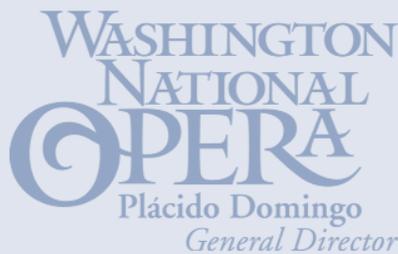


THE LABOR DAY LIST: Partnerships that Work



Celebrating Successful Labor Relations Strategies in the New Economy

What is The Labor Day List?



American Rights at Work Education Fund releases its fourth 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 unionbusters 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

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- 13 **Washington National Opera** AFM, AGMA
At this opera, harmony is achieved on and off stage when union and management commit to improving working conditions and opportunities for their artists.



A New Way of Conducting Business



>> Despite rampant outsourcing, buyouts, and stagnant wages, unions and corporations across the United States are finding ways to work together to improve worker safety and productivity, provide decent wages and benefits, and ultimately prove that strong labor-management partnerships are the answer to future success. In doing so, they are dispelling the notion that the interests of workers and corporations are mutually exclusive.

In American Rights at Work Education Fund's fourth annual *Labor Day List: Partnerships that Work*, we continue to shine the spotlight on positive relationships between employers and their employees. The unique companies we've highlighted this year demonstrate that indeed, there is a better way.

Valuing Employees and Their Unions

Every day across the nation, companies work overtime to prevent their employees from forming a union, robbing them of fair wages, healthcare benefits and pensions, job security and, ultimately, a voice in the workplace. But some employers are seeking another approach. A recent survey by McKinsey & Company reveals many executives are paying closer attention to their image as a

responsible employer and the benefits coming from such a reputation.

Labor Day List employers see respecting workers' rights as part of their socially responsible image, and each has recognized both their workers' choice to form unions and the benefits a union can provide. Some, like Gamesa Technology Corporation, the State of Kansas, and Maimonides Medical Center, have taken additional steps by embracing the decisions of their workers to choose union representation through majority sign-up, a fair and more direct method of union organizing.

A number of this year's partnerships are noteworthy because of their unconventional nature. Based in the South where union membership is less prevalent, **Alabama Power's** longstanding relationship with its workers' union has resulted in extraordinary safety improvements and a greater ability to provide millions of customers with the power needed to keep the region moving. At the **Washington National Opera** in our nation's capital, performers who may not fit the stereotypical mold of workers in need of union representation are benefiting substantially from an improved partnership that allows them to make a living in the arts.



To compete in today's global economy, *Labor Day List* companies understand the importance of teamwork; two in particular have seen how this approach enables them to provide high-quality services. The **State of Kansas**, in order to recruit and retain knowledgeable and qualified state employees, has given its workers an effective voice on the job through better contracts and strengthened collective bargaining power, ultimately benefiting every citizen in the state. And **Maimonides Medical Center's** success in delivering award-winning patient care results from its commitment to greater employee decision-making and input.

Even small and mid-sized employers recognize the need for cooperation and value skilled union labor that improves their reputation and the industry as a whole. **A. Zahner Company's** leadership proudly supports its partnership with its employees' union. As a result of the prolific talent of its highly-trained workers, the innovative architectural metal company has helped design and build high-profile projects around the world. Hawaii's **Delta Construction Corporation** understands the credibility union labor brings to its ability to deliver large-scale construction projects on time for its clientele.

Other companies are honored this year as they have emerged as socially responsible business leaders committed to more ethically-sourced and environmentally-sound business practices. **Justice Clothing**, based out of Maine, was created just over a decade ago to provide consumers with an alternative to buying garments made in exploitative workplaces abroad. Selling apparel manufactured by union workers in 14 US and Canadian factories, this retailer is helping expand the market for sweatshop-free, union-made apparel. **Gamesa Technology Corporation**, a successful wind turbine manufacturer from Spain, recently expanded its business to the United States. Along with filling a demand for new, renewable energy sources, the company imported its commitment to workers' rights and collaboration with its employees' union.

