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FMCS Announces Labor-Management Grants

WASHINGTON, D.C. --The Federal Mediation and Conciliation Service (FMCS) today announced ten grants totaling approximately \$650,000 to support cooperative initiatives by labor-management groups nationwide through recognition of innovative approaches to workplace issues as well as best practices in labor relations.

“The current, tough economic environment means that unions and employers are confronting difficult and complex issues. The FMCS grants program is an important effort to encourage innovative problem-solving and show the benefits of collaboration,” said FMCS Director George H. Cohen. “This year’s grantees have been selected to lead the way through creative, cooperative labor-management initiatives that may serve as models for other work places around the country.”

Cohen said that because of limited funding, only one out of every five applications for FY2009 could be selected for a grant. Therefore, competition was intense. Applications were rated by an agency committee that included public members.

Grantees in past years have received support for a broad range of projects, including outreach, communications, strategic planning, minority recruitment and process development.

Attached is a list of the Fiscal Year 2009 grant recipients.

Applicants wishing to learn more about the FMCS labor-management grants program may call the FMCS Grants Office at 202-606-8181 or visit the agency’s Web site at www.fmcs.gov.

The Federal Mediation and Conciliation Service, created in 1947, is an independent U.S. government agency whose mission is to preserve and promote labor-management peace and cooperation. Headquartered in Washington, DC, with 10 district offices and more than 68 field offices, the agency provides mediation and conflict resolution services to industry, government agencies and communities.

Parkview Community Hospital Medical Center (Riverside)
and
United Nurses Association of California Union of Healthcare Professionals

09-017-CA/P

Los Angeles, CA

Amount Awarded: \$62,829

In recent years, Parkview Community Hospital Medical Center has been plagued by several economic hardships. Beginning with its bankruptcy in 2002, recovery has been difficult at best. Because Parkview provides a disproportionate share of health care to the underserved populations of the surrounding community, much of Parkview's income relies on reimbursements from government funded programs, like Medicare and MediCal. With the delay of the California state budget this past summer, coupled with the changes in Medicare reimbursement procedures, heavily relied-on funds were severely delayed and caused further exacerbation of Parkview's tenuous economic position. Survivability of this facility is vital to the welfare of Riverside community's most vulnerable populations, particularly the patients who would have difficulty finding health care elsewhere.

In 2007, the 270 Registered Nurses at Parkview Community Hospital Medical Center in Riverside, California, resolved to establish a collective bargaining unit with the United Associations of California/Union of Health Care Professionals (UNAC/UHCP). The NLRB election was held February 14 -15, 2008. Bargaining for the first collective bargaining agreement (CBA) began in April 2008 and was completed in April 2009. As with many first contract negotiations, the process was challenging. Both labor and management acknowledge and appreciate the skillful mediation provided by an FMCS mediator, as a critical component in moving toward a collective bargaining agreement. We have had a CBA as of April 30, 2009, following ratification by the membership and final approval by Parkview's Board of Directors.

As in any new relationship, effective communication and problem solving skills can prove to be a challenge and require sincere commitment by all involved to meet that challenge. The RNAC labor and management members are committed to ensuring that the transition to this newly defined organizational culture is a successful process and will effectively improve the communication and problem-solving abilities of this joint committee among hospital administration, management and its employees. Our goals are to:

- Acknowledge and address employees as a customer group in order to create synergistic improvements to Parkview's provision of care. We strive to improve the desirability of Parkview as an employer of choice and improve the registered nurse retention rate. A major impact on hospital budgets is the use of temporary or contract labor, which is funded at a greater expense than maintaining and securing committed, permanent employees. As Parkview improves customer service to their own employees, the result

should be a more stable workforce and a reduction in employee turnover, which will contribute to increasing the hospital's financial stability.

- Improve patient satisfaction. This is a primary goal of Parkview, and the RNAC is dedicated to collaboratively creating and implementing solutions to promote change in this area.
- Improve the labor-management relationship as evidenced by more frequent, effective and collaborative communication. This will be measured by the reduction in the number and frequency of grievances filed, resolved and withdrawn.
- Improve employee and manager workplace satisfaction and morale. This objective will be measured by a reduction in the absentee rate; fewer posted open positions and increased retention rates for both employees and managers.
- Enhance Parkview's professional image and organizational effectiveness by improving its public perception in the eyes of the Riverside community, the medical community from which the hospital draws patients, and potential employees considering Parkview as an employer. This objective will be measured by increased patient census and improved employee retention rates.

