

Excerpt from final report follows:

- ▶ Reliable, regular communications should be initiated from the CEO, or the chief of staff on behalf of the CEO. Address:
- ▶ The capital campaign's impact on program staff: How will resources be used? What big-ticket priorities have been identified? How does this affect staff? A timely and thorough explanation of the campaign and how it fits in which mission sets the stage for union negotiations next year.
- ▶ Explain the new advocacy initiative to staff. It has been offensive to some staff and positive for others. Provide periodic status reports to staff about campaign progress to build knowledge and interest in the program. Use the intranet.
- ▶ Improve priority setting in HR.

HR cannot get "out from under" union issues. The constant union work that HR accommodates, its thin staffing, and its negative image is a drag on management-staff relationships. The HR negative image results from perceptions that (1) HR only communicates bad news, (2) has no customer service orientation, and (3) has an uncompromising alignment with Management point of view.

Recommendations:

- (1) Use a mediator to take the HR director out of union negotiations and retool her role to expand her staff development responsibilities.
- (2) Build a stronger, regular connection with managers, including regular coaching to improve supervisory skills; help managers understand HR policies.
- (3) Initiate stronger, explicit public support from the top for difficult staff issues and negotiations.
- (4) Develop problem-oriented, relevant, and timely staff development opportunities. These would be co-sponsored by various units or programs.
- (5) Install an HR capability to do effective internal communications on its own behalf.
- (6) Sponsor coaching for managers to improve supervisory skills. This is also a vehicle for bringing managers on board with HR policies. Employing brief case studies is one possible format. This would involve first identifying with HR the topics that require discussion. The suggested format is small group discussion (3-5 people) and a problem-orientation. For instance, a supervisor wants to broaden the scope of an employee's responsibilities, but there are parity issues within the unit with other staff. A case like this would be brought to the table for analysis and proposed solutions.