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Bloom Companies: Benefits Communication and Employee Ventilation Assignment, Feedback Session, 1984

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Bloom Companies: Benefits Communication and Employee Ventilation Assignment, Feedback Session, 1984

Abstract

This study includes Employees Concerns; Recommendations and Action Plan; and Benefits to Company.

BLOOM COMPANIES

BENEFITS COMMUNICATION AND EMPLOYEE VENTILATION

ASSIGNMENT

FEEDBACK SESSION

July 9, 1984

Employee Concerns

1. There are inadequate downward and upward communications in organization.
 - A. Downward - employees want to know on a regular basis more about company plans, progress toward goals, and company happenings.
 - B. Upward - employees want a regular channel upwards to communicate their job related attitudes, expectations, concerns, needs and suggestions.
2. Supervisors and Top Management Are Not Meeting Employee Expectations with Respect to Earnings and Satisfaction with Their Work.
 - A. Employees want company to be concerned about their earnings (ability to maintain and advance their standard of living through adequate and rising earnings levels).
 - B. Employees want company to be concerned about their need to be satisfied with their jobs at Bloom.
3. Supervisors, Managers and Top Management are Not Meeting Employee Expectations Regarding Leadership Skills, Management Tools, and Human Resources Advancement Practices.
 - A. Employees want their supervisors to display the following positive leadership behaviors:
 1. Give recognition for jobs well done.
 2. Show individualized concern for employee job related needs, e.g., help with getting properly oriented in job, show "tricks of the trade", coach employees through difficult learning periods, etc.

3. Respond to employee questions, suggestions and complaints.
 4. Assist employees in preparing for advancement, e.g., give assignments that will provide experience required for higher level position, etc.
- B. Employees Want Additional Tools to Use in Managing Their People.
1. Open salary ranges
 2. Additional information on operation of salary administration systems
 3. Additional supervisory and management training
 4. Preparation of job ladders
- C. Employees Want Human Resources to Make More Information Available on Job Openings and Advancement Policies
4. The Workload is Too Great for the Number of People in the Company.
 5. Benefit Program Needs Some Changes to Restore Its Integrity.

Tuition Aid
Flex Friday
Lunchroom
Insurance Carrier

to human
what are some things they can say to people
about new carrier

RECOMMENDATIONS AND ACTION PLAN

1. Have line managers announce following changes in benefit plan administration down the chain of command in next week:
 - a. Change administration of "Fun Fridays" to allow for "Fun Mondays" or "Fun Tuesdays". Make this new policy consistent throughout the firm.
 - b. Eliminate 2 year payback period from tuition and benefits.
 - c. Press insurance carrier to make ID cards and booklets available in less than 6 weeks.
 - d. Press luncheon caterer to lower prices on food. If he resists, consider employing a temporary to make-up sandwiches on company premises and charge employees for the food at cost.
2. Have top management commit to making the corporate culture more people oriented.

(Action Step: Place the subject on agenda of management committee)

3. Train line management from top down to front-line supervisors in skills which will enable them to be more people oriented and flexible in dealing with all types of work styles.

(Action Step: One day program for top management on subjects of communications and management effectiveness using work style identification and adaptation methodologies).

4. Train line management in basic management skills in the areas of leadership, motivation and communications.

(Action Step: Two day program for supervisors and managers dealing with the role of the supervisor, leadership employee motivation and employee morale).

5. Place responsibility for employee morale on the shoulders of line managers and eventually measure their performance in this area for purposes of salary increases and advancement.

(Action Step: Place this subject on agenda of Management Committee.)

6. Utilize line management for communications with employees and have monthly staff meetings held in all departments.

(Action Step: Management Committee to publish company progress information to be used in monthly staff meetings and take up subjects coming up the chain of command from staff meetings.)

7. Change some salary administration policies to provide managers with more latitude in dealing with their people.

8. Change some job posting policies to afford employees a greater opportunity for advancement.

(Action Step: Have Human Resources prepare for presentation to Sr. Vice President of Finance feasibility study on benefits and costs of having open job bidding, open salary range information, job ladders and open salary administration information.)

9. Carefully plan all future company decisions that might adversely affect employee overall compensation and yearly take-home pay and consider offering employees options to eliminate such adverse effects.

(Action Step: Have Human Resources or outside consultant prepare for presentation to Sr. Vice President of Finance a study on what effect changes in profit sharing plan will have on employees and the company as a whole.)

10. Consider getting tougher with suppliers, establishing regular ventilation sessions, setting up a secretarial orientation program, increasing the budget for outside seminars and making available time and stress management training to all your employees.

(Action Step: Have Human Resources prepare for presentation to Sr. Vice President of Finance a study on costs and feasibility of above recommendations.)

Half day program presented by outside consultant on time and stress management for all company personnel who wish to attend.)

BENEFITS TO COMPANY

1. More flexible, adaptive corporate culture will enable company to more quickly react to opportunities in the market place, meet client needs and get support of work force in pursuit of energetic growth objectives.
2. Turn over will decline, thereby decreasing employment costs.
3. Average employee experience level will increase, thereby making workforce more productive.
4. Employees will be more supportive of "stretches" they are called on to give to meet client needs.
5. More positive employee attitudes should result in increased productivity improvement suggestions.
6. Supervisors and managers will be better equipped to carry out directives and achieve overall company goals.
7. Lessening in tensions in organization will increase output, decrease errors, and improve creativity.
8. Increase in team work and decrease in conflict in organization will make it more productive on an overall organization basis.