

# HOW ARE CONTRACTS NEGOTIATED?



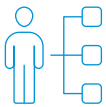
## STEP 1

Teams from both parties schedule a series of meetings to negotiate the contract, called bargaining.



## STEP 2

Both sides present proposals about a contract topic, such as wages.



## STEP 3

Each side reviews the proposals and, in most cases, presents counterproposals.



## STEP 4

The teams work together to reach tentative agreements on each article (as many as 50 per contract).



## STEP 5

If the teams cannot reach an agreement, they may declare an impasse, which means that they cannot reach an agreement or resolve their disputes through further bargaining.



## STEP 6

Once an impasse is declared, the state Public Employment Relations Board (PERB) assigns a mediator and mediation is held.



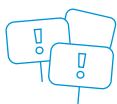
## STEP 7

If mediation is not productive, it can be canceled by PERB and proceeds to fact-finding.



## STEP 8

Fact-finding requires a representative from each party, plus a neutral third party, who reviews progress made and determines if a settlement can be reached.



## STEP 9

If, after fact-finding, an agreement still has not been reached, the parties can exercise their rights under the law, which includes striking.