



IS THERE A TARGET ON MY BACK?

Myths and Best Practices in Assessing Vulnerability to Union Organizing





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By Phillip Wilson, President and General Counsel, LRI

Am I an easy target?

Just over a year ago, Home Depot founder Bernie Marcus was in a meeting with 100 executives from some of the most prominent businesses in the country. He asked how many of these executives had heard of a piece of pending legislation called the Employee Free Choice Act. Seven executives raised their hands.

Since that time, pro-business organizations have been busy educating American companies large and small about the perils imposed by passage of any version of this bill, and other union-friendly actions likely to transpire under the current administration. The question is no longer, “Have you heard about the upcoming changes in labor law?” but is instead, **“What are you doing to prepare for a new union-friendly labor law environment?”**

The key to preparation for such an environment is to take the momentum away from potential union organizers who may seek to penetrate your company, a concept we call Labor Relations Judo. If you haven’t read our white paper on the subject, **“How to Win (and Prevent) A 5-Day Election: Strategies for Success In A New Labor Law Environment,”** we highly suggest you secure and read (see link at the end of this paper to secure).

A critical component to a proper union-free strategy is to engage in a process that will continually assess your vulnerability, across your entire enterprise. This process will answer the question that everyone has been asking us lately, “How do I know if my company is at risk?”

Resources are limited. Money is tight, and attention is already stretched thin. Yes, unionization would have a negative financial impact on any business, but for most companies, the current economic environment prohibits throwing money at potential problems in a shotgun way. Employee relations issues are the “soft stuff” of management. Attempting to measure such factors, especially across a large or dispersed company, is challenging. Not every location (or department) has the same problems. Investing in “one-size-fits-all” strategies, especially when time, money and energy are limited, is not a valid strategy. The trick is having a cost-effective way to evaluate actual vulnerabilities, combined with a strategy that allows the focus of resources where they will have the highest payoff.

A properly constructed and executed Vulnerability Assessment Plan allows this exact approach, while providing the additional benefits of improved employee satisfaction and increased quality and productivity. Our objective in this paper is to describe both why and how to implement such a plan.

Internal vs. External Vulnerability

There are two types of vulnerability that must be assessed. Internal vulnerability (also called variable vulnerability) focuses on issues over which the company has a strong measure of control, while external vulnerability (or structural vulnerability) factors in environmental and other issues normally outside the company’s control.

Internal vulnerability centers around employee engagement and positive workforce factors. Issues considered include:



- Do we have a positive work environment?
- Do we follow good hiring practices?
- Are we effective at on-boarding employees?
- Do our supervisors have the proper skills and abilities?
- Are we consistent with pay raises and promotions?
- Do we have policies and procedures in place, and are they followed consistently?

When handled well, such factors generally lead to an engaged workforce. When handled poorly, they create unrest, increasing our vulnerability.

Because these factors are within our direct control, this is the place where focused and direct action can have a high payoff. This is the good news. The bad news is since we do have direct control, this can be where union organizers focus to increase discontent. For this reason, your internal vulnerability is highly predictive of the likelihood of organizing activity.

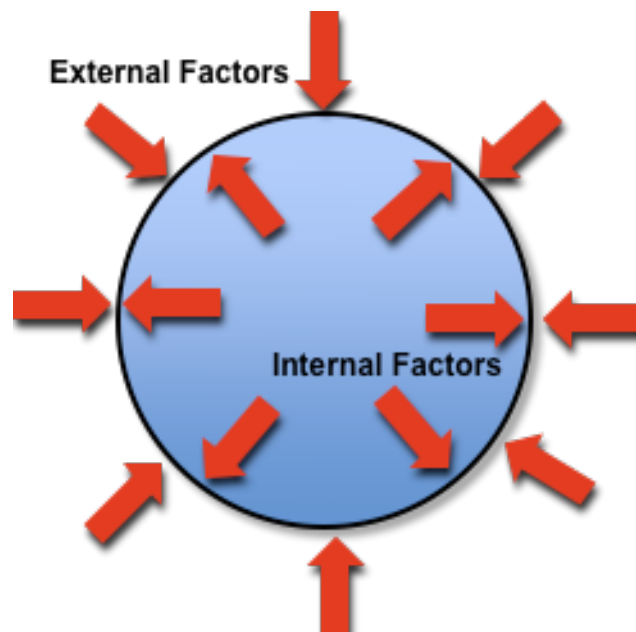
This is also why the internal issues indicated by a proper vulnerability assessment are the most important to address. If you do a great job of creating a highly engaged and positive work force, even if your external factors are high, you will not be vulnerable overall.

