

# The Labor Day List: Partnerships that Work

In the *Labor Day List: Partnerships that Work*, American Rights at Work celebrates partnerships between employers and their employees' unions that both meet the needs of workers and fulfill business objectives in the global economy.

Many companies would lead us to conclude that massive layoffs, slashing benefits, employing temporary and cheap labor, and hiring unionbusters to prevent workers from forming unions are necessary to remain profitable. The practices of *Labor Day List* employers buck the current "race-to-the-bottom" trend and demonstrate that there are alternative models which fulfill the needs of their shareholders, employees, and valued customers.

The *Labor Day List* recognizes the following employers that are doing their part to improve the standard of living and working conditions for their most important asset—their workers:

## 2008 Companies

### **A. Zahner Company** SMWIA

*This architectural metal company expands the boundaries of design and employee relations by creating innovative structures with a respected union workforce.*

### **Alabama Power** IBEW

*Supplying electricity to millions in the South, this publicly-traded utility considers workplace safety and a strong union partnership a top priority.*

### **Delta Construction Corporation** BAC, IUOE, LIUNA, UBC

*This reliable, high-quality contractor in the Aloha state has earned its reputation from outstanding collaboration with its workers and their unions.*

### **DMAX-Ltd.** IUE-CWA

*A decade of union and management flexibility at this engine manufacturer keeps jobs at home and improves workplace productivity.*

### **Gamesa Technology Corporation, Inc.** USW

*This successful wind turbine manufacturer in the industrial heartland proves the U.S. can embrace green-collar jobs that respect workers' rights.*

### **Justice Clothing** IAM, UFCW, UNITE HERE

*This sweatshop-free retailer gives consumers a socially-conscious way to purchase American and union-made clothing.*

### **Maimonides Medical Center** CIR, NYSNA, 1199SEIU

*Through exemplary employee and management collaboration, this New York City hospital continually advances its reputation for providing quality patient care.*

### **State of Kansas** AFCSME & AFT (KOSE), FOP, GCIU, IAFF, IBT, KCGES, KSTA

*By strengthening the rights and treatment of state workers, Kansas is improving public services and setting an example for public employers.*

### **Team Industries, Inc.** UA

*This pipe fabricating company has seen a dramatic turnaround thanks to collaboration with its workers' union and dedication to employee training.*

### **Washington National Opera** AFM, AGMA

*At this opera, harmony is achieved on and off stage when union and management commit to improving working conditions and opportunities for their artists.*

## 2007 Companies

**AT&T, Inc.** CWA, IBEW, IBT, IFPTE  
*This telecommunications leader considers the relationship with its nearly 180,000 union members a competitive business advantage.*

**DoubleTree Hotel San Jose** UNITE HERE  
*By modeling a productive labor-management partnership, this hotel benefits its business, customers, workers, and community.*

**Montefiore Medical Center** NYSNA, SEIU  
*This New York City medical service provider is recognized for its high-quality patient care and history of respecting workers' rights.*

**SCA Tissue North America** USW  
*Partnering with its workers' unions enables this trend-setting paper firm to develop an efficient and environmentally-sound manufacturing system.*

**Stromberg Metal Works, Inc.** SMWIA  
*At this cutting-edge sheet metal contractor, workers have a voice in the decision-making process and a financial stake in the business.*

**Swanton Berry Farm** UFW  
*This organic farm reaps the benefits of its progressive labor model by empowering workers with a voice on the job and ample compensation for their work.*

**Thompson Electric, Inc.** IBEW  
*Offering advanced technical and safety training for electrical workers makes this company a leading provider of electrical services and an exemplary employer.*

## 2006 Companies

**Allina Hospitals & Clinics**, ADIT, IUOE, MNA, SEIU  
*In consultation with its employees and their unions, this nonprofit healthcare system has created model initiatives designed to set industry standards in communication, cooperation, and the provision of quality care.*

**American Electric Power**, IBEW, UMWA, USWA, UWUA  
*This large electric utility and its employees' unions invest collective energy in improving safety, productivity, job security and working conditions.*

