**

- **Process that can be used to motivate or change behavior**

- **Expression of an opinion or emotion**

- **A way to establish relationships**

Goals of Communication

- **Provoking action (i.e., getting something done)**

- **Being understood**

- **Being accepted**

Barriers to Communication

- **Blocking responses**

- **Lack of interest**

- **Lack of trust**

- **Hidden agenda**

- **Poor listening skills**

- **Differences between verbal and nonverbal messaging**

Communicate with the other person's perspective in mind

- Appreciate and respect the other person's point of view.

- Each of us has varying interests, needs and responsibilities at any given time or at the same time.

- *"The wise person seeks <u>first</u> to understand AND <u>then</u> to be understood."*

  - Confucius
  - Also Stephen Covey's 5th *Habit for Highly Successful People*

11

My wife says
I never listen
to her.
At least I think
that's what
she said.

COMMUNICATION
(At best, an imperfect art!)

- Average person can speak 150-200 words per minute, but can hear and comprehend 600-800 words per minute.

- 17 second zone out, 10 minute daydream

- Average person forgets approximately 75% of what they hear and confuses approximately 50% of what they remember.

- People tend to listen *passively* and/or *defensively* rather than *attentively*.

- We tend to listen for the *how* or *why* of stories, but we tend to speak of the *what, where* or *when* of it, creating frequent interruptions between speaker and listener.

COMMUNICATIONS… continued
Dr. Albert Mehrabain, Psychology Professor, UCLA

Effectiveness in communication is based…

- 7% on the **_words_** actually spoken;

- 38% on what is heard in the **_tone of voice_**; and

- 55% on what is seen in **_body language_**.

- "He that has eyes to see and ears to hear may convince himself that no mortal can keep a secret. If his lips are silent, he chatters with his fingertips; betrayal oozes out of him from every pore." *-Sigmund Freud*

"Courage is what it takes to stand up and speak.
Courage is also what it takes to sit down and listen."

Winston Churchill

Show that you understand!

- **Pause and Listen:**
  - Show them that you recognize their concerns.
- **Rephrase their Concerns:**
  - Show them that you know what they feel strongly about. "I hear you".

Proper Questions

Begins with:
"How might we …?"
"How can we …?"
This cannot be answered
"yes or no"

Three Common Criteria Questions!

- **Is it feasible?** **Will it work?**

- **Is it beneficial?** **Does it benefit the stated interests?**

- **Is it acceptable?** **Is it perceived as "fair" by the parties?**

The Process

1. TRAIN the Team
2. Determine the "Ground Rules"
3. Identify the ISSUE
4. List the INTERESTS
5. Find MUTUAL INTERESTS
6. Develop Potential OPTIONS Through Brainstorming
7. Determine STANDARDS/CRITERIA
8. EVALUATE OPTIONS
9. Develop SOLUTIONS
10. Monitor EFFECTIVENESS of Solutions