Dubuque Area Labor-Management Council
and
Teamsters Local 120
Steelworkers Local 1861
IAMAW Local 1238
UAW Local 94

09-055-IA/A

Dubuque, IA

Amount Awarded: \$98,445

The success of the Dubuque Area Labor-Management Council (DALMC) in establishing a cooperative environment is still apparent today with 73 business and labor organizations and 22 associate members. The current paid membership of the DALMC represents over 10,698 employees in the Dubuque area. New companies considering locating in Dubuque have spoken with our members about the labor-management environment in Dubuque. Because our members have positive experiences with labor-management relations in their organizations it has helped to bring new companies to the tri-state area. Existing companies have also benefited from DALMC programs that have brought employers and employees together at the bargaining table with new cooperation and negotiating skills acquired through our training and facilitation programs.

The DALMC needs to provide new and relevant programming to its members in order to remain a valued educational resource to the Dubuque area. A survey showed that business, labor and community leaders overwhelmingly recognized the importance of a labor-management council in the tri-state area. Eighty-seven percent of our members believe that DALMC has an important role in working with the business and labor communities to help attract and retain qualified workers. Ninety-four percent of our members believe it is important to continue and enhance our labor-management in the areas of workforce recruitment, and retention and expansion, while 86% believe it is important to assist in improving worker skills. A survey revealed that DALMC should expand its involvement in workforce retention and expansion, as well as assisting employers and employees in developing workplace skills. We recognize the changing needs of the workforce as we are facing global competition, the transition to greener technologies, pending workforce shortage and the immediate concerns of the economic recession. Labor and management representatives in the Dubuque area are beginning to seek new, more cooperative ways to deal with pressures and issues that they recognize as threats to their well being and survival. The Council needs new programming to enhance the level of involvement and communication among current members and to appeal to those organizations which are not yet members. The DALMC has formulated a plan to begin addressing employer, union and worker concerns. Our past accomplishments have led us to begin a mission to renew services to our current members and to expand our cooperative spirit to new members and supporters through our "Partnering for Progress" campaign. Implementation of the DALMC goals for Partnering for Progress requires the commitment of resources. The DALMC plan is to:

- Change the image and perception of skilled trade jobs in the Greater Dubuque area;
- Expand relationship with Northwest Iowa Community College and Dubuque;

- Work to develop Women in Non-Traditional Career Curriculum;
 - Create labor-management education seminars for high school teachers and counselors;
 - Create and facilitate labor-management presentations for high school and college classrooms;
 - Host a Construction Industry Career Expo for middle school students;
 - Publish educational guides and update and reprint “Made in the Tri-States.”
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- Educate local union members and employers using relevant and applicable labor-management skills with the workplace:
 - Train staff to facilitate workshops;
 - Conduct education and communication forums for employers and employees;
 - Provide labor-management committee training.
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- Educate the community about the importance and benefits of strong labor management relations:
 - Develop “J” Term programming with local colleges;
 - Provide mock mediation programming and competition for students;
 - Create mock bargaining symposium for high school and college students.

East Bay Innovation
and
Service Employees International Union (SEIU) Local 1221

09-029-CA/P (91)

San Leandro, CA

Amount Awarded: \$63,452

The Training and Career Ladder Development Committee for Direct Support Workers in the Developmental Disabilities Field is a new joint labor-management committee project of East Bay Innovations (EBI), and the Service Employees International Union (SEIU), Local 1021. Developmental disabilities services are an essential component of California's long-term health care services, providing support for 200,000 clients with mental retardation, cerebral palsy, epilepsy, autism and other disabilities at a cost of almost 3 billion dollars per year in state funds and Medicaid Home and Community Based services. Approximately 90,000 direct care workers, who are mostly women and people of color, provide the bulk of these services and earn wages averaging about ten dollars per hour. Since 1993, the number of people served has increased by 70% percent, and this rapid growth is projected to continue. The community service system faces a staffing crisis, now widely cited as the most significant barrier to growth in services. The poor wages and benefits for workers who provide direct support to clients have led to very high vacancy and turnover rates, undermining quality and availability of services. Deinstitutionalization has resulted in the erosion of wages and benefits for direct support workers while increasing job responsibilities, with no concomitant public investment in training or career development infrastructure.

