

THE LABOR DAY LIST: Partnerships that Work



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 second 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, private and public 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: Toward an Alternative Labor Relations Model**
- 4 **Special Feature**
Return on Investment: How Workers and their Unions Will Rebuild the Gulf Coast
- 5 **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.
- 6 **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.
- 7 **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.
- 8 **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.
- 9 **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.
- 10 **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.
- 11 **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.



Toward an Alternative Labor Relations Model

>> From Pittsburgh to Pasadena and all points in between, the current state of work life in the United States should cause concern. Nearly all indicators suggest that too many workers in America are struggling to do more with less—less time, less job security, less health care, and less hope.

Our nation has seemingly resigned itself to the notion that massive layoffs, employing temporary and cheap labor, slashing benefits, and preventing workers from forming unions are necessary for employers to remain profitable in today's global economy. The companies profiled in the 2006 *Labor Day List: Partnerships that Work* tell a different story.

Bucking the “Race-to-the-Bottom” Trend

This second annual publication represents the continuation of American Rights at Work's efforts to identify successful companies that are bucking the popular “race-to-the-bottom” labor relations model. Similar to last year's compendium, the firms profiled in this edition adopt strategies that value their employees. The employers and unions

work closely together to navigate challenges and take advantage of opportunities created in the new economy.

The exemplary labor relations practices among *Labor Day List* employers become even more noteworthy when balanced against the prevailing behavior of U.S. employers. Each year in the United States, 23,000 employees are illegally fired or severely penalized simply for supporting a labor union.¹ A recent University of Illinois at Chicago study found that more than half of employers facing union organizing drives coerce their employees into opposing unions with bribes or special favors, and nearly one in three illegally fire pro-union employees.² Three out of four employers faced with union organizing drives hire high-power unionbusting consultants to engineer union-avoidance campaigns within their workforces. Yet the escalating attack on workers' rights in the United States has received very little public attention.

The erosion of workers' rights is not without considerable social consequences. Anti-union behavior undermines freedom of association and

speech in the workplace, and consequently, threatens public health and safety. Workers have historically relied upon the protection of their unions to blow the whistle on unscrupulous practices that could put consumers at risk. Soaring prices on basic necessities, paired with the rise of non-union, low-wage jobs with meager benefits, is a dangerous trend that leaves more of America's families vulnerable to economic instability and impoverishment.

A New Vision for the American Workplace

Labor Day List employers and their employees' labor unions have an alternative vision for the American workplace. Although they vary in size, location, and industry, all employers institute trend-setting practices that go against the grain and often exceed standards mandated by U.S. labor law. 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.

For a number of 2006 *Labor Day List* employers, respecting workers' rights comes straight from the top. Forward-thinking business leaders see unions as an asset, not an obstacle to achieving business goals. Two of the list's featured CEOs, **American Electric Power's** Michael Morris and **NHS Human Services'** Joe Rocks, immediately reached out to their employees' unions when they took the helm of their respective firms.

Other employers have adopted a neutral position on union formation that allows workers to form unions without interference. When a majority of nurses indicated their intention to join the American Federation of State, County, and Municipal Employees in the early 1990s, **North Philadelphia Health System** voluntarily recognized the union. Workers employed by **Cingular**

Wireless, the nation's top wireless carrier profiled in the 2005 *Labor Day List*, are continuing to join unions as a result of the neutrality agreement it extended with the Communications Workers of America to cover former AT&T employees after the firms' 2004 merger. Nearly 17,000 workers chose union representation in less than a year. Now 39,000 Cingular technicians, customer service representatives, and retail sales workers in 35 states are union members.

And two employers featured in this year's list show the potential labor-management partnerships have in making an incredible difference for communities. New Orleans-based contractor **Boh Bros. Construction Company**, a firm awarded over half a billion dollars in post-Katrina reconstruction contracts, set its sights on getting workers back on their feet and back to work after Hurricane Katrina. The company voluntarily raised wages and provided food and shelter for employees to return to work. Employees of **Jackson & Perkins**, the nation's largest specialty rose producer, enjoy benefits that far exceed those of non-union farmworkers, a routinely exploited community of workers.

The corporate innovators we feature are paving a way into the future that more employers should follow—not just because it is the right thing to do, but because it is good business sense. For instance, some of our featured employers report workers' compensation insurance ratings below industry norms, decreased rates in absenteeism and turnover, and heightened productivity that helps raise the bottom line. The successful partnerships among employers and unions profiled in the 2006 *Labor Day List* are defining innovative new standards for 21st century labor relations that balance the drive for profitability with workers' rights.



