

What if an applicant tells me he or she is a union member without my asking?

That choice is up to the applicant. It should make no difference to you in your hiring practices. You should just follow your normal hiring practices and procedures.

Can I still hire the most qualified applicant?

Yes. It is helpful to have the qualifications you consider important for the job in writing and list the essential functions of the position before you begin the hiring process. You should then be prepared to support your decision with a written list of qualifications you considered important for the job in question.

Can I disqualify an applicant who puts false information on his/her application?

Yes. However this policy should be stated directly on the application and enforced consistently.

Can I discharge a union organizer?

Yes, but not because he or she is a union organizer. Once hired, any employee is subject to discipline, including discharge, because of poor performance or violations of company policies. You are only required to enforce your employment policies, including discipline, uniformly and consistently with all employees.

If I hire someone who turns out to be an unproductive worker, and he/she is a union salt, can I fire that employee?

Yes, as long as you are not firing an employee because of his/her union affiliation or activity. Poor performance or violations of company policy are acceptable reasons for firing employees provided they are applied consistently and uniformly. You should train your supervisors to maintain detailed records regarding performance problems and be consistent in the handling of all discipline.

What You Should Not Ask Job Applicants

- Don't ask about union membership either on a form or during an interview.
- Don't tell union applicants that no jobs are open while running a help wanted ad or hiring off the street.
- Don't hire open shop applicants with little experience for skilled jobs when qualified union applicants have applied for your skilled jobs.
- Don't tell union applicants that interviews or written applications are required while hiring other applicants without them.

A POCKET GUIDE TO DEALING WITH UNION ORGANIZING

What You Don't Know About EFCA Could Put You Out of Business!



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Do You Know What EFCA Is?

It's the New Organizing Rules Being Promoted by the Unions

What Is EFCA?

For months now we've heard about pending legislation in Washington called the *Employee Free-Choice Act* or EFCA. Its passage is now eminent in light of the recent election of Barack Obama and you should be concerned. What does EFCA mean to you as an employer? Simply put, it makes union organizing much easier and the likelihood that you will be unionized much greater. In fact, you may not even know there is a union organizing drive underway at your company before you are unionized.

As a result, you must be proactive rather than reactive and be prepared to face a dramatic increase in union organizing activities. This guide is intended as an outline on how to operate lawfully as an open shop employer in the face of EFCA and is not intended as legal advice.

EFCA does three basic things that put you at a competitive disadvantage in the union organizing arena:

- Secret ballot elections are eliminated and replaced with authorization cards.
- Your right to negotiate an initial agreement with a union is replaced with final and binding arbitration by a federal arbitrator.
- You will be subject to fines of \$20,000 per incident and required to defend often baseless, unfair labor practices filed against you by the unions with the NLRB.

What is an Authorization Card?

An authorization card (A-Card) is a simple form used by unions as a ballot under EFCA to establish the selection of a union as the collective bargaining agent of your employees. They are usually collected behind the scenes with-out a clear understanding of what employees are signing. If a majority of your employees sign A-Cards, your company will be unionized. You will likely

be unaware of the existence of an A-Card signing campaign. An example of an A-Card is below:

YES, I want the IAM	
<small>I, the undersigned, an employee of (print company name) do hereby authorize the International Association of Machinists and Aerospace Workers (IAM) to act as my collective bargaining agent with the company for wages, hours, and working conditions.</small>	
NAME (print) _____	DATE: _____
ADDRESS (print) _____	
CITY _____	STATE _____ ZIP _____
DEPT _____	SHIFT _____ PHONE _____
JOB CLASSIFICATION _____	
EMPLOYEE # _____	HOME EMAIL _____
LOCATION _____	
SIGN HERE X _____	
<small>NOTE: The authorization to be SIGNED and DATED in EMPLOYEE'S OWN HANDWRITING. YOUR RIGHT TO SIGN THIS CARD IS PROTECTED BY FEDERAL LAW.</small>	

What Should I Do?

You should act as if you have a union organizing campaign is currently underway at your company. What that means is that you should develop a comprehensive action plan and meet with your supervisors (*be sure to determine who is considered a supervisor first*) to initiate that plan. Remember, you still enjoy the right of free speech and can communicate with your employees.

