

THE CBO'S ROLE IN NEGOTIATIONS!

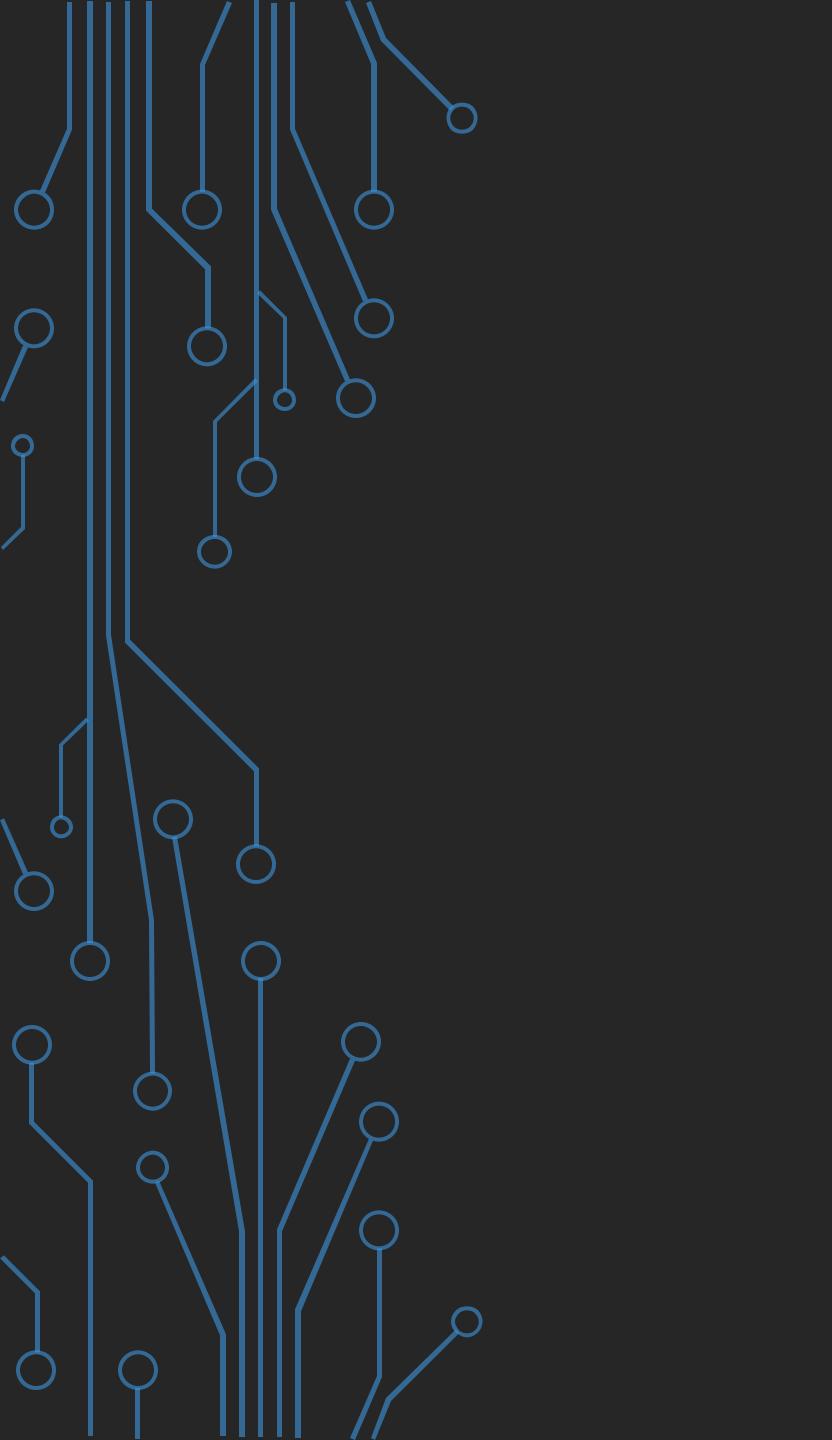
ACBO INSTITUTE II
OCTOBER 8, 2025

PRESENTED BY:

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AGENDA

- Overview of the Collective Bargaining Process
- The CBO's Role
- The Philosophy and Psychology of Labor Negotiations



OVERVIEW OF THE COLLECTIVE BARGAINING PROCESS

THE COLLECTIVE BARGAINING PROCESS



Management and labor meet in good faith, regarding **wages, hours, terms and conditions of employment**



Impasse procedures apply if parties do not reach agreement



District may unilaterally implement last, best and final offer following completion of impasse procedures



Gov. Code §§ 3543.2, 3548 et seq.