Case in point. Two months ago we completed an employee engagement survey for a company with a about a dozen locations in multiple states. When the results were tabulated, we instantly saw that one of the facilities indicated abnormally low scores on several key factors (these would all be internal vulnerability factors). Before we could hold our management review conference call with the client, that facility was petitioned for union election! However, the good news was that armed with the survey data we knew exactly where to focus attention and the union withdrew its petition days later.

External vulnerability factors are generally outside the company's control, such as:

- Are we located close to other unionized companies?
- What is the union density in our community?
- What recent petition or organizing activity is going on in this community?
- Which of our company locations are in non-Right-To-Work states?
- Is the union density high in our industry?
- Has our industry recently been announced as a new target for union organizing?
- Are some of our facilities already unionized, or are there departments in one or more locations that are already unionized?

Are you skeptical that these factors put you at risk? Imagine if most or all of your competitors were unionized, and you were not. It is highly likely that one or more of them are pushing the union to attack you as well. Sound far-fetched? I recently had a call with a new client in the construction industry that is facing this very situation. They are a commercial heating and air company, and all of their competitors are unionized by the Plumbers and Pipefitters Union. The company was targeted by the union because the unionized competitors are putting pressure on the union to organize this one non-union competitor who is getting much of work in their area.





Once you understand the two sides of vulnerability, the key is putting them to work for you. Internal vulnerability is about diagnosing your weaknesses and taking the proper action to mitigate them. External vulnerability is about understanding your business climate, and having “advanced intelligence” on the likelihood that pressure may be coming from the outside as well. Although you can’t do much about external factors, understanding them does help you clarify just how much of a priority you should give to assessing internal vulnerability factors and addressing any weaknesses.

Fluctuation, Segmentation, and the OODA Loop

Understanding the basics of vulnerability assessment is the easy part – as you’ve seen, it’s pretty intuitive. Where most companies flounder is not knowing exactly what to do next, or worse yet, misunderstanding and thinking they have it covered. It is imperative to engage in proper assessment strategies, or the effort only results in wasted time and money.

The first key to proper vulnerability assessment is the concept of fluctuation. Vulnerability changes over time. Your tools and strategy must take this into account. These changes can be driven by both internal and external aspects of vulnerability.

The changes in the economy over the last couple of years create more stress for everyone in general, and although there’s nothing you can do about this external factor, understanding how it plays on the psyche of your employees is useful. In struggling economies, unions typically use issues such as job security as a core component of their sales pitch.

If you’ve just announced a pay freeze, had a round of layoffs, or consolidated a couple of plant locations, you have just heightened your internal vulnerability, even if your employees acknowledge and understand the reasoning behind the action. Fluctuation requires that your assessment system be designed to alert you to these changes in vulnerability, both internal and external.

The second key, segmentation, states that the game is won in the mushy middle, not at the extremes. This is what we call “ITMS” or “It’s the Margin, Stupid.”

When organizers approach your company, they know that certain people are more important than others. They do not just blanket your employees with the same appeal. Union organizers go through an extensive training process, and even use software developed for the express purpose of segmenting your employees into specific groups.

Conventional wisdom says that if the “average” employee at your company is unhappy, then your company is vulnerable to organizing, and vice versa. This is flawed thinking! First, there is no “average” employee. What is critical to understand is who the unhappy people are. If they fit into one category, they are insignificant to unionization efforts, but if they fall into another, the organizer may have hit pay-dirt.

Any employee population can typically be divided into five different buckets, or frames of mind. On one extreme are the people who love your company and love their job, and there is not much anyone can say to change their mind. On the other extreme are those who are outspokenly negative about your company – they were mad at the world when





you hired them and are very unlikely to change. There are usually three groups in the middle between these two extremes, and these are the groups that union organizers seek to leverage, and so, consequently, should you.