¹ According to 1993-2003 NLRB Annual Reports, an average of 22,633 workers per year received backpay from their employer. The NLRB orders employers to award backpay to workers they illegally fired, demoted, laid off, suspended without pay, or denied work as a result of their union activity.

² Chirag Mehta and Nik Theodore, *Undermining the Right to Organize: Employer Behavior During Union Representation Campaigns*, Center for Urban Economic Development, University of Illinois, Dec. 2005.

AFL-CIO
HOUSING
INVESTMENT
TRUST



AFL-CIO
BUILDING
INVESTMENT
TRUST



Return on Investment: How Workers and their Unions Will Rebuild the Gulf Coast

The Labor Day List: Partnerships that Work focuses on the exemplary actions of employers that respect the right of employees to form and participate in unions. This year, *American Rights at Work* complements the list of employers with a special feature on the AFL-CIO's Gulf Coast Revitalization Program. The initiative reminds our nation that unions bring social benefits that extend beyond their immediate membership.

>> In June 2006, the AFL-CIO, a national federation of 53 labor unions representing 9 million workers, launched the Gulf Coast Revitalization Program—a \$1 billion housing and economic development program. Over the course of the next seven years, the initiative will create low- and moderate-income housing, a low-cost mortgage program, hospital and health facilities, job training services, and thousands of high-wage union jobs throughout the region. The program, which represents one of the largest community investment enterprises in the region, is designed to encourage additional private ventures in the Gulf Coast.

Says New Orleans Mayor Ray Nagin of the federation's commitment, "Labor is stepping forward in a big way to help us make this difficult job an attainable reality."

The revitalization program is financed by the AFL-CIO's Housing Investment Trust (HIT) and Building Investment Trust (BIT), which leverage worker pensions for development projects built with union labor. "We are planning to become significant investors in the economic development in the region," says AFL-CIO President John J. Sweeney. "We're putting our union pension funds to work in the restoration and rebuilding of the Gulf Coast region."

While the program is the labor federation's most ambitious project to date, it is not the first. The initiative builds on the success of similar AFL-CIO investment strategies to develop affordable housing in Chicago and to help New York City recover from the devastating terrorist attacks of September 11. HIT's \$750 million investments in post-9/11 New York are now worth \$2.1 billion, proving that conducting business that lifts people up can provide high financial returns.

In addition to meeting the needs of Gulf Coast residents and communities, the program is a bold move designed to redefine the nation's priorities. Says Sweeney, "This is about building a real movement in our communities and workplaces, and organizing around a new vision of common good."

One year after the nation collectively witnessed the devastating tragedy of Katrina unfold, many of those who initially reached out have abandoned this community still in dire need of time, money, and attention. Companies have pulled out of the area, and the government has failed to deliver on its promise of helping to rebuild the devastated Gulf Coast and the lives of its residents. Hopefully, the AFL-CIO's forward-thinking initiative to rebuild communities and stabilize families is one of many remarkable efforts in that region to come.

In Partnership With:
ADIT, IUOE, MNA, SEIU

Empowering healthcare employees to improve patient care

>> Although unions have been present at Allina Hospitals & Clinics for more than 60 years, the emergence of a strategic alliance with the Service Employees International Union (SEIU) Local 113 in February 2006 signaled a new era in Allina's relationship with its employees.

The strategic alliance, modeled in-part after 2005 *Labor Day List* employer Kaiser Permanente's labor-management partnership, brings together employees and managers to collaborate on patient care, health and safety issues, organizational goals and operations, and employees' healthcare plans. One integral component of the alliance is its stance on giving employees a free and fair choice to form and join unions, as Allina management pledges to stay neutral during organizing campaigns. Just one month after the agreement was announced, 127 technical workers at Allina's Unity Hospital formed a union with SEIU.

Allina hopes to significantly improve the patient experience in its hospitals by encouraging employee input. The strategic alliance creates a framework for an open dialogue between workers and management in which both parties work together to improve hospital care. Employees participate in decisions depending upon their degree of interest and level of expertise. Through this process, employees will be involved in the design of their 2007 healthcare plan.