THE COLLECTIVE BARGAINING PROCESS



NEGOTIATING IN DIFFICULT ECONOMIC TIMES



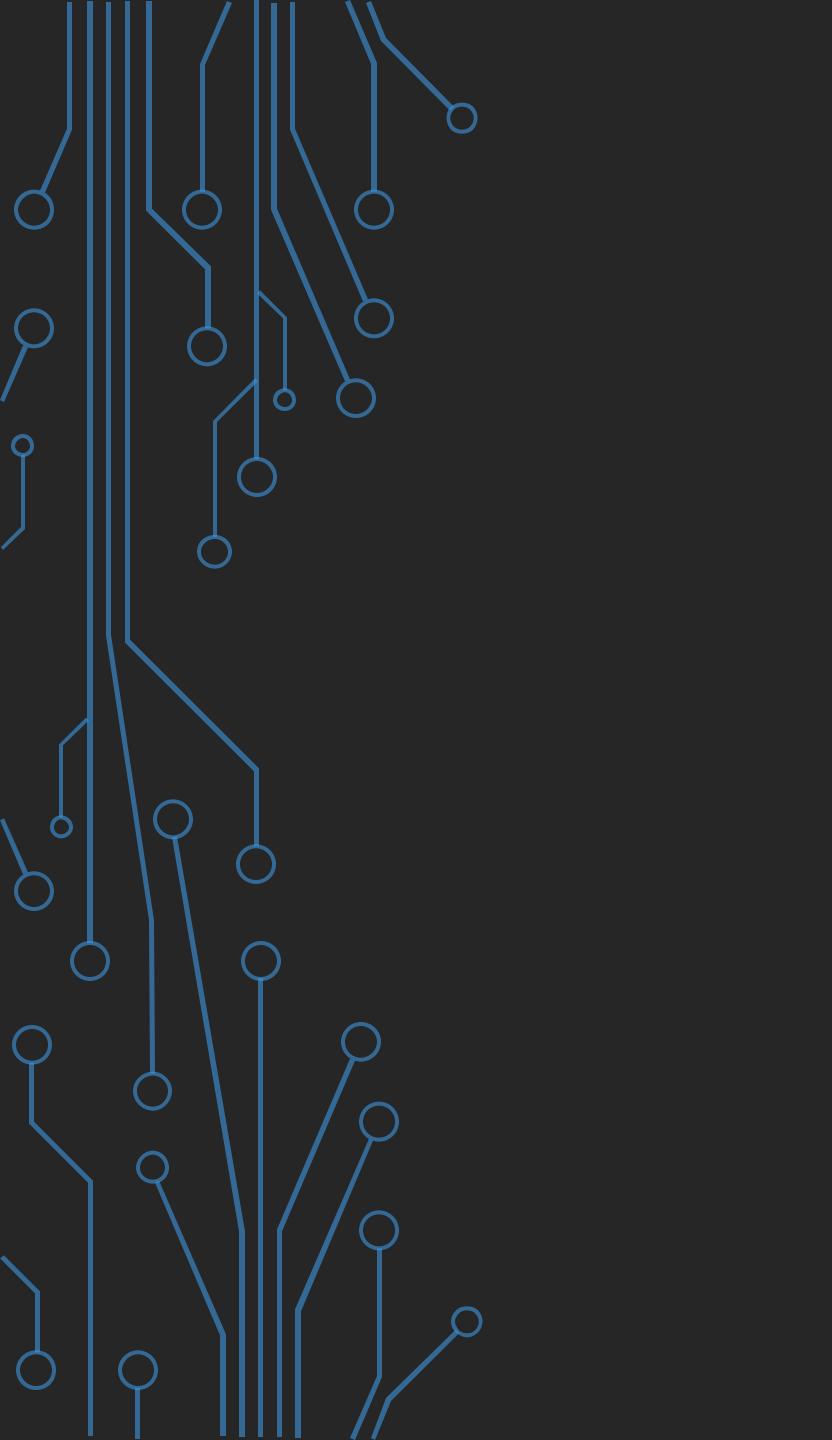
SO MUCH (PANDEMIC, FEDERAL
ADMINISTRATION CHANGES, ETC.) HAS
IMPACTED THE ECONOMY AND
WORKING CONDITIONS