Next to the extreme positives there is a group that typically leans positive, but is not very vocal about it. If the pressure is on in a conversation among peers, they can be swayed negatively or at the least may reinforce negative comments made by others. Next to the extreme negatives is a group that is just going through the motions – they really don't think much either way about their job, but they're sort of "checked out," and can easily be pulled into a negative discussion. Occasionally, when confronted with some of the positive aspects of their company or job, they can be swayed to the positive side.

Sandwiched in the middle is the group that wins or loses union elections. They are basically "neutrals," and can be swayed one way or the other depending on who's making the presentation. This is the "mushy middle," the critical group to reach. Smart union organizers gauge their potential for success by first eliciting a few of the extreme negatives to the union cause, and then having those employees approach some of these "mushies." If these folks respond that they're comfortable with their company and don't believe they need a union, the organizer often will not waste further time at the company. If they respond favorably to the concept of a union, the organizer knows he's hit pay dirt.

Key Implications

First, your vulnerability tools need to be designed to **properly segment your employees** into the 5 key vulnerability segments.

Second, your tools need to assess **which way each group is leaning** (pro-company or not).

And third, you then need to uncover the **issues that are critical to the "mushie" middle segment**, and focus any improvement efforts on those issues.

The flipside is that you can spend less attention to what is going on with the extreme groups. As you focus attention on the key issues of the "mushies" in the middle, their attitudes will help move the negative leaning buffer group in the pro-company direction, and will reinforce the two positive groups.

This is the **highly-leveraged action** application of the 80/20 rule (the Pareto Principle) that says that 80% of the results in almost any undertaking are the result of 20% of the effort. Most businesses understand how the 80/20 rule operates in the sales arena – that 80% of their profit typically comes from 20% of their customers or sales efforts. The very best companies focus their energies on that critical 20%.

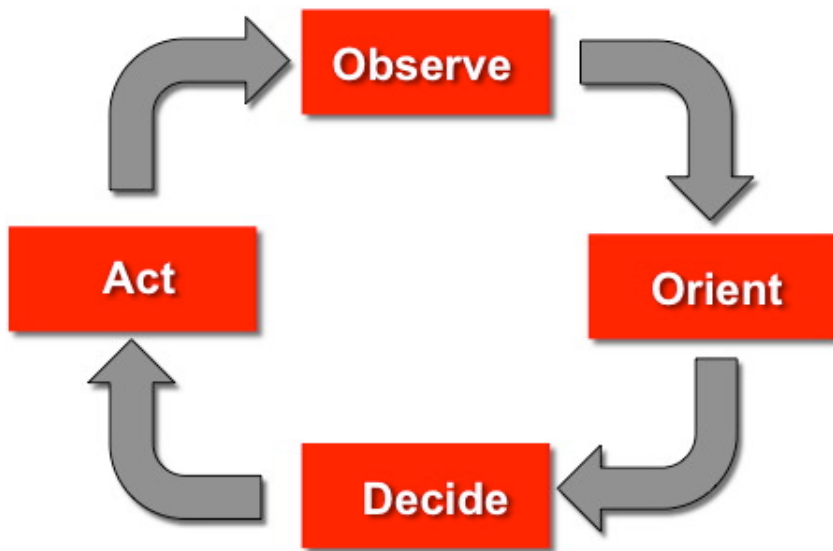
The 80/20 rule applies to the arena of employee relations as well. This is why segmentation is so important. If you simply averaged out all of your employee satisfaction scores, lumping the extremes in with the middle groups, you would come out with a different set of issues that appear to be important to the "average" employee. Thus you lose leverage, and are working on issues that may be of concern to an insignificant set of your employee population, rather than the significant few.

What the heck is an OODA loop?

A bit of background on the OODA loop. The concept was developed by a fighter pilot named John Boyd, and became a driving force behind Air Force fighter plane design, fighter pilot training, and was a key in the development of "maneuver warfare" (Norman Schwarzkopf's famous "left hook" in the first Gulf War). The idea is that on the battlefield, or in an aerial dogfight, each opponent has a finite limit of factors that he can observe during the conflict.

