

POSITIVE EMPLOYEE RELATIONS

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INTRODUCTORY STATEMENT

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EXCERPTS FROM THE NATIONAL LABOR RELATIONS ACT

FINDINGS AND POLICY

It is hereby declared to be the policy of the United States to eliminate the causes of certain substantial obstructions to the free flow of commerce and to mitigate and eliminate these obstructions when they have occurred by encouraging the practice and procedure of collective bargaining and by protecting the exercise by workers of full freedom of association, self-organization, and designation of representatives of their own choosing, for the purpose of negotiating the terms and conditions of their employment or other mutual aid or protection.

Section 2(11)

The term "supervisor" means any individual having authority, in the interest of the employer, to hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward, or discipline other employees, or responsibly to direct them, or to adjust their grievances, or effectively to recommend such action, if in connection with the foregoing the exercise of such authority is not of a merely routine or clerical nature, but requires the use of independent judgment.

RIGHTS OF EMPLOYEES

Section 7

Employees shall have the right to self-organization, to form, join, or assist labor organizations, to bargain collectively through representatives of their own choosing, and to engage in other concerted activities for the purpose of collective bargaining or other mutual aid or protection, and shall also have the right to refrain from any or all of such activities except to the extent that such right may be affected by an agreement requiring membership in a labor organization as a condition of employment as authorized in section 8(a)(3).

UNFAIR LABOR PRACTICE

Section 8(a)

It shall be an unfair labor practice for an employer -

(1) to interfere with, restrain, or coerce employees in the exercise of the rights guaranteed in section 7;

(2) to dominate or interfere with the formation or administration of any labor organization or contribute financial or other support to it: Provided, That subject to rules and regulations made and published by the Board pursuant to section 6, an employer shall not be prohibited from permitting employees to confer with him during working hours without loss of time or pay;

(3) by discrimination in regard to hire or tenure of employment or any term or condition of employment to encourage or discourage membership in any labor organization; Provided, That nothing in this Act, or in any statute of the United States, shall preclude an employer from making an agreement with a labor organization... to require as a condition of employment membership therein on or after the thirtieth day following the beginning of such employment or the effective date of such agreement, whichever is the later....

(4) to discharge or otherwise discriminate against an employee because he has filed charges or given testimony under this Act;

(5) to refuse to bargain collectively with representatives of his employees, subject to the provisions of section 9(a).

* * *

Section 8(b)

It shall be an unfair labor practice for a labor organization or its agents --

(1) to restrain or coerce (A) employees in the exercise of the rights guaranteed in section 7: Provided, that this paragraph shall not impair the right of a labor organization to prescribe its own rules with respect to the acquisition or retention of membership therein; or (B) an employer in the selection of his representatives for the purposes of collective bargaining or the adjustment of grievances.

FREE SPEECH

Section 8(c)

The expressing of any views, argument, or opinion, or the dissemination thereof, whether in written, printed, graphic, or visual form, shall not constitute or be evidence of an unfair labor practice under any of the provisions of this Act, if such expression contains no threat of reprisal or force or promise of benefit.

Section 8(d)

For the purpose of this section, to bargain collectively is the performance of the mutual obligation of the employer and the representative of the employees to meet at reasonable times and confer in good faith with respect to wages, hours, and other terms and conditions of employment, or the negotiation of an agreement, or any questions arising thereunder, and the execution of a written contract incorporating any agreement reached if requested by either party, but such obligation does not compel either party to agree to a proposal or require the making of a concession....

SUPERVISOR'S MANUAL

I. WHAT TO SAY TO EMPLOYEES ABOUT THE UNION:

The following are some ideas for topics of discussion with your employees. Remember that now is the time to educate yourself and your employees about the Union.

The first thing for you to do is to study the Union's Constitution. This can be shown to the employees. Remember, the Union may try to hide this document from the employees -- it is up to you to bring the vital information it contains to the light of day.

1. Tell the employees that this Constitution is the "legal, binding, contract" he or she enters into as a member. Since they would be bound as with any other contract they should know what they are getting involved in.
2. Be sure to talk to all employees about the Union two or three times a week. Don't be afraid of questions. Remember that we have all the truthful answers -- the facts to give them. Don't waste your time on the diehards. Probably they cannot be convinced.
3. Write down comments or questions you hear from your employees. If you don't know the answer, say so and get back to someone who does. Never neglect to get the answer and tell the employee. Your attitude must always be:
 - a. we have nothing to hide -- you can trust us to give you the correct answer -- so ask away, and
 - b. Absolute truthfulness.
4. Make your position clear to the employees. Don't be wishy-washy about it. "I think you would be making a mistake if you go for the Union because ..."
5. When a letter goes to an employee, go over the next day and say, "I thought the letter was quite interesting, I'll be pleased to discuss it with you, and answer any questions you might have."
6. When handing out material -- "I hope you will read all of this and ask any questions you may have. We have lots more information about this topic" or "After you've read this, if you have any questions, please ask me" or "we'll be happy to talk about it."

7. When involved in a discussion about a problem -- "You know, with the Union I couldn't talk to you face to face about this." There is a third party, the Union I'd have to deal with."
8. About the personal relationships -- "I think we have a nice place to work here; no one looks over your shoulder every minute, there is very little hostility among people, everyone is relaxed and friendly. Do you think that's the way it operates with the Union. Don't kid yourself -- "
9. Be open about our problems -- "I don't claim we are perfect, but I am sure we can work out our difficulties better directly among ourselves than through outsiders who don't know anything about our business and could care even less."
10. About your contract with the employees -- "I prefer talking to you rather than going through a third person. That is too impersonal and cold for me."
11. On promises -- I can't promise you a thing because the Union would claim I was trying to bribe your vote. I can tell you that we have improved our operations significantly and there is no reason it won't continue to improve."
12. On promises -- "The Union can promise anything, but remember the Company still signs the paycheck and provides benefits. The Union can't change anything -- all they can do is to request us to change. We may or may not agree. Remember that even if the Union doesn't get any more than the employees would have received without a union, the employees are still obligated."
13. Negotiations -- "It is a give and take affair. The Company has the same right to make demands as the Union. The Union often trades-off existing benefits for such things as "Union Security Clauses" and "Check-off."
14. ASSESSMENTS -- These are levied whenever the Union needs more money -- see the Constitution. These amounts are unlimited. Assessments are levied most often to support strikes by other locals.
15. FINES -- Both the International and Local can fine members for breaking the rules (see the Constitution). Fines can be for any amount. These fines are legal.