HIGH INFLATION AND TIGHT LABOR
MARKET

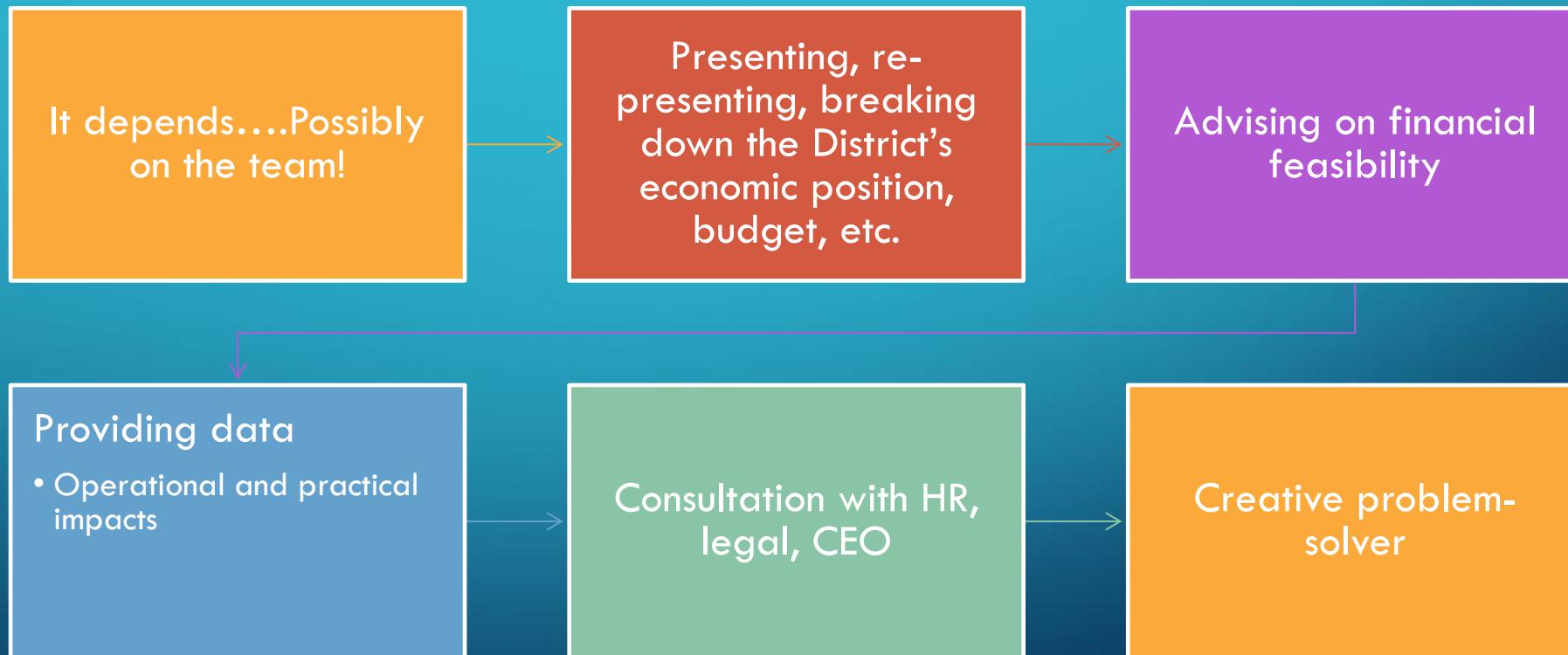


INCREASED DEMANDS OF HIGHER
SALARIES/BENEFITS



THE CBO'S ROLE

WHERE DO I FIT IN?





WHY IS DATA CRITICALLY IMPORTANT?

Factual and not emotional

Offers perspective and insight

Can be persuasive

Sets a framework of transparency

Requires preparation in advance and must be accurate



PRE-NEGOTIATION PREPARATION

- Financial modeling and scenario planning
- Reviewing past agreements and trends
- Understanding bargaining history and culture
- Setting institutional parameters with leadership

BUSINESS OFFICE PERSPECTIVE

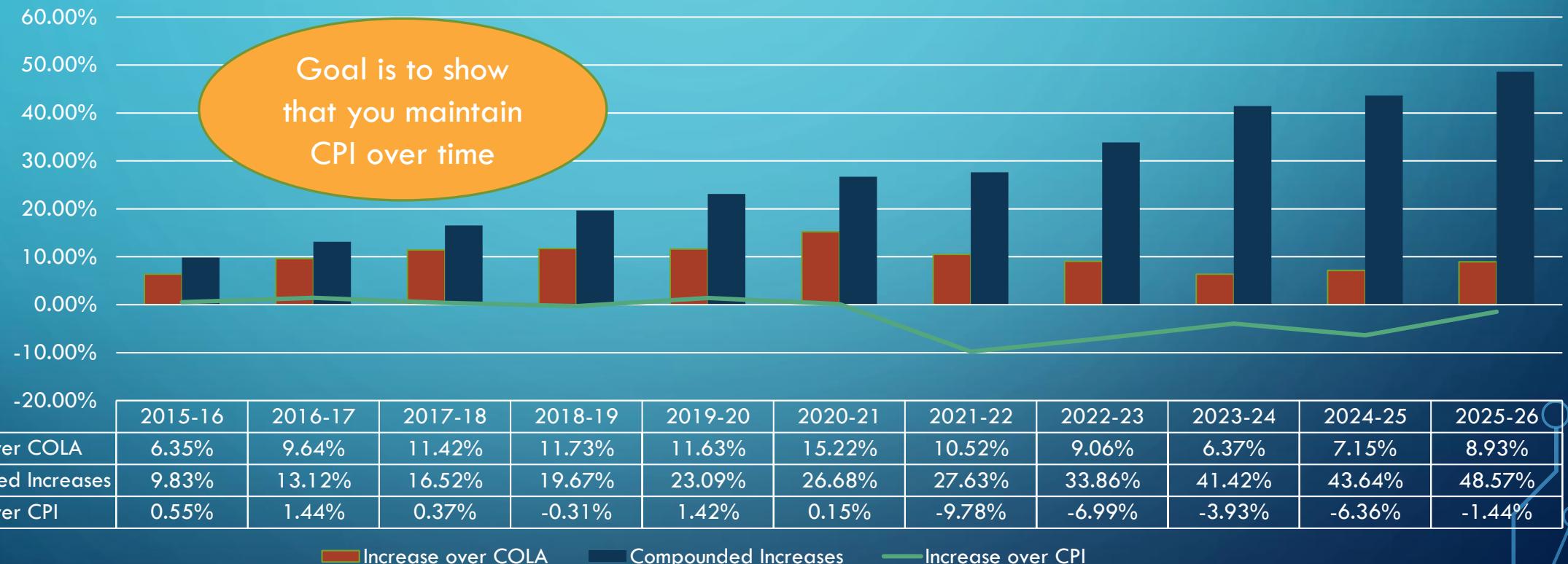
CALCULATE 1% FOR ALL GROUPS

Group	Base Salaries	1% Increase	Benefits	Total Increase
Faculty FT	47,428,415	474,284	88,881	563,165
Faculty PT	36,373,677	363,737	68,164	431,901
<i>Total Faculty</i>	<i>83,802,092</i>	<i>838,021</i>	<i>157,045</i>	<i>995,066</i>
Classified	42,656,618	426,566	136,586	563,152
POA	1,447,614	14,476	4,635	19,111
Academic Mgmt	8,246,859	82,469	15,455	97,924
Classified Mgmt	13,834,919	138,350	44,300	182,650
<i>Total Mgmt</i>	<i>22,081,778</i>	<i>220,819</i>	<i>59,755</i>	<i>280,574</i>
Total	149,988,102	1,499,882	358,021	1,857,903