In order to provide quality care and good jobs, there is an urgent need to make training and career ladders available. The first action is to create a career development infrastructure to identify the appropriate rungs on the career ladder and to identify the appropriate training needed to progress. Studies show increased levels of training and the availability of a career ladder can significantly reduce turnover. East Bay Innovations' general goal is to uplift Direct Support Workers in Developmental Disability Services by developing within EBI, and advocating for in the broader developmental disabilities field in California, training and career opportunities for the ethnically diverse, low-income, direct support service workers or for people with developmental disabilities in the state of California. Some objectives to accomplish through the project:

- Identify paths currently available for career advancement for Direct Support Workers (DSW) and the support that is available to help DSWs pursue those paths;
- Develop, administer, and analyze a survey of the DSW at EBI with regard to training and career aspirations and identify their current understanding of career opportunities in the developmental disabilities field in general, as well as identifying the road blocks that workers believe limit their own personal career options.

- Develop and execute a Quality Care and Career Options Education campaign among the SEIU membership, management and community supporters in order to build support for increased training and career opportunities.

Oakton Community College
and
Cook County College Teachers' Union Local 1600, American Federation of Teachers

09-023-IL/PS

Des Plaines, IL

Amount Awarded: \$57,559

The management of Oakton Community College (Administration) and the membership of the Oakton Community College Classified Staff Association (OCCCSA), a chapter of the Cook County College Teachers Union Local 1600, American Federation of Teachers, propose the establishment of Working on Oakton's Wellness (WOW), a workplace wellness committee that will foster an environment supportive of employee health and wellness in direct alignment with the College's objective to "institute programs to improve employee health and welfare, and facilitate work/life balance."

During the two contract negotiations between Administration and OCCCSA, Administration noted the high absentee rate of OCCCSA members due to sickness and indicated that this trend, if not checked, would impact compensation and benefits rates, as well as result in reduction of allowable sick leave in future contracts. OCCCSA leadership has endeavored to educate members about the appropriate use of sick days, and some college departments have instituted policies regarding the use of sick days, but the problem persists. Members are not making optimal use of the cost saving of the health insurance plans offered by the College. The health insurance plans can be daunting and often employees do not know what questions to ask. Oakton spent \$1,063,751 on prescription drugs for members. Of those prescriptions only 54.4% were generic pharmaceuticals. If 15% of the prescriptions were converted to viable generic this would bring the College to the industry standard, and save \$81,213 each year, and reduce insurance costs for members. The following objectives will be met with a grant from FMCS:

- Establish a standing labor-management committee charged with improving the health and wellness of Oakton's employees;
- Develop a comprehensive program of wellness-related activities and initiatives that will be implemented;
- Train 100% of members of the WOW committee in effective labor-management communication and team building; and,
- Devise four strategies to specifically address the rising costs of health care at Oakton, including ways to reduce sick days and increase utilization of generic drugs.

Idaho Education Association
Idaho School Board Association
Idaho Association of School Administrators

09-056-ID/PS

Boise, ID

Amount Awarded: \$31,316

The Idaho Education Association (IEA), Idaho School Board Association (ISBA), and Idaho Association of School Administrators (IASA) all recognize the state of Idaho needs a cohesive group of well-trained, inexpensive, neutral facilitators who are familiar with local issues and who can assist school districts using interest-based bargaining. The IEA is the primary labor organization in Idaho and represents about 13,000 public school teachers and education support professionals in 115 school districts. The organization exists both to advocate for members' interests and to support their mission of achieving excellence in public education. The ISBA is a service organization representing the interests of 115 school boards throughout the State. The group supports board members in their complex leadership roles by providing opportunities for networking, legal guidance and training. The IASA represents the interests of a variety of public school administrators in Idaho, including the Idaho School Superintendents Association, Idaho Association of Secondary School Principals, and the Idaho Association of Elementary School Principals. The IASA identifies issues of importance to its members, adopts policies to address those concerns, and provides a forum for discussion.