16. What is in it for the Union? Discuss this question with the employees -- use the financial information being distributed. Remember, the Union is a business out to make money.
17. Get the point across that the Union is no miracle worker. The employees can do as well for themselves as with an outsider. "The Union can do no more for you than you can do for yourself."
18. "Give us the chance to show that this is a good place to work and can be even better."
19. Point out that there are hundred of facts the Union won't tell them about -- the Constitution, finances. etc.
20. Read about and explain loss of personal freedom through "Unions Trials" (see the Constitution). As we've said a member must obey the rules, or else he or she will pay.
21. Can the employees get rid of the Union once they get in? "No!" They would be brought up on charges and tried and fines. The Constitution provides for this.
22. Superseniority -- Under most Union Contracts, the Shop Stewards, regardless of seniority, get "superseniority." It means they are the last to be laid off regardless of ability.
23. What do our employees know about the Union organizers? Are they willing to entrust their future livelihood to people they hardly know? What makes them think they won't lie in order to get money for their salaries? I think we can be trusted to tell you the truth and live up to our word more than they can.
24. Union "Guarantees" -- Let the Union guarantee \$.01 more increase than our employees would get without them. Have them put it in writing. For us, we can guarantee the Union cannot get anything unless we agree.
25. "You Are Not Hooked Yet" -- Just because employees signed a card, they are not bound. They will have a chance to vote in a Secret Election. The Union will never know how they voted.
26. About Union Elections -- A majority of those who actually vote determines the outcome. So if only 10 vote, 6 determines it for everyone. Everyone should vote.

27. The Company is in business to make a profit. It cannot and will not yield to unreasonable union demands. If we give in to high increases, this can make us become uncompetitive to other business. This has led in the past to cost cutting and a loss of jobs. Remember, the Union can't protect job security -- they don't get services from us. However, they can affect security by making us non-competitive. We want to be competitive and continue to provide jobs for our employees.
28. What happens when parties can't agree in negotiations -- the Union will try to pressure us thorough STRIKES!
- * The Company can continue to operate during a strike.
 - * We can hire replacements for strikers. If job is replaced when they want to return to work, they can't come back to work.
 - * No pay during a strike.
 - * No unemployment benefits during a strike.
 - * We can stop paying benefits during a strike.
29. Strikes can affect Job Security -- Remember.
30. Reinstatement Fee -- When you fall behind in dues and want to be reinstated, you must pay:
- * All back dues
 - * All back Assessments, Fees and Fines
 - * Reinstatement Fee
- (See Constitution)
31. Initiation Fees -- Remember to tell the employees and point out initiation fees.

32. Leadership -- "The "Shop Steward" would probably be people who are pushing hardest for the Union. How would the employees like to place their families in the hands of some of the employees who are pushing hardest for the Union. Point out that these are the people who will do the negotiating on behalf of all of the employees. Their interest may be different from the other employees.
33. The Union Can Walk Away -- If problems do arise, such as strikes, or if no contract can be agreed upon, the Union can walk away leaving the employees holding the bag. We cannot walk away from problems nor can the employees. The point is that the Company has a real interest in solving employee problems, as do the supervisors. We have to live with our employees in the future. The Union can just cause problems and leave the employees and us to clean up the mess.
34. Negotiations -- Explain that employees can lose as well as gain in negotiations. "Everything is negotiable." The Union can trade away existing benefits for items that are important to them, such as Union Security and Check-off.
35. Improving Their Efficiency -- We are trying to help our employees to become more efficient and work easier. We are trying to build the Company. It would be a shame to have interference by outsiders and possibly a strike. Our customers could go elsewhere in a strike and might never regain the growth that has been occurring.
36. The Cost -- Keep reminding employees that the Union will cost them money in dues, fines, and assessments, and it will cost them even if the Union gets them nothing in return.
37. Who Can Solve Your Problems -- Show the employees that the only persons who can really solve problems here are their supervisors, higher management and employees working together. If any changes are made, we must make them. Why should we give more to the Union than to the employees directly?
38. Staffing -- As with workload, we will determine staffing. Staffing is really not a problem that can be solved in collective bargaining. We are a business operation and must turn a profit. It is not efficient, we cannot hire more employees and increase our efficiency.

39. Who Can You Believe -- Remember that the Union can lie or make any misstatements because once the election is over, they will not have to live with their lies, they can just walk away. We will still be here working with the employees and will have to face them. There is more reason, therefore, for us to be truthful.
40. Financial Obligations:
- * Dues: They keep coming out of your pay, month after month, year after year.
 - * Initiation Fee: How much is it?
 - * Assessments: Levied to support strikes at other places of business or to meet current expenses.
 - * Reinstatement Fee: Levied when you fall behind on your dues.
 - * Fines: If you step out of line or try to work during a strike, you are subject to a fine or hundreds of dollars.
41. Decertification -- It is very difficult to decertify the Union once it gets in. It is a "pipe dream" to think that you can "try them for a while." In the first place decertification cannot take place while a contract is in force, nor can it take place for one year after the Union gets in. Moreover, an employee can be fined for trying to get rid of the Union.
42. Dealing With The Company -- With the Union, an individual may give up his or her right to deal directly with their supervisor. Problems may have to go through the "shop steward." He or she decides which employee problems are to be discussed with the Company. Can he or she protect your interests better than you can yourself? Look around at who is pushing hardest for the Union. These are your likely shop stewards.
43. Changing Benefits -- Once the Union is certified, we cannot unilaterally make changes in wages or benefits. In other words, we would have to negotiate before we could review our employees for wage increases. Negotiations on first contracts can take months and ordinarily there are not wage or benefit changes until a contract is finally signed.

44. Contract Rigidity -- Under a contract, ordinarily we operate "by the book." Therefore, exceptions to policies are not common. For example, we may not make exceptions to allow people to take time off to visit a doctor or dentist after they've come to work. We would have to think twice about this, since we would be making an exception to the contract and perhaps establishing a dangerous "precedent," that the Union could use against us in a similar situation later on.
45. Automatic Wage Increases -- There will be no "automatic" wage or benefit increases with the Union. Everything will be up to negotiations and the outcome is anyone's guess. There would be horse trading and compromise. We think we would be good bargainers and could end up with a contract that fully protects our interests.