**Boh Bros. Construction Company**, IBT, IUOE, IW, LIUNA, OPCMIA, UBC  
*This regionally-renowned, New Orleans-based industrial and heavy construction contractor partners with its workers to rebuild its hometown and the lives of its employees.*

**Jackson & Perkins**, UFW  
*Ensuring that its employees are well compensated and consulted in business decisions is a key reason why business is booming and blooming at the nation's largest specialty rose producer.*

**McAninch Corporation**, IBT, IUOE, LIUNA, UA  
*The CEO of this nationally-recognized builder views 100 percent union membership among employees as a business advantage instead of an obstacle.*

**NHS Human Services**, AFSCME, AFT, SEIU, SPFPA  
*Management and employees of Pennsylvania's leading provider of behavioral health care work as equal partners in providing care that respects the humanity of every patient.*

**North Philadelphia Health System**, AFSCME, SEIU  
*Providing workers a free and fair choice to join a union has fostered a collaborative partnership with healthcare employees that translates into high-quality patient care.*

## 2005 Companies

### **Addus Healthcare, Inc., SEIU**

*This nationally-recognized provider of healthcare staffing is improving living standards for its in-home healthcare aides, while advocating for higher wages throughout the industry.*

### **Brightside Academy, AFSCME**

*By collaborating with its childcare workers' union to increase wages, benefits, and training, this early education provider reduces staff turnover and improves care for kids.*

### **Catholic Healthcare West, AFSCME, CNA, CHEU, ESC, IBT, LIUNA, SEIU, UNITE HERE**

*The largest not-for-profit hospital care provider in California has improved working conditions by partnering with employees and their unions to advance patient care.*

### **Cingular Wireless, CWA**

*This telecommunications leader reaps the benefits of respecting workers' rights and collaborating with employees.*

### **Costco Wholesale Corporation, IBT**

*By providing wages and benefits above industry standards, this retail membership warehouse chain demonstrates that treating employees well is good for business.*

### **Douglas County School District, ATU, AFT**

*A partnership between the 4th largest school district in Colorado, its employees, and their unions has resulted in improved instructor training and higher student achievement.*

### **Edward Kraemer & Sons, Inc., IW, IUOE, LIUNA, OPCMIA, UBC**

*This national contractor and construction-aggregates supplier boasts a strong commitment to safety, diversity, and collaboration with its workforce.*

### **Harley-Davidson Motor Company, IAM, USW**

*This leading motorcycle manufacturer partners with its employees' unions at every level, which boosts productivity and quality, and keeps jobs in America.*

### **Kaiser Permanente, AFSCME, AFT, IFPTE, KPNA, OPEIU, SEIU, UFCW, USW**

*America's leading integrated healthcare organization believes that partnering with employees and their unions empowers workers and provides patients with higher quality care.*

**To read full profiles of *Labor Day List* companies, visit [www.americanrightsatwork.org](http://www.americanrightsatwork.org).**

## Business Voices

**James A. Gloner**, *Senior Vice President for Management Systems, North Philadelphia Health System*

“If we didn’t work together, the organization would not exist. The employees and the unions that represent them are the backbone of the organization.”

**Timothy H. Smith**, *Senior Vice President, Walden Asset Management*

"It is vitally important to celebrate and publicize positive partnerships between companies and their employees. These partnerships signify meaningful work, work-family balance, mutual respect, decent wages, and benefits. Thus, 'Partnerships that Work' is a timely tribute to companies, big and small, that strive to make their workplaces positive models. In the future, the responsible workplace needs to be a hallmark of U.S. business both at home and abroad."

**Former State Senator Joseph Rocks** (*R-PA*), *CEO, NHS Human Services*

“We share the same goals and objectives: patient care, service quality, retention of employees, a living wage, and compliance practices. We are creating an environment where people want to work for us.”

**Rick Bradley**, *former Executive Vice President of Human Resources at Cingular Wireless (now AT&T)*

“We believe that employees should have a choice... Making that choice available to them results, in part, in employees who are engaged in the business and who have a passion for customers.”