BUSINESS OFFICE PERSPECTIVE

FACULTY SALARY INCREASES OVER TIME

Comparison of Compounded Increases to COLA and CPI



Base Year 2007-08

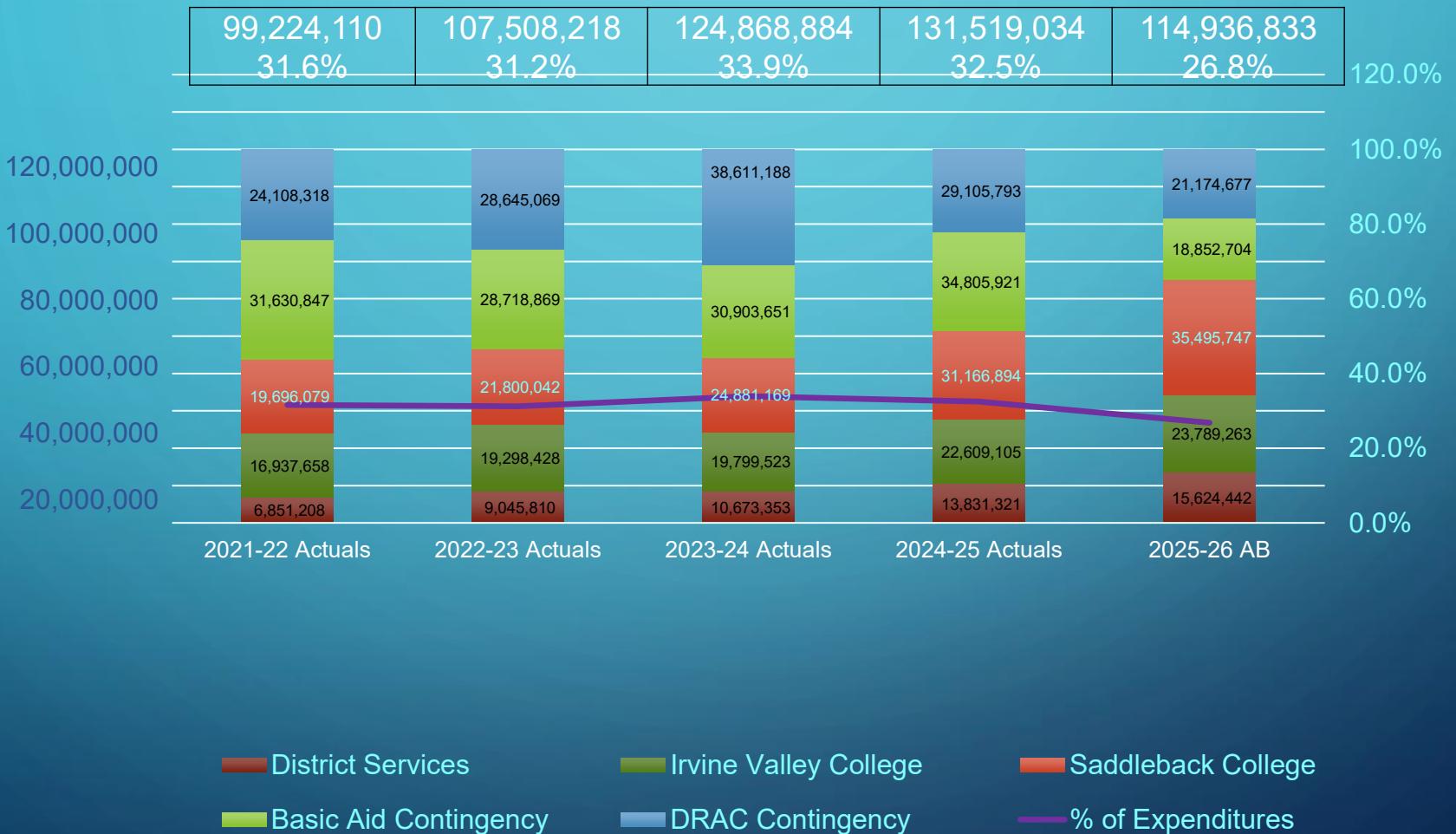
FINANCIAL DATA

Detailed review of district budget

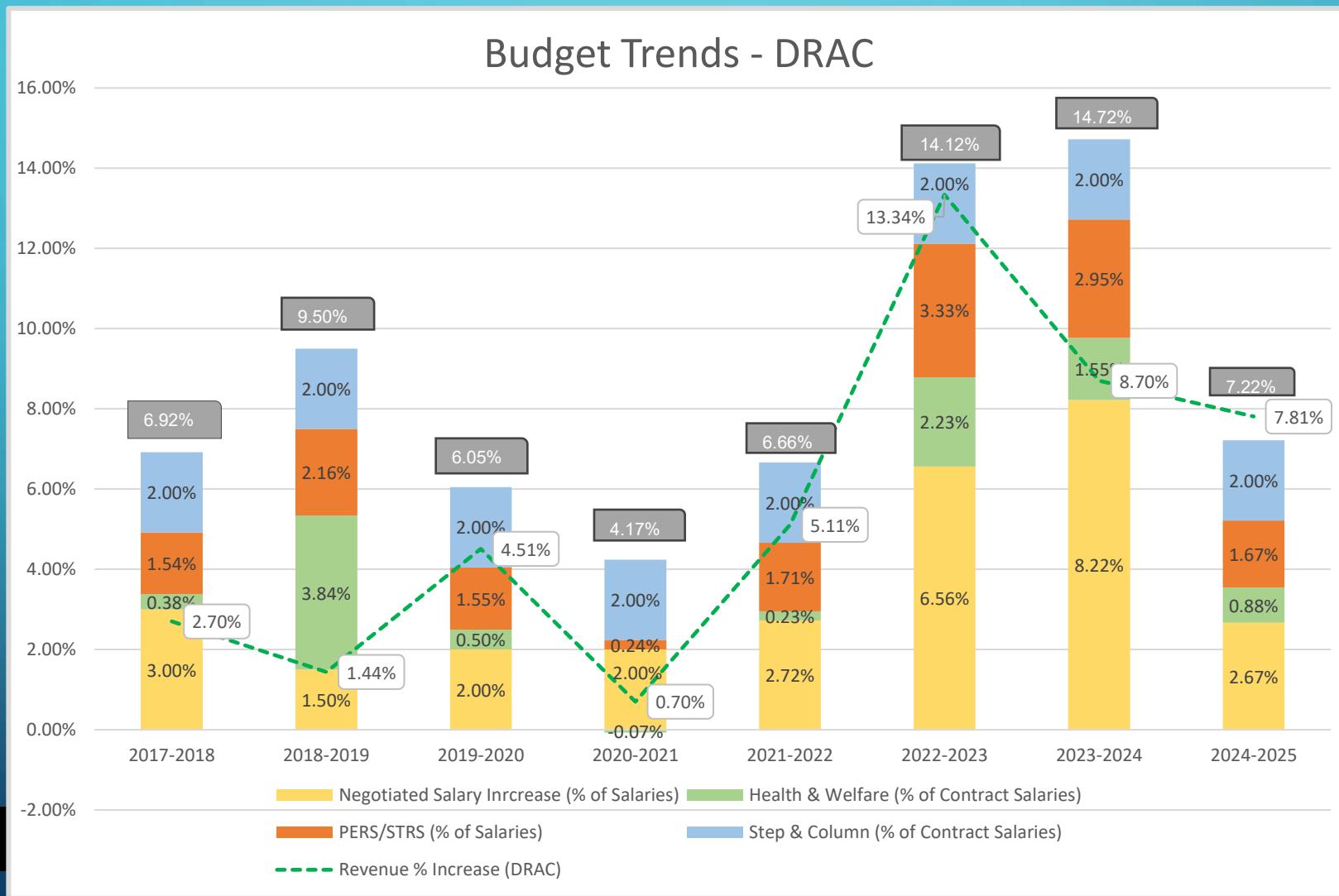
- Revenue sources (especially those that fund the bargaining unit)
- Revenue trends
- Expenditures
- Expenditure trends
- Multi-year fiscal forecast

Chancellor's Office/State Budget

Unrestricted General Fund Reserves (Ending Balance) Trend



Salary and Benefit Increases Compared to DRAC Revenue Trends



KEY RESPONSIBILITIES OF THE CBO DURING NEGOTIATIONS



Costing proposals and counterproposals



Analyzing long-term budget impact



Ensuring alignment with fiscal health and institutional priorities



Supporting data-driven decision-making



Reviewing language changes for unintended consequences

FA Salary Proposal

Ongoing % Increase = COLA + 0.50% and Parity Increase to 75.00% over 3 years (Y-Rated Non-Classroom)

8/24/2024

	2024-25						2025-26						2026-27						Grand Total
	Base Salaries	Increase	Benefits	Total Increase	%	Base Salaries	Increase	Benefits	Total Increase	%	Base Salaries	Increase	Benefits	Total Increase	%	Base Salaries	Increase	Benefits	
Full-time Faculty	56,901,862	893,359	195,110	1,088,469		57,795,221	1,982,376	432,951	2,415,327		59,777,597	2,140,038	467,384	2,607,422					
PTF instruc/PTF & FTF summer	29,130,581	675,709	147,575	823,284		29,806,290	1,231,293	268,914	1,500,207		31,037,583	2,887,822	587,020	3,274,842					
Full-time overload instructional	5,562,689	130,766	26,559	159,325		5,713,455	234,708	51,260	265,968		5,948,183	516,357	112,772	629,129					
PTF/FTF overload/sum non-instruc	8,633,924	-	-	-	-	8,633,924	-	-	-	-	8,633,924	-	-	-	-				
	100,249,056	1,699,834	371,244	2,071,078	1.70%	101,948,890	3,448,377	753,125	4,201,502	3.38%	105,397,257	5,344,217	1,167,176	6,511,393	5.08%				10.16%