II. THINGS YOU CAN AND CANNOT SAY TO EMPLOYEES ABOUT THE UNION

A. YOU MAY:

1. Tell employees the facts and all of them. Your best friends in election campaigns are fact and truth. Campaigns by Unions are notoriously somewhat less than truthful. Nor do Unions usually choose to tell all the facts available.

If you hear one of these whoppers, counter it with the true facts. If you don't have the facts at your fingertips, get them.

2. Tell employees that unionism may mean strikes and, therefore, a big gap in their income. Wages of employees stop when they are out on strike, but the wages of the professional organizer keep right on rolling in.
3. Point out that many policies and demands of the Union are set by bosses who do not work for the Company, who are unfamiliar with our Company, and who have little if any, knowledge of our operational or employment problems.
4. Tell them that many Union demands and supporting strikes are for their benefit, not for employee benefit; i.e., union security clauses (you must pay dues or lose your job!) and rigid work rules (to spread the work over more people and thereby increase the number of dues payers.)
5. Advise them of those facts about the Union and its record which they would rather forget (strike records, initiation fees, fines, etc.).
6. Remind them that the Union's campaign promises of more and more money and benefits are just vote getting propaganda; that all such promises are subject to agreement by us. No one can guarantee what can come out of a bargaining, even though the Company would bargain in good faith.
7. Point out wage rates and fringe benefits which the employees now enjoy without Union membership and that these benefits have constantly increased over the years without the necessity of their paying dues, fines, initiation fees and strike assessments to the Union. In short, although you cannot make promises, you can point to our past record.

8. Tell them that a Union contract means a third-party wall between us and our employees.
9. Tell them that if the Union wins the election, the Company must deal with them and in many situations would not be able to deal directly with the employees -- even if the Union is doing things of which the employees violently disapprove. Ask the employees if they know these Union strangers well enough to surrender these rights to them.
10. You may talk about any personal experiences you have had with unions, including strikes, violence and picket lines.
11. Inform employees that the Union is only after their money. Ask them if they know that Union dues, fines, and assessments can be collected in Court by the Union against members.
12. Tell them that in your opinion it would be extremely unwise for anyone to sign away his money and right to speak for himself without knowing what the fine print of the Union's Constitution and by-laws provide in the way of fines, punishments, assessments, etc.
13. Emphasize that signing the "card" does not obligate an individual to vote for the Union. He or she has a legal right to vote either way.

B. YOU MAY NOT:

1. Threaten or discipline any employee in any way because of his Union sentiments or legitimate Union activity.
2. Promise any employee anything, directly or by inference for abandoning the Union or his or her Union activities or for voting against the Union or to influence how he or she feels about the Union.
3. Spy upon Union meetings or gatherings.
4. Question any employee about his union sentiments or activities or the Union sentiments or activities of other employees. However, you may listen to what any employee volunteers and may ask how they feel about wages and other job-related conditions or if they have any gripes about the job. If we know what is bothering employees on the job, we are a long way toward knowing why the Union appeared.
5. Threaten a shutdown or reduction of work as retaliation against the Union winning out.
6. Ask employees how the Union is doing.
7. Ask employees how they or other employees would vote if there would be an election.
8. Prohibit union discussion which does not interfere with work.
9. Make speeches on Company time (captive audience) to employees within 24 hours of an election. This is the extent of the so-called 24-hour rule. Thus it would not prohibit speeches to employees off Company property if attendance was truly voluntary. It does not prohibit campaign literature and it does not prevent casual conversations with an employee at this work station nor does it prohibit you from answering questions about the Union.
10. Visit employees' homes for the express purpose of talking to them about the Union.
11. Call an employee or employees into supervisory offices to talk to them about the Union.
12. Give the impression of spying, i.e., "I heard you were at the Union meeting last night," or "I know what happened at the meeting" or "how many people were at the meeting last night," etc.

C. THINGS TO AVOID -- NO "TIPS":

1. T Threats -- that there will be a strike, or they will lose their jobs because of the Union. These are possibilities and must be explained as such.
2. I No Interrogations -- Don't ask how an employee feels or intends to vote on the Union question. Do not put him in a position where he must tell you of his feelings.
3. P No Promises -- Do not promise any benefit to an employee. It will be construed as an attempt to buy his vote.
4. S Surveillance -- Do not spy on Union meetings or conversations.

T. THREATS

1. If the Union gets in here, the Company is going to move.
2. The Company will never sign a contract with the Union.
3. The Company will get those employees that are for the Union.
4. I'll see to it that you will never get another promotion here.

I. INTERROGATION

1. Who is going to the Union meeting tonight?
2. How do you feel about the Union?
3. Tell me, who signed authorization cards?

P. PROMISES

1. If you vote against the Union, I will see to it that:
 - a. You get a raise;
 - b. You get that extra week's vacation;
 - c. You are promoted.

S. **SURVEILLANCE**

1. You cannot attend Union meeting.
2. You cannot park your car outside Union meeting hall.
3. You cannot follow Union organizers.

EARLY WARNING CHECKLIST

1. The nature and/or frequency of staff complaints changes.
2. Persons are forming in groups that include individuals who do not normally associate with each other.
3. Managers are receiving an unusually large number of policy inquiries, particularly on pay, benefits and discipline.
4. People in work areas they do not normally visit.
5. Avoidance of supervision -- people clam up.
6. Argumentative questions being asked in department meetings.
7. Exit interview information indicating that people are attempting to escape an unpleasant environment.
8. News items placed on bulletin boards about union settlements in local companies and industries.
9. Cartoons or graffiti which direct humorous hostility toward the organization, management or supervision.
10. A significant change in the rate of turnover, either upward or downward.
11. A number of people applying for jobs who do not have relevant experience and appear to be willing to work for lower status and pay than their record qualifies them.
12. An unusual interest on the part of vendors and subcontractors in communicating with individuals.
13. Non-union people begin meeting and talking with known union supporters or members.
14. Complaints begin to be made by a delegation, not single individuals.
15. Workers adopt a new, technical vocabulary which includes such phrases as "protected activity," "unfair labor practices," "demands for recognition."

16. Union authorization cards, handbills, or leaflets appear on the premises or in parking areas.
17. Union representatives visit or write workers at their homes.
18. Any other factor which appears to be out of the ordinary and seems to be separating management from the work force.