The economic challenges and time constraints make bargaining more difficult for both labor and management teams. To date 20 Idaho school districts have declared financial emergency, and successor agreements have been reached in 18 of those districts. Eleven settlements reflect a salary decrease for teachers (as much as a 6% reduction in pay) and six have settled on a salary freeze (experience increments were not granted). Two of the 18 districts (11%) required the use of a mediator in order to come to agreement. At this time, the 115 Idaho public school districts have only three FMCS commissioners available to assist them in reaching agreement if bargaining breaks down. With the added pressure of the abbreviated timeline for achieving a settlement imposed by House Bill 252, the need for well-trained, inexpensive, locally-based facilitators is quite clear. The important roles Interest Based Bargaining (IBB), training and a trusted facilitator can play in ensuring a successful bargain, even under difficult circumstances, became clear in the recent bargaining history of Clearwater-Orofino School District. Their settlement represents the only case in the State in which the district declared a financial emergency, but labor and management representatives were able to use IBB and maintain teachers' salaries, increments, and health insurance benefits. The teams were able to find creative cost-savings solutions without placing an undue burden on employees, and the settlement was truly a "win-win" for both parties.

During the life of the grant, the Idaho Facilitation Training Steering Committee expects to accomplish the following:

- To develop a cohesive group of 20 well-trained, inexpensive, neutral facilitators who are familiar with local issues and can assist school districts using IBB. Some objectives to accomplish are:
- Work with an FMCS commissioner to develop an IBB facilitation skills training package that is tailored to Idaho's needs. The package will have 2 major components: a) it will give facilitators a basic grounding in IBB so that they can, in turn, train labor and management negotiations teams in local school districts; b) it will provide participants with in-depth IBB facilitation skill-building training so that they can assist in local bargaining sessions. Once completed, the training materials would also be made available to other districts expressing an interest in adopting IBB.
- Deliver IBB overview training in at least eight targeted Idaho school districts.
- Expand the use of IBB by at least five school districts not previously utilizing the process.
- Provide well-trained, neutral, inexpensive facilitators who are knowledgeable about local concerns to 32% of the Idaho districts who will be using IBB.

National Union Insulation Contractors Alliance (NUICA)
and
International Heat and Frost Insulators and Asbestos Workers
(AFL-CIO, CLC)

09-019-MD/I

Lanham, MD

Amount Awarded: \$95,876

In order to take advantage of the opportunity and the demand for a ready workforce, the Heat and Frost Insulators Labor Management Cooperative Trust (LMCT) will undertake an innovative new partnership between labor and management in the growing mechanical insulation industry, a project that will also serve as a model for labor-management partnership in other industries. The International Association of Heat and Frost Insulators and Allied Workers (IAHFIAW) is working in cooperation with the Labor Management Cooperative Trust to launch a new era for national and local labor-management relations, based on enhanced professionalism and a new way of looking at the way workers and management interact at jobsites. This joint problem-solving effort, the *Project Management Initiative* (PMI), demands jobsite excellence and customer satisfaction, which will instill pride of craftsmanship for workers and reduce client dissatisfaction.

In 2007, the IAHFIAW and LMCT developed a code of conduct that clearly describes the expectations being made of both employees and employers in the unionized mechanical insulation industry. The Professional Craftsman Code of Conduct (PCCC) has been well received by both sides of the table. Now that the PCCC process has been established, it is time to take this program another step forward and implement the *Project Management Initiative* (PMI), which will require preparing a cadre of trainers to guarantee integration of Code at jobsites across the country, the actual enforcement of the Code itself by labor representatives, and a set of activities to ensure adequate implementation and monitoring, as detailed below. This PMI is a joint effort between labor and management that fulfills and enhances those roles and seeks to ensure good communications between workers and employers and ensure that the client gets what he paid for. It also meets the needs for increased professionalism in a growing field and will deliver best practices in labor-management relations for other industries to adopt. Our goals are to:

- Develop a cadre of practitioners to train workers and employers in the content of Professional Code of Conduct.
- Improve customer service and relationships with employers by designating Quality Control Craftsmen at jobsites across the country.
- Market this new approach to the mechanical insulation industry to encourage expansion of work and expansion of the agreements.
- Share best practices to serve as a model for other labor-management partnerships.

The key strategy of the Project Management Initiative (PMI) is to increase the workers' pride in their craftsmanship, and, at the same time, guarantee employers that the workers will professionally and efficiently complete the job. To do that, the Labor Management Cooperative Trust will expand the adoption and enforcement of its Professional Code of Conduct by providing training and then designating a trained Quality Control Craftsman from the Local on jobsites to work cooperatively with management on joint problem-solving and increased efficiency. The expansion of the PMI, in combination with the communication programs already overseen by the LMCT, will ensure a better and well-trained workforce ready for the expansion encouraged by the Administration's green jobs policies and the efforts of Congress and the Administration to mitigate climate change.

