A HISTORY OF 1199SEIU
THE ROAD WE HAVE TRAVELED
OUR BEGINNING
1932-1979
1932

A small group of drug store pharmacists unite to form a union: **Local 1199** is founded.
EXPANDING THE UNION

CRITICAL QUESTION:
Should we be a union of only pharmacists? Or, should we use our power to unite and uplift other workers in the workplace, including the cooks, clerks and cleaners?

THE PHARMACISTS DECIDED TO BUILD A UNION, UNITING SKILLED AND UNSKILLED WORKERS ACROSS TITLE, CLASS AND RACE. EVENTUALLY BUILDING A UNION OF OVER 5,000 MEMBERS.
THE FORGOTTEN WORKERS

1950s-1960s

 ► Utilizing the same principles of unity and fairness for all, 1199 set a **new target for expansion**: the large, unorganized and exploited hospital workforce.

 ► Dubbed the “**forgotten workers**”, hospital service workers were some of the poorest in the city. Unifying across race and ethnicity under one banner, 1199 set out to organize for better pay and benefits.

 ► In **1959**, the union led a **46-day hospital strike**, the largest in the nation’s history.

 ► The strike was won and the hospital workers division of 1199 was formed.
As a result of the strike in 1962 New York State changed the law to grant hospital workers the right to organize and bargain collectively.

The Federal government passed a similar law in 1974 for the whole United States.
“If there is no STRUGGLE, there is no PROGRESS”

Much of the Union’s early success was gained through adversarial relationships with employers.

Employers opposed the Union and over many years, challenged their legitimacy and expansion.

- STRIKES!
- WALK-INS!
- FIRINGS!
- PROTEST!
OUR GROWTH

1970s - 1990s
Despite employer resistance the Union continued to organize new hospitals.

By the 1980s, 1199 negotiated 90% of the hospitals in New York City.

The employes also united in one organization bargaining together.
The 1980s was a period of adversarial relationships and bitter strikes between the Union and Management. In 1984, the Union lost a costly strike. In 1989, the Union struck once again, this time winning many gains for its workers!

However, the strikes hurt both the employers and the Union. Both saw the value of finding a new way to resolve differences...
COMPETE...

VS...PARTNER

► Partnership allowed:

- A new way of working: helping the *industry* + *workers*
- *Money and resources* to flow to healthcare organizations
- An improved *work environment* + *worker voice*
- *New benefits* for union members
## Powerful Partnerships:

<table>
<thead>
<tr>
<th>Fund/Project</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>1199SEIU Job Security Fund</strong></td>
<td>Services and supports 1199SEIU members who have been laid off and strengthen industry by placing them in jobs at other 1199SEIU institutions.</td>
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<tr>
<td><strong>1199SEIU/League Labor Management Project</strong></td>
<td>Provides Union and management a platform to work together through challenges and develop innovative solutions through employee engagement and shared interest.</td>
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<tr>
<td><strong>1199SEIU Training &amp; Upgrading Fund</strong></td>
<td>Offers education and job training programs to health care workers that support the needs of the health industry and create a path for upward mobility.</td>
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While waiting for a new job workers receive additional monies over what is provided by government unemployment benefits, re-training (if needed) and continued health insurance coverage for them and their families.
拥有就业保障基金的优势

- 该项目能够有效的制止因倒闭或裁员而失业的员工组织的抗议活动，并能通过提供其他工作而支持员工。This program was developed to stop protests about lay-offs by providing alternative employment/support for workers who lose their jobs through closures or downsizing.
- 该方案在成立的20年里，已经帮助了一万名工人。The program has placed almost 10,000 workers back in the industry since it was started 20 years ago.
- 除了防止因裁员计划引发的与员工之间的冲突，此项目还能为工人提供就业保障，并帮助雇主聘用拥有丰富经验的工人。In addition to stopping conflict over lay-offs, this program provides employment security to workers and helps the hiring employers get workers with experience.
CONTINUING LABOR-MANAGEMENT PARTNERSHIPS...

1199SEIU uses its partnership to focus on quality issues that impact the safety of workers and patients.

Safe Medication Handling

Greening Healthcare

Infection Prevention
TODAY...

► The Union now has over 350,000 members in 5 states, including New York, Florida, New Jersey, Maryland, and the District of Columbia.

► From a small group of 5,000 drug store workers
以利益为基础的问题解决方式

Interest Based Problem Solving

黛博拉.金 (DEBORAH KING )，行政主管
1199SEIU培训及就业基金
“如果我们只有一把锤子，那就会把所有问题看成是钉子。”
“We see every problem as a nail if our only tool is a hammer.”

-- A. 马斯洛
A. Maslow
我们怎样看待冲突...
HOW WE TEND TO VIEW CONFLICT...

