

THE LABOR DAY LIST: Partnerships that Work



SON ELECTRIC INC.

DOUBLE TREE®
HOTELS • SUITES • RESORTS • CLUBS



Celebrating Successful Labor Relations Strategies in the New Economy

What is The Labor Day List?

American Rights at Work, a leading labor policy and advocacy organization, releases its third annual **Labor Day List: Partnerships that Work** to recognize successful partnerships between employers and their employees' labor unions that are working well in the global economy. While many companies profess that they must implement massive layoffs, slash benefits, employ temporary and cheap labor, and hire union-busters to prevent workers from forming unions in order to remain profitable in today's marketplace, the practices of businesses profiled here suggest there is another way.

The featured trendsetters are bucking the current "race-to-the-bottom" trend while defining new standards for 21st century labor relations that balance profitability with workers' needs and rights. By fairly compensating employees and sharing decision-making responsibility with them through unions, these employers prove that embracing such a forward-thinking business model is a smart, ethical, and successful strategy.

Selection Criteria

The list, a current snapshot of some of the nation's most innovative partnerships, includes a cross-section of national and regional employers of various sizes, locations, and industries. The highlighted employers have demonstrated a commitment to respecting workers' freedom to choose union representation. All companies have negotiated good contracts with their employees' unions.

Furthermore, profiled employers excel in one or more of the following key labor standards:

- > Collaborating as equal partners with workers and their unions to craft innovative strategies on compensation, performance, and productivity to meet business goals and address challenges
- > Providing sustainable wages or progressive increases and worker-friendly benefits
- > Creating new jobs and implementing employee retention strategies
- > Protecting workers' safety and health
- > Fostering diversity and inclusion in the workforce
- > Offering training and professional development opportunities
- > Contributing positively to the broader community



Table of Contents

2 **Introduction: A Turning Point**

4 **AT&T, Inc.** CWA, IBEW, IBT, IFPTE

This telecommunications leader considers the relationship with its nearly 180,000 union members a competitive business advantage.

5 **DoubleTree Hotel San Jose** UNITE HERE

By modeling a productive labor-management partnership, this hotel benefits its business, customers, workers, and community.

6 **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.

7 **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.

8 **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.

9 **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.

10 **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.

A Turning Point



>> Across the country, small towns, gated communities, sprawling suburbs, and inner cities are feeling the consequences of unsustainable business practices. Soaring rates of foreclosures, plant closings, layoffs, bankruptcies, and numerous food recalls, expose how our corporations desperately need to reform their irresponsible business practices.

There are encouraging signs that consumers, corporations, and communities are ready to make a change. A growing number of Americans support companies that operate with integrity and connect with their values. As companies become conscious of the growing economic, social, and environmental ramifications of their business practices, more executives are making different choices about how they operate.

Indeed, it may still be a well-kept secret that businesses that do well by their workers do exist. That's why American Rights at Work's efforts to promote awareness of socially responsible and ethical corporate labor practices are more relevant and necessary than ever. In the 2007 *Labor*

Day List: Partnerships that Work we once again demonstrate that it is possible for employers, employees, and their unions to work together and develop sound policies and programs that sustain workers, businesses, and communities at large.

Investing in Collaboration & Cooperation Pays Off

Labor Day List employers and their employees' labor unions hold an innovative vision for the American workplace. The third annual publication profiles successful companies that shake up the status quo by rejecting a race to the bottom business model and embracing economically sustainable business practices that work well for businesses and their workers.

These savvy business leaders recognize that a conventional, antagonistic relationship with labor is ineffective and outdated. Partnering with employees and their unions often results in decreased turnover, increased productivity from a seasoned work force, better employee morale, less

time and money spent on contentious anti-union campaigns, and open channels of communication to work out differences between management and the workforce.

Workers also stand to gain from a positive labor relations strategy. These firms demonstrate respect for their workers by giving them a meaningful voice in the business and providing opportunities for career advancement. Even though labor and management don't always see eye to eye, such collaboration empowers workers to have more control over their work lives.

