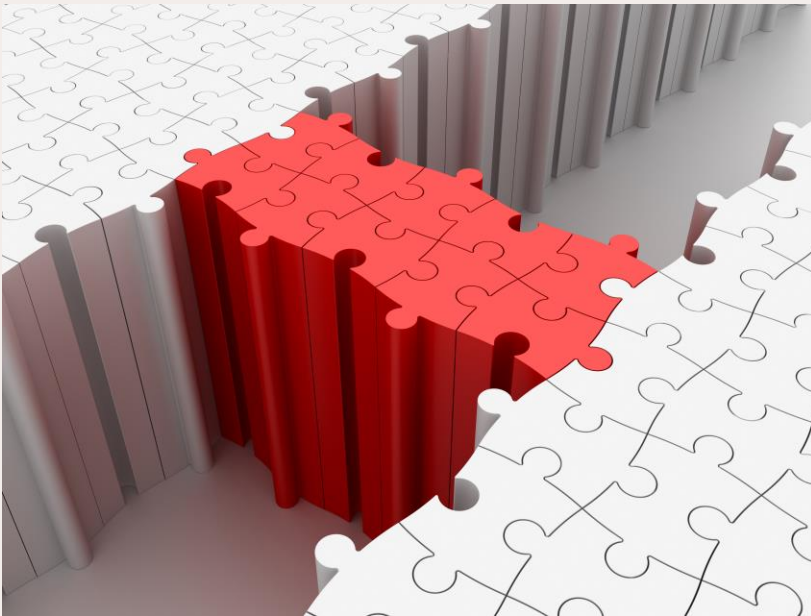


# **From Advocate to Employer:** Navigating Management in a Private Sector Union Environment

# **Integrating Labor Values into Effective Management Practices**

# Challenges



Complexity of CBA's

Communication Barriers

Conflicts with Union Leadership

Balancing rights with goals

Resistance to change

# Challenges



Performance Management

Union Grievance Procedures

Limited Flexibility

Legal and Compliance Issues

Employee Engagement

# World As It Is vs. World As It Should Be?



WHAT DOES THIS CURRENTLY  
LOOK LIKE IN YOUR AFFILIATE?



WHAT SHOULD IT LOOK LIKE?

# The power of communication



# Topline Concepts



The significance of fostering open communication channels with staff union leadership



Facilitate meaningful and constructive dialogues



Understand the importance of transparency in all professional interactions.



# **Key Strategies**

Key strategies to managing with Labor Values

# 1. Open Communication



- Implement regular check-ins and feedback sessions to encourage regular dialogue. Be intentional.
- Foster a culture that clues openness and honesty in interactions. Promote the value of conflict.
- What else?

## 2. Fully Understand the CBA



- Grasp the intricacies of all collective bargaining agreement and the four-corner effect of any decision.
- Promote compliance and build a foundation of trust between management and staff
- What else?

# 3. Cultivate positive relationships



- Especially with staff union leadership. Management by walking around.
- Promote collaboration.
- Engage in joint-problem solving to address concerns and enhance workplace relationships.
- What else?

# 4. Ensure Consistency



- Fairness and equity in the enforcement of policies.
- Create predictability in managerial actions to build confidence among employees.
- What else?

# 5. Effectively Manage Performance



- Set clear and achievable expectations and goals for staff. 1:1 conversations.
- Provide ongoing feedback and support to facilitate employee development.
- Regular and intentional evaluations.
- What else?

# 6. Transparency in Decision-Making



- Strategic Transparency.
- Clearly communicate the reasoning behind significant decisions.
- Involve employees in decision making.  
Cognitive Diversity.
- What else?

# 7. Avoid Direct Confrontations



- Emotional Intelligence.
- Utilize mediation as needed.
- Avoid the Advice Trap. Ask questions!
- Avoid the blame game. Don't blame other managers or affiliate leadership.
- What else?

# 8. Foster Employee Engagement



- Build Community.
- Create diverse opportunities for employees' involvement in decision-making.
- Recognize and appreciate the contributions of employees to enhance morale.
- What else?

# 9. Seek legal counsel when necessary



- Understand the legal implications of your decisions.
- Ensure adherence to labor laws. What type of precedent will this set?
- Seek counsel if unsure.
- What else?

# So What?



- How are you managing? Command and Control, vs. Trust and Inspire?
- How do you incorporate labor values into your management work?
- What are we missing?

**Thank  
you!**

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