**Richard Pettingill**, *President & CEO, Allina Hospitals & Clinics*

“Old adversarial models of labor-management relations are outdated. By involving employees in all stages of decision-making, Allina can improve quality of care and make the company a better place to work.”

**Lon O'Neil**, *Former Senior Vice President for Human Resources, Kaiser Permanente (Now CEO, Society for Human Resources Management)*

"We not only believe its [giving employees a free and fair chance to union representation] the fair thing to do, we also believe it's the right thing to do for our employees, our health plan members, and also our business."

**Julius Steiner**, *CEO, Gamesa USA*

"The building blocks of Gamesa’s success have their base in the collaboration and dialogue that we’ve established with the employees who work in our factories and with the union that represents them.”

**Michael Morris**, *President and CEO, American Electric Power*

"A strong partnership with our unions - including union leadership and individual members - is important to me as a CEO and to all the leaders at AEP. We see a strong labor-management relationship as key to our past and future success."

**Charles McCarary**, *President and CEO, Alabama Power*

"We are extremely fortunate to have a positive, collaborative, and productive relationship with union leadership. I firmly believe that the union leadership's support is the reason we've seen such a dramatic improvement in our safety numbers."

**Louis J. Giraud**, *Founder and Chairman, GESD Capital Partners*

"As a business owner I have a fiduciary obligation to our investors. But, I also feel an obligation to the workers who produce our high quality products; that they have the right to organize and to an agreement that will give them a fair and decent wage for the work that they do."



Roger Smith  
President & CEO



## In Support of the Employee Free Choice Act

**“We believe the Employee Free Choice Act is a smart, fair and good public policy because it protects workers’ freedom to form unions. As CEO, I challenge other responsible business leaders to support this landmark legislation. What is good for workers is good for business.”**

*- Roger Smith, President and CEO*

In today’s economic climate, having a business practice which balances profitability and workers’ rights will result in businesses holding a strategic advantage against their competitors. A McKinsey and Company survey revealed that many executives are paying closer attention to both their image as a responsible employer and the benefits coming from such a reputation. I believe in these tough economic times, employers and employees should be sitting at the table together, crafting solutions which support the long-term growth and sustainability for both business and workers.

The economy is the most dominant issue on the minds of American business owners and workers. I was not surprised to read the recent Peter Hart post-election survey which reported that 60% of all voters support the Employee Free Choice Act. Historically, fair collective bargaining agreements have resulted in building a dynamic productive workforce with shared prosperity.

When you look across the corporate spectrum, you find many corporate leaders that have enacted strategies which mirror the Employee Free Choice Act within their organizations. American Income Life recognized the importance of unions by holding a majority sign-up, and our results speak volumes about the positive relationship that has developed.

AIL and NILICO have combined assets of more than \$1.8 billion with more than \$29.3 billion of life insurance in force for working families. We thrive as a responsible employer; with double digit growth we have added hundreds of new jobs, grown our sales force to a record 3,000+ agents, maximized productivity, negotiated increased wages and expanded benefits, and remained profitable for all our stakeholders!

I believe the Employee Free Choice Act is necessary today because some employers have openly violated employees’ rights and the law under the NLRB election process. It is just wrong when 32% of workers lack a collective bargaining agreement one year after voting for union representation due to weak labor laws.

Today more than ever we need to protect workers as well as the long-term economic interest of American business. It is only logical for businesses to support policies that create a robust middle class, spur economic growth, and create shared prosperity. The Employee Free Choice Act is good for workers, and ultimately, that is good for our economy.

Join me today by adding your voice; support the Employee Free Choice Act, write an opinion piece, have a conversation with a lawmaker or assign a surrogate. Let your voice be heard.

Roger Smith



# **Business Scholars Support the Employee Free Choice Act**

## **Statement of Support:**

We, the undersigned, are business school professors who are deeply concerned about the declining fortunes of working people and the shattered American Dream of shared prosperity. We understand the short-term financial benefits of treating employees as costs to be minimized, but we see the social and economic consequences in diminished lives and collapsed purchasing power. With the growing imbalance between the riches of corporate leaders and the eroding wages and benefits of ordinary employees, the middle class is disappearing.