Once you have developed a comprehensive action plan, meet with your supervisors and:

- Provide them with information regarding the new EFCA procedures and the details regarding your action plan.
- Clearly state the position that a union is unnecessary and that the company will pursue all legitimate means to discourage employees from signing A-Cards.
- Instruct your supervisors to maintain increased daily contact with employees and observe changes in attitude, rumors, employee huddles, meetings, etc.
- Train your supervisors as to what they can and cannot do. Many of the “don’ts” are not intuitive – you must know the rules and interpretations used by the NLRB.

Your supervisors should be informed that communication with employees should:

- Occur in public places or work areas rather than in management offices.
- Advise employees that you disapprove of a union and share any bad experiences with the unions you have had or are aware of.
- Share your views about the detrimental effect of unions in the area and with other companies.
- Rebut anticipated propaganda with facts about the company.

- Express your opinion that you think the employees should not sign an A-Card.
- Stress that union representation does not guarantee wage or benefit increases.

You should be proactive in communicating with employees by:

- Meeting with employees, emailing them, and providing payroll stuffers, posters, flyers, buttons, or other communications.
- Discussing the organizing campaign and why your employees do not need a union.
- Meeting regularly to evaluate the company's response and to discover additional issues that need to be addressed with your employees.
- Emphasizing the positive attributes and benefits offered by your company.
- Explaining why a union is not needed.
- Distributing copies of ABC's “Don't Sign the Card” pocket card that is available in both English and Spanish.

Make every effort to promote a satisfied workforce by:

- Making your employees feel they are part of the company team.
- Applying all personnel policies and work rules consistently.
- Following published progressive discipline procedures.
- Considering seniority as a factor in promotions or layoffs.

- Making certain employees are aware of their wage and benefit package and that they are not substandard.
- Underscoring safety as a paramount consideration.
- Insuring that employees are aware of their potential for career advancement.
- Training supervisors in employee relations.
- Explaining any increases in benefits costs to employees.
- Notifying employees of any changes in policies or procedures and asking for their input.
- Using positive reinforcement to achieve productivity.
- Keeping promises relating to bonuses, extra vacation days, etc.
- Recognizing individual employees by sending get-well, sympathy and congratulatory cards.
- Visiting employees at job sites to let them know you care.
- Always following up whenever you have dealings with an employee.

Communicate the reasons why employees do not need a union:

- Unions are expensive for employers and employees.
- Unions can call strikes in an effort to force demands on employers.
- Strikes can seriously affect employee earnings.
- Your work opportunities can be limited to a much smaller geographical area and different market.

- You may be placed on the bottom of the union's seniority roster.
- You may not be guaranteed sufficient work hours to qualify for union benefits.
- Seniority may prevent hardworking, ambitious employees from moving forward based on their ability.
- You will work for the union rather than a company as you currently do.

What You Should Not Do

When communicating with your employees, you should not engage in the following activities:

- Threaten to reduce benefits, terminate or retaliate against an employee for participating in union activities.
- Interrogate employees as to whether they signed authorization cards, support the union or plan to sign an authorization card.
- Promise wage or benefit increases, promotions or future benefits to employees for opposing the union.
- Spy on your employees to determine who is attending union meetings, signing cards or supporting the union whether on or off the clock.

What Should I Do When Contacted by a Union?

- Do not look at any material offered by a union.
- Do not discuss labor contract proposals, employment benefits or personnel policies with union representatives.
- Do not sign any letter agreement or project agreement with a union.
- Make sure another member of management is present as a witness in connection with any contacts with union representatives.

If you are contacted by a union or suspect that a union is circulating A-Cards among your employees, you should call the Chapter Office at (610) 279-6666 or your labor counsel for advice on how you should proceed.

What is Salting and Why Should I Be Concerned About It?

Salting is a practice where union officials or union members seek employment with open shop contractors for the purpose of organizing or harassing them from within. In light of EFCA

you can anticipate an increase in union salting activities. Thus, you need to know how to address union job applicants when they apply for a job with your company. You have the right to hire the most qualified applicants regardless of their union affiliation. While you are not required to hire union organizers or members, you must apply your hiring policies in a uniform and nondiscriminatory manner.

Commonly Asked Questions About Salting

Must I hire a pro-union applicant?

No. You simply must not discriminate in your hiring decisions on the basis of union affiliation or support. The law does not require that union applicants be given preferential treatment.

Must I hire a union business agent?

The law provides that you cannot discriminate against union applicants on the basis of their union affiliation.

Can I ask applicants about their union affiliation?

No. There is no valid reason to ask applicants about their union affiliation.