Labor Day List employers are noteworthy for instituting labor practices which often exceed the standards mandated by U.S. labor law. At a minimum, these companies negotiate decent benefits, fair wages, and healthy working conditions with their employees' unions. Additionally, all of the companies work in concert with their employees, sharing decision-making functions and collaborating to address workplace goals and solve problems.

The businesses featured in this publication not only work well with their employees and their unions, but they also demonstrate a high level of respect for their workers' rights. Employers like AT&T, DoubleTree Hotel San Jose, and SCA Tissue North America give workers the opportunity to freely decide whether to form a union.

Some companies, like **AT&T** and **SCA**, take the additional steps of establishing codes of conduct with their employees' unions during organizing efforts. These voluntary agreements avoid costly and divisive anti-union campaigns, and prohibit either party from disparaging the other, or using intimidating or coercive tactics on employees. AT&T stands out for embarking on innovative relationships with its 180,000 union members as the company successfully rose to its position as the nation's top telecommunications provider. These global leaders that recognize the value of cooperative partnerships in today's competitive economy are truly ahead of the curve.

Even small operations develop innovative partnerships. **Swanton Berry Farm** was the first organ-

ic grower in California to have a union. The company invests the same passion in taking care of its employees as it does in cultivating sustainable farming practices.

Cooperative labor management relations is nothing new for some of the employers featured in this year's *Labor Day List*. The partnership between **Montefiore Medical Center**, its employees, and their unions serves as the bedrock of the organization's culture and mission to deliver high-quality patient care. Unions at **Stromberg Metal Works** date back to the company's founding in 1940, as a highly-skilled union workforce is critical to the firm securing large, high-profile contracts. **Thompson Electric**, its workers, their union, and an industry trade group began collaborating three decades ago on issues like core professional and safety training programs.

Some companies only recently forged partnerships with their employees and their unions, representing a new era of collaboration and cooperation. Management at SCA quickly discarded the adversarial labor relations model established by previous management in favor of one that promotes cooperation over conflict when they entered the U.S. paper market in 2001. **DoubleTree Hotel San Jose** recognized its workers' union in November 2006, and both parties negotiated the hotel's first union contract in June 2007. The new labor-management alliance now works together on initiatives for enhancing employee professional development opportunities.

Labor Day List employers, representing all sectors of the economy and the country, show there are real advantages to partnering with workers and their unions. The following profiles showcase a diverse set of businesses rewriting the rules for being a leader in the global economy. By providing fair wages and benefits, ensuring that employees have a free choice and fair chance to form a union, and operating in a manner that benefits the broader community, these employers demonstrate that adversarial labor relations are unnecessary. The smart, ethical, and real-world strategies of these companies offer us less cynicism and more hope for socially responsible business and workplace models to succeed.

AT&T is a leading provider of wireless, high-speed internet, local and long distance voice, directory publishing, and advertising services.

Headquarters	San Antonio, TX
Website	www.att.com
Industry	Telecommunications
Union Employees	Nearly 180,000 wireless, wireline, broadband, video, advertising, and publishing employees
Total Employees	302,000
Annual Revenues	\$117 billion
Outlets	More than 1,900 retail stores and thousands of offices, call centers, garages, and other facilities
Customers	65 million wireline, 62 million wireless, and 13 million broadband consumers, plus many large and small business customers

Selection Criteria

- > Free and fair chance to form a union
- > Collaborating with workers and their unions to craft innovative strategies on compensation, performance, and productivity to meet business goals and address challenges
- > Creating new jobs and implementing employee retention strategies
- > Protecting workers' safety and health
- > Fostering diversity and inclusion in the workforce
- > Offering training and professional development opportunities



Balancing workers' rights and profitability

>> In 2006, one of the largest union workforces in the telecommunications industry and the private sector was born out of the AT&T, Bell South, and Cingular Wireless merger. The new AT&T employs nearly 180,000 union-represented men and women in the wireless, wireline, broadband, video, advertising, and publishing divisions of the company. While the post-merger transition is still underway, the company's relationship with its unions is on solid ground.

Collaboration with workers and their unions at AT&T is not a new concept. In 1986, they created a labor-management alliance to enhance employee growth and development. The alliance is still active, and currently provides employees with classes and workshops on topics as diverse as technology training to career transitioning.

