



THEATRE COMMUNICATIONS GROUP, INC.

CENTERPIECE

FOCUS ON: HUMAN RESOURCES

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THE MANAGER'S TOOLBOX: EMPLOYEE MANUALS, 360-PERFORMANCE REVIEWS AND DIVERSITY

BY VICTORIA NOLAN

Last spring, management students at the Yale School of Drama took a look at what we called “best practices” in the area of human resources, seeking models that would encourage team building, conflict resolution and empowerment. We were attempting to move beyond written policies and learn from the experiences of our colleagues at a number of regional theatres. The feedback from that *Centerpiece* (June 2002) confirmed that nuts and bolts, quick and effective solutions and good “steal-able” ideas are most appreciated.

This time, we’ve been more eclectic taking an extended look at the most basic HR tool — the employee manual. In addition, we have given you a brief on a web-based 360-degree performance review, which we experienced first-hand as part of a class project, and an article on diversity in the workplace.

Victoria Nolan is deputy dean of the Yale School of Drama and managing director of the Yale Repertory Theatre in New Haven, CT. She is also a professor in the Theatre Management Program at the Drama School. She can be reached at Victoria.Nolan@yale.edu.

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LAUNCHING AND MAINTAINING YOUR NEW EMPLOYEE MANUAL

PART I: WHERE TO START?

BY ANN M.K. HAMADA, DAVID HOWSON AND JUAN CARLOS SALINAS

Does it seem as if our days are so filled with work and activity that it is impossible to find the time to sit down and construct an employee manual? Does it really matter? After all, if everyone hangs around long enough, they'll figure out the organization, right? Some employees have even been around so long that having a manual seems redundant. However, you'd be amazed at how simple it is to construct an employee manual and how much clearer your operations will become once it is completed.

The first thing to figure out is what you want to communicate to your employees. The manual can articulate items as simple as rules about office supplies (i.e., you may only take 10 paper clips at a time) to policies as complex as employee categories (exempt and non-exempt) and the benefits thereof. There are certain statutory policies that any publicly funded organization should automatically include, such as a sexual harassment policy, a statement on equal opportunity and a policy on maintaining a drug-free workplace. These items will be easily found on your state or federal government website, or you may already have these statements posted in your employee lounge or mailroom.

In our experience, the best way to start building a manual is to survey your employees. Develop a set of questions tailored to your own institutional culture, in order to find out where any misunderstandings may lie. These questions will determine your staff's awareness of company policies on subjects such as email use, phone use, copying and fax machine use, sexual harassment, employee benefits (health and dental insurance, life insurance, parking privileges, etc.), and the reporting structure of your institution. Survey staff members at all levels of the organization.

Once you've found out where employees are befuddled, you can tailor the manual to address these common misperceptions, and get everyone on the same page.

Here is a small sample of possible questions:

- ❖ To whom do you report?
- ❖ How is information about workplace policies articulated — verbally, written or both?
- ❖ Are you provided with a schedule (written or verbal) of staff meeting dates, board meetings, holiday schedules, etc.?
- ❖ Who do you go to if you have questions regarding:
 - ◆ health plan
 - ◆ credit union
 - ◆ 403(b) plan
 - ◆ vacation time
- ❖ Are you aware of the employee policies on the following:
 - ◆ email usage
 - ◆ phone usage
 - ◆ photocopy usage
 - ◆ expense reimbursements
- ❖ To whom do you report an incident of sexual harassment? Do you feel that you have an alternative person that you could also report the incident to, if you were not comfortable going to the designated person?

- ❖ Who reviews your job performance? Are you aware of the process for discipline, if your job performance does not measure up to your supervisor's standards?

This list is meant to be only a sample of possible questions. The list can be as long or as short as you need it to be. What matters the most is making the process as open and comprehensive as possible, without discouraging your staff from participating.

Why Reinvent the Wheel?