• 相互之间的差异、敌意、不同标准、价值观或思维，从而产生冲突。
  A clash between different, hostile, or opposing elements, values, or ideas.

• 某种观念：如果你得到你想要的东西；我就不能得到我想要的。
  A belief that -- if you get what you want; I can’t get what I want.

• 为了显示敌意或势不两立。
  To show antagonism or irreconcilability
化解冲突的思维方式

问题思考:

✓ 我想和这个人建立怎样的关系？
  What relationship with this person do I want to build?

✓ 如果我的第一个选择是无效的，那么我还有什么方案？
  What alternatives can I take if my first option isn’t available?

✓ 最终目标是属于个人利益还是共同利益？
  Is the goal individual gain or mutual gain?
化解冲突的思维方式

- 参与解决问题或冲突各方之间的信任和声誉。
  Trust and good faith between the parties involved in solving the problem or conflict.

- 双方的权利和相互尊重。
  Power and mutual respect between the parties.

- 在解决问题的方法和技术中，所蕴含的常识和“素养”。
  Common knowledge or “literacy” in problem-solving methods and techniques.

- “BATNA” = “Best Alternative To a Negotiated Agreement”
  = “达成谈判协议的最佳选择方案”
  什么情况下，选择“不同意”也比在重要问题中做出妥协更好。
以利益为基础的问题解决方式
Interest Based Problem Solving (IBPS)
传统的解决问题方式
TRADITIONAL PROBLEM SOLVING

以利益为基础的问题解决方式
INTEREST-BASED PROBLEM SOLVING
共同利益
MUTUAL INTEREST
IBPS的6个步骤

1. 明确问题
   Clarify Issue

2. 确定利益/定义问题
   Identify Interests/Reframe issue

3. 以‘头脑风暴’方式思考问题
   Brainstorm Options

4. 依据标准评估选项
   Evaluate Options w/ Criteria

5. 检查并讨论
   Review and Discuss

6. 一致的结论
   Consensus Solution
什么是以利益为基础的问题解决方式？

一个结构化的问题解决过程，会产生创造性的解决方案，满足各方的利益：

- 把讨论应该对事不对人。
  focuses discussion around the problem, not the people.
- 形成新的创造性的解决问题方法——以前没有考量过的方法。
  generates new creative approaches to solve a problem – ideas not considered before.
- 找到解决问题的方法，而不是争论谁对谁错。
  finds a solution rather than arguing about who is right.
什么是利益为基础的问题解决方式？

- 各方开诚布公的讨论他们的利益、需求、顾虑。
All parties openly discuss their interests, needs, concerns
- 不允许任何一方态度顽固，或者坚守立场。
Does not allow any party to stake out a rigid position or defend a position
- 决策是基于事先承认的客观标准所做出的。
Decisions are based on previously agreed upon objective criteria
- 决策要得到大家的一致认同。
Decisions are reached by consensus
- 解决劳资纠纷的一个额外工具。
An additional tool to approaching labor management disputes
Creativity

Communication
- Share
- Inquire
- Listen
- Reflect
- Feedback

Skills

Consensus
Decision-Making

訊息传递
- 分享
- 查询
- 倾听
- 表达
- 反馈

共同结论
以利益为基础的问题解决方式
准备步骤和详细步骤

Interest Based Problem Solving Pre – Step and Steps
1. 谁有关于待解决问题的故事，将这些故事简要分享。

2. 其余的组员：
   a) 积极倾听
   b) 理解问题的范围
   c) 了解那些有经历过问题的人所关心的内容

・总计不超过15分钟。
步骤 1: 定义问题

Define the Problem

- 我们为什么在这里？
  Why are we here?

- 缩小讨论范围。
  Narrow the discussion

- 避免使用不明确的定义，比如“或者、也可”。
  Avoid an “either/or” definition

- 识别 “立场”的声明。
  Identify statements of “Position”

- 收集数据，以了解问题。
  Gather data to understand the problem
步骤 2: 确定各方的利益
Identify Each Party’s Interests

- 暂停批评
  Suspend judgment
- 探究冲突或争吵的深层次的原因。
  Explore the underlying reasons for the conflict or dispute
- 问“为什么？”
  Ask “WHY?”
- 分享你自己的利益，并和原因建立联系。
  Share your own interests and related reasons
- 双重检查: 各方都被代表了吗？
  Double-check: Are all the parties represented?
- 确定利益的重叠部分。
  Identify overlapping interests
•让你决定去解决问题的特殊要求。
   A specific demand you make to resolve a problem

•不解释为什么。
   Do not explain why

•不帮助其他人理解你想要什么，及为什么想要。
   Do not help the other party understand why you want what you want

•善变，不顾自己的价值。
   Often reactive, override your values

•你最后选择的方案，是解决你的顾虑及担忧的方案。
   Often the solution you’ve settled on to solve your concerns and fears

•用以前的顾虑，注重怎样到达你的目的地。
   Focus on how to get where you want to go, based on past concerns
利益...Interests...