ArcelorMittal USA Inc.
and
United States Steel, Paper & Forestry, Rubber, Manufacturing,
Energy, Allied Industrial & Service Workers International
(USW)

09-037-IL/P

Chicago, IL

Amount Awarded: \$45,545

ArcelorMittal and the United States Steel, Paper & Forestry, Rubber, Manufacturing, Energy, Allied Industrial & Service Workers International (USW) have a unique opportunity to establish a labor-management partnership. On July 8, 2009, ArcelorMittal and the USW agreed to expand Article 6 of their Collective Bargaining Agreement. The four-year agreement, expiring on September 1, 2012, now includes Joint Efforts, which is the ability to create and enhance a labor-management partnership. The intent of the stated partnership includes, but is not limited to, improving product quality and production efficiencies, promoting employee involvement in problem solving, and improving company and union relations at all levels within the organization. Included is a "Comprehensive Training and Education Program," a commitment by ArcelorMittal and the USW to receive ongoing training, jointly developed and implemented by both parties in the application of their partnership initiatives.

Approximately seven years ago, the 12 plants were six different steel companies and all were competing in the national and international steel markets. There is an extraordinary opportunity to bring together, under partnership, the blending of wisdom, foresight, and leadership in an effort to meet the global challenges that face the steel industry today. To reference what global economic experts have stated within the last 12 months, *we are at a point in history that has not been seen within 80 years.*

ArcelorMittal USA will endeavor to use its most reliable statistical measures to analyze their plants current status in the three critical areas listed below, both before and after the project implementation:

- Quality yield (goal = .5% improvement within a 12-month timeframe);
- Safety (goal = 20% improvement within a 12-month timeframe); and,
- Customer satisfaction/On-time delivery (goal = to be rated in the top two by all of our customers).

After we have trained the facilitators and started the process of a meaningful partnership, the benefits to government and its agencies will start to be realized in the following areas:

- A better quality product due to the achievements in certifications, such as ISO 9002, that have made it possible to develop stronger steel products with a lighter gauge;

- Less impact on the environment by improving waste-capturing technology in the steelmaking process. (Achieving the ISO 18001 environmental certification has already provided the ability to better track and understand the impact on the environment.);
- A healthier manufacturing base that will result in more stable jobs for our workforce;
- A reduction in the need for imported products from overseas;
- Fewer labor disputes and arbitration cases; and,
- In times of war a more dependable source of steel for the military.

Greater Peoria Contractors & Suppliers Association, Inc
and
West Central Illinois Building Construction Trades Council
Steamfitters Local #353
United Brotherhood of Carpenters and Joiners of America Local # 183
International Brotherhood of Electrical Workers Local #34
Laborers' International Union of North America Local 165

09-032-IL/A

Peoria, IL

Amount Awarded \$97,965

The union industry in Central Illinois has enjoyed a strong market share in commercial/industrial construction and a steady source of skilled workers for decades. Because of this, many local industries have been complacent about protecting that market share and recruiting qualified, skilled and diverse workforce. While some in the industry have recognized the importance of workforce development, it has only been in recent years, especially through the efforts of the *Tri-County Construction Labor-Management Council (TRICON)*, that more of the local industry, both labor and management, have started to realize the critical need for building a skilled and diverse workforce to supply the union construction industry in Central Illinois. Union construction market share in Central Illinois remains relatively strong at 70 percent of the commercial/industrial market, but this represents a downward trend from the estimated 85 to 90 percent just fifteen years ago. Pressure from non-union competition, tight end-user budgets, an ailing global economy, and a projected shortage in qualified, skilled labor threaten to weaken the local union construction industry's market share further, as well as the industry's ability to provide clients with quality construction projects, on time and within budget.

Factors contributing to the projected shortage of workers include lack of entry-level skills needed to be successful in construction careers, access to or interest in construction careers by diverse populations, and, the greatest factor, an aging workforce. It should be noted that it is not a lack of people, but a lack of interest, skills, training and productivity coupled with a large number of workers who will be retiring in the next 5 to 10 years that will create this shortage. The recent downturn in the economy and the number of layoffs in the region have generated more interest in construction careers this year, but when the economy turns around, construction will have to compete with some of the area's largest employers such as CAT, Komatsu, and the medical industry in order to attract skilled workers. Skills deficits will still be an issue whether there is interest or not.