Now we come to the question of how you construct the manual. If you're strapped for time, why reinvent the wheel? The easiest thing to do is to call several of your colleagues and ask for a copy of their employee manual, no matter how outdated it might be. Take a look at its structure and draw upon the similarities. For instance, many manuals are divided into categories like "mission statement," "office hours" and "payroll procedures." Use these headers as a guide to help you assemble your manual. You may also find a particular passage in a manual that will perfectly serve your institution. On page four, we've included a list of common headers that we found after surveying 10 employee manuals.

You will also need to consider your institutional culture when constructing your handbook. It may be necessary to create different manuals for different categories of employees. We do not recommend this solution, as it can lead to confusion and, in the worst case, distrust (i.e., an employee wondering if some of their co-workers have better benefits). That said, some theatres have found it effective to create a separate handbook

for seasonal technical employees who have work hours and benefits that vary substantially from the full-time staff. In these cases, the “sub” manuals only address the specific policies, procedures and benefits that apply to that category of employee, and the institution maintains a more general handbook that covers institutional policies that apply to everyone.

Good things to keep in mind:

- ❖ **You need to have a disclaimer printed in your manual.** Administration should always point out that the handbook represents an effort to articulate information to employees effectively, and that it is by no means a contract between the institution and the employee. Administration should reserve the right to revise the institutional policies, usually in consultation with the board, and the manual should only be used for general guidance purposes.
- ❖ **Include various state and federally mandated items.** These include, but are not limited to: sexual harassment, equal opportunity or equal employment statements, and the Family and Medical Leave Act. Keep in mind that stricter state laws might overwrite federally mandated items, so to publish accurate information; you’ll need to research both.
- ❖ **An employee manual is a good thing!** Though it might seem restrictive to articulate policies on items that have never been regulated before (such as copying machine use), the manual can also express positive benefits of working at the institution that may not be as obvious. For instance, some of the manuals we surveyed had a “benefits” section that listed every benefit the organization offered to its employees, ranging from the value of complimentary tickets to quantifying all payroll taxes paid on the employee’s behalf by the institution.

When an employee sees all of the benefits he or she receives, it can make a nonprofit wage seem larger than originally perceived.

The Writing Process

Regardless of how easy our description of making an employee handbook may seem, someone still has to write it. In fact, an institutional procedure should be implemented to ensure that everyone’s concerns and questions are being addressed during the construction of this manual. For the purpose of this *Centerpiece*, we’ll assume that you’re planning to write this manual, although there are outside consulting firms (or perhaps a management class at the Yale School of Drama) that would be happy to construct an employee manual for you.

STEP 1. Gather a team of people who will be involved in the process. Form a representative collective of your institution. Whether this group is comprised of one person per department or one person per “level” of employee category, the key is to be inclusive. This is the group that should develop the staff survey and, ultimately, build the list of categories to be included in the handbook. Remember, they do not have to re-invent the wheel. They can use handbooks from other institutions as guides. It is also a good idea to include a board member on this team.

STEP 2. Distribute assignments. Empower those individuals who already hold the knowledge. Is Mary from the business office sick of people using the pink form when they’re supposed to be using the blue form? Then let Mary author the section of the manual explaining what all of those colored pieces of paper mean. You can even include copies of the forms in the manual so that people don’t have to go to Mary’s office to get them as often. Let the

person who administers the health and dental insurance author the section that explains these benefits. Get a health plan summary from the insurance company and include it in the book. If you have a human resources committee on your board, have them author the legally mandated items and conduct the research into how your local laws may differ from the federal ones. If you divide up the work among people who already hold the knowledge, the manual will be constructed in no time.

STEP 3. Edit for understanding. In the end, you may have a handbook with too many voices. Find the best writer on your staff (or board) and ask him/her to take the collection of hard work from the committee and edit it down to a useful and comprehensible tool.

STEP 4. Legal review, board approval and distribution. Prior to board approval, it is essential for a lawyer who specializes in employment matters to review the handbook thoroughly to make sure that there are no legal errors. Lawyers are often available *pro bono* but, if not, all of your preliminary work will help to keep legal fees to a minimum. Often theatres find the process of codifying policies to be a great first step toward improving employee conditions. Board participation in the process and the board’s approval of the end result guarantees their understanding of the working conditions for your staff. You have set the stage for the board’s investment in improving conditions over time.

