



LMP Principles and Behaviors

Use these guidelines to lead your unit-based team to become a high-performing and engaged Partnership work group. Understand the principles and behaviors, model the behaviors, share the information with your team and look for opportunities to promote them.

PRINCIPLE 1:

Managers and union representatives share joint responsibility for the success of the department.

- » Develop a set of targets and measures for the department to track performance.
- » Communicate targets and measures to all co-workers, ensuring they understand the performance measures how they impact them, and current levels of departmental performance.
- » Share joint responsibility for creating a satisfying work environment.

PRINCIPLE 2:

Managers and union representatives share joint responsibility for the success of the unions.

- » Respect the interests of the unions.
- » Understand the contracts and be conscientious in how they are applied in the work unit.
- » Know when issues under consideration may impact the National Agreements and require bargaining.

PRINCIPLE 3:

Managers and union representatives take responsibility to ensure that co-workers have a greater role in the workplace.

- » Ensure that employees receive information on the history of the Partnership and the Kaiser Permanente mission and promise.
- » Encourage employees to speak up about how they do their work and improve processes.
- » Facilitate employee involvement in problem solving, including developing skills such as interest-based problem solving.
- » Educate team members about budgeting and business strategy, and facilitate their participation in the department budget process.
- » Involve team members in decision making within the UBT.
- » Involve employees in UBT work, including process improvement.

PRINCIPLE 4:

Managers and union representatives share joint accountability for supporting and implementing the LMP.

- » In staff meetings or other venues, share success stories of the Partnership to help others understand its value.

- » Understand that the Partnership is a strategy for the success of KP and our Partnership unions. If the manager or union representative decides he or she cannot believe in the Partnership to meet challenges, he/she should become better educated about the value and goals of the Partnership, and/or discuss concerns with a supervisor, colleagues or peers.
- » Look for opportunities to improve the Partnership and build engagement with others.
- » Participate in Partnership activities such as UBT fairs, conferences, UBT meetings or other events where you can help build awareness and engagement in the Partnership.
- » Enable employees to fully participate in Partnership trainings, meetings, committee work and other activities by allowing time off through backfill and other staffing methods.
- » Model the principles and behaviors of the Partnership using interest-based problem solving, consensus decision making and promoting a free to speak culture.
- » Establish ground rules for holding one another accountable for acting in partnership.

PRINCIPLE 5:
Managers and union representatives jointly share responsibility for appropriate training.

- » Receive training in the following areas: Partnership (IBPS/CDM, issue resolution & corrective action), the KP Promise, the organization’s business strategy and the departmental budgeting process.
- » Obtain training on “Managing in a Partnership Environment” (management) and “Union Partner Representative” training (labor).

- » Facilitate and support union representative’s involvement in training efforts.
- » Ensure that employees engaging in performance improvement efforts receive the appropriate training, facilitation and support.

PRINCIPLE 6:
Managers and union representatives are jointly responsible for implementing effective labor management relations within the work unit.

- » Promote interest-based problem solving to resolve concerns, and use issue resolution in the workplace before issues reach the grievance stage.
- » Use process improvement methodology to identify and address the root causes of problems in a process.

PRINCIPLE 7:
Managers and union representatives are partners in ensuring employees provide a superior health care experience.

- » Educate team members about quality care and the metrics used to assess quality.
- » Involve employees in determining quality measures for the work unit, and monitoring those measures.
- » Create an environment where quality is openly discussed and improved.
- » Work together to promote and support a safe working environment.