

### **Reading: Tips for Creating Management-Union Partnership in the Change Process**

Listed below are common-sense tips for building trust, involvement, and mutual understanding between management and labor representatives:

- ✓ Include labor representatives in discussions of the change from the very beginning. Jointly identify the role they will play in the endeavor. Involve labor representatives in the formal change management structure (e.g., design, implementation and ombuds-teams).
- ✓ Encourage honest, open dialogue about the union's issues. Seek to understand the nature of any concerns and apprehensions—including any issues related to trust that may stem from past events.
- ✓ Respect all contracts and agreements but surface and address any areas that seem incompatible with the change.
- ✓ Focus on the benefits the change can have in achieving both management and union goals.
- ✓ Encourage union representatives to learn as much as they can about the change. Invite them to training sessions; however, don't conduct separate training for the union. This might exacerbate feelings of "us vs. them."
- ✓ Together with the union, envision and articulate the union's role in the future picture when the change is in place.

**Consult your Labor Relations office for current information and additional guidance.**