EXAMPLE OF CATEGORIES FOR AN EMPLOYEE MANUAL

- ❖ Administrative Calendar for that Fiscal Year
- ❖ Administrative Organization
- ❖ Audio/Visual Taping of Performances and Rehearsals
- ❖ Benefits
- ❖ Bereavement Policy
- ❖ Board of Trustees, Relationship with
- ❖ Car for Business Use
- ❖ Classification of Employees (if applicable)
- ❖ Conflict of Interest (when an employee works for more than one institution)
- ❖ Copying Use
- ❖ Credit Union
- ❖ Disclaimer
- ❖ Discounts (on the institution's classes, performances, merchandise, etc.)
- ❖ Equal Opportunity Statement
- ❖ Evaluations — Employee (How often? By whom? To whom do you appeal?)
- ❖ Expense Reimbursement
- ❖ Facility Description (Where is everyone located? What is everyone's role?)
- ❖ Family and Medical Leave Act (Varies from state to state)
- ❖ Grievance Procedures
- ❖ Hiring Procedures
- ❖ History of Institution
- ❖ Holidays — Observed
- ❖ Hours of Operation
- ❖ Insurance — Health & Dental
- ❖ Introduction
- ❖ Jury Duty
- ❖ Keys / Identification Cards for Facility
- ❖ Mailboxes — Location and Use of
- ❖ Mission / Purpose of Institution
- ❖ Non-Smoking Policy (if applicable)
- ❖ Office Hours
- ❖ Overtime
- ❖ Parking
- ❖ Payroll Procedures
- ❖ Performances
- ❖ Personal Days
- ❖ Probation Period (when first employed; does it apply to everyone?)
- ❖ Professional Conduct
- ❖ Purchasing
- ❖ Retirement Plan
- ❖ Secretarial Services
- ❖ Sexual Harassment Policy
- ❖ Sick Days
- ❖ Snow Days
- ❖ Telephone Use
- ❖ Termination Policy
- ❖ Vacation
- ❖ Workers' Compensation

LAUNCHING AND MAINTAINING YOUR NEW EMPLOYEE MANUAL

PART II: THE NUTS AND BOLTS

You've completed your research, compiled your policies and procedures, consulted a lawyer specializing in employment issues, gained approval from your board and are ready to send your new manual off to the local copy shop for printing. **Stop! Hold the press!** There are a few important decisions to make regarding format that will affect the life of your manual for years to come.

Organization

Your employee manual is a resource and reference for your staff not just today, but for many years down the road. As such, it needs to be organized efficiently. The last thing you want is for this document to need complete rewriting two years from now. Think strategically ...think ease of maintenance...think loose-leaf! You need your manual to be systematized in a way that allows for the inevitable changes that occur as an organization evolves. We recommend that each policy/procedure constitute its own section, independent of other policies or procedures, and that each section should start with a new page. The header of each page should be consistent from policy to policy and should contain the section number, policy title, creation date and revision date. When creating section numbers, start with the big picture and then drill down into the detail. For instance, Section 1 might cover "General Information" and be numbered as follows:

- 1.0 General Information Section Divider
 - 1.1 Mission Statement
 - 1.2 Equal Employment Opportunity Statement

- 1.3 Sexual Harassment Policy
- 1.4 Organizational Structure/Chart

This type of organization will allow you to update one policy easily without having to reprint the entire manual.

Style

Yes, even your employee manual needs style. Determine the font type, size, header and margins. Define standard abbreviations. How will you reference the name of your company? "The Company," "The Employer" or "The Theatre." It might also help to create a policy template when making your manual.