The opponents then orient themselves to their observations and the potential courses of action implicated by them. Next, they decide on the most prudent course of action, and then act. They immediately cycle back into observing the opponent's reaction, and start the loop again.

For example, in an air-to-air engagement, a pilot wants to know whether he is climbing or diving, his relative position to his opponent, whether or not he believes his opponent has seen him, his status of fuel and weapons, and the relative advantages or disadvantages of the opposing aircraft. He will then decide on a course of action, and a dogfight ensues.



Each pilot is processing their own OODA loop, and the pilot who can process through the Observe-Orient-Decide-Act cycle faster than his opponent will almost always be victorious. By the time the slower pilot is reacting to the actions of the faster pilot, the faster pilot is already re-orienting himself to the slower pilot's actions and making new decisions, thus continually forcing the opponent to react in a defensive mode. The only possibility the "slower" pilot has for survival is to execute an action completely unexpected to his "faster" opponent, and capitalize on the possible momentary hesitation to get his OODA loop operating inside (or faster than) his opponent.

The OODA loop concept holds significance for a company's defense to union activity. In a union organizing drive, you are in a battle against the union organizer for the hearts and minds of your employees. The OODA loop concept teaches that a properly executed vulnerability process gets you several steps ahead of the unions. The more information you have (on both internal and external assessment) the faster you can make decisions that will change the landscape.

As an example, suppose you implemented a new policy that was not received very well by employees. This is the kind of thing a union organizer would use to agitate against the company, hoping to develop a groundswell of support for the union. Organizing does take time, however. If your assessment process uncovered the issue, and you acted quickly to address it, the organizer might find that the momentum he thought he was using against the company suddenly evaporated. Not only does he lose the benefit of the argument, but he may also appear out of touch by trying to address a non-issue.

Therefore an effective vulnerability assessment process takes into account the ***fluctuation of vulnerability factors*** (internal & external); is focused on identifying the issues pertinent to the "mushies" in the middle (***there is no average employee***); and allows ***speedy engagement of leveraged action*** (the OODA loop).

Qualities of an Effective Vulnerability Assessment Plan

The tactics and tools used to properly assess vulnerability will flow from the strategies we've described above. **First**, your tools must foster quick and ongoing observation of current position, and provide the proper detail to allow you to effectively orient yourself to the current situation. This includes both the internal and external arenas of vulnerability.



Second, your process must allow you to implement high-leverage actions on the 20% of issues that will have the highest payoff.

Third, move fast and trust your system to respond with new feedback. Ideally, you are constantly observing and orienting, making decisions and acting on them, and then starting the loop over again, fine-tuning as you go. The moment you leave the loop – stop assessing feedback and making continuous improvement actions – you leave the door open to penetration by a union.

This plays out differently for every company. If you found that your “high-leverage” action issues pertained to a cluster of people within a particular department, or at a particular facility, you might test some actions with that group and measure the effectiveness. If it improves conditions in that limited scope, you can then roll out similar changes company wide.

Two benefits stem from using the “*test and widen*” concept. Employees will see that their concerns matter to you and they will feel good that you are making an effort. Employees will also see that you’re not just trying to placate them with *any* action, but that you are seeking out the actions that truly make a difference in their lives. By being faithful to continuous improvement (even starting small), you can stifle the critics.

Remember, vulnerability fluctuates constantly. Changes in the economy or within the local community, changes in your business market, or even within your company, all have the potential to cause a disruption to things that you thought were working smoothly. This is the law of unintended consequences. Get the law working in your favor by making sure your assessment process updates your employee relations assumptions on a regular, cyclical basis.

Tools and Tactics

The main tools for assessing internal vulnerability are **Pulse Surveys** (or 80/20 Surveys), **Employee Engagement Surveys**, and **Structured Interviews**.

Many companies have used employee surveys, with mixed results. Companies fail to benefit from surveys for several reasons. Most surveys don’t account for segmentation, so the company doesn’t recognize the points of high-leverage intervention. Sometimes the company takes one survey, makes a few adjustments, but doesn’t measure the reaction and/or doesn’t account for regular changes in internal and external issues.