We are particularly proud to highlight remarkable turnaround stories coming from companies which partnered with workers and their unions to survive tough times. In the late 1990s, as America's auto industry continued seeing declining sales and market share, workers at an Ohio GM diesel engine plant were on the verge of losing their jobs to Mexico. Union flexibility and management's commitment to keeping operations open led to the formation of **DMAX-Ltd.** Another company, **Team Industries**, also experienced an incredible turnaround. After employees took a risk and bought out the company from their bankrupt former employer 20 years ago, they reorganized the pipefitting business into a successful enterprise.

Illustrating the significant advantages of these healthy partnerships, the following profiles represent a truly geographically diverse group of employers who show that good labor relations are possible in every sector of the economy. By working with their employees and the unions that represent them, *Labor Day List* employers have well-trained, efficient workforces and are invested in a socially-responsible approach to business that will carry them far in the future.

A. Zahner Company

In Partnership With:
SMWIA

Founded in 1897, A. Zahner Company produces custom architectural and ornamental metal work for commercial projects.

Headquarters	Kansas City, MO
Website	www.azahner.com
Industry	Architectural Sheet Metal
Union Employees	200 sheet metal workers
Total Employees	250
Annual Revenues	\$25 million
Outlets	Dallas, Kansas City, MO, and other temporary project facilities
Customers	A variety of top global architectural and engineering firms

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

A pioneer in the architectural metal industry and workers' rights

>> The A. Zahner Company has worked with top architects like Frank Gehry, and has been recognized as an “absolute leader in innovation, consistently pushing the tectonic limits of architecture,” by the American Institute of Architects. But the award-winning firm is most proud of its winning relationship with its employees.

In over a century of business, A. Zahner has built a solid partnership with its workers, who have had union representation through the Sheet Metal Workers International Association for 87 years. President and CEO Bill Zahner is even known to sport a “Show me the Union Label” cap at sheet metal industry conventions, gladly demonstrating the business’ strong relationship with its employees and pride in the work its highly-skilled union staff provides. “In America, you can be successful by treating each other with dignity and respect. A mindset that union and management relations have to be disruptive is wrong,” says Bill Zahner. “I know that working with the union can save dollars and get me the most talented work.”

A. Zahner and its staff have delivered quality architectural metal consultation, engineering, design, fabrication, and installation for some of the most innovative architectural masterpieces in the world. Its work portfolio includes Chicago’s Millennium Park, the National Museum of the American Indian in Washington, DC, Tomorrowland at Disney World, and the New World Hotel in Hong Kong.

Bill Zahner attributes the success of these high-profile projects to the company’s “ability to attract great talent.” The 200 union sheet metal workers employed by the company are trained to become gifted artisans, as A. Zahner creates an environment where skills development is encouraged. Through its apprenticeship program and ongoing in-house training, A. Zahner works with the union to give its employees opportunities to practice with many of the diverse kinds of metals it uses, and contributes toward the cost of advanced training its employees sign up for.

“I don’t want a workplace where my own sons or daughters wouldn’t want to work,” adds Bill Zahner. The company provides its employees with competitive salaries and healthy benefits, including an incentive bonus program, a 401(k) contribution plan, medical and dental coverage, and tuition reimbursement.

In addition to leaving a mark on the architectural world for its ground-breaking and artistic structures, A. Zahner has deservedly earned a reputation for its partnership with its employees and their union. The firm appears well on track to continue expanding boundaries—in art, architecture, worker expertise, and positive labor-management relations—for years to come.

ZAHNER

In Partnership With:
IBEW

Delivering electricity and strong, safe union jobs to the South

>> Alabama Power has been a cornerstone of progressive leadership in Alabama and the Southeast for more than 100 years. Much of the company's success is attributed to the valuable relationship with its employees and their union, the International Brotherhood of Electrical Workers (IBEW). The electric company serves 1.4 million homes, businesses, and industries, thanks to its dedicated staff who deliver quality service and power to customers day and night.