Publishing

Your new manual should stand out from the rest of your company's publications and should be easily recognizable when sitting on a shelf. For ease of maintenance, use three-ring binders with view panels on the cover and spine for labeling. Pick a color, other than white, for the paper stock that you will use to print policies. This will lend importance and easy identification to future updates you will have. Pre-printed divider tabs are a must and should contain both the section number (1.0) and title (General Information). There is no need to have dividers for each policy, provided that your policy headings and numbering system are consistent. Printing should be single-sided to prevent confusion.

Depending on the technological capacity of your organization, you should consider placing your manual online. Maintenance will be a breeze and access will be quick and reliable. When updating, however, it will be important to

update both paper manuals and the online manual at the same time. Regardless of how many employees have access to computers, there will still be some who prefer to have hard copies. Particularly in the theatre, there are many employees whose jobs do not require a traditional office with easy access to a computer.

The Launch

You're back from the printer with your new manuals, and your website, if applicable, is ready to go live. Before distribution, consider the implications and perceptions of this new document. It represents "change," and some staff members will undoubtedly have a tough time seeing the benefits of having an employee manual. It may be perceived as "too corporate," or worse as a device for "control." If the process of creating the document included many staff members, this matter may be moot. Nonetheless, consider launching your manual around an all-employee event such as open enrollment for a new insurance plan/benefit or the start of a season. If possible, bring everyone together to review the document so that all can benefit from each other's questions. If this is impossible, gather in groups according to job type (administrative staff, production staff, etc.). During the launch, stress to your employees that the manual is for them, for their reference and use. If your manual contains new or changed policies, tell your employees now, so that they will be prepared when they read it. Remember, if you have never had a manual, even old policies may be perceived as new and changed.

ACKNOWLEDGMENT:

After all this work, you need to be assured that everyone reads the manual. We have the best intentions but time is short and this manual may not be on top of the "Must Read" pile. Of the manuals we reviewed, 90 percent included a mandatory acknowledgment form that required a signature.

❖ Sample Text

Employee Name: _____

By signing below, I acknowledge that I have received a copy of the _____ Theatre Employee Manual. I have had the opportunity to read it and ask questions about it. I am familiar with all of its contents and understand all policies, as explained.

I understand that the employee manual and its contents in no way create any contract of employment or employment conditions, either expressed or amended at any time by _____ Theatre.

Employee Signature: _____

Date: _____

Maintenance and Updates

Timely maintenance of your manual is vital to its success. When a policy change occurs, it is recommended that you classify it as urgent or non-urgent. Urgent policies can be updated at any time and should be used only in the most important scenarios (building security, etc.). Non-urgent changes should be made on a monthly basis, around the same time each month. Eventually, it will become routine for employees to expect the monthly updates.

When releasing updates, remember to use the same format as the original manual. Consistency, consistency, consistency. Use the same font, same paper, etc. You want to make it easy for your staff members to update their own manual. Send it to them with the three holes already punched!

Remember to include a new index page with each update.

It may seem like a lot when you have no time and little staff. In fact, getting a simple system in place now will keep the job manageable for the long haul. Good luck!

360-DEGREE REVIEWS: USING PERCEPTION TO PROMOTE PERFORMANCE

BY SHAUNDA MILES

Picture the traditional performance review, like a scene from a '60s film: a long walk down a dark hall, into the dimly lit office of your manager, who swings around in his chair, clutching a cigar and commanding you to close the door behind you. In these few moments, the only "truth" that exists is his view of you and whether or not you are effective with others. It is HIS view that matters and there is no appeal.

We've come a long way from that scenario. Progressive organizations now recognize that the boss's feedback is not the only feedback that matters. They know that, even when conscientiously given, it is only one person's subjective view of the employee being reviewed. They recognize that employees have to be effective not only with their bosses, but also with their peers, their "direct reports," and other senior managers, as well as the organization's customers or patrons; and that collecting

the feedback from all of these groups is also important to ongoing learning and development.

But the process of collecting all that feedback can be very onerous and time-consuming. Plus, if the feedback is collected by one person — whether the boss or a human resources manager — the feedback is still potentially being filtered through one person's viewpoint.