• 你想要得到某物的原因The reasons you want what you want
• 解释为什么这样Explain why
• 帮助其他人从你的观点看问题。Help the other party see things from your point of view
• 产生你的立场的动机。The motives that lead to your position
• 根据价值做出迅速反应。Responsive, based in values
• 你的需求及愿望。Your needs and desires
• 你的顾虑及担忧Your concerns and fears
• 着眼于结果和未来。Focus on the outcomes and the future
立场 (POSITION) 是...
- 站队 A Stand
- 需求 A Demand

利益 (INTEREST) 是...
- 顾虑 A Concern
- 深层次的需求 An Underlying Need
- “为什么？”“Why?”
步骤 3: 重新定义问题，解决各方利益
Reframe the Problem to Address the Parties’ Interests

- 为满足各方利益，重新界定争论，将它当成一个问题进行解决。
  Reframe the dispute as a problem to be solved, to meet all parties’ interests.

- 将问题用提问的方式表述，比如：我们怎样才能...？
  Formulate the problem as a question.
  Example: How can we...?
步骤 4:
提出各种方案
Generate Options

- 收集并分析数据以便讨论。
  Collect and analyze data to inform the discussion.

- 提出尽可能多的想法和选择。
  Generate as many ideas and options as possible.

- 采用头脑风暴及其他创造性的技术，尽可能多的提出特殊选择方案或想法。
  Use brainstorming and other creative techniques to generate as many specific options or ideas as possible.

- 当这些想法被提出来时，不要立即进行评论。
  Withhold judgment while the ideas are being generated.

- 拓宽了桌上的选择，而不是寻找单一的答案。
  Broaden the options on the table, rather than look for a single answer.

- 回顾到利益上。
  Refer back to the interests.
步骤 5:
精心制作方案以满足双方利益
Craft a Solution to Meet Both Parties’

a) 重新审视利益。确定分享利益。
Revisit interests. Identify shared interests.

b) 优先考虑的利益
Prioritize the interests.

c) 利用利益和其他“公平准则”来制定评估解决方案的标准。
Use the interests and other “fair standards” to generate criteria to evaluate solution.

d) 测试不符合标准的选项。
Test options against the criteria.

e) 选择符合标准的选项。
Select options that meet criteria.

f) 整合/修改选项，制作一个解决方案。
Combine/modify options to craft a solution.
步骤 6: 实施和评估解决方案
Implement and Evaluate

• 明确各自要履行的职责。
  Be clear who has what responsibility for implementation.

• 制定期限或时间表。
  Set a deadline or timeframe.

• 方案实施时要重温其有效性，对利益的影响。
  Revisit the solution’s effectiveness along the way: Test against the interests.

• 可以基于客观标准，修订解决方案。
  Be open to modifications based on the objective criteria.
IBPS 详解案例 – 罗密欧和朱丽叶

1. 明确问题 Define the problem
2. 罗密欧的利益是什么? 朱丽叶的利益是什么? What is Romeo’s interest; and what is Juliet’s interest?
3. 重新定义问题，以维护双方的利益。Reframe the problem to address both parties interest
4. 生成多种选择。Generate options
5. 制定解决方案。Craft a solution
6. 实施和评估。Implement and Evaluate
Hospital – Based Labor Management Initiatives
基于 - 医院的劳动管理的措施

- 手术室的共同管理。Shared Governance in Operating Room
- 预防感染运动。Infection Prevention Campaign
- 改变临床护理形式。Transforming Care at the Bedside
- 从入门等级到绿色职业生涯。From Entry Level to a Green Career
- 在过渡区护理部门的改善。Improvement in the Care Transitions Department
乔和哈里... 乔哈里

别人已知的
Known by Others

公开的
Open

盲目的
Blind

秘密的
Hidden

未知的
Unknown

别人不知道的
Unknown by Others

自己知道
Known by Self

自己不知道
Unknown by Self

讲诉
Tell

提问
Ask
想想最近解决问题的经验

约哈里之窗

- 什么样的信息/数据被大家共同认知？
- 什么样的信息/数据你知道，其他人不知道？
- 什么样的信息/数据缺失或未知？
- 当额外的信息/数据被共享时发生了什么？
1. 你的重点总结是什么？
2. 今天您学到了什么？
3. 您将有什么改变？
4. 您还需求其他额外的资讯吗？