The Tri County Construction Labor Management Council, Peoria, Illinois (TRICON) , which was formed in 1984 to strengthen the local union construction industry, discovered early that bringing labor and management together to address mutual concerns would not only help the industry, but encourage labor management cooperation. TRICON has created and implemented numerous award-winning programs focusing on safety, workforce development, business

development, public relations, and, more recently, green building. TRICON represents approximately 6,000 building trades' workers and 800 contracting companies who perform work in Central Illinois (300-400 contractors with home offices in the Peoria area).

Through an FMCS grant, the TRICON will develop new workforce development strategies and programs, as well as expand existing ones in order to build a diverse and qualified workforce for the future success of the union construction industry in Central Illinois:

- Develop, through labor-management collaboration, an industry-wide plan to address the impending labor shortage in union construction in Central Illinois;
- Create new and expanded outreach and marketing activities to attract qualified applicants into the industry;
- Create and host a Math Institute for K-14 educators;
- Continue hosting the High School Construction Industry Work-Based Learning Program, with increased focus on female and minority recruitment;
- Host the K-12 Construction Industry Educator Job Shadow (EJS) and enlarge it to include community college instructors;
- Host and expand the High School Women in Construction Day (WIC);
- Provide opportunities for employment and improve labor management cooperation in the industry by addressing the problem of skilled labor shortage, which is a mutual concern; and,
- Maintain and improve the current union construction market share and image of the industry in the local community through workforce development programs and related public relations.

Cooperative Home Care Associates
and
Service Employees Union (1199 SEIU)

#09-011-NY/P

Bronx, New York

Amount Awarded: \$65,000

Cooperative Home Care Associates is a licensed home health aide services agency, based in the South Bronx, which employs 1,550 home care workers, who help more than 3,550 clients to live independently and with dignity. The CHCA was the first home care agency in New York City to create a Labor-Management Committee with 1199 SEIU.

Through an FMCS grant, the Cooperative Home Care Associates will be able to retain the services of a health care expert to help the LMC establish three new work groups that will:

- Decrease the number of call-outs to client-assignments by home health aides and increase the utilization of their health insurance benefits;
- Reduce the number of client-assignments refused by home health aides and assess the impact of this work on decreasing the percent of our employees who work part-time hours; and,
- Expand our LMC to represent 325 additional home care workers at Cooperative Home Care Associates.

The creation of a new Health Care Workgroup within the Labor Management Committee will help members to better understand Cooperative Home Care Associate's health insurance costs and current low levels of utilization. The LMC has already achieved significant initial successes in engaging additional workers in organizational decision-making. By expanding our LMC we expect to further improve CHCA's operational efficiency and document the effectiveness of our collaboration with 1199 SEIU as a model practice for other unionized home care agencies.

International Specialty Products (ISP) Calvert City, Kentucky
and
International Association of Machinists and Aerospace Workers Local 1720

#09-005-KY/P

Calvert City, KY

Amount Awarded: \$47,205

International Specialty Products is a privately owned company that produces more than 500 specialty chemicals for over 6,000 customers in over 30 global industries at 67 locations worldwide. The Calvert City, Kentucky, facility is the largest of these locations and is a major employer in western Kentucky, with 490 employees, 321 of whom are members of the International Association of Machinists and Aerospace Workers Local 1720. Western Kentucky is a mainly rural area with few large manufacturing operations, and it has already seen three corporations (Ingersoll-Rand, Mattel, and Continental Tire) close plants in the area. ISP is a major employer in this region and provides jobs for 490 people directly and many more indirectly through contracted work for construction and maintenance projects.

The ISP Corporation and ISP Calvert City have been affected by the economic down turn. Customers have cancelled or reduced orders, gross revenue is down, production has been reduced, and budgets have been reduced. To meet competitive challenges in the global marketplace, particularly from China, it is imperative that every avenue for improvement be explored. The union and management leadership at ISP Calvert City see this as an opportunity to train the workers and increase their skills and to improve processes and equipment in order to be better able to compete in the global market place when the economy improves.

This initiative involves the workers in the design of new work stations or revising of existing ones to increase each station's ergonomics and facilitate its operation and repair, and improve existing work processes by revising existing procedures or creating new ones. This benefits the worker by creating a safer, more ergonomic work station and work flow. This benefits the company by increasing quality and reducing unplanned downtime and greatly reducing injuries, wasted time, and materials, thus reducing costs and increasing the competitive position in the global marketplace.