Baby Bonding Leave (5 days)		38,749	8,463	47,212	0.04%		40,078	8,753	48,831	0.04%		41,513	9,088	50,579	0.04%				0.12%
Department Chair Stipend Changes	132,701	68,351	14,491	80,842	0.07%		138,152	30,172	168,324	0.14%		150,145	32,792	182,937	0.14%				0.34%
Choral Music (increase from 9 to 16 extra duty) - 2 people		5,130	1,120	6,250	0.01%		5,306	1,159	6,465	0.01%		5,496	1,200	6,698	0.01%				0.03%
Step 6 starting salary and move 52 employees up as a result		678,432	148,170	826,602	0.68%		-	-	-	0.00%		-	-	-	0.00%				0.68%
Part-Time Compensation Funds 23-24 (MOU at S627,353, Apport at S819,118)		8,235	1,799	10,034	0.01%		-	-	-	0.00%		-	-	-	0.00%				0.01%
Part-Time Compensation Funds 24-25 (MOU at S627,353, Apport at S840,931)		(13,578)	(2,965)	(16,543)	-0.02%		(13,578)	(2,965)	(16,543)	-0.02%		(13,578)	(2,965)	(16,543)	-0.02%				-0.06%
Professional Development for PTF (1.5 hours 1280 people)		193,007	42,153	235,160	0.19%		200,043	43,689	243,732	0.20%		216,265	47,232	263,497	0.20%				0.59%
			-	-	0.00%				-	0.00%				-	0.00%				
Fiscal Year Cost				3,260,634	2.67%					4,652,311	3.74%					6,998,559	5.45%		11.86%
Cumulative Cost				3,260,634						7,912,945						14,911,504			
Cumulative Cost all years				3,260,634						10,346,977						24,431,879			24,431,879
% Cost Increase				2.67%						3.74%						5.45%			11.86%
2024-25 FTF Increase	1.57%					Proposed Parity %				Proposed Parity %					Proposed Parity %				
2024-25 PTF instruc/Sumr Increase	2.32%		2.3196%	71.00%		2025-26	3.43%			2026-27	3.58%				8.58%			8.58%	
2024-25 FTF Overload	2.34%		2.3423%	80.95%		2025-26	4.13%	4.1310%	71.50%	2026-27	8.66%	8.6599%	75.00%		15.11%			15.11%	
2024-25 PTF/Over/Sumr Non-Instruc Incr	0.00%		0.0000%	47.850%		2025-26	4.11%	4.1080%	81.35%	2026-27	8.68%	8.6809%	84.38%		15.13%			15.13%	
Faculty Benefits %	21.840%					Current Parity				21.840%					21.840%				
STRS	19.100%					70.500%				19.100%					19.100%				
						60.510%													
Cost of 1% =	1,221,434					48.600%				1,242,145					1,284,160				

