



STRUCTURING THE PACKAGE

You are now in a position to prepare your “package of demands” for bargaining. Structuring your package is very important. You must develop a package which allows you to end up with your bargaining goals. You will be including items whose purpose is to provide a supply of “trade-offs”. These trade-offs are the “grease” which allows the bargaining to progress.

In developing your package you will also keep in mind how many “moves” you anticipate will be necessary before you achieve your goals. This factor depends on your own personal approach to bargaining and on the other side’s approach. Consider this example. Your goal is 3%. If you believe that three moves will be necessary, you might start at 6% if you are the union, anticipating a move down to 4.5%, then 3.75%, then 3%. If you are the employer, and your goal is 3%, and you anticipate three moves, you would likely start at 1.5%, anticipating a move to 2.5%, then 3%. However, you should inform your principal of the “moves” you anticipate making as you proceed toward your goals. Otherwise, your principal will continually complain that you are giving things away and getting nothing in return.

It is important that you take pains to ensure that your principal fully understands the difference between your bargaining goals and your bargaining package. You do not want your bargaining package to be the standard against which your success or failure is measured. It is your bargaining goals against which success must be judged. Do not forget to keep your principal informed. So long as your bargaining goals are clearly defined, the bargaining steps will be judged in the light of your goals, and not on the basis that you are “giving up” your position.