Alabama Power's partnership with IBEW dates back to 1940 when it was voluntarily recognized by the company. This relationship is stronger than ever, thanks largely to the teamwork between company and union leadership. "We are very proud that we've been able to form a positive relationship that benefits the customers, employees, and the company," said IBEW System Council U-19 Business Manager Bill Frederick. "We are united in our commitment to the things that matter most, and safety is at the top of that list."

In 2003, together they created Target Zero, a program that emphasizes a true commitment to safety, on and off the job. The results have been exemplary. Since the program's introduction, Alabama Power's recordable injuries have decreased from approximately 300 per year to approximately 50 per year. The successful partnership has led to other positive changes also, including a decrease in workplace grievances and fewer incidents affecting consumers.

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

The utility also has one of the lowest turnover rates in the industry, thanks to a shared commitment to maintain a skilled workforce, fair pay and benefits, and a positive work environment. Many of its workers are expected to retire in the next decade, so IBEW and company management are focused on recruitment strategies to continue employing highly-trained, experienced, and satisfied employees.

In addition to its outstanding safety record and unique status as a large union employer in the South, a region with lower than average union membership, Alabama Power has been recognized and awarded numerous times, and was considered one of the "100 Best Corporate Citizens" in 2008 by CRO Magazine. Alabama Power's relationship with its workers is a model for how large, successful corporations can partner with labor, respect workers' rights, and provide a vital service to the public.

Alabama Power provides energy to the southern two-thirds of Alabama. It is a subsidiary of Atlanta-based Southern Company (NYSE: SO).

Headquarters	Birmingham, AL
Website	www.alabamapower.com
Industry	Electric Utility
Union Employees	3,000 utility workers engaged in power generation, distribution, transmission, and construction
Total Employees	6,980
Annual Revenues	\$5.36 billion
Outlets	24 facilities throughout its service territory
Customers	1.4 million homes, businesses, and industries

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



Always on.™

Delta Construction Corporation is a major construction company for Hawaii's commercial and real estate developers.

Headquarters	Kapolei, HI
Website	www.deltaconstructionhawaii.com
Industry	Construction
Union Employees	298 laborers, engineers, carpenters, joiners, bricklayers, and other skilled craftsmen
Total Employees	330
Annual Revenues	\$88 million for 2007
Outlets	Central office in Kapolei, HI
Customers	Varies year to 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
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Building on a successful relationship with its employees and customers

>> By bringing the Hawaiian concept of *Ohana*, a principle of mutual respect and cooperation, into the workplace, Delta Construction Corporation provides a model for how to treat workers like part of the family. The company champions fairness and respect for workers' rights while delivering high-quality projects to its customers.

Since its formation, Delta has valued the skilled labor that union members bring to the job, hiring only workers protected by union collective bargaining agreements. Upon acquiring a job, Delta works with four separate unions to pull together a team to complete the project. It has grown from a two-person shareholder business in 1978 to an employee-owned company in 2006.

Delta's strong reputation as a reliable, high-quality contractor in the Aloha state is largely the result of its outstanding collaboration with its workers' unions, including the Laborers' International Union of North America (LIUNA) Local 368. According to its president, Kenneth Kobatake, "Delta's success requires the joint effort of all participants. Company owners and unions must work like a hand and glove to safely deliver to our customers a quality product at a reasonable price."

Together, both have created initiatives aimed at improving the union construction industry, workplace conditions, and overall wellness of workers in the construction trades. As part of a joint Laborers-Employers Cooperation and Education Trust, Delta and its unions have waged an aggressive public relations campaign highlighting the benefits of construction careers and the economic incentives tied to choosing a union contractor. Working in concert, LIUNA and Delta have developed a health and welfare program, including smoking cessation and mental and physical fitness programs. The company is also educating workers on the availability of health and safety workshops, vital to reducing workplace injuries, increasing productivity, and ultimately providing on-time completion of construction projects. Moreover, its dispute resolution process has reduced workers' compensation expenses and helped prevent lengthy and costly arbitration processes.