In addition to having a voice at work, employees in the alliance enjoy the best wages and benefits of any hospital workers in the Midwest, according to SEIU. The contract provides an 8.5 percent wage increase for employees, and families save up to \$2,000 in healthcare costs each year.

"We are setting standards that all hospital systems should be working toward," said SEIU Local 113 President Julie Schnell.

Unlike other hospitals in the Twin Cities area, Allina's strategic partnership allows the company to avoid costly and time-consuming labor disputes, leaving more resources for improved hospital operations and patient care. "Old adversarial models of labor-management relations are outdated," according to Richard Pettingill, Allina's President and CEO. "By involving employees in all stages of decision-making, Allina can improve quality of care and make the company a better place to work."

Allina Hospitals & Clinics is the largest non-profit healthcare provider in Minnesota and Western Wisconsin, offering a full range of primary and specialty care services throughout the region to millions of patients every year.

Headquarters	Minneapolis, MN
Website	www.allina.com
Industry	Healthcare
Union Employees	9,000 nurses and other healthcare workers
Total Employees	22,000
Annual Revenues	\$2.22 billion
Outlets	11 hospitals, 64 clinics, 14 community pharmacies, and 4 ambulatory centers
Customers	2.6 million clinic visits and 103,000 inpatient stays in 2005

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
- > Providing sustainable wages or progressive increases and worker-friendly benefits
- > Protecting workers' safety and health
- > Fostering diversity and inclusion in the workforce
- > Offering training and professional development opportunities
- > Contributing positively to the broader community

American Electric Power (AEP) is one of the nation's largest electric utilities and generators of electricity. Founded in 1906, AEP provides power to more than 5 million customers in 11 states.

Headquarters	Columbus, OH
Website	www.aep.com
Industry	Electric Utility
Union Employees	5,749 electricians, equipment operators, and general service employees
Total Employees	20,134
Annual Revenues	\$12.1 billion
Outlets	AR, IN, KY, LA, MI, OH, OK, TN, TX, VA, and WV
Customers	5.1 million

Selection Criteria

- > 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
- > Protecting workers' safety and health
- > Fostering diversity and inclusion in the workforce
- > Offering training and professional development opportunities



Empowering workers, providing energy to consumers

>> Upon taking office as Chairman, President, and CEO in 2004, American Electric Power's Michael Morris immediately reached out to his employees' unions, ushering in a new era of labor-management relations based on openness, mutual trust, and collaboration. Although unions have been in existence at the electric utility since the 1930s, the relationship between management and the unions has often been viewed as adversarial. Despite the past, Morris is moving the 100-year-old company on board with 21st century cooperative labor relations.

His vision has held steady through management's work with the International Brotherhood of Electrical Workers (IBEW) in developing a master contract to cover 33 separate bargaining units, represented by 10 local unions. This comprehensive approach to contract negotiations will help both parties streamline the bargaining process and allow union negotiating teams to bargain directly with upper management.

Adopting a code of conduct in which both parties agreed to play fair during any union organizing efforts at the company marked another milestone in the negotiation process. While most of IBEW's bargaining units at AEP have been in existence for many years, the neutral stance adopted by the company has already paved the way for more than 50 employees secure union representation at a Michigan plant in May 2006.

During negotiations, Ted Robison of the IBEW observed that management understood that the unions had a vested interest in improving working conditions and benefits as well as working with the company to remain competitive. For example, both sides of the partnership have recognized improvements in how problems are addressed, how employee input is received, and how all members of the AEP team are held accountable.

But nowhere has the new alliance been more critical in aiding AEP and its employees than in the area of safety. AEP Utilities, the transmission and distribution arm of the company, credits the collaboration as a major contributing factor in the decline of its recordable safety case rate from 2.46 in 2004 to 2.24 in 2005.

Electrical workers put their lives on the line every day to provide and restore power for customers, and these high-risk jobs require high safety standards. In recognition of this priority, AEP is exploring new local training programs and meetings for workers and their unions to provide feedback on safety and health. When AEP recently made significant changes in its safety and health initiatives, the company invited workers to be a part of the process. "The end product would not have been as valuable without the employees' involvement," observes AEP's Senior Vice President – Shared Services Venita McCellon-Allen.

While organizational transformation can't happen overnight—especially at companies with century-old roots—AEP's new administration wisely recognizes that such positive change can't happen without the input of its workforce.