SUPERVISORY STEPS IN PRESERVING NON-UNION STATUS

1. THE SUPERVISOR'S ROLE BEFORE A UNION APPEARS.
 - a. Opens lines of communication before a union appears.
 - b. Realizes that he or she sets the stage for a union or for a motivated group of employees.
 - c. Participates in "two-way" communications.
 - d. Recognizes there are problems in every group of employees.
 - e. Brings problems to the attention of the Company for resolution -- writes them down.
 - f. Solves problems either by explaining the policy or taking steps to correct the problem.
 - g. Seeks to learn what his or her employees think of the Company.
 - h. Sells Company benefits.
 - i. Establishes atmosphere that makes it convenient for employees to talk about "non-disputatious" matters.
 - j. Knows his or her employees' backgrounds and relationships.
 - k. Looks for opportunities to suggest promotion of qualified employees. He or she points out weaknesses of employees so that they can advance with the Company.
 - l. Disciplines evenhandedly -- avoids favoritism in scheduling, assignments, overtime, etc. He knows what discipline has been imposed in the past and puts past practice to use.
 - m. Recognizes evidence of employee discontent as an opportunity to eliminate a problem.
 - n. Cultivates leadership among the employees.
 - o. Manages "people" -- not a file.

2. THE SUPERVISOR CAN MAKE HIMSELF AVAILABLE TO EMPLOYEES.
 - a. Performance review.
 - b. Lunch or coffee breaks.
 - c. Communication of changes or increase in benefits.
 - d. Wage reviews.
 - e. A few minutes during the day.
 - f. Vacation scheduling.
 - g. After a medical leave or leave of absence.
3. HOW DOES A SUPERVISOR COMMUNICATE?
 - a. 80-90% of employees will not voluntarily talk about problems.
 - b. Supervisor must be available and physically accessible.
 - c. Makes a mental check-list of when Supervisor spoke to employees about non-work related matters - talk weekly about wife, husband, children, suggestions and aspirations.
 - d. Talks whenever it seems convenient.
4. WHAT HAPPENS TO INFORMATION GATHERED.
 - a. First failure to answer will foreclose future discussion.
 - b. Failure will prove union's point that the Company is afraid to answer, or too busy to take an interest in the employee.
 - c. If you don't know the answer, ask someone who does -- follow up with the employee and advise Personnel so that common problems can be handled on a Company-wide level.
 - d. Handle each problem with the respect you would give to a grievance under a contract.

SOME KEY CAUSES OF UNIONIZATION POLICIES AND PRACTICES

1. Lack of clear/understandable policies which are in writing and communicated.
2. Lack of consistent non-discriminatory work practices; policies/procedures.
3. Lack of certainty with respect to work schedules, time off, work assignments, pay cuts, or other changes.
4. Lack of fair, consistent and tactful disciplinary procedures.
5. Lack of clear statement on unionization.

SUPERVISORY PRACTICE

1. Lack of fair supervisory treatment in areas such as scheduling/overtime; assignments/vacations.
2. Lack of continuing courtesy, respect, and fair consideration from managers, supervisors and others.
3. Lack of having a "big" person for a boss -- a supervisor who will take constructive criticism, suggestions, etc.
4. Lack of supervisory sensitivity.
5. Lack of effectiveness as representative of both employee and top management.
6. Lack of effort and/or ability to motivate employees.
7. Lack of sympathetic help with respect to personal problems.
8. Lack of adequate supervisory training.

COMMUNICATIONS AND INPUT

1. Lack of effective vehicles for downward/upward communications.
2. Lack of information concerning the organization's health; financial position; goals and objectives; long range plans and achievements.

A SUPERVISORY GUIDE TO THE HANDLING OF COMPLAINTS,

PROBLEMS AND QUESTIONS

1. Let the employee talk. In order to solve the complaint, you must know the problem.
2. Listen to the employee's entire story before coming to a decision.
3. Do not interrupt the employee.
4. Keep your temper.
5. Get specific facts. If the employee talks in generalities, tactfully ask questions.
6. Take notes. This will reassure the employee that you are taking the matter seriously.
7. Repeat the complaint. In this way you and the employee will agree upon the facts.
8. If an answer is obvious - give it! Don't hedge. If you know the answer or the reason for things being the way they are, say so!
9. If you don't know the answer or all the facts, get them before committing yourself. Get all the facts first. It is better to postpone a decision than to make one which you would have to reverse later on.
10. Check the facts before coming to a decision, not after. Are the facts as the employee represents them to be?
11. Check the Company's formal policies. Is the problem covered? Have similar cases been brought up? If so, how were they handled in the past? (You should be consistent.)
12. Check the employee's record. The more you know about the employee, the easier it is for you to handle the complaint.
13. Once the decision is made, tell the employee: Who will tell the employee of the decision? When and where are you going to tell him? What is going to be said? How can it be said tactfully?
14. If the employee's complaint is well founded, admit it. Thank the employee for

calling it to your attention so that you can correct it.

15. If the employee's complaint is unfounded, explain it to the employee.
16. End the discussion pleasantly. Try to get the employee's willing acceptance of your decision.
17. What if an employee threatens to cause trouble? Stick to your decision once made. Tell the employee how his complaint may be appealed.
18. Follow through after a complaint.
19. Prompt action should be taken to correct the cause of a complaint.
20. If the decision calls for some change to be made, action should be prompt.
21. By delaying the corrective action the employee was promised, a new problem can arise.
22. After taking action, check back with the employee to see if the problem has been entirely addressed.

METHODS OF TALKING TO EMPLOYEES ABOUT THE UNION

There are many ways to start conversations with your employees about the issues in the election. The most important thing to remember is not to be shy and withdrawn. On the contrary, you should welcome the opportunity to discuss your views with the individual employee. The following are some ideas for you to use and initiate conversations. Remember, do not initiate conversations with questions about the employee's Union sympathies. Make statements. Do not ask questions.

General

1. "I personally don't think the Union can do anything for you. I hope you will carefully consider whether it can."
2. "We have competitive wages and good benefits. All this Union can do is negotiate and you don't know what the outcome will be."
3. "There is no telling what can happen in negotiations. You could end up with less than you now have as easily as more."
4. "The union won't get you anything at all unless the Company agrees to it."
5. "Look at what we have now: good wages, good fringe benefits and all of us have job security. I doubt that the Union could improve it."
6. "With the Union, you are buying a pig in a poke. We know what we have now but who knows what we can end up with the Union."
7. "I don't think the Union can get you any more than you get for yourself."
8. "You know the election has just been scheduled. Have you given much thought to the issues in the election?"
9. "I hope you've thought about how the Union can change what we have here. It's not all for the better. Have you considered ..."
10. "I would like to discuss the Union with you. I think you'd be making a tragic mistake if you vote Union, but I'm willing to discuss the pros and cons."
11. (When you solve a problem, make an exception or explain something to

an employee), "You know, things work differently in a Union shop. Problems are solved by a steward, not me..."