FINAL	2024-25	2025-26	2026-27	Grand Total	Cumulative Cost	(Over)/Under COLA
FA	3,260,634	4,652,311	6,998,559	14,911,504	24,430,000	(5,528,634)
CSEA	1,969,215	2,848,605	79,244	4,897,064	11,680,000	(3,675,091)
POA	63,211	94,043	134,410	291,664	510,000	(117,216)
Management Team	1,028,017	1,484,366	2,246,736	4,759,119	8,300,000	(1,915,275)
	6,321,077	9,079,325	9,458,949	24,859,351	44,920,000	(11,236,218)
						-4.78%
Notes:						
1) FA = COLA plus 0.50% each year, Parity increases of 0.5%, 0.5%, 3.5% (bringing it to 75.00% in year 3), Y-Rated Non-Instr. Schedule (11.86% Overall)						
2) CSEA = COLA + 1.6%, 0.81%, (2.98)% each year, respectively 2.67%, 3.74%, 0.10%, Plus Lifetime Benefits in 26-27 = 5.35% or \$4,240,000 (11.86% Overall)						
3) Management = COLA + 1.6% = 2.67% in 2024-25 Only. No approval for out years yet.						
2025-26 = 3.74%, 2026-27 = 0.92% plus Step 9 = 4.53% (Total = 5.45%)						
4) POA = COLA + 1.25%, 0.51%, 1.71% each year respectively, 2.32%, 3.44%, 4.79% plus POST = 3.5% Salary (1.31% cost) (11.86% Overall - COLA = 7.08%)						
5) Breakdown of costs estimated at:					2024-25 AB SCFF Increase	
Basic Aid Cost	-	-	(4,240,000)	(4,240,000)		
DS	(329,850)	(171,377)	(108,046)	(609,273)	795,829	
IVC	(1,351,184)	(702,021)	(442,598)	(2,495,803)	3,042,037	
SC	(2,106,596)	(1,094,503)	(690,043)	(3,891,142)	4,682,791	
(Over)/Under COLA	(3,787,630)	(1,967,901)	(5,480,687)	(11,236,218)	8,520,657	

AT THE BARGAINING TABLE

- Active vs. supporting role
- Explaining financial realities to both sides
- Ensuring transparency and credibility in data presented