There are many in-depth resources that describe why properly constructed survey research works, including my book, **The Next 52 Weeks**. Without going into great detail, here is a review of some of the key factors.

First, a formal employee survey is objective and comes directly from the employees. Second, it is about the only way to properly segment a population of employees. Other methods may provide useful pieces of feedback, but they do not allow for the employees to be grouped, and they do not match issues to groups like proper surveys can. Because you can acquire segmented results from a survey, you can focus your efforts (80/20 rule) rather than shotgunning across the company. You can focus on the key issues, with the key group of people, immediately. And, since surveys are “mathematically tabulated,” the results can be turned into action steps quickly, keeping your OODA loop as short as possible.

Surveys also provide a common platform for communication with your employees. You can reference the survey, describe action plans you’ve implemented as a result of the feedback, and keep the dialogue going about identified issues. Good, two-way communication is critical to a positive workplace environment, and surveys and survey results provide a great objective reference point to keep such communication ongoing.

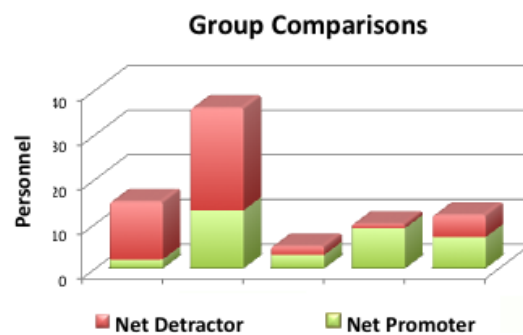
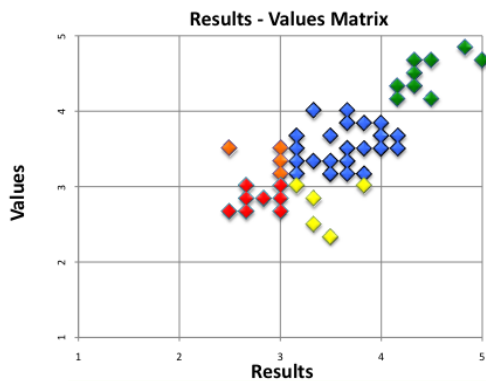


There are two types of surveys, **Pulse (or 80/20) Surveys** and **Employee Engagement Surveys**. The Employee Engagement Survey is the more detailed of the two, and our standard survey has typically 70 questions and is 4 or 5 pages long. Most employees complete this version in 20-30 minutes. The advantages of the more detailed Employee Engagement survey are: 1) the feedback is more refined, providing a narrower framework for high-leveraged actions, 2) a solid baseline of data is acquired for use in tracking changes, and 3) segmentation can be done by self-selection, or on a statistical analysis, running the data through an algorithm, which is the most robust process available for employee segmentation. Our particular long-form survey also includes 15 proprietary Third Party Intervention Factors, which highlights issues most often used by union organizers during organizing campaigns.

The Pulse or 80/20 Survey is short – generally about 16 questions on one page – and can be completed in about 5 minutes. This survey can be administered at a quick pre-shift meeting rather than having to break employees or take them off the floor to get the survey done. The Pulse Survey allows for employees to self-categorize themselves, which provides a rough segmentation. The Pulse Survey is obviously easier to administer, and less expensive, allowing for regular (we recommend every 3-4 months) tracking of any changes in vulnerability, and offering up material for continuous process improvement. Even though the Pulse Survey is not as accurate as the long-form Engagement Survey, the 80/20 rule applies, and you will secure useful information on a timely basis, if used properly.

The final method of assessing internal vulnerability is the **Structured Interview Process**. This involves a trained consultant interviewing leaders across an organization. Our proprietary process then reveals four dimensions about the people in that organization. First, it addresses the segmentation of the employee population that we’ve discussed above. Second, it addresses the relative influence of each segment (especially critical for those who hold negative views about the company). This helps identify whether negative segments have a strong potential to influence the “mushy” middle in the negative direction.

The third dimension is work performance and the final dimension is the perceived level of control over daily work tasks. These four factors combined provide a robust look at the overall vulnerability of a particular work group. Once again, remember that the conventional wisdom – “if more people like us than don’t like us, we’re ok” - is wrong on the issue of vulnerability. What matters is who doesn’t like you.