Boh Bros. Construction Company

In Partnership With:
IBT, IUOE, IW, LIUNA, OPCMIA, UBC

Working together to rebuild New Orleans after Hurricane Katrina

>> It comes as no surprise to the managers and employees of Boh Bros. Construction Company that their company is at the forefront of efforts to rebuild their hometown, New Orleans, in the aftermath of Hurricane Katrina. By recognizing and honoring their dependence on each other in the best and worst of times, Boh Bros., its employees, and the unions that represent them are rewriting labor-management models and safety standards in the construction industry.

Touted by *The Times Picayune* as “one of the most significant local businesses in the reconstruction effort,” Boh Bros. has won well over a half billion dollars in high-profile, competitive-bid contracts to reconstruct canal floodgates, rebuild the Twin Span Bridge, and repair the electrical system powering the famous St. Charles Avenue streetcars. And in the year since the hurricane, Boh Bros. has maintained its reputation of completing projects under cost and on time, if not sooner.

The secret to Boh Bros.’ success? Both management and union-represented employees agree that partnership and mutual respect are key ingredients. The company and unions work together in committees to set goals and address concerns. Says Barry Kaufman of the Laborers International Union of North America Local 689, “We’ve had a relationship with Boh for so long that they see us as part of the solution and not the problem. That is how we are often approached by management when they ask our opinion to solve issues.”

In an industry known for high rates of injury, Boh Bros. has worked with its employees’ unions to develop safety policies, guidelines, and training programs. As a result, Boh Bros. has been recognized by the Occupational Safety and Health Administration for its exemplary safety record.

“Boh Bros. has enjoyed a long and mutually beneficial working relationship with construction unions in South Louisiana,” says President Robert S. Boh. “We look forward to continuing this partnership as we rebuild the New Orleans area after Hurricane Katrina.”

Boh and its workers’ union shared a common vision after Hurricane Katrina hit: to get workers back on their feet and back to work. Boh Bros. voluntarily raised wages three months in advance of union contract renegotiations and encouraged all current and former employees to return to work. Union officials and representatives visited shelters to find union members and their families. In the storm’s aftermath, the company helped displaced employees. As Willy Gibson, a veteran Boh Bros. employee, explains, “The company supported a lot of guys. They provided housing and gave them three meals a day until they could provide for themselves.”

Boh’s achievements prove that investing in your workforce, even in the face of unimaginable crisis, is a winning strategy in labor-management relations and corporate citizenship.

Boh Bros. Construction Company was founded in 1909 by Arthur Boh. As one of the top industrial and heavy construction contractors in the Southeast, Boh Bros has been building, and more recently re-building, in New Orleans and Louisiana.

Headquarters	New Orleans, LA
Website	www.bohbros.com
Industry	Construction
Union Employees	1,000 construction workers
Total Employees	1,250
Annual Revenues	\$275 million
Outlets	AL, AR, FL, GA, LA, MS, NC, TN, and TX
Customers	Several hundred client projects 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
- > Contributing positively to the broader community



Founded in 1872, Jackson & Perkins is the nation's largest producer of patented roses and became the first U.S. mail-order nursery in 1939. The company is a subsidiary of Harry & David Operating Corporation, and ships over 3 million flowers and plants to customers every year.

Headquarters	Medford, OR
Website	www.jacksonandperkins.com
Industry	Agriculture and Non-Store Retail
Union Employees	1,400 farm workers
Total Employees	N/A
Annual Revenues	\$420 million in net sales the second half of 2005
Outlets	5,000 acres of rose fields cultivated and 10 million plants grown and harvested each year
Customers	More than 3 million roses & plants shipped annually

Selection Criteria

- > 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

Raising working conditions for farm workers while generating profit

>> Jackson & Perkins' trademark roses are the product of a partnership between the company and its employees' union, the United Farm Workers of America (UFW). The relationship between management and workers has blossomed into a meaningful collaboration that welcomes employees' ideas.

After years of encountering resistance from management for trying to form a union at its farm in the Central Valley of California, workers overwhelmingly voted for representation by the UFW in 1995. Recognizing the will of the workers, Jackson & Perkins President Bill Williams stopped fighting the UFW and began good-faith negotiations. An initial contract was reached just three short months later.

"We don't have an adversarial relationship with our union at all," says Bill Ihle, Senior Vice President of Corporate Relations at Jackson & Perkins. "We look at it as [a contributing factor to] productivity [and] a better product."