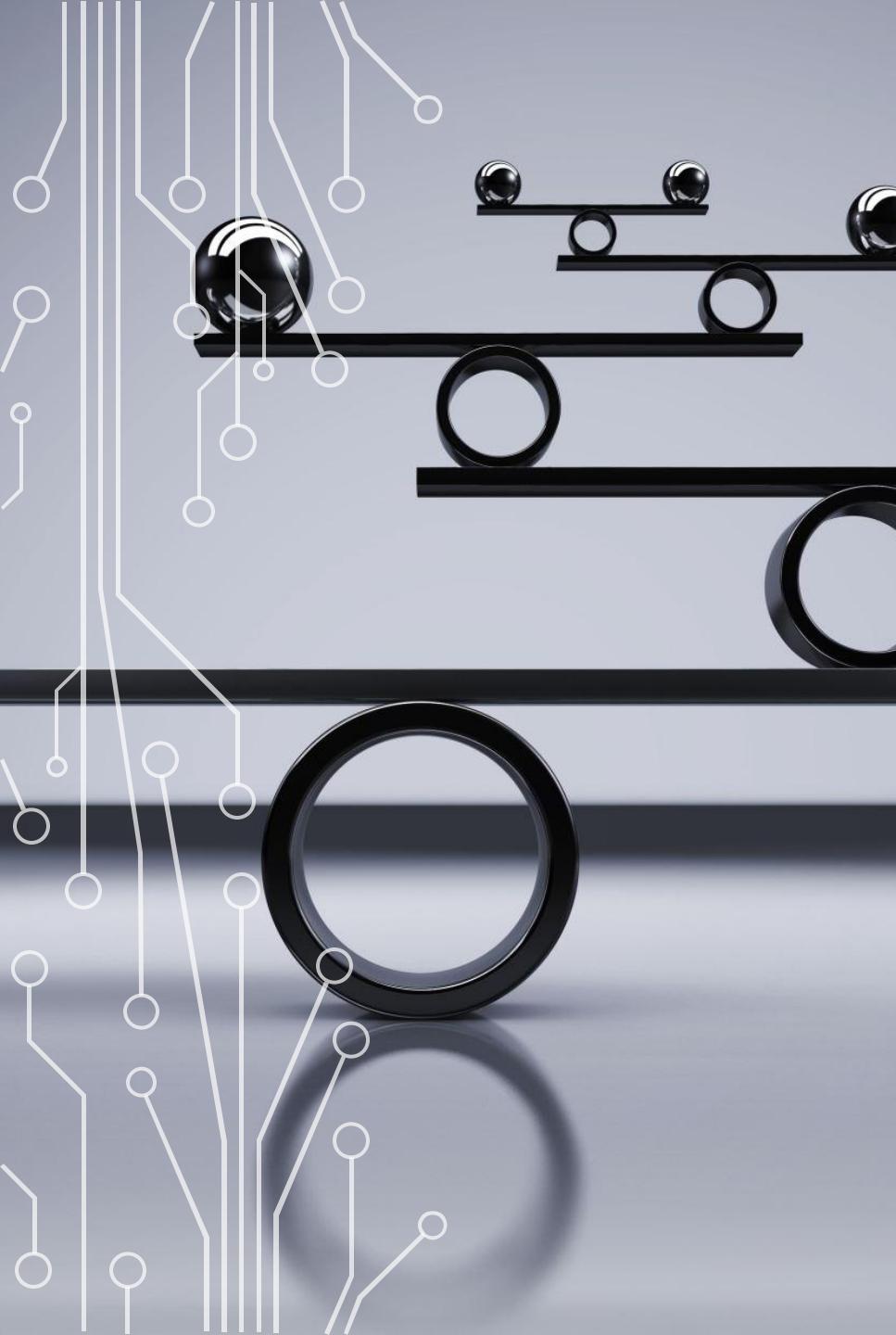
COSTING

- A process where every element contained within the collective bargaining agreement that has a cost is identified
- Costs paid to individuals, benefits funded through 3rd party payments and costs collected by bargaining unit need to be calculated
- When using assumptions, be open about the basis for the assumption



POST- NEGOTIATION IMPLEMENTATION

- Budget updates and forecasting
- Payroll and HR system adjustments
- Communicating changes across departments
- Monitoring fiscal impact over time

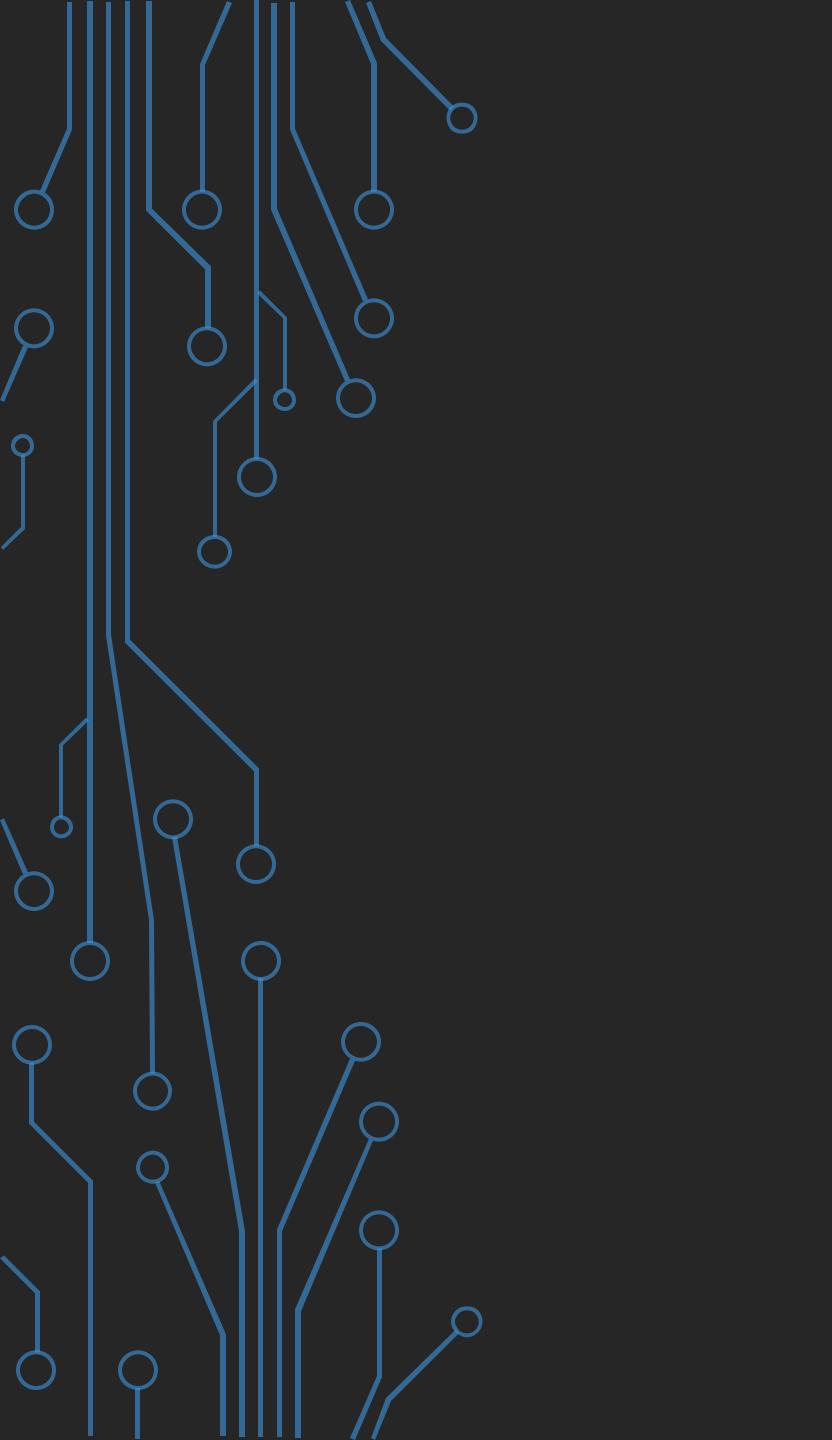


CHALLENGES CBOS FACE

- Balancing labor demands with financial constraints
- Navigating political pressures
- Maintaining credibility and trust with stakeholders
- Unrealistic expectations on gathering data and/or costing proposals turn around times