This cooperative effort has helped Delta deliver on some of the most prominent real estate developments in Hawaii. Recent projects include the Forest City Military Communities, the Ocean Pointe housing development, and an award-winning renovation of the man-made lagoon at the Hilton Hawaiian Village resort in Honolulu.

Delta Construction has demonstrated that when companies respect workers' rights, promote a safe workplace, and provide a needed service to their community, there is great potential for growth and success.



In Partnership With:
IUE-CWA

A team approach to building engines and keeping auto manufacturing jobs in the U.S.

>> While the U.S. auto industry is suffering from low sales, high layoffs, and imbalanced trade agreements, an Ohio auto parts manufacturer underscores how flexible partnerships between labor and management are good for business and can prevent jobs from being sent overseas.

DMAX-Ltd. began as a joint venture between General Motors (GM) and Isuzu Motors. It was born after GM initially chose to cease domestic production of diesel engines and open new operations in Mexico. After this announcement, the International Union of Electrical Workers-Communications Workers of America (IUE-CWA), which had represented many local GM employees for generations, worked overtime to stop the jobs from being lost. The union sought compromises and creative solutions, and in 1997, entered into a landmark agreement with GM that kept these jobs in the U.S. while maintaining family-supporting wages and benefits. The plant reopened, and DMAX started manufacturing Isuzu-designed diesel engines for GM trucks in 2000.

The agreement made sure that workers could form a union if they wanted, without any management interference in their decision. It also created a unique team concept: groups of five to 10 employees and a team leader work together and resolve labor-management issues, largely determining how DMAX conducts business. "Our team concept has always come through for us. It seems to work in our manufacturing environment," says John Cooper, Labor Relations Manager for DMAX. Each team also has a safety coordinator, and the company's safety record is impressive. As of July 2008, the company has operated nearly five million hours without an OSHA lost workday case. The OSHA recordable injury rate per 100 employees has been reduced to just 1.10, ranking the manufacturing plant among the best in the auto industry.

As a result of this empowering team approach, productivity and quality are high. By April 2007, the workers produced DMAX's one-millionth engine, and the company has earned numerous accolades, including *Motor Trends* magazine "Engine of the Year" and top rankings from JD Power and Associates.

Thanks in large part to the flexibility of its union employees and unique business model, DMAX has been able to work through the instability of the domestic auto industry. Though the company has seen minor layoffs, wages have remained high relative to the local market, and employees are guaranteed a rehire once demand for production increases. DMAX stands out as a model for how others in the auto industry can weather tough economic times through flexibility and cooperation.

DMAX was created in 1998 to build the next generation of diesel engines for GM's heavy-duty pickups, including the Chevy Silverado and GMC Sierra. It is a joint venture between General Motors (60% ownership) and Isuzu (40% ownership).

Headquarters	Moraine, OH
Website	www.gm.com
Industry	Auto Parts
Union Employees	997 manufacturing workers
Total Employees	1,150
Annual Revenues	N/A
Outlets	Factory in Moraine, OH; parts warehouse in Dayton, OH; purchasing office in the greater Detroit area
Customers	General Motors

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
- > Fostering diversity and inclusion in the workforce
- > Offering training and professional development opportunities
- > Contributing positively to the broader community



Gamesa Technology Corporation generates renewable electric energy through the design, manufacturing, and operation of wind turbines and wind farms. Globally, the company produces the equivalent of 2.78 million tons of petroleum each year. Its multinational headquarters are in Spain.

Headquarters	Philadelphia, PA (US)
Website	www.gamesa.es/en
Industry	Renewable Energy
Union Employees	Roughly 1,000 steelworkers
Total Employees	1,160
Annual Revenues	\$14.5 million
Outlets	4 production facilities in 2 locations and 1 US headquarters operations in PA
Customers	Produce wind turbines to power 270,000 U.S. households 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
- > Protecting workers' safety and health
- > Offering training and professional development opportunities
- > Contributing positively to the broader community

Building a new, green energy economy while respecting workers' rights

>> Gamesa Technology Corporation is setting the example of how private industry can partner with government and with labor to harness the vast potential of renewable energy. The wind power producer is leading the way in protecting the environment, helping to reduce America's dependence on foreign oil, and creating the good, union, green-collar jobs of the future.