12. "If you are interested in information about the Union, I have it -- their constitution, By-Laws, and Financial Reports."
13. "I hope I'll have your support in the election. I can show you how the Union can hurt all of us and we have lots of information about it that the Union won't show you."
14. (Leave information with an employee). "Did you see this information about the union strikes?"
15. "I need your support in the election because I think I can deal better with you directly than any outside union organizers can."
16. "I hope you will consider the facts in the letters and handouts when you make your decision. This can cost you too much to just ignore."
17. "If you have any questions about this, or want to see the Union Constitution or By-laws, just ask."
18. "I think you will find this interesting. I will talk to you later if you have any questions."

ANSWERS TO EMPLOYEES' QUESTIONS ABOUT THE UNION

Q: Why is the Company fighting the Union?

A: You are entitled to hear our views on the Union. We feel it is our responsibility to give you the facts. We do not think a union is necessary or beneficial to either the employees or the Company. Sometimes union demands, if fulfilled, result in a Company being non-competitive. This could result in cost cutting and fewer jobs. Where a Company says "NO" to demands, a union may strike. This seriously hurts the employees and the Company.

Q: Why does the Union want to represent you?

A: I don't know for sure. Perhaps this question could best be answered by considering what you or I would do if we were paid union organizers. Just as our Company want to find new customers, so are unions looking for new customers. Just as this Company must have income in order to pay its employees, so must unions have income in the form of dues from individual workers in order to pay their large staffs of people. Thus, it appears that a union's attempt to organize is not necessarily based on whether the majority of the employees want, or need, a union to handle their affairs.

Q: What is it that the Union wants?

A: I honestly don't know of anything except the dues, and special fees and assessments, and what about fines?

Q: When employees go out on strike and lose their normal income for the period of the strike, do the paid professional people on the union payrolls suffer a similar loss of income?

A: As far as I know, their pay goes on the same as always.

Q: Can't I try the union for a year and then drop out?

A: That's easier said than done. Once you get a union in, it's almost impossible to get rid of them. In the first place the employees can't get rid of the union while a contract is in force -- often two or three years. In addition, the union can fine any employee or group of employees who try to get rid of the union. The courts would enforce such a fine.

- Q: Why shouldn't we join the union and pay dues every month just for insurance?
- A: Union or no union, the Company will always pay competitive and fair wages and benefits. The union cannot force us to pay more than we want to pay. The Company can really give more job insurance than the union because we provide the work and try to maintain full employment. With the union there is always the danger of strikes and work stoppages with resulting unemployment and hardship.
- Q: The union agent tells us that with a union we would get everything we have plus more. Is that true?
- A: Absolutely not. Bargaining on a union contract does not start from a base of your present wages and benefits. All present wages and benefits are as much a subject of negotiation as are any increases. Since it takes two parties to make a contract, demands, counter-demands, horse trading and compromise would all take place. No one can predict what the result would be.
- Q: Does collective bargaining require that either party agree to anything?
- A: No. No union can require the Company to agree to anything -- even retention of the status quo -- unless a Company is willing to agree. A union can request, it can demand, it can bargain, but if the Company does not agree, the union's only weapon is a strike. Who is hurt the most when this occurs? Not the union, but you and your family immediately and often for very long periods of time.
- Q: If the Company and the Union cannot agree on a contract, what can the Union do?
- A: It can call the employees out on strike to try to make the Company cease operations. The Company, however, has the legal right to continue operations.
- Q: If the Union calls a strike, can employees be replaced?
- A: Yes, under the law, the Company is free to hire new employees to permanently replace economic strikers. If an employee's job is filled by a permanent replacement when he asks for reinstatement when the strike ends, he would not be entitled to return to work at that time. He would be offered a job, when and if a vacancy occurred.
- Q: If the Union calls us out on strike, will I receive pay from the Company?

- A: Absolutely not. The minute you strike, your pay stops. The Union won't pay your salary either. In addition, striking employees are not entitled to unemployment compensation while on strike.
- Q: If the Union calls me out on strike, will they pay me anything?
- A: You might be entitled to strike benefits, but these are far less than your salary, and are token payments.
- Q: If the Union calls a strike and I want to continue working, can I be fined?
- A: The Union can fine any member who attempt to cross the picket line to work. The Supreme Court has upheld the right of a union to assess fines in such circumstances.
- Q: If I go out on an economic strike because the Company and the Union can't agree on a contract will I receive back pay when the strike ends?
- A: Absolutely not! No Company has to pay strikers while they engage in a strike.
- Q: Is it true that the Company can stop making payments for benefits such as hospitalization and life insurance during a strike?
- A: That is true. If you wanted these benefits to continue during the strike, you would have to arrange to make payments for them yourself.
- Q: What is the real issue?
- A: The real issue is whether you feel it is necessary to place your affairs in the hands of the Union which could have little knowledge or understanding of our business, and which would place you in the ever-present danger of being called out on strike. No organization of people is free of day-to-day problems. I sincerely feel that the best result in solving problems will be achieved through our individual relationships and the efforts of all employees. I believe our personal relationships are best served without a union and I am strongly convinced that our communications will be far more effective without the intervention of an outside party. The Union cannot improve our relationship.

TYPICAL QUESTIONS ABOUT AUTHORIZATION CARDS

QUESTIONS

ANSWERS

- | | |
|---|---|
| 1) Do I have to let a union representative into my house? | No. A union representative has no more right to enter your house than any other salesman. |
| 2) Do I have to sign an authorization card? | - No. You don't have to sign anything to work here. Under the law you have the right not to join a union and no one can threaten or coerce you into joining. |
| 3) What difference does it make if I sign a card? | - By signing a card there is a good chance you may be giving up your right to vote in an election. The Government may order the Company to bargain with the union based on these cards. |
| 4) If I sign one of these cards, can I get it back? | - You can write to them asking for the card, but this is up to you. |
| 5) But, the union says they an election. Is this so? | - While they can use cards need cards for to request an election, they can also use these cards to demand from the Company that they be recognized without an election and also they can be used to request the Government to order the Company to bargain without an election. |

WORKSHOP #1

CAN YOU SAY IT?