Another positive labor-management approach is illustrated at the wireless division. Prior to AT&T's merger, Cingular Wireless and the Communications Workers of America (CWA) negotiated a neutrality agreement, where both parties refrain from disparaging the other or using intimidating or coercive tactics on employees during union organizing drives. This voluntary pact also gave workers the ability to form a union via majority sign-up, a process in which they sign authorization cards to demonstrate their choice to belong to a union. The agreement proved to be a win-win strategy—both parties focused energy and resources on the growth of the business rather than on hostile conflict during organizing drives. Given a free and fair chance to make an informed decision, a significant number of wireless workers across the country elected to form unions. To date, 85 percent of the non-management wireless workforce has chosen union representation.

Both labor and management honor the wireless branch neutrality agreement at the new AT&T, and similar pacts exist in other divisions as well. Since hammering out the agreements, AT&T and its unions serve as allies and business partners working to advance the success of the company. For example, during the merger, CWA had a definitive voice in shaping the future of the company, and AT&T had the flexibility it needed in the transition. Recently, AT&T and CWA worked together to return previously outsourced help desk support positions to in-house positions. New call centers will soon open in seven cities, including New Orleans, Indianapolis, and Las Vegas, creating over 5,000 new jobs.

The nation's leading telecommunications company doesn't shy away from publicizing its positive labor relations stance and forward-thinking business model. Mark Royse, Executive Vice President of Labor Relations states, "AT&T and its customers benefit from the skills and professionalism of union-represented employees in our business units. Our company has long taken pride in our cooperative and respectful relationship with the unions that represent our employees." AT&T proves that a large company can have a cooperative relationship with its workers' unions and still remain competitive and profitable.

In Partnership With:
UNITE HERE

Democracy in the workplace means quality customer service

>> In November 2006, DoubleTree San Jose, part of the Hilton family of hotels, recognized UNITE HERE as the union representative for 270 of its employees. Supporting workers' rights was a solid business strategy for the hotel, designed to give it a competitive edge in the hospitality industry.

Union recognition came through majority sign-up, a process that allows workers to sign cards indicating their choice to belong to a union. Michael Dunne, former General Manager of the DoubleTree San Jose, supported his employees' decision to use this process. Dunne elaborates, "We run a business and want to make sure it's in the best interest of our business, and in this case [majority sign-up] was in the best interest of our team and business."

Finalized in June 2007, the new union contract gives workers family-supporting wages and benefits, including union-sponsored health insurance and family health-care coverage. The agreement provides workers with a pension fund, a seniority-based promotion system, and a grievance process. As a result of the labor-management partnership, DoubleTree San Jose and UNITE HERE contribute to a training fund which provides English as a Second Language classes and banquet training programs for workers.

The labor-management alliance at DoubleTree San Jose illustrates how employers in the hospitality industry can build constructive relationships with workers and their unions. Enrique Fernandez, the Business Manager at UNITE HERE Local 19, attests to the significance of the DoubleTree San Jose partnership, "This hotel sets the standard and paves the way for other hotels to follow. Workers and management will see the difference a union brings."

DoubleTree Hotel San Jose is the flagship branch of the Hilton DoubleTree chain and one of the largest DoubleTree hotels in the country.

Headquarters	San Jose, CA
Website	www.doubletreesanJose.com
Industry	Hospitality
Union Employees	270 food and beverage, lodging, maintenance, and guest relations staff
Total Employees	300
Annual Revenues	N/A
Outlets	N/A
Customers	N/A

Selection Criteria

- > Free and fair chance to form a union
- > Collaborating as equal partners with workers and their unions to craft innovative strategies on compensation, performance, and productivity to meet business goals and address challenges
- > Fostering diversity and inclusion in the workforce
- > Offering training and professional development opportunities



DOUBLETREE®
HOTELS • SUITES • RESORTS • CLUBS

Montefiore Medical Center was founded in 1884 and is part of the League of Voluntary Hospitals and Homes of New York. It is the University Hospital for the Albert Einstein College of Medicine.