Gamesa launched operations in Pennsylvania in 2005 as a pioneer for domestic green energy production. The company has invested \$175 million in the state and now employs roughly 1,200 workers. Its four Pennsylvania facilities produce enough wind turbines to power up to 270,000 households across the country each year.

Known for its progressive relationships with European labor unions, it was a logical decision for the company to embrace a neutrality agreement and voluntarily recognize the decision of a majority of its employees to choose union representation. Jim Bauer now works for Gamesa just 1,000 yards from the now-closed US Steel plant where he was employed for 25 years. He appreciated his new employer's respect for its employees decision to form a union, as Gamesa "didn't try and put up any roadblocks."

Gamesa negotiated its first contract with the United Steelworkers (USW) in 2007 and has remained a cooperative partner with its workers and their union ever since. The company's employees benefit from a strong contract that provides good wages, healthcare benefits, a matched 401(k) retirement plan, and 13 days of vacation in the first year. Further, both union and company officials meet monthly in joint committees at each of Gamesa's plants to discuss issues pertaining to safety, health, and the environment.

"The building blocks of Gamesa's success have their base in the collaboration and dialogue that we've established with the employees who work in our factories and with the union that represents them," says Julius Steiner, CEO of Gamesa USA. USW International Vice President Tom Conway echoes the value of the relationship. "Clearly, both sides are dedicated to what is best not only for the business, but also for the workers, their families, and the well-being of the community. At the same time, we are jointly able to do what is right for our environment. All together, this has been a win-win-win so far."

As it continues to expand its business domestically, Gamesa proves that companies can be successful while advancing a socially responsible approach to workers' rights and our environment.



In Partnership With:
IAM, UAW, UFCW, UNITE HERE

A principled retailer transforming America's garment industry

>> Justice Clothing takes the high road and is able to do what most other retailers cannot—guarantee that all of its merchandise is sweatshop-free and union-made. The Maine-based clothing distributor is advancing a socially-conscious business model that gives consumers the ability to support North American jobs and workers' rights through the clothing they wear.

Justice Clothing's co-founders, Mandi and Eric Odier-Fink, were largely inspired by the anti-sweatshop movement which flourished at college and university campuses beginning in the 1990s. Eric Odier-Fink recognized the need for his business, "when friends wanted to purchase union apparel but couldn't find it. Most people who wanted to support justice in the world of apparel with their dollars would simply give up because the quest was too hard."

He adds, "We started Justice Clothing to prove that companies can sell sweatshop-free, union-made, American products and stay in business through responsible practices that don't contribute to the mistreatment of workers here and abroad. The union label guarantees that these people have decent pay, they have benefits, and they have job protection and security. That's what really matters."

Justice Clothing's products are made by union members at 14 factories in both the United States and Canada. The company verifies collective bargaining agreements with each of its manufacturers. Its strong labor principles ensure that the workers who make their clothing aren't subjected to unhealthy levels of dust, excessively long work hours, or rampant sexual harassment, as is often the norm in the international garment industry. Justice Clothing adheres to a strict code of conduct and refuses to do business with manufacturers that violate workers' rights.

Clothing and accessories available at the retailer's online store include name brands such as Wigwam socks and Schott pea coats, as well as a wide variety of sportswear and outerwear. The company also sells customized retail apparel such as uniforms and business attire. Justice Clothing is currently working to expand the availability of organic and recycled-material products, as it continues striving to offer consumers the ability to buy a wide variety of clothing with a union label.

Justice Clothing proves that businesses that respect workers' rights can compete in this global economy. Its loyal base of customers keeps on growing—80 percent of all new orders are from new customers. The retailer continues to fill the demand for products that are sweatshop-free and union-made, while inspiring other businesses to follow.

Justice Clothing is an online retailer and wholesaler of union-made and sweatshop-free apparel.