Now, through an online, web-based tool, organizations can reduce the time and effort needed to collect the feedback, by having the responders input their responses into a tailored questionnaire directly and anonymously, then using the computer to generate a comprehensive 3-D picture of an employee's effectiveness. And the organizations are using this picture to work with their employees, to help them develop and grow, as well as to plan work for the coming year.

This 360-degree feedback process uses information from various people in an organization in order to evaluate an individual's effectiveness in a variety of dimensions, rather than just focusing on the individual's track record for completing tasks. A manager may learn, for instance, that he or she may need to manage more from a distance, or to delegate more, or to communicate more clearly. The goal is to provide an opportunity for the individual to receive substantive information on areas of concern and accomplishment, so that he or she may effectively focus his or her efforts to improve.

How are organizations using 360-degree feedback? Some begin by using it for development purposes, with only the employee and his or her boss seeing the final report. Other organizations test out the process by doing a pilot with volunteer subjects, to get employees used to the idea. Still others plunge right in, using it to complement their existing performance review process. The organizations continue the review, which shows whether the individual is doing the right tasks, and then add the 360-degree feedback to show how well a person is doing those tasks. In either case, the best practice is to include a face-to-face review of the 360 report by a skilled and sensitive professional, trained to read and interpret the results. With human nature being what it is, we tend to focus primarily on our "gaps" or "deficiencies," and the professional can help ensure that we understand and recognize the impact of our team's strengths, as well as our challenges.

Another way that organizations are using 360-degree feedback is to take the aggregate scores of a team or employee group and use the data to look for ways to strengthen it and provide for its development.

Is every organization ready for 360-degree feedback? Not necessarily. Generally, the higher the trust in the organizational culture, the more likely it is that the employees are ready to engage in this process. And the management team must have a clear vision of its purpose in introducing the 360-degree review and its expectations for improving morale and team performance from the results. Experience has shown that 360-degree feedback is not something that can be done once and then forgotten. In leading organizations, it becomes part of an ongoing performance development process. And a cautionary note: you will damage the chances of getting good value from the process

in your organization if you use the 360-degree review as a way to gather evidence to fire someone. This could poison the well for future endeavors.

In an article appearing in Canada's leading daily paper, *The Globe and Mail*, one organization stated that the 360-degree review process was used as the "company's strategy for creating high-performance culture." However, as cited by that same article, "unless the process is carefully designed, there's a risk of people becoming discouraged."

The results from a 360-degree feedback process do not give you the truth about yourself, but the truth about how you are seen. Knowing that those perceptions, however subjective they may be, are widely held by the group of responders can give the individual a stronger message that improvements are needed and more incentive to make positive change.

This review should usually, like the more traditional performance review, be conducted annually, but should not be the only occasion that individuals get feedback. Managers should be giving regular, specific feedback on an ongoing basis, so that their employees will know how to succeed, how they're doing and what changes might accelerate their success.

For more information about 360-degree reviews, consult the following resource list specializing in this area:

- ❖ CenterPoint Systems: Operates a website that provides a comprehensive repository of information, tools and services on employee development and the 360-degree performance feedback process. Visit www.centerpointsystems.com.
- ❖ The Change Alliance, New York, NY: A consulting group specializing in 360-degree reviews and other management needs. Email Esther Ewing at EwingChange@aol.com or visit www.changealliance.com.
- ❖ Team Builders Plus, Cherry Hill, NJ: Operates a website that provides information about the 360-degree process and outlines the services they offer. Visit www.360-degreefeedback.com or email info@360-degreefeedback.com.

On a Personal Note...

Without question, my perceptions of myself have been changed by the extraordinary experience of participating in a 360-degree review. I received anonymous feedback from 40 responders ranging from former students to national colleagues (thank you Ben Cameron, Joan Channick, Susie Medak, among others). I learned that I am harder on myself than others are on me...but it also confirmed the truth about how I am perceived by others. It was an extraordinary gift of insight and generosity on the part of many participants. If you can't afford the time and money to conduct a 360-degree review for your staff, consider the tool for yourself, as a way for your staff and colleagues to review you. I would like to thank especially Esther Ewing of The Change Alliance for sharing this gift with us.