The partnership has harvested a number of improvements at the company. Jackson & Perkins has seen an increase in productivity and a decrease in tardiness, absenteeism, and workers' compensation claims. Workers now enjoy benefits that far exceed those of non-union farm workers, including health insurance, a pension, and up to three weeks paid vacation. In addition, Jackson & Perkins farm workers receive an hourly rate instead of the incentive-driven 'piece-rate' common to the industry. Outside of California, where state law grants farm laborers the right to organize, a vast majority of immigrant farm workers do not have the protection of federal labor laws or a union.

When management, workers, and the union collaborate, they tackle issues beyond typical labor-management disputes to explore ways to improve operations—such as developing a bilingual curriculum to enrich communication and problem solving.

"Now, we work like a team," says Roberto Zamora, who has propagated roses for more than 25 years at Jackson & Perkins. "We want the company to grow, and a lot of us have good ideas to make that happen."

Two of the company's specialty roses were suggestions from Jackson & Perkins workers and their union. The Cesar Chavez rose honors the memory of the late UFW founder. Proceeds from the sale of the Our Lady of Guadalupe rose benefit the Hispanic College Fund.

The UFW label and insignia that accompany these Jackson & Perkins roses signify the pride, respect, and partnership responsible for their cultivation.

In Partnership With:
IBT, IUOE, LIUNA, UA

CEO sees partnerships with unions as business advantage

>> McAninch Corporation has long recognized the value unions can add to their organization. As a result, when the company began operating in Missouri in 2004, it immediately recognized the Laborers International Union of North America (LIUNA) Local 663 as the bargaining representative for the company’s laborers in that state. Today, the construction company—known as one of the most technically-advanced builders of highways, airports, and residential and commercial developments across the nation—is 100 percent union.

The company’s commitment to workers’ rights comes straight from the top. Says CEO and Chairman Dwayne McAninch, “Heavy equipment is expensive to operate and maintain, so a highly skilled labor force is vital to our success. To recruit and retain the best people, we gladly pay higher than non-union wages.”

At McAninch, working with unions is an advantage, not an obstacle. The company employs union workers from 29 locals in its labor markets because, “they do an excellent job of training, testing, and certifying their members,” states McAninch. “We have high standards and so do they, so we fully support the unions.”

A dedicated staff conducts all training and education at each worksite, including new employee orientation. Unions representing laborers and operating engineers collaborate with the company and the Iowa State Occupational Safety and Health Administration to offer an apprenticeship training program for all employees. The training is covered under the collective bargaining agreement. The employees then receive additional on-site training based on their specific job requirements.

Building on the belief that well-trained personnel are safer and more productive, the company provides incentives for employees’ training. Reports Tony Kollasch, a McAninch pipelayer represented by LIUNA, “If we take safety classes over the winter, we get an extra quarter an hour.”

The results of the company’s investment can be measured in dollars and cents. McAninch’s workers’ compensation insurance rating is 21 percent below the industry norm. The company’s lost workday rate due to injury or illness is even more impressive at 75 percent below the industry average. “The McAninch Corporation has an uncompromising commitment to a best-in-class employment culture, not only because it improves profitability, but because it’s the right thing to do,” says McAninch.

McAninch Corporation is a nationally-recognized builder of highways, airports, power plants, residential developments, and shopping center complexes. The company began its operations in 1967 and has earned a reputation as one of the most technically-advanced contractors in the country.

Headquarters	West Des Moines, IA
Website	www.mcaninchcorp.com
Industry	Construction
Union Employees	600 construction workers
Total Employees	750
Annual Revenues	\$200 million
Outlets	Midwest and North Carolina locations
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
- > 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



NHS Human Services is a leading nonprofit provider of community-based behavioral healthcare and other human services in New Jersey, Ohio, Pennsylvania, and Virginia.

Headquarters	Lafayette Hill, PA
Website	www.nhsonline.org
Industry	Behavioral Healthcare and Human Services
Union Employees	2,400 healthcare professionals
Total Employees	7,000
Annual Revenues	\$250 million
Outlets	415 sites throughout NJ, OH, PA, and VA
Customers	50,000 adults and children

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
- > Contributing positively to the broader community

Dignity and respect for workers fosters quality patient care

>> Ethics, excellent care, and respect for every patient are the hallmark values for NHS Human Services (NHS), a Philadelphia-based behavioral healthcare provider. That's why the company welcomed the American Federation of State, County and Municipal Employees (AFSCME) Council 13 in March 2005 as an equal partner in providing quality care.