Sample Structured Interview Reports

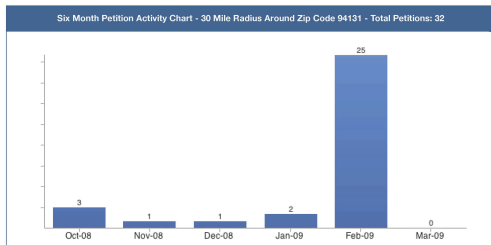
These resources, the surveys and Structured Interview process, allow companies to allocate their limited resources to the exact people and issues that will provide the highest payoff. There are options for the execution of each process as well. Structured Interviews can be done on a sampling basis, or for the entire population. Surveys can be scheduled in staggered fashion, and also directed on a sampling basis to key departments or facilities. The surveys can be done via paper-and-pencil, or can be handled online, and come with multi-lingual options. All of the tools can be used in various combinations (below we’ll describe the ideal pattern).



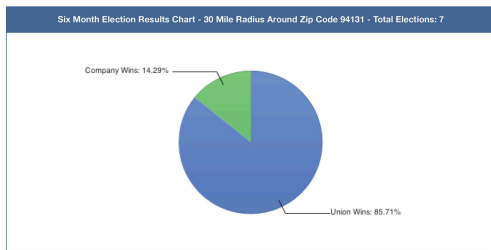
There are also other, less formal, means of acquiring feedback. Skip step meetings or employee meetings, a suggestion/complaint box, and supervisors who keep their ear to the ground can all provide valuable feedback. There is not much cost associated with these methods, but the likelihood of receiving the right information at the right time is not near as high as through a more formal process.

What are they up to?

LRI Online Union Activity Alert March 02, 2009
Six Month Petitions and Elections Charts
Zip Code: 94131
Radius: 30 miles



NOTE: Staying alert to the trends in the number of petitions recently filed helps to measure if organizing activity is accelerating or slowing down in your area. You should continue to look for signs that may indicate ongoing organizing activity.



ALERT! Unions have won more elections in your area than companies have in the last six months. This is an indication that voters in your area are more likely than not to vote for unionization should an organizing attempt result in an election. Continue to look for signs that may indicate ongoing organizing activity. Contact LRI at 1-800-888-9115 for more information.

Sample Eye In The Sky Report

When it comes to keeping up to speed with external factors, there are a couple of tools that can create an “early warning radar.” **Eye in the Sky** is a data report that centers on union activity within geographical areas, such as union election results, or petitions filed for new elections. Once union activity is flagged, the next step is to drill down into the detail to determine the possible impact on your company. “Is it a union that might be interested in my company? How close is the location to my physical location? Is the trend in my area increasing or decreasing?”

Once a flag pops up near one of your locations, your next step should be to review your last survey data at potentially threatened locations. You should also evaluate other internal vulnerability factors, such as turnover, complaints, dispute resolution issues, etc. Next, layer in additional external data, such as union density and union contracts in effect in proximity to your locations.

This type of external vulnerability assessment provides an additional weighting factor that allows you to determine facilities or departments within your company that may be the most at risk. You can take the results of your survey data, add in the external factors, and then divide your facilities into vulnerability tiers.

Many of our clients use a **Red-Yellow-Green ranking system**. Red indicates facilities that need immediate attention, either to reinforce issues already unearthed through a survey or interview process, or to engage in a new survey to secure fresh data. Yellow facilities may deserve some attention – a review of the last survey data, a heads up to managers, or scheduling manager training. Green facilities can generally be bypassed for the time being, allowing a company to focus their resources where they are needed most. If your vulnerability assessment system is in place, holding to a particular schedule of surveys and assessment techniques, then you can be pretty confident that your system will catch any issues at Green facilities during the proper cycle.

One last tool we recommend is the “deep dive” tool. We call it the **Mystery Shopper**, and this is reserved for those facilities that fall in the Red category. The idea is to recreate the experience of an outside organizer probing an organization, looking for issues that would trigger a union organizing drive, or for weaknesses that would feed or reinforce such a drive.