Victoria Nolan

PROMOTING DIVERSITY

LEARNING ABOUT, HIRING AND MANAGING AN ETHNICALLY DIVERSE WORKFORCE

BY AMY M. SMITHERMAN

Have you ever observed what your own management style is when interacting with ethnically diverse employees? Are you a “universalist” or a “pluralist?” The “universalist” approaches fairness in the workplace by treating all employees the same, while the “pluralist” adjusts his or her behavior according to the employee’s cultural background. If you think about your style, perhaps you will see yourself fitting into one of these two broad categories. You might even consider making a conscious choice about your approach, as it can make a difference in your management success and the success of your organization.

In today’s workforce, diversity is a hot topic. Following the complicated history of affirmative action, equal opportunity acts and a plethora of lawsuits, institutions across the nation must respect the diversity of their employees and value the differences that each individual brings to the work environment. Within the theatre community, it is most important to evaluate the mission of your organization, the programming and the decided approach your organization has taken in addressing diversity in your audience and amongst your staff. Even the simple recognition that you have not really considered the issue can be a great starting place. Begin by asking yourself, is the work we are doing comprehensive enough to be inviting to a diverse group of applicants? Does our institution support nontraditional casting? Is the board make-up diverse ethnically, economically and culturally? All of these factors contribute to your organization’s ability to attract, hire and manage employees in a welcoming, ethnically diverse work environment.

There are two major schools of thought about diversity among human resource professionals. One posits that ability and work experience levels vary much more from person to person than from cultural group to group: no generalized cultural guidelines or management prescriptions can possibly be valid across the range of individuals of any ethnicity. Another school of thought, recently researched by the Stanford Business School and reported in *Managing Diversity Fairly*, suggests “diverse cultural teams and organizations offer the potential to design products and policies with broad applicability to the global economy. With increasing national and ethnic diversity in organizations, the challenge of managing fairly becomes more complex.” In other words, our differences can be used to the advantage of the whole.

Both theories have merit. However, the challenge continues to lie in your ability to find the point at which your employee’s behaviors intersect with his or her ethnic and/or cultural values. A manager must seek to understand, respectfully accept and address the behavior, or adjust organizational strategies. The inability to recognize such differences, and to deal with them constructively in the workplace, can ignite detrimental consequences, ranging from poor morale and high turnover to intergroup rivalry and balkanization.

In conclusion, managing a culturally and/or ethnically diverse workforce, fairly, will require a balancing act. What follows are some brief suggestions to consider as you build on ethnic diversity in your workplace.

Tips for Recruiting and Hiring

- ❖ The most important thing to do when preparing to recruit is to develop an appropriate set of hiring criteria for the position. Consider identifying a

small hiring task force (three or four people) who would help develop the list, review it for potential bias and take part in the interviewing.

- ❖ Cast your net as widely as possible in getting the word out about your vacancy. If you have access to ethnically diverse people on your board, among your donors or among your friends and contacts in the community, spread the word through them — word of mouth is a great recruitment tool.
- ❖ Target your job announcement to ethnically and culturally focused publications, professional organizations and colleges. This will require you to spend a little more time and money than you might otherwise have planned. For example, there are 189 Hispanic colleges, 34 Native American colleges and over 100 historically Black colleges. Search on the web for colleges near you and send job announcements to their career centers. Submit it even if the job is above entry level, many alumni continue to use their alma mater career centers after they have graduated.
- ❖ Contact professionals in your community. They may know of qualified individuals who are employed in other industries and therefore less likely to hear about the job.