The renewal of the American labor movement is critical to the reversal of this trend. Yet when workers try to form unions to improve their lives, they are often met with harassment and resistance from their employers. In fact, 30 percent of employers faced with an organizing effort fire workers for their support of a union. We strongly endorse the passage of the Employee Free Choice Act, which would help restore workers' right to organize without employer interference. The legislation would allow workers to win union representation through majority sign-up, help them secure their first contract, and toughen penalties against employers who violate their workers' rights.

As the National Labor Relations Act recognized, a democratic society should actively encourage the emergence of employee representation, not allow workers' voices to be stifled by overt or covert threats by employers. The only businesses imperiled by the return of a strong labor movement are those who thrive on the abuse of the worker and community. The government should not enable such abuse.

Employers who have chosen the path of union recognition and cooperation have often found benefits in lower turnover, higher productivity, and enhanced capacity for innovation. Respect for workers is more conducive to employee commitment and contribution than unilateral management control. The garment unions' transformation of sweatshops into humane and collaborative enterprises early in the twentieth century, the innovative design of UAW-Saturn cars in the 1990s, and US-based quality motorcycle production by Harley-Davidson today all demonstrate the potential of union-management partnership.

The provisions of the Employee Free Choice Act mirror successful strategies already in use by well-known employers such as telecom giant AT&T, healthcare leader Kaiser Permanente, and others. These companies practice voluntary recognition of unions through majority sign-up and have negotiated generous contracts with their unions.

The enactment of the Employee Free Choice Act would advance workers' right to organize, boost the prospects for progressive union-management partnerships, and help to create an economy that benefits all Americans.

## **YES, I support the passage of the Employee Free Choice Act!**

Paul Adler, *Marshall School of Business, University of Southern California*  
Eileen Appelbaum, *Rutgers University*  
Dina Boogaard, *University of Maryland*  
Anthony F. Buono, *Bentley College*  
Lisa Calvano, *Fox School of Business and Management, Temple University*  
Victor G. Devinatz, *Illinois State University*  
Teri Domagalski, *College of Business, Western Carolina University*  
Frank Dubois, *Kogod School of Business, American University*  
Martin Evans, *University of Toronto*  
Dale Fitzgibbons, *Illinois State University*  
Suzy Fox, *Graduate School of Business, Loyola University-Chicago*  
Michael J. Gent, *Wehle School of Business, Canisius College*  
Charles Heckscher, *Rutgers University*  
Raymond Hogler, *Colorado State University*  
Larry W. Hunter, *University of Wisconsin-Madison*  
David Jacobs, *Graves School of Business and Management, Morgan State University*  
Tom Kochan, *Sloan School of Management, Massachusetts Institute of Technology*  
Barbara Keats, *Arizona State University*  
Kevin Kolben, *Rutgers Business School*  
Leon Levitt, *Management and Business Ethics, Madonna University*  
David Levy, *University of Massachusetts-Boston*  
Richard Marens, *California State University-Sacramento*  
Mike McCullough, *College of Business and Public Affairs, University of Tennessee at Martin*  
Patrick McHugh, *School of Business, The George Washington University*  
Gordon W. Meyer, *Wehle School of Business, Canisius College*  
Raza Mir, *William Paterson University*  
Latha Poonamallee, *Michigan Technological University*  
Don Palmer, *University of California-Davis*  
Stuart Schmidt, *Fox School of Business and Management, Temple University*  
Robert Singh, *Graves School of Business and Management, Morgan State University*  
Linda Smircich, *Isenberg School of Management, University of Massachusetts*  
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Micheal Stratton, *Department of Economics & Management, Hood College*  
Sarah Stookey, *Central Connecticut State University*  
Judy Strauss, *California State University-Long Beach*  
Paul M. Swiercz, *School of Business, The George Washington University*  
Ram Tenkasi, *Benedictine University*  
Harry Van Buren, *University of New Mexico*  
Maxim Voronov, *Brock University*  
David Weil, *Boston University School of Management*  
Charles Whalen, *Director of Business and Economics, Utica College*  
Judith White, *Santa Clara University*