Vulnerability Tiers



The Mystery Shopper might see how much information they can secure over the phone, seeing what people say when asked whether the company is a good place to work. They may try to infiltrate the location – see how easy it is to get on the employee parking lot, or break area, or even past security and inside the building.

The “fake union organizer” will determine how easy it is to get into the dumpsters, and what they might find in the trash that they could use in an organizing campaign. The Shopper may also talk to people in the community – at bars or stores near the facility – to see what people say about the company, just like a union organizer would (the consultant is careful never to ask an employee what they think about unions). The purpose is simply to identify what an employee might say to a total stranger and whether an organizer might determine that a campaign could gain traction at that company.

The Mystery Shopper exercise is useful on two fronts. If a facility indicates high internal vulnerability, the Mystery Shopper process can assess the potential ease of penetration by a union organizer, and allows the company to at least shore up these external weaknesses while they are working to correct the internal issues. If a company ranks high on external vulnerabilities, the Mystery Shopper process is a quick way to assess issues that may be divulged to a union organizer, allowing the company to focus on those issues first, thus taking away an organizer’s ammunition should one come knocking.

Unions engage in a practice called “salting,” where their objective is to have an organizer become an employee of the target company, for the purpose of either fomenting unrest, or inciting the company to “fire” the salt so he/she can claim an unfair labor practice charge against the company. Our objective is to mimic that process as much as possible (without actually working inside the company), probe the defenses, and as soon as we have gleaned all available information, to make a full report to the company.

Putting the Vulnerability Assessment Plan together

Every company has different issues, so no one plan fits all. The very first step is to assess exactly what you know right now about your vulnerability:

- How aware are you of external factors, for your industry, your company, and each and every one of your facilities?
- Do you know how to find out?
- How aware are you of your internal factors?
- Do you know how your employees feel about you?
- Do you know how they’ve reacted to recent changes in policies, to layoffs, to restructuring moves, plant consolidations, etc?
- Do you know how your employees feel about your line supervisors?

The answers to these questions should be a guide to how strongly you should invest in a more formal assessment process, and on how wide a basis. A **recommended Vulnerability Assessment Plan** would look like this:

- Start with a full **Employee Engagement Survey** (with segmentation analysis) of all your employees, at all locations. This provides a baseline for fluctuation measurement, and a foundation for improving employee communication. Schedule a full survey every year to two years.



- Every 4 months, perform a **Pulse or 80/20 Survey**. Any time a Pulse Survey indicates a marked decline across the company or in any particular facility, make the next survey another full Employee Engagement Survey, or immediately perform a Structured Interview Process.
- Set up an appropriate **Eye In the Sky** analysis schedule to determine external vulnerability for all facilities, and consider a Mystery Shopper penetration of the Red tier facilities.
- **BUDGET APPROACH:** if you can do nothing else, start with a Pulse Survey. As you get a picture of what the issues are and where the at-risk facilities are, you can add a full Engagement Survey at that point.

Most companies that perform the typical employee survey process fail to identify the key actions that can move the dial on their overall employee engagement. Using a proper segmentation process and really focusing energy on the most critical employee segments, your employee relations efforts will pay off at the highest possible levels, and you will not be pouring money down the drain.

WHAT TO DO NEXT?

Want to know what your company looks like to a real former union organizer? Discover your vulnerability during our 30-minute Union Vulnerability Audit (it's FREE). Our organization helps companies across the United States and Canada deal with union organizing events. Many of our consultants are actual former union organizers, so they know how things work from the other side because they actually did it. We offer new clients a **FREE 30-Minute Union Vulnerability Audit** that we conduct over the phone with you and your key staff.

Here is what we accomplish during this fast-paced, no-nonsense session:

- **What to Say About EFCA – and When to Say It:** Is it dangerous to talk to your employees about unions now? What should you say? Use our **simple test to decide whether it's safe for you to discuss unions now**. Plus we give you a script for talking to employees without fear of legal landmines (if you fail our simple test we even **suggest talking points** that don't mention unions).
- **Union Vulnerability:** Are you lying awake at night worried about whether a union organizer is making headway with your employees? We've helped hundreds of clients clear this hurdle **with three specific strategies you can easily implement**.
- **Layoffs and Dealing with "Toxic" Employees:** One or two "toxic" workers can tank your company, especially today where layoffs can trim the best performers while leaving the "knuckleheads" behind. But you can quickly and easily correct problems - **if you avoid this critical misstep**. We walk you through our **three-step process** (which takes literally about six minutes) and show you exactly how to carry this out. This will transform your work environment.