Headquarters	Bronx, NY
Website	www.montefiore.org
Industry	Healthcare
Union Employees	7,900 nurses, nursing assistants, technicians, and maintenance workers
Total Employees	12,000
Annual Revenues	\$2.4 billion
Outlets	Over 30 campuses serving New York's Bronx and Westchester counties
Customers	Over 5 million ambulatory care visits

Selection Criteria

- > Free and fair chance to form a union
- > Collaborating as equal partners with workers and their unions to craft innovative strategies on compensation, performance, and productivity to meet business goals and address challenges
- > Providing sustainable wages or progressive increases and worker-friendly benefits
- > Creating new jobs and implementing employee retention strategies
- > Protecting workers' safety and health
- > Fostering diversity and inclusion in the workforce
- > Offering training and professional development opportunities
- > Contributing positively to the broader community

Historic union partnership enhances patient care

>> As a member of the League of Voluntary Hospitals and Homes of New York, Montefiore Medical Center houses award-winning cancer and heart treatment centers. The hospital also has a lengthy history of providing superior medical care and services to patients in New York City.

Early on, Montefiore recognized the advantages of collaborating with its employees and their unions and became the first hospital in New York City to voluntarily recognize its workers' unions. Workers at Montefiore are represented by the Service Employees International Union (SEIU), which represents all clerical, technical, and service, and maintenance employees. Nurses are represented by the New York State Nurses Association (NYSNA).

Communication is the cornerstone of a strategic alliance between Montefiore and SEIU 1199. Alicia Pantoja, a long-time patient care technician at the hospital, values the open door policy between management and the staff. While Alicia acknowledges that they do not always "see eye to eye, they work together to find a common path and do what is best for the hospital."

Elaine Brennan, Senior Vice President of Operations at Montefiore, explains the philosophy guiding the labor-management framework, "The best way to provide the best patient care is by having the best people doing it, and by working together to find ways to support them through collaboration and building partnership." Labor and management work together in a series of committees on issues such as wellness, safety, and conflict resolution. Tangible results have emerged from the alliance at Montefiore including the reduction of employee grievances to near zero since the partnership began.

A notable benefit of the alliance at Montefiore is the opportunity for professional training and career advancement. Montefiore contributes to the SEIU 1199 Training and Upgrade Fund to provide workers with tuition reimbursement, vouchers, college preparation, tutoring, and counseling. These programs provide workers with a significant opportunity to improve their skills, increase their income, and advance their career to become pharmacy technicians, patient care representatives, and nurse assistants. This commitment to workers results in a highly-skilled and compassionate healthcare staff.

Maria Castenada, Secretary-Treasurer of SEIU 1199, praises Montefiore's steadfast commitment to respecting workers' rights, "Montefiore is a progressive employer and works with the union to create a positive and nurturing work environment." Together the hospital, the workers, and the union share a common vision: providing the best patient care possible.

In Partnership With:
USW

Worker collaboration translates into higher profits

>> SCA Tissue North America began U.S. operations six years ago and quickly established itself as a leading producer of paper towels, napkins, and bath and facial tissues used in the “away from home” market. SCA’s success comes, in part, from the company’s strategic business decision to establish a cooperative relationship with its workers and their union, the United Steelworkers (USW).

Upon entering the U.S. paper market, SCA bought several paper mills from Georgia-Pacific. Workers at several of these locations were already affiliated with the USW, and initial contract negotiations between SCA and the union started out as shaky and contentious. But during the heated negotiations, SCA and USW realized that an adversarial labor-management model harms both the company and the workers. A partnership emerged out of that initial struggle that promotes cooperation over conflict.

One of the first initiatives of the partnership was the adoption of a neutrality agreement between SCA and the union. This voluntary pact established a code of conduct prohibiting either party from disparaging the other, or using intimidating or coercive tactics on employees. The agreement at SCA’s Barton, AL, operation also set rules to ensure workers have the ability to freely decide to form a union, and if so, by which process: a National Labor Relations Board election or majority sign-up. In 2003, workers chose to organize through majority sign-up and SCA abided by their agreement to recognize the union.

An integral component of the labor-management partnership is the Joint Advisory Committee comprised of company executives and union leaders. The committee meets quarterly to address challenges in the workplace and highlight successes. Joey Weston, a converting technician at the Barton facility and president of the local union, speaks to the value of having an employer who respects workers’ rights, “It gave me the feeling they were truly concerned about their employees and willing to listen to them.”