NHS employees are committed to understanding and abiding by all laws and regulations concerning healthcare service delivery. In an effort to exceed the minimum requirements of the law, management and employees created a compliance program that ensures both quality and compassionate care. For its efforts, NHS received the 2005 "Best Compliance Practices Award" from Health Ethics Trust, a division of the Council of Ethical Organizations.

This partnership represents a significant change in labor-management relations for NHS. Faced with a financial crisis in 2000, newly-appointed CEO Joe Rocks, a former Pennsylvania State Senator, began working toward a positive relationship with labor as a central part of his financial turnaround plan. One of the key components included adopting a neutrality agreement allowing employees a free and fair choice to join a union.

For Rocks, partnering with employees' unions was a natural choice. "We share the same goals and objectives: patient care, service quality, retention of employees, a living wage, and compliance practices," says Rocks. "We are creating an environment where people want to work for us." The results were notable: turnover decreased from 38 percent to 36 percent, and employee retention increased from an average of 24 to 27 months—an encouraging sign that employees are more committed to the company.

At NHS, respect for workers translates into quality care for patients. The partnership gives NHS employees a voice in their workplace, which leads to greater employee satisfaction and continuity of care, according to David Fillman, Executive Director of AFSCME Council 13.

Michele Owens, a 22-year veteran of NHS and President of AFSCME Local 1439, has seen a change for the better since the start of the partnership. "There are a lot of positive things that are happening in having that contract. It has protected people's rights," says Owens. "Both sides are growing in understanding what the contract means and I think that's a very good thing."



North Philadelphia Health System

In Partnership With:
AFSCME, SEIU

Quality patient care begins with democracy in the workplace

>> St. Joseph's Hospital and Girard Medical Center have a lengthy history of service to one of the most underserved neighborhoods of Philadelphia. Employees at both facilities are longtime union members, dating back to the 1970s when they first joined the American Federation of State, County, and Municipal Employees (AFSCME) and the Service Employees International Union (SEIU). When the two hospitals joined together as the North Philadelphia Health System (NPHS) in 1990, it was natural for the nonprofit Catholic healthcare organization to continue the longstanding tradition of developing cooperative relationships with its employees' labor unions.

In the early 1990s, NPHS voluntarily recognized AFSCME as a representative for its nurses through card check, a process that allows a majority of employees to present signed cards authorizing their desire for union representation. By adopting this progressive approach to labor-management, NPHS quickly established a positive relationship with its employees. Today, the collaboration thrives in its ability to provide a cooperative work environment that places client and patient care above all.

Gwendolyn Lowry, a 38-year veteran of St. Joseph's Hospital and AFSCME member, aptly describes the alliance between NPHS and its unions as "a joint venture." Says Lowry, "They know that the union is here just as much for them as it is for us." The partnership has produced a number of employee programs including a safety-awareness initiative and a career progression track that enables certified nursing aides to become registered nurses.

The cooperative labor-management approach benefits the employer as much as the employees. In the mid-1990s, NPHS experienced an economic downturn and nearly had to close its doors. Unions stepped in and helped secure the money and political backing needed to keep the facilities open. James A. Gloner, Senior Vice President for Management Systems at NPHS, states, "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."

North Philadelphia Health System (NPHS) provides services to one of the most underserved communities in the area through its facilities, Girard Medical Center and St. Joseph's Hospital. NPHS is also a major employer and economic anchor in North Philadelphia.

Headquarters	Philadelphia, PA
Website	www.nphs.com
Industry	Healthcare
Union Employees	875 healthcare professionals and counselors
Total Employees	1,600
Annual Revenues	\$110 million
Outlets	St. Joseph's Hospital and Girard Medical Center
Customers	25,000 adults and children

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
- > Protecting workers' safety and health
- > Offering training and professional development opportunities
- > Contributing positively to the broader community



ST. JOSEPH'S HOSPITAL



GIRARD MEDICAL CENTER

The 2005 Labor Day List

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.

To request copies of the 2005 *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 workers' rights 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 2007 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 2007 **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, 2007.

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



Jackson & Perkins.

ALLINA
Hospitals & Clinics



ST. JOSEPH'S HOSPITAL

NHS
HUMAN SERVICES