Headquarters	Bangor, ME
Website	www.justiceclothing.com
Industry	Retail Apparel
Union Employees	1,000 to 2,000 garment workers via wholesale retail arrangements
Total Employees	1,000 to 2,000 via wholesale retail arrangements
Annual Revenues	\$250,000
Outlets	Web-based retail operations
Customers	Approximately 5,000 retail and wholesale customers

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.
- > Contributing positively to the broader community



Maimonides Medical Center is the pre-eminent treatment facility and academic medical center in Brooklyn. In operation for almost 100 years, it has more Five-Star ratings from HealthGrades than any other hospital in New York City.

Headquarters	Brooklyn, NY
Website	www.maimonidesmed.org
Industry	Healthcare
Union Employees	4,550 service, clerical, maintenance, professional and technical personnel; nurses, interns, and residents
Total Employees	6,000
Annual Revenues	N/A
Outlets	One main campus and Maimonides Cancer Center in Brooklyn, NY
Customers	More than 85,000 emergency room visits, 432,000 ambulatory care visits, and 7,200 childbirths 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
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- > Protecting workers' safety and health
- > Offering training and professional development opportunities
- > Contributing positively to the broader community

Providing excellence in medical care through sustained union and management solutions

>> For more than a decade, unions and management at Maimonides Medical Center have engaged in joint activities to further strategic goals of clinical excellence; humane, respectful care; and community engagement. This Strategic Alliance is grounded in the belief that fostering respect among employees and supervisors, promoting rank-and-file leadership, and encouraging broad workforce participation in decision making are all essential to the Medical Center's success.

Workers and managers meet regularly to design, support, and structure worker participation programs. According to Rhadames Rivera of 1199SEIU, "Workers' voices are listened to, allowing them to make decisions on how they want work to be done. It has created a new culture in the organization."

This collaboration has impressive results. Joint hiring of new managers and supervisors is now routine, with more than 70 management positions filled. Formal grievances and arbitrations are less frequent, with formal grievances falling from 103 in 1994 to 38 in 2006. All participants receive training on how to identify and reframe problems to address each party's interest, craft mutually agreeable solutions, and implement and evaluate joint decisions.

With this support and training, Departmental Labor Management Committees have become the preferred structure for resolving outstanding employee/employer issues, and they are increasingly used to redesign work. For example, in the radiology department, patient transport turnaround time has been reduced, with ER waiting times for radiology services declining by 40 percent. Food and nutrition staff have redesigned the preparation and delivery of special dietary meals following a department-wide workflow analysis and retraining program.

"When we began this journey of labor-management collaboration," recalls Pamela S. Brier, President & CEO, "it was in the firm belief that workplace problems are solved best by those who perform the work. Our instincts were correct, and we've gained much more than productivity and patient care improvements. We've learned how to approach problem-solving for the long term, and that is the true value."

As employees see the impressive results of this partnership, more continue to join the medical center's unions. In 2006, 68 paramedics and EMTs joined 1199SEIU using majority sign-up.

Today, the Strategic Alliance is deeply embedded in the medical center as an experienced partnership between the three unions and management. Participatory problem-solving and decision-making are becoming the norm and Maimonides Medical Center is even more strongly positioned to reach its strategic goals as the leading tertiary care center and healthcare employer of choice in Brooklyn.

In Partnership With:
AFT & AFSCME (KOSE), FOP, GCIU, IAFF, IBT,
KCGES, KSTA

Strengthening the economic opportunities and rights of Kansas workers

>> In America's heartland, the State of Kansas is working overtime to improve the lives of the citizens it serves by protecting the rights of its dedicated workforce. Under the leadership of Gov. Kathleen Sebelius, Kansas has taken monumental steps to change the way the state serves its own employees.

Recognizing the inefficient bargaining structure of Kansas' union-represented workforce needed consolidation, Gov. Sebelius reached out to the labor community and devised a new framework to organize the state's bargaining units. To take advantage of this, two unions representing the majority of Kansas state employees, the American Federation of Teachers and the American Federation of State, County and Municipal Employees, merged their locals to form the Kansas Organization of State Employees (KOSE). The merger complemented the state's efforts to streamline government services and protect workers' rights. Thanks to the strong partnership between the state and KOSE, employees are now positioned to address their own workplace issues through their union and provide better agency services. Workers in thousands of job titles—correctional officers, social workers, transportation employees, and mental health facility staff—can now bargain over issues including increased security, training, pay equity, and hours of work.

