

| UNION | TRADE UNION PRINCIPLES | KEY WORDS AND PHRASES IN DESCRIBING INTERFACES WITH PEOPLE |
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| CWU | <ul style="list-style-type: none"> • Concern for individual problems • Fairness but firmness • The sensitivity of a butterfly but the hide of a rhinoceros • Seeking out areas of commonality • Democracy | <ul style="list-style-type: none"> • All over the place • Direct managerial responsibility for cultural tone • Support and guidance • Bullying and oppressive • Uncompromising • Minimum consultation • Consensual • Inclusive • Macho • Workers control |
| PCS | <ul style="list-style-type: none"> • Mutual protection • Fairness • Protection of minorities • Openness • Taking account of the views of others • Treating people how you would expect members to be treated • But also taking decisions in the knowledge that the members provided the resources. | <ul style="list-style-type: none"> • Get the best out of people • Release potential • Watch people develop • Consultation and involvement • Have to be people manager • Treat people as intelligent human beings • Make time for one to ones • Give people power and authority • No model of empowerment • Openness • Developing • Going the extra mile • Supporting • Benevolent dictatorship • Command and control |
| UNIFI | <ul style="list-style-type: none"> • Fairness but hardness • Treating people how you would want to be treated or would want the members treated • Practice what we preach • Principles derived from trade unionists' – valuing the individual, diversity • Accepting responsibility, transparency, consistency but pragmatism • No compulsory redundancies, social justice | <ul style="list-style-type: none"> • PDP most important • Treating people like adults • Managing relationships with staff • Happy team • I feel trusted • You soon know when someone's doing something • Inclusive • Pretty firm approach • Relaxed • Support • Facilitator • Guiding • Consensual • Problem resolution • Referee • Flexibility |
| UNISON | <ul style="list-style-type: none"> • Fairness and decency • Fairness and democracy • Fairness, equity, compassion, hardness • Involvement • Inclusion • Protection of minorities • Understanding people | <ul style="list-style-type: none"> • Motivate • Challenge • Inform • Support • Welfare • Staff development • Bullying • Secretive • Emotional intelligence • Soft and non directive • Inclusive • Open door • Stakeholder management • Trust |

EXHIBIT 9.7. Trade union principles and managing people

| UNION | Issues concerning boundaries between lay activists and staff | Issues concerning boundaries between lay activists and managers |
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| CWU | <ul style="list-style-type: none"> • Conference making decisions on staffing issues such as substitution of lay negotiators by staff • Issues around hiring new staff. | <ul style="list-style-type: none"> • Battles between managers and the EC • Battles between managers and Conference • ‘Unfettered’ power of conference • Elected managers pandering to political groupings • Structural analogy drawn with similar boundary issues in the public sector |
| PCS | <ul style="list-style-type: none"> • Lay members involved in appointments but resistance to their being involved in direct hierarchical relations with staff • Appointments process may involve political decisions | <ul style="list-style-type: none"> • Splits amongst managers move boundaries towards lay activists and conversely the other way • Neither stakeholder group will express uncertainty • Boundaries move towards lay activists when something goes wrong • Ideal is for managers to make recommendations to committees and lay members decide policy • Structural analogy drawn with similar boundary issues in the public sector • Elected members’ aspirations can be thwarted by manager escalation • Political imperatives impinge on professional duties – leads to bad decisions |
| UNIFI | <ul style="list-style-type: none"> • Agreement with staff unions that staff matters not for EC or Conference | <ul style="list-style-type: none"> • Distrust of FTOs • Ambush by committee • Trying to create clarity of boundaries on committees • Company committee autonomy • Company committees’ rights need to be defended at NEC |
| UNISON | <ul style="list-style-type: none"> • Staff lobbying lay members | <ul style="list-style-type: none"> • Lay members may not have professional expertise • Lay members briefing against General Secretary • Financial controls on lay activist budgets • Boundary between governance and management unclear • Policy and management • Politics and management |

EXHIBIT 9.11. Boundaries