Another notable program that emerged from the partnership is the work system redesign of three key manufacturing facilities. The program aims to use worker input to create a more efficient and worker-friendly production process.

The company’s steadfast commitment to employee collaboration is already reaping rewards: the employee turnover rate decreased by 29 percent in one of SCA’s high turnover locations, and the company boasts one of the best safety records in the industry. Confirms Chuck Gintz, Director of Employee Relations, “Overall productivity has improved as a result of the joint partnership and labor-management work system redesign process and programs.”

SCA touts more than a cooperative labor-management model. The company has an exemplary environmental record and invests in sustainability efforts worldwide. This paper manufacturer deserves praise as a forward-thinking, socially-responsible employer.

SCA Tissue North America is one of the largest producers of “away from home” tissue products in North America. It is a subsidiary of Sweden-based Svenska Cellulosa Aktiebolaget, founded in 1929.

Headquarters	Philadelphia, PA (US)
Website	www.scatissue.com
Industry	Paper manufacturing and tissue products
Union Employees	1,600 production and maintenance workers
Total Employees	2,400
Annual Revenues	\$1 billion (US)
Outlets	8 locations in AL, AZ, IL, NY, and WI
Customers	Office buildings, industrial sites, healthcare facilities, and food service establishments

Selection Criteria

- > Free and fair chance to form a union
- > Collaborating as equal partners with workers and their unions to craft innovative strategies on compensation, performance, and productivity to meet business goals and address challenges
- > Creating new jobs and implementing employee retention strategies
- > Protecting workers’ safety and health
- > Offering training and professional development opportunities



Founded in 1940, Stromberg Metal Works is one of the largest sheet metal contractors on the East Coast. Some of the firm's prominent contracts in the Washington Metro Area include Reagan Washington National Airport, the National Archives, the National Institutes of Health, and the Verizon Center.

Headquarters	Beltsville, MD
Website	www.strombergmetals.com
Industry	Sheet Metal
Union Employees	400 sheet metal workers
Total Employees	440
Annual Revenues	\$49.4 million
Outlets	6 sheet metal shops in MD, NC, and VA, with 3 satellite offices.
Customers	Several major commercial and government contracts per year

Selection Criteria

- > Free and fair chance to form a union
- > Collaborating as equal partners with workers and their unions to craft innovative strategies on compensation, performance, and productivity to meet business goals and address challenges
- > Providing sustainable wages or progressive increases and worker-friendly benefits
- > Creating new jobs and implementing employee retention strategies
- > Protecting workers' safety and health
- > Offering training and professional development opportunities



Empowering workers builds a reputation for success

>> Stromberg Metal Works has a history of respecting workers' rights that dates back to the company's origins in 1940. Supporting the union at the company he founded was only natural for Paul Stromberg, who rose through the industry ranks as a union sheet metal worker. Today, the company is built on the strength of its close relationship with its workers and their unions, Locals 5 and 100 of the Sheet Metal Workers International Association (SMWIA).

CEO Bob Gawne views the relationship with the SMWIA as simply a sound business strategy. As Gawne explains, "With a union you have better training, structures, order in place, [and] retirement security." This strategic alliance has certainly paid off as the company is one of the largest East Coast sheet metal contractors. Stromberg has installed sheet metal at highly-trafficked Washington Metro Area landmarks and buildings including Reagan Washington National Airport, the U.S. National Archives, the National Institutes of Health, the Verizon Center, and the new Nationals Stadium.

Lester Wicklien, a 44-year-old sheet metal journeyman at Stromberg, attests to the benefits of the company and the union members working together. He believes such collaboration has made Stromberg one of the most advanced sheet metal shops in the region. In December 2002, Stromberg and the union instituted an in-house welding certification program, one of the first sheet metal companies to do so. By adding several Certified Welding Instructors to its staff, Stromberg trains its workers at the sheet metal shop instead of sending them to a separate facility for certification. Streamlining this process allows Stromberg to certify welders more quickly, making the company more responsive to its customers' needs.

