

Best Practices for Union-Management Collaboration: Fundamentals of Partnering

1. We respect each other's institutional roles: The University to manage and exercise its "management rights: the unions to represent and advocate for the interests of their members.
2. When conflict between us arise, we commit to keeping the lines of communication open, through dialog among key players and continuing with important scheduled meetings.
3. When conflicts begin to escalate, key union and management sponsors will slow down events, diffuse emotion, understand interests, share data, problem-solve, and intervene thoughtfully. If we still can't resolve an issue, we commit to escalating to the Best Practices Policy Board.
4. We strive to not surprise each other and to being transparent when we encounter barriers.
5. We commit to the following principles in our communication and when we work together:
 - a. Share all relevant information.
 - b. Test assumptions and inferences by paraphrasing what you heard and test for different views.
 - c. Use specific examples and agree on what important words mean.
 - d. Explain reasoning and intent.
 - e. Seek to understand each other's interests and rights, then problem solve.
 - f. Focus on interests and not positions.
 - g. Combine advocacy and inquiry.
 - h. Discuss undiscussable issues.
 - i. Jointly design next steps and ways to test for disagreements in order to keep the understandings clean and the work moving.