



Partnership DO's

MANAGEMENT

In a Partnership **Management Must:**

1. Act as if the union serves a legitimate and valued purpose.
 2. Stop taking the solution to the union.
 3. Communicate earlier, more often and in greater depth than in the past.
 4. Recognize that unions are more reactive, have a broader political constituency and are more democratic than management organizations.
 5. Address the institutional needs of the union.
 6. Truly want a stronger, more responsible union as stakeholder.
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UNION

In a Partnership **Union Must:**

1. Act as if management serves a valuable and essential role.
 2. Come “out of the closet” on continuous improvement in costs, quality and customer satisfaction.
 3. Respond and take the lead when management has proven that it is sincere.
 4. Encourage and support truly joint efforts.
 5. Recognize that “partnership-like” relationships are not in conflict with collective bargaining.
 6. Accept the responsibility that goes with being treated as a stakeholder in the enterprise.
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TOGETHER

In a Partnership **Both Must:**

1. Let go of past baggage, focus on the future.
 2. Focus on behaviors not “attitudes.”
 3. Proceed in the absence of trust.
 4. Never hold the relationship hostage.
 5. Commit to a long term process.
 6. Agree to disagree, and still develop mutual respect for each other as individuals and for their respective institutions.
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