A very complex problem in the area of union organizational campaigns is the question of what management can legally say to employees about the union. The Labor Board says it is attempting to balance two highly valued rights -- your freedom of speech and the freedom of employees to form, join, or assist a labor organization, or refrain from doing so, without coercion or interference. This problem comes to the fore when an employer wants to tell his employees either in writing or verbally the disadvantages of joining a union.

You may have heard and read a good deal about what you, as supervisors, may say or may not say. Read the statements made in the following pages. We ask you to indicate whether you think each statement is proper and legal for you to make or whether it is not. Let's have your best judgment. Indicate your answer to each item by circling the word which applies:

1. Just because some of our employees signed union authorization cards does not mean they have to vote for the unions.

LegalIllegal
2. This Company won't permit a union here!

LegalIllegal
3. Our benefits may not necessarily continue as they are under a union contract. You could get more -- you could get the same -- you could get less.

LegalIllegal
4. Here, take a look at this union's strike record. What is their track record?

LegalIllegal

5. If the union wins and a strike occurs, we will contract out all of our work.
- Legal Illegal
6. No Union, this one or any other one, can obtain more than our Company is able to give.
- Legal Illegal
7. We are in a competitive business and unions cannot create jobs.
- Legal Illegal
8. Our employees have benefits that employees at XYZ Company don't have and they have this same union.
- Legal Illegal
9. People who sign union cards could lose their job.
- Legal Illegal
10. If the union wins the election, this Company will close.
- Legal Illegal
11. Look, Maria, let's vote this union out and I will see to it you are made Chairperson of the Employee Committee we plan to form after the election is certified.
- Legal Illegal
12. I am going to run this Help Wanted Ad the entire week before the election.
- Legal Illegal
13. Anna, come into my office, I want to talk to you about this union.
- Legal Illegal
14. Bill, I understand some of the men signed union cards at the meeting last night and I would like to talk to you about the signing of those cards.

Legal

Illegal

15. This union has done a lousy job for the people they have organized at other companies in this area.

Legal

Illegal

16. I am going to make it my personal objective to get you as many facts about this union as possible.

Legal

Illegal

17. Our employees have not had a general increase for three years and I plan to win the election by putting one through next week.

Legal

Illegal

18. I personally feel this union stinks.

Legal

Illegal

19. I don't care what the union told you, the law says we must bargain in good faith, it does not say our Company must agree to any of the union's demands.

Legal

Illegal

20. Did Susan go to the Union meeting last night?

Legal

Illegal

21. Tell the union to put their promises in writing with an accompanying guarantee that they will get you all these things.

Legal

Illegal

22. Mike, if the union gets in here, there will be no more overtime.

Legal

Illegal

23. The union is not really interested in you. They're only interested in your money.

Legal

Illegal

24. I recognize that you were scheduled for your normal increase last week; however, because of the union matter before us, I cannot put them through.

Legal

Illegal

25. You should know the Company's position in this matter -- it is not necessary for anyone to belong to any union in order to work here.

Legal

Illegal

26. If anyone causes you any trouble at your work or puts you under any pressure to join a union, please let me know and I will undertake to see that it is stopped.

Legal

Illegal

27. If the union calls you out on an economic strike, the Company has the right to stop paying your insurance premiums.

Legal

Illegal

28. With this union, we're going to have a strike.

Legal

Illegal

WORKSHOP #2

There were several people at the Company entrances distributing handbills, with authorization cards attached, to our employees as they came to work this morning. In addition, one of the employees, while on duty, has been distributing union authorization cards to other employees in the department. He hasn't engaged anyone in conversation. You have also heard that he has been distributing handbills with cards attached to employees in the cafeteria.

What should you do?

WORKSHOP #3

A group of employees reported for work today wearing union buttons. This has caused some heated arguments during the work day. Some employees have asked to post union literature on our bulletin boards.

What should you do and say?

WORKSHOP #4

Rebecca is one of the employees in your department. She comes into your office and tells you that a union business agent asked her to sign a union authorization card. When Rebecca asked what the purpose of the card was, she was told that it was only for the purpose of getting the National Labor Relations Board to conduct a representational election at the Company. Since Rebecca did not object to the holding of an election, she signed the card.

What should you do?

Legal Do's and Don'ts

Some of the actions you might take during an organizing campaign could have legal implications. They could cause the election to be set aside or cause the NLRB to order your company to bargain with the union even if the union loses the election.

**** You don't have to let outside union organizers into your plant or office at any time. There's no such thing as "equal time" for union organizers; they have no right at all to be on company property. But it's a different story for employees; they have rights that outsiders don't have. An in-plant organizer or pro-union employee has a right to try to sign up or convince other employees during non-working time. That means that you can't stop an employee from engaging in such activities during coffee breaks, rest room visits, lunch breaks, clothes changing time, wash-up time, before and after shift time, and during downtime caused by machine failure. In borderline cases, when you aren't sure whether the time is considered working time or not, consult higher management for a ruling.

*** You cannot forbid employees to distribute union literature or proselytize for the union in such non-work areas as parking lots, plant entrances, hallways, rest rooms, change rooms, cafeterias, break areas, and coffee bars. Again, if you're in doubt about whether some place is a non-work area, check with management.

The general rule, then, is that working time is for work. During non-work time, or in non-work areas, employees may solicit or pass out literature for the union, as long as they don't interfere with others who are working.

Rules Governing Talk

*** If employees are allowed to talk to each other on the job—and most of the time they are, of course—you can't stop them from talking about the union. As long as it doesn't interfere with the work, they have a right to talk about anything they want to. And that brings up an interesting point: The NLRB has ruled that authorization cards are not literature, but come under the heading of "talk." The reasoning is apparently that unions would be unfairly handicapped if their supporters couldn't pass out these cards during

3. HOW THE ORGANIZING DRIVE OPERATES

is not expected to be a labor lawyer, but you should

THE SUPERVISOR'S HANDBOOK ON MAINTAINING NON-UNION STATUS

Don't Interrogate

* * It's illegal to ask employees what they think about a union or its officers, how they intend to vote, or what they know about the internal affairs of the union. (But you may listen if information is offered.) Don't ask if they have signed cards or attended any union meetings. Don't solicit or encourage employees to request the return of their authorization cards, and don't assist them in writing letters to the union asking for withdrawal of their cards. Finally, don't engage in surveillance of employees, attend union meetings, or even give the impression that you're watching employees' union activities.