Gov. Sebelius understands that inaccurate public employee stereotypes do not reflect the hard-working attitudes of Kansas' state employees. She explains that Kansas state employees have typically earned "45 percent less than similar jobs in other states," making it "hard to attract and retain quality workers to serve the people of Kansas." To try to remedy this, the Governor signed legislation in May 2008 to bring more than 7,500 state employees' wages up to market value over the next five years. The \$86 million committed this year is the largest appropriation for state worker salaries ever.

Another testament to Gov. Sebelius' commitment to workers' rights can be found in the executive order she signed in July 2007 granting 7,000 home childcare providers collective bargaining rights. This will directly help the state recruit and retain quality childcare providers, who are often underpaid and have high turnover rates. Childcare workers, through their union, can now negotiate for improved benefits, and families who qualify for state childcare assistance will have increased peace of mind, knowing that the state is working to improve the safety and working conditions of those who care for their children.

As Kansas continues its bargaining relationship with the unions who represent state employees, its 2.8 million residents will benefit from a more efficient, effective, and well-respected workforce.

The State of Kansas employs more than 20,000 workers who carry out the day-to-day functions of state government.

Headquarters	Topeka, KS
Website	www.kansas.gov
Industry	State Government
Union Employees	11,478 government service employees
Total Employees	21,960
Annual Revenues	\$13.5 billion annual operating budget
Outlets	5 main state office buildings
Customers	2.8 million residents

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
- > Offering training and professional development opportunities



Team Industries is an employee-owned company that specializes in high quality stainless, carbon, and exotic alloy steel pipe spools, and plate and tank fabrication.

Headquarters	Kaukauna, WI
Website	www.teamind.com
Industry	Pipefitting and pipe fabrication
Union Employees	265 welders, fabricators, and metal trades craftsmen
Total Employees	325
Annual Revenues	\$80 million est. for 2008
Outlets	TX, WI
Customers	Over 50 pipe fabrication, tank, and pressure vessel companies

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A worker-owned success story in the making

>> In 1987, a brave group of 20 workers took a bold step and it paid off: they purchased the holdings of their bankrupt employer and rebuilt it into a successful operation. Team Industries now sets a high standard for how companies can value their workers while producing a high-quality product for their customers.

Team Industries believes that in order to meet the demands of its well-known clients such as Bechtel, BP Amoco, Conoco Phillips, and Fluor, it must work closely with the United Association of Plumbers and Steamfitters (UA). As a worker-owned company, every meeting at every level of Team Industries has union involvement, and forums with both union and management are held on a regular basis. This allows everyone at Team Industries the chance to offer input on issues of mutual concern, increasing productivity and workplace morale.

Perhaps the partnership's biggest asset is the union's ability to provide classroom training and necessary hands-on and on-site skills development for workers at the company. Its five-year apprenticeship program is an excellent training resource for instructing current, new, and future workers. The union's recruitment efforts at trade schools bring in new skilled workers and allow the company to be more competitive, increase its market share, inform workers of critical occupational safety and health issues, and create new jobs. Another critical advantage the union provides is portable health insurance and pension benefits for workers, giving UA members the option of keeping their current medical and pension plans if they change jobs.

Team Industries' business goals mesh well with its respect for workers' rights and investment in employee training. Its skilled workers allow Team Industries the ability to adjust to ever-changing economic demands. Such flexibility is only possible through having a highly-talented workforce, the core of Team Industries' approach. The strategy is paying off as its annual revenues have nearly doubled in the past year and the company has added new staff to meet increased demand in business.

The company's current Board Chair, John Panetti, was one of the original employees who participated in the buyout and is proud of the company's strong union relationship: "Skilled craftsmen trained by the United Association of Plumbers and