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| <ul style="list-style-type: none"> ❖ Look at ethnic and cultural organizations in your area. Relationships with minority-oriented organizations offer an effective network for attracting diverse employees. ❖ Contact individuals you would like to recruit for the position, even if they are already employed. Some people may want to change jobs, even if they are not actively looking. Even if they are not interested, they will be flattered, and may know of others who are looking, and refer you to them. ❖ If you are using a recruiter, evaluate them in terms of the number of hires, as well as the race and gender, types of positions and success or failure of their recruits. ❖ If you can, leave the position open for a little while it takes time for the word to get around. Some of the best applicants may appear several weeks after you have posted the announcement. ❖ Recruit a diverse set of people to conduct the interviews, even if this means going to members of your board and staff who might not have a direct relationship with the open job position. However, in order to conduct an effective interview, you need everyone in the interview process to understand the hiring criteria clearly. | <ul style="list-style-type: none"> ❖ Steer clear of mental ability tests and “culture-free testing.” These are tests that are designed to circumvent any cultural or ethnic difference and get to the heart of an individual’s intellectual prowess, capabilities and potential for success on the job. The notion of ethnic and cultural bias aside, even the best job-knowledge tests cannot cover all factors that make for good job performance and a successful employee. Often a gap exists between what a worker knows and how he or she actually uses his or her knowledge in performing the job. ❖ If you use a written application, consider updating or eliminating your classification methods (also known as “box checking”). All labels, but particularly those that are dated, can be broad and elusive. The term “Hispanic” for example, can include a person living in the mountains of Chile, a Spanish suburb, and an indigenous rural community in Mexico. <p><i>Tips for Efficient Management</i></p> <ul style="list-style-type: none"> ❖ Surveyed executives and professionals agree that, in order to retain diverse employees, management needs to be strongly committed to the notion of diversity and to link diversity objectives to the overall business strategy. ❖ Tell the new hire why you hired him or her, what strengths and qualities | <p>he or she brings to the position. Besides wanting the individual to know that he or she was hired for his or her strengths, not solely for a unique ethnic and cultural perspective — it will give the new hire important information that he or she can use to focus on the challenges of the job.</p> <ul style="list-style-type: none"> ❖ Do not say that you are “colorblind.” It is not possible to be sensitive to another person without being able to see him or her within the context of his or her cultural heritage. ❖ Ethnic humor is inappropriate. Usually humor masks some discomfort. As a manager in your institution, confront racial and ethnic humor. ❖ Don’t rely on good intentions. Implement programs such as mentoring to assure all employees receive the same opportunities to grow and succeed. ❖ Keep in mind that cultural influences on employee performance matter, but individual ability, traits and values matter more. Managers should resist seeking quick techniques, and focus on factors such as motivation, honesty, reliability and ingenuity, which are often vital to superior employee performance and overall business success. |
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CONCLUSION

Students who participated in this research were enrolled in my class, entitled Managing the Institutional Theatre. Contributors included Ann M.K. Hamada, David Howson, Shaunda Miles, Juan Carlos Salinas and Amy M. Smitherman. In four out the past six years, students in this class have tackled the writing or rewriting of employee manuals including those of Long Wharf Theatre, Hartford Stage, Goodspeed Musicals and The Neighborhood Music School in New Haven. Much of this work has been made possible through the generous support of many theatres throughout the country. Particular thanks for this round go to

Del Risberg at Center Stage
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Alyssa Volker at Court Theatre
Sallie Sanders at Carnegie Hall

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CENTERPIECE TOPIC CURATORS

If you would like to contribute an idea for a *Centerpiece* topic, please notify the appropriate curator or contact:

Marketing

- ❖ **Jim Royce**, director of marketing & communications, Mark Taper Forum/Ahmanson Theatre, jroyce@ctgla.org

Development

- ❖ **Dawn Rains**, director of development, Seattle Repertory Theatre, dawnr@seattlerep.org

Education

- ❖ **Daniel Renner**, director of education, Denver Center Theatre Company, renner@dcpa.org

Governance

- ❖ **Judy Hansen**, trustee, Milwaukee Repertory Theater, hansenjudy1@aol.com

Topical Issues

- ❖ Email TCG's **Chris Shuff** at cshuff@tcg.org