Empowerment runs throughout the labor-management model at Stromberg. As an employee-owned company, Stromberg workers have a financial stake in the success of the business. The workers also have meaningful input on health and safety matters, a critical issue in the construction industry. In 1995, Stromberg and SMWIA devised an innovative and effective safety program that lowered injury rates and workers compensation claims at the company. The joint safety initiative received praise from President Clinton when he personally visited the sheet metal shop. Stromberg's safety program also became the model for Occupational Safety and Health Administration reforms.

Working with the union and its workers gives Stromberg a competitive business edge. From its unique welding certification program to its safety initiatives, Stromberg stands out as a leader in the sheet metal industry and in developing sound labor-management practices.

Swanton Berry Farm

In Partnership With:
UFW

A cooperative spirit is only natural for this socially-responsible farm

>> Lines are always long at the Northern California farmers markets where Swanton Berry Farm strawberries are sold. Loyal, local customers don't mind waiting for the sweet, ripe, and certified organic strawberries bearing the United Farm Workers label.

Cultivating a partnership with the union was only natural for Swanton founder Jim Cochran, who in 1998 became the first organic farmer in the country to sign a union contract with his workers. Cochran abides by the philosophy that producing the best-tasting produce requires respecting the workers who harvest them.

At Swanton workers are paid on an hourly basis, as opposed to the traditional, regressive piece-rate system common in the agricultural industry. Swanton's year-round, full- and part-time staff receive health insurance, a pension plan, paid vacations, and paid holidays—all of which are rare in non-union agricultural workplaces. The farm's commitment to its workers also led to an Employee Stock Ownership Plan. After 500 hours of work, employees automatically begin to earn a financial stake in the company.

Swanton encourages worker input in decision-making because it strengthens the success of the farm operation. When workers suggested using a crop rotation system to include more than strawberries, Cochran welcomed their involvement in designing the system and choosing which crops to include. Cochran explains, "Everything we do is a result of a number of discussions between employees and management on what is the best way to do things." The company and the union even offer leadership and communications training, preparing workers to take part directly in the decision-making process.

Currently, efforts are underway to increase worker involvement in every stage of the production process, from harvesting the produce to selling goods at the farm stand. This will ensure that workers see the fruits of their labor and hear praise firsthand from Swanton's loyal customers.

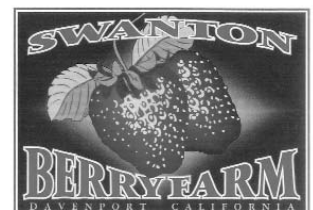
Workers are true partners in this progressive farm venture. Swanton proves that a small organic farm can have a fertile business model and a socially-responsible approach to agricultural production and labor relations.

Founded in 1983, Swanton Berry Farm is a trend-setter in the agricultural industry as the first certified organic strawberry grower in California and the first organic farm to have a union contract.

Headquarters	Davenport, CA
Website	www.swantonberryfarm.com
Industry	Agricultural
Union Employees	50 production, distribution, and sales employees
Total Employees	60
Annual Revenues	\$1.7 million
Outlets	5 farms in Northern CA
Customers	100,000

Selection Criteria

- > Free and fair chance to form a union
- > Collaborating as equal partners with workers and their unions to craft innovative strategies on compensation, performance, and productivity to meet business goals and address challenges
- > Providing sustainable wages or progressive increases and worker-friendly benefits
- > Creating new jobs and implementing employee retention strategies
- > Protecting workers' safety and health
- > Fostering diversity and inclusion in the workforce
- > Offering training and professional development opportunities



Established in 1977, Thompson Electric is one of the largest electrical contractors in Ohio.

Headquarters	Munroe Falls, OH
Website	www.thompstonelec.com
Industry	Electrical Contracting
Union Employees	170 electrical workers
Total Employees	200
Annual Revenues	\$30 million
Outlets	N/A
Customers	More than 1,000

Selection Criteria

- > Free and fair chance to form a union
- > Collaborating as equal partners with workers and their unions to craft innovative strategies on compensation, performance, and productivity to meet business goals and address challenges
- > Providing sustainable wages or progressive increases and worker-friendly benefits
- > Creating new jobs and implementing employee retention strategies
- > Protecting workers' safety and health
- > Offering training and professional development opportunities

An innovative partnership that makes worker safety and training a priority

>> Collaboration with workers has been part of Thompson Electric's business strategy since its start in 1977. Three decades later, the company is one of the largest electrical contractors in Ohio, thanks in part to its long-term relationship with the International Brotherhood of Electrical Workers (IBEW).