BEST PRACTICES FOR CBOS IN NEGOTIATIONS

- Be proactive and prepared with data
- Communicate consistently with leadership
- Understand and respect union perspectives
- Listen carefully to their concerns and respond accordingly
- Stay current on legal and policy developments
- Develop relationship with union members
- **Don't take anything personal!!!!**



THE PHILOSOPHY AND PSYCHOLOGY OF NEGOTIATIONS



PHILOSOPHY OR PERSPECTIVE OF OUR STAKEHOLDERS

- Board of Trustees
- CEO
- CBO/HR
- Department Managers & Supervisors
- Negotiation Team
- Bargaining Unit

- Your district is struggling financially and has really done a good job of educating employees about the financial challenges. In an effort to resolve negotiations, as alternatives to their proposals with a financial impact, the CSEA employees propose some items that they believe are cost neutral but would raise the spirit/morale of their members. They include:
 - Being able to work remotely twice per week
 - Being able to bring their dog or cat to work with them
 - Modifying the dress code, to allow jeans every day (employees who wear uniforms, continue to do so)

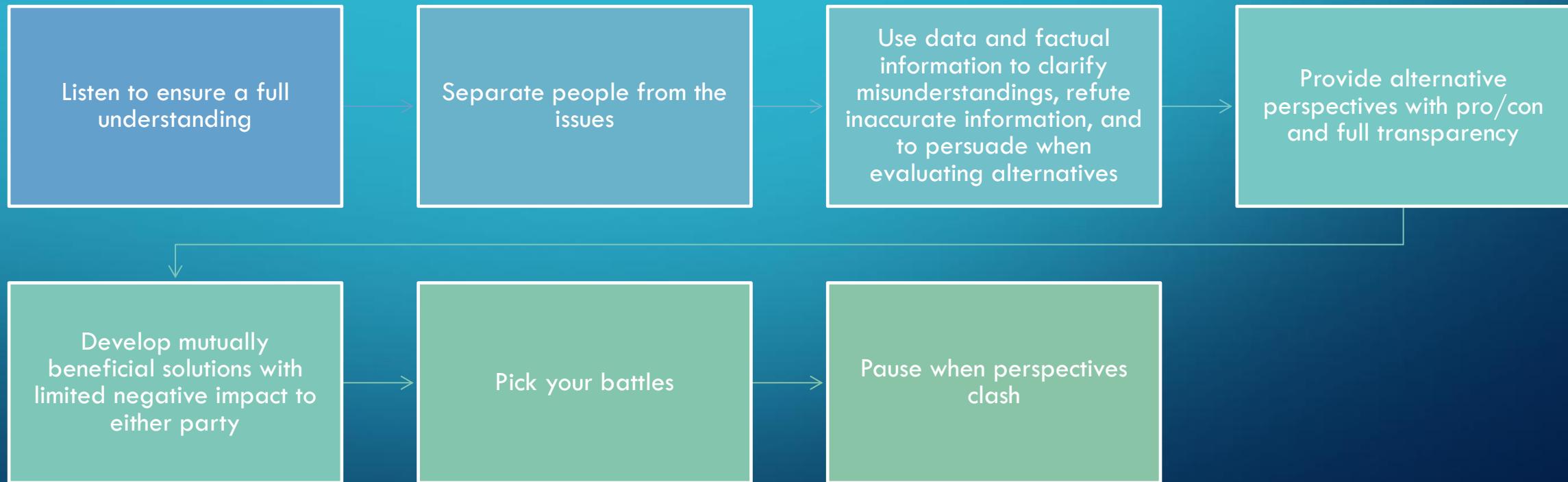
CASE STUDY: COST- NEUTRAL CONCEPTS

CASE STUDY: COST- NEUTRAL CONCEPTS

What are the philosophical roadblocks you may face with the governing body and what are some strategies you might try or solutions you might suggest?

As the CBO, what insights (ahhemm ...hidden costs) can you identify with any of these proposals?

STRATEGIES FOR PHILOSOPHY



A PSYCHOLOGICAL PROCESS...WHAT DO WE MEAN?

-  Understanding the expectations of the various stakeholders is critical to manage chaos
-  The parties often need something from the other side and may value those items differently
-  Logic and rational arguments don't always prevail
-  Conflict can be helpful and necessary in designing acceptable solutions
-  Emotions impact outcomes
-  You may (as a labor negotiator), on occasion, feel like you are losing your mind 😊

WHAT DO STAKEHOLDERS NEED?

To be informed

To be included

To be heard

To receive thoughtful consideration via open-minded and solution focused discussion

Transparency in the process

Forward movement, hope for success

CREDIBILITY IS CRUCIAL TO DEVELOPING TRUST



Trust or lack thereof has a psychological impact on the process of labor negotiations



Before trust can be fostered and developed, credibility must be established



Trust between the stakeholders can advance the success of negotiations, even when negotiating over difficult subjects

CASE STUDY: THE BOTTOM LINE

At the first negotiation session with the adjunct faculty union, the bargaining team shares that it would like this process to go quickly and asks you to just get the bottom line of your authority.

What are the issues that should be considered with this request?

STRATEGIES FOR SUCCESS



Negotiators are most successful when they understand the impact of philosophy, psychology, and data in the process



Get to know your stakeholders and strategize ways to manage and/or overcome the challenges that impact the labor relationship



Building a foundation and professional relationship with stakeholders outside of your time at the table will help you during the negotiations process

