

An Insider's Look at the JLMC

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INTRODUCTION OF PANELISTS

- **John Hanson**, JLMC Chair
- **Bob Markel**, JLMC Senior Staff Representative for Management
- **Melissa Rodrigues**, North Andover Town Manager
- Moderator: **Jen Breaker**, Danvers Assistant Town Manager

JLMC OVERVIEW

The Joint Labor Management Committee was established by Chapter 730 of the Acts of 1977.

PURPOSE: “Through mediation and other voluntary forms of dispute resolution, the JLMC assists labor and management in reaching negotiated settlements to the disputes that arise over the terms of collective bargaining agreements.”

JLMC OVERVIEW

- The Petition: If collective bargaining is exhausted, a petition is filed by a municipality or a police or fire union requesting the JLMC to take jurisdiction.
 - Send copies of the most recent Integrated Contract (CBA) or Memorandum of Agreement; the On the Record proposals of the union and the municipality; and the most recent Off the Record proposals of municipality and union as part of the petition for jurisdiction.
 - See “Instructions” handout
- JLMC votes to take jurisdiction under Chapter 589 of the Acts of 1987

JLMC PROCESS

- Four Steps of JLMC process:

- 1) Investigation: JLMC senior staff meet with municipal and union officials to determine respective issues and priorities
- 2) Staff Level Mediation: JLMC senior staff conduct the initial mediation
- 3) Committee Level Mediation: If staff mediation fails to find agreement, experienced members of the JLMC Committee conduct mediation efforts
- 4) 3a Hearing: If prior mediation efforts do not result in a settlement, a JLMC Hearing is convened to send the matter to arbitration.

3a HEARINGS

- JLMC Chair convenes a hearing under Section 3a of the statute to determine whether the contract dispute should go to arbitration.
- JLMC policy is to encourage all efforts to achieve a settlement. Arbitration is the last resort
- Prior to the 3a Hearing, the JLMC Chair attempts a final mediation to bring parties together for a settlement
- The last step is to vote to send the dispute to arbitration

ARBITRATION AWARDS

The Committee is empowered by Chapter 589 of the Acts of 1987 to invoke various forms of arbitration.

Prior to the passage of Proposition 2 ½ in 1980, arbitration awards were binding on the executive and legislative branches of the municipality.

Arbitration awards today are limited. They are binding on the executive branch of the municipality and on the union but the award must be funded by Town Meeting or the City/Town Council.

SUCCESSFUL NEGOTIATIONS & PREPARING FOR THE JLMC

- Develop a relationship with union officials
- Understand Police or Fire Chief's relationship with the union
- Prepare On-the-Record proposals
- Exchange Off-the-Record proposals with the union
- Negotiate in a professional manner
 - Remove emotion from the negotiation sessions
 - Seek to de-escalate heated discussions
 - Be calm and keep it civil

SETTING UP FOR SUCCESS AT JLMC

- Establish Ground Rules for Negotiations
- Keep Minutes of Bargaining Sessions
- Unions compare contracts. Run internal comparables with other municipal unions.
- Gather external comparables with peer communities in the region. Share this information with the union

SETTING UP FOR SUCCESS AT JLMC

- Set up spreadsheet with all categories of expenses.
- Carefully analyze costs of COLAS and various stipends



REMEMBER

- Don't take it personally
- Be respectful of the other side
- Keep the phone on
- Stay off social media



Questions?