In 2002, Thompson Electric, the IBEW, and industry trade group the National Electrical Contractors Association (NECA) joined forces in a strategic move to address the biggest issues facing the electrical contracting industry—providing workers with core professional and safety training. Out of the partnership emerged a formal Joint Apprentice Training Committee (JATC), which develops the safety and training programs for electrical contractors in northern Ohio. The company plays a major role in the JATC through the leadership of President Larry Thompson, who chairs the committee.

Through the JATC, electrical contractors receive the most sophisticated job training available through two core programs. The mandatory apprenticeship training program certifies electricians. The journeyman program provides ongoing professional training and development for advanced electricians. While the journeyman program is voluntary, 80-90 percent of Thompson Electric workers opt to participate, and the union and the company negotiated a higher wage scale for participants. Providing more advanced training for electricians lowers injury rates and, explains President Larry Thompson, "results in a better product for the company."

Thompson Electric and IBEW also participate in the highly-praised Helmets to Hardhats program, which offers training and job placement in the construction industry to military veterans returning from active duty. The program enables the company to attract and train workers in a highly-skilled and rapidly changing profession. Thompson Electric has hired several veterans since the program's inception.

President Larry Thompson details the benefits of union cooperation, "The electrical industry is constantly changing and is a technically advanced industry. Thanks to the IBEW and the NECA we have a skilled workforce and can take on technically challenging projects. This helps the company as it brings in new customers and helps us retain existing ones."



In its inaugural Labor Day List: Partnerships that Work, American Rights at Work featured the following successful partnerships between employers and their employees' labor unions:

Addus Healthcare 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 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, KPNAA, 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.



The 2006 Labor Day List

In its second annual Labor Day List: Partnerships that Work, American Rights at Work featured the following successful partnerships between employers and their employees' labor unions:

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.

To request copies of the 2006 *Labor Day List: Partnerships that Work*, contact srbprogram@americanrightsatwork.org
For more information or to view the publication online, visit www.americanrightsatwork.org



About American Rights at Work

American Rights at Work is a national, nonprofit labor policy and advocacy organization. We envision a nation where the freedom of workers to organize unions and bargain collectively with employers is guaranteed and promoted.

Through coalition-building, research, public relations, policy analysis, and advocacy, American Rights at Work:

- > Investigates and exposes workers' rights abuses and the inadequacy of U.S. labor law.
- > Stimulates debate about the state of workers' rights among journalists, policymakers, advocacy groups, companies, and the public.
- > Promotes public policy that protects workers from hostile employers and weak laws that impede their rights to form unions and bargain collectively.
- > Publicizes success stories of profitable companies and public agencies that respect workers' rights and build innovative partnerships with unions.

Socially Responsible Business Program

Launched in the summer of 2005, American Rights at Work's Socially Responsible Business Program promotes awareness of socially responsible and ethical corporate labor practices. The Program engages forward-thinking business and labor leaders to develop and encourage sound policies and collaborative efforts that sustain workers, businesses, and society at large. **The Labor Day List: Partnerships that Work** is a project of American Rights at Work's Socially Responsible Business Program.

Nominations for the 2008 Labor Day List: Partnerships that Work

Each Labor Day, American Rights at Work will profile a new list of employers that partner with their employees' labor unions to empower their workforce. To nominate an employer for the 2008 **Labor Day List: Partnerships that Work**, please contact:

American Rights at Work
Socially Responsible Business Program
1100 17th Street NW, Suite 950
Washington, DC 20036
srbprogram@americanrightsatwork.org

Please include your name, contact information, name of nominated employer, and the reason this employer should be considered. Submission deadline is April 1, 2008.

American Rights at Work

1100 17th Street NW, Suite 950, Washington, DC 20036

(p) 202-822-2127 (f) 202-822-2168

srbprogram@americanrightsatwork.org

www.americanrightsatwork.org

