

all interested persons, agencies or entities that may require this information. It is in everyone's interest that the provisions in a modified Labor Agreement be clearly understood by everyone who has a need to know. It is in everyone's interest that they seek assurances from other parties at the bargaining table that they have given appropriate notifications for which they are responsible. You will not be meddling in the other party's affairs if you seek these assurances. The Association has an interest in insuring that all Union members, Committee persons, stewards and officers are aware of changes in the Labor Agreement. The Union, likewise, has a serious interest in assuring that the Association has adequately and properly notified all of its individual Employer Members that their responsibilities under the Labor Agreement may have changed.

A cooperative atmosphere for labor relations also requires that the Union, the Association or the individual Employer realize that their responsibilities continue even *after* the new contract has been "put to bed." Both parties should be equally responsible for policing the new Agreement to assure compliance with any changes that have been made. Moreover, both parties to the Agreement should recognize their responsibility to periodically review the administration of the Collective Bargaining Agreement so that they may consider and analyze problems that may have arisen as a result of new or modified contract language.

It is in the interest of the Union and the Association to form, and maintain, a Labor-Management Cooperation Committee that will meet on a regular basis to discuss important issues relating to the health and progress of the industry, methods by which the parties can mutually improve the industry and gain more work for Unions and Employers alike and to monitor and resolve problems that may be occurring under the Collective Bargaining Agreement. A successful LMCC can seek resolutions to problems before they give rise to grievances and generally *communicate* in a manner that recognizes that good relationships are critical to having and maintaining a healthy industry.

VI. CONCLUSION

The International Union of Painters and Allied Trades, AFL-CIO and The Finishing Contractors Association International (FCA) through the Labor Management Cooperation Initiative (LMCI) have prepared and distributed this book as part of their commitment to the concept of cooperative Collective Bargaining. The IUPAT and the FCA International engage in numerous projects and initiatives that, on a daily basis, prove that labor relations need not occur in a confrontational setting and that open and honest dialogue in a labor relationship can achieve substantial benefits for all sides.

A healthy collective bargaining relationship can only exist when each side acts with integrity and is willing to discuss and address issues that are of mutual concern to both sides. Even when the solution to a problem cannot be achieved, it is the integrity of the process and the willingness of the parties to communicate that will achieve the greatest benefit. The suggestions and guidelines contained in this book will hopefully assist in achieving this objective.