The **30-Minute Union Vulnerability Audit** is conducted by Phil Wilson, President of Labor Relations Institute, Inc., and is not a thinly disguised sales presentation; it consists of the best intelligence we can supply in a thirty-minute time span. There is no charge for this call, but the call must be strictly limited to 30 minutes.

To secure a time for this consultation, please **call Tammy Swinford at 800-888-9115** and she will advise you regarding available time slots. She will also provide you with a pre-consultation questionnaire that will prepare both you and us to get maximum value in the shortest amount of time.



Additional Resources Available from LRI:

1. *The Next 52 Weeks: One Year to Transform Your Work Environment* by Phillip B. Wilson

This is our **step-by-step guide on how to dramatically improve employee engagement** at your company in just one year. Includes ready to use checklists, sample survey questions, action-planning guides and more. This book provides extensive detail on the proper use of Employee Engagement Surveys. Go to this link to learn more:

<http://lrionline.com/store/publications/52-weeks-year-transform-workplace>

2. *Employee Satisfaction Survey Success: How to Administer, Communicate, and Effectively Respond to Satisfaction Surveys* by Phillip B. Wilson (FREE E-Book)

- Get an accurate benchmark of employee morale and engagement (learn how on page 8);
- Administer your survey so you get actionable data (sample letters and instructions begin on page 12);
- Communicate results to maximize impact (check out page 22);
- Action plan after you get your results (the step-by-step guide begins on page 31); and
- Legal issues NO other survey guide discusses that every HR person should consider (check out page 41).

Secure this **FREE**, 53-page guide at the following link:

<http://lrionline.com/free-stuff/satisfaction-survey-secrets>

3. *How to Win (and Prevent) a 5-Day Election: Strategies for Success In A New Labor Law Environment* by Phillip B. Wilson (FREE White Paper)

- Our best guess about what the EFCA “compromise” will look like (that is on page 2);
- How to structure your response strategy for the new environment (starting on page 4 we provide detailed instructions on setting up a Jump Team™ and Tripwire Team™);
- Detailed instructions on how to train supervisors, including why anything other than “tripwire” training is a waste of valuable time and energy. This important concept is explained on page 5;
- Beginning on page 8 we provide communication tips for a 5-day campaign cycle;
- How “Equal Access” rules could change the game completely, and one thing you should not do to respond. Find out on page 11.

Secure this **FREE** white paper at following link:

<http://lrionline.com/free-stuff/win-5-day-election-white-paper>



About the Author:

Phillip B. Wilson is President and General Counsel of Labor Relations Institute, Inc. He also is an adjunct professor of labor relations at Northeastern State University.

He received his J.D. from the University of Michigan Law School and his B.A. (*magna cum laude*, Phi Beta Kappa), from Augustana College.

Mr. Wilson began his career practicing law in Chicago, where he represented companies nationwide in all areas of labor and employment law. He later served as the Director of Human Resources for a multi-million dollar gaming corporation employing over 1,200 people.

Mr. Wilson is a much sought after lecturer and the author of numerous books and articles on labor relations topics including *The Next 52 Weeks*, *Managing the Union Shop*, and *Model Contract Clauses*. He has been invited to testify in Congress on numerous occasions on the subject of union financial reporting requirements.

About LRI:

Labor Relations Institute, Inc. (LRI) is a consulting firm dedicated to protecting the direct relationship between employees and their employers. LRI provides the widest possible range of employee communications products, sophisticated databases and deep intelligence services. LRI clients can secure everything required to monitor their risk of unionization, build positive employee relations, train supervisors, and if necessary, run a winning campaign. LRI's acclaimed products and services have been used in more than 10,000 union elections with a win rate of over 90%.

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