Your Right of Free Speech

* * * Remember, you and your employer have the right of free speech and have a perfect right to express your opinions about the union that's trying to organize your plant. As long as you do not threaten workers either directly or indirectly, and as long as you do not promise them benefits or imply that benefits would be given for rejecting a union, you have a free hand in telling the company's story. You can and must tell your employees why a union is not necessary in your plant. Unless they are aware that both you and your company oppose the union, the tendency is very strong for them to vote in favor of a union.

Actually, the variety of arguments you may use in expressing your opposition to a union is virtually unlimited.

✓ If you have had personal experience with a union in a former job, or if you are aware of bad experiences your friends, neighbors, and relatives have had with unions, you are perfectly free to relate these occurrences. If you know the union organizers, you can tell your employees anything you know about them.

✓ Employees have a right to know just what kind of union is asking for their vote. During the campaign, management will be collecting and passing along to you as many facts as possible about the union: other elections the union has lost, unionized companies where the employees voted to get rid of the union, the union's strike record, wages lost at other companies because of strikes,

picket-line violence the union has been involved in—any facts that let the employees know what they'll be letting themselves in for if they vote for the union.

Union Promises

* * { The stock in trade of any union is promises. The union will make attractive promises to employees in order to get their vote. Once they get in, though, they have to bargain with management. Make sure that your employees realize that there's nothing automatic about increased wages or benefits if a union gets in. Only the employer can deliver the goods—and he is not required to agree to any union demand that he doesn't feel is in the best interest of the company. Regardless of its promises, the union cannot compel the company to agree to any of its demands without pulling the employees out on strike—and that leads to reduced production, layoffs, and plant closings.

Strikes

* * { Nobody relishes the idea of going on strike, but that's really the ultimate weapon that the union has. If the company and the union disagree on what should go into the contract, the union can and will pull the employees out on strike. And once a strike starts, there's no telling how long it will last. Ask your people if they can picture themselves on a picket line outside the plant. Refer to other local strikes, and point out that the wages lost in a strike are never made up. For example, you can compute an employee's pay and multiply it by seven weeks. How long would it take him to make up the money? How would he support his family during that time? In most states, a striking employee collects no unemployment insurance, and most unions do not pay strike benefits. Even if they do, the payments are only a fraction of the worker's weekly wage—and they don't ordinarily start from the first week of the strike.

Dues and Assessments

It costs money to join and remain a union member; in addition to dues, there are also fees, finer, and assessments that pay the

THE SUPERVISOR'S HANDBOOK ON MAINTAINING NON-UNION STATUS

* salaries and expenses of the professional union employees. Moreover, some of this money is used to finance political activities and other matters that have nothing to do with the employees or the plant in which they work. It's perfectly legal to point out to employees that they will be spending a good deal of money to belong to a union, and getting little or nothing in return.

Accentuate the Positive

One of the main reasons employees vote against a union is that they don't believe they need one—they feel that they're being fairly treated by the company, and that they don't stand to gain much by joining a union.

* It's important to get across the message that your company will continue its policy of paying competitive wages, and that the entire supervisory and management force will continue to try to treat all employees fairly and maintain good working conditions.

* If your company has a good record, be sure the employees know it. Often you will find that, although the company isn't perfect, it has a pretty good record of fair dealing and variety of fringe benefits and other practices that are highly beneficial to employees. You should be thoroughly familiar with your company's programs and benefits, and with the wage structure and job classifications of your plant—and know how these compare with unionized shops or competitive employers in the local area—so you can discuss them intelligently with your subordinates.

* Another positive aspect that you should emphasize is the fact that employees are now free to take their problems directly to their supervisor, rather than going through a third party. Under union contract procedures, there are usually a number of steps that have to be gone through in the grievance procedure, and workers may have to depend on their shop steward to do their talking for them. That's a lot more inefficient and time-consuming than going directly to their supervisor and having the problem settled or adjusted on the spot.

Another point about shop stewards: Employees who are highly active in helping to organize the employees and bring the union

* In—the so-called in-plant organizers or in-plant cadre—are the ones who often wind up as shop stewards if the union is successful. In most cases, you'll find that these people aren't the natural leaders of the group; they're frequently the malcontents and trouble-makers who aren't highly respected by the other employees. You can point out that these people are likely to be the ones that employees will have to go to with their problems if the union gets in, and they may find that a lot less satisfactory than dealing with their supervisors. You can also point out that these in-plant organizers have a definite axe to grind—they stand to benefit personally if a union comes into the shop—so their arguments should be evaluated with this fact in mind.

Security & Seniority

* Unions try to make job security a selling point, but let's look at the facts. The best job security a worker can have is to work for a company that's making a profit. There is no way a union can give job security to employees. Companies create jobs, unions do not. Every year there are millions of layoffs of unionized workers in industries through the United States. This is the best proof of the fact that when layoffs are necessary, they will be made, whether there's a union contract or not.

* For some people union seniority systems are attractive, but certainly not for everyone. The people who like seniority systems tend to be your least efficient employees. A good worker doesn't stand to gain anything from a seniority system. On the contrary, seniority provisions tend to handicap ambitious and skillful people who want to advance to better jobs. Their abilities don't do them any good when advancement is determined by seniority rather than merit. This should be pointed out to your subordinates.

Authorization Cards

* Your employees should know that they don't have to sign authorization cards. If they're threatened or pressured by a union agent or a fellow employee, tell them to report it to you, and the company will take immediate action, because it's the company's policy that they be completely free of any kind of threats in making their choice.

* Tell employees who have already signed authorization cards that they can still vote against the union on the day of the election. The balloting will be secret, and there's no way that anyone can tell how they voted.

* Be sure your subordinates know that signing an authorization card can be the equivalent of joining the union. If the union gets enough signed cards, it can, under some circumstances, be recognized by the NLRB as the legal collective bargaining agent without an election ever being held.

* You yourself should be aware of the dangers of authorization cards. In the mid-1960's, the NLRB ruled that if a union had a majority of the employees in an appropriate bargaining unit signed up on authorization cards, and if it didn't misrepresent to employees that the cards would be used only to obtain an election, and if the union gave independent knowledge of its majority to the company by showing a company representative the cards, the company would have to bargain with the union without an election. More recently, the Board revised its ruling and said that if, after seeing the authorization cards, the company still had a good faith doubt that an informed and uncoerced majority wanted the union, it could get an election.

* Nevertheless, by far the best course is to steer clear of problems with authorization cards by having nothing to do with cards presented to you by an organizer. If someone hands them to you, hand them back. If they mail them to you, mail them back and say you haven't looked at them. If an organizer insists on leaving them, put them into an envelope in the presence of a witness, seal them, and give them to the company's legal counselor. Don't discuss them with the organizer; don't say anything except, "I'm sorry. I'm not authorized to discuss this with you."

5. WHAT YOU CAN AND CAN'T DO

In addition to placing some restrictions on what you can say during a union organizing campaign, the rules of the National Labor Relations Board also define the kinds of conduct that are prohibited.

You aren't expected to be an expert in this complicated area of labor law, but you should know the general ground rules you have to operate under, and you should be able to recognize problem areas and events as they arise, so you will be able to get advice before you undertake any conduct that might violate any of the legal regulations.

* Don't Debate

Before getting into the legal aspects, however, we should stress one "don't" that's a matter of strategy rather than law: Don't argue or debate with union organizers or members of your own work group. Avoid debates on the pros and cons of unions in general.

In any department you'll usually find that about 20 percent of the employees are strongly anti-union. They may have had bad experiences with unions in the past, or they may be against unions or general principles—whatever the reason, these people won't accept a union under any circumstances. Then there's another 20 percent who will vigorously support a union. In between is about 60 percent who haven't made up their minds one way or the other.

It's a serious mistake to get into a debate with the hard-core pro-union employees. Nothing you can say can possibly change their minds, and in the process of arguing with them, you're likely to be led into careless statements that may constitute unfair labor practices. Moreover, in many cases, organizers have given these pro-union employees lists of unanswerable questions—questions of the "Have you stopped beating your wife?" variety—and you're going to end up looking silly if you get into a debate with them.

* The best thing to do is write this group off as a lost cause and concentrate on the 60 percent who constitute the "independent" group—those who haven't yet made up their minds and who are listening to the stories of each side. In most campaigns, it is this group of undecided voters who will determine the result of the election. They'll listen to what you and the union have to say, they'll read the company and union publications, and finally they'll make up their minds about how they're going to vote. These are the people you have to get your story across to.

working time. In any case, what it means is that, as long as no one's work is being interfered with, you can't stop them from talking to each other.

Employees are also allowed to wear union buttons, but you don't have to let them put union stickers on the walls or on their machines or other pieces of company property. Report any incidents of this kind to higher management immediately.

Maintaining Order

In all cases, you have an obligation to run your shop in an orderly and safe manner, and if the organizer's activities are causing disruption, you can put a stop to them. Just be sure that you're really dealing with a problem and not looking for an excuse to curtail legal union activities.

Inside and Outside Organizers

To sum up, then, keep these points in mind:

1. Outside union organizers have no rights at all on company property. If the company has been careful to protect the privacy of its property by not allowing all sorts of salesmen and solicitors onto the plant grounds to sell things or to solicit for various causes, it has a perfect right to bar union organizers from its property.

2. Employees of the company do have rights. They must be permitted to pass out union literature or to solicit membership in non-working areas and during their and the other employees' non-working time. And they may talk about the union and pass out authorization cards even at their work stations and during working time, as long as no undue disturbance is caused and work is not interfered with.

In addition to the rights and restrictions on the activities of union organizers, there are also some areas of your own conduct that are limited by NLRB rules.

Answering Questions

If an employee comes to you and asks a question, you have

* every right to answer him fully and completely. It's similar with obtaining information from the employees. You cannot ask him whether he's signed an authorization card, or whether other employees have signed cards, or whether he or others attended a union meeting, or how he or others intend to vote in the election. You can't ask any of these things—but if an employee volunteers information of any kind to you, you have a perfect right to listen. You can say, "I'm not asking you anything, but you can tell me whatever you want to."

Some unions visit employees at their homes to try to convince workers to sign up with them. It may seem unfair, but the NLRB considers home visits by members of the company's management—and that includes you—to be a threatening act. So visits to employees' homes are illegal. Similarly, spying on or attending union meetings or functions is also against the law. In fact, the law prohibits you from even giving employees the *impression* that they are being "watched" in the conduct of their union activities.

Helping Anti-Union Employees

* You are not permitted to help anti-union employees in their activities. Anti-union employees have the same rights as pro-union employees: They can talk against the union, try to convince other workers to vote "no" on election day, circulate an anti-union petition, visit the homes of other employees to make their anti-union pitch—but they have to do it on their own. You can't give them any help or treat them any differently from the employees who favor the union. You can answer any questions they ask, but you can't give them any assistance by helping them to draft or distribute a petition, allowing them to use company facilities, or permitting them to propagandize in work areas or during working time. In short, you must treat pro-union and anti-union employees exactly the same. Any kind of discrimination with regard to such things as overtime distribution, merit increases, or job assignments is prohibited. That doesn't mean that you have to bend over backward to favor union-oriented employees, however. Just play it straight, and be sure you have justification for any personal actions you take so you can defend yourself against any charge of discrimination.

* If you come up against questions you can't answer, either about the union or about the company, don't try to bluff. Just play it straight: Say, "I don't know the answer to that, but I'll get it and get right back to you." Then be sure that you do just that.

Keeping Management Informed

* Management wants to know everything that's going on, as far as union activity is concerned. Some things, of course, will be of obvious interest to management, and you'll be expected to report them immediately. But many other things that may seem minor should be reported periodically. Reports like these from all the company's supervisors, put together in one place, can often show patterns that aren't evident at your level. Each week you should report on the events in your department during the week, the general mood of your employees, and what you have observed about the union campaign. You should also evaluate how you feel each employee in your department will vote. Is he pro-union? Pro-company? Undecided? You are in a key position as far as gauging the feelings of your subordinates; you know more about them than anyone else, and your information can be of great value in helping management to increase the effectiveness of its campaign and counter the effects of union propaganda.

The Supervisor is the Key

* The importance of the supervisor during a union organizing campaign cannot be overemphasized. Just as the people who work for you look to you for guidance and advice on the job, they will be looking to you for guidance in making this important decision in their working lives—whether or not to vote for the union. If they think that you don't care how they vote, they'll be more inclined to vote for a union. Voters have to be won in a union election, just as in a political election. And they will vote for the people they feel have shown the most interest in them. Your job during an organizing campaign is make the company's case positively and with confidence, to give employees the truth about the union that wants to organize them, and to counter any misrepresentations that

union organizers may make during the campaign. The key words are *truth* and *confidence*. If you speak and act straightforwardly and confidently, what you do and say will insure that your company will win the election and that you will continue to operate without the disruptive influence of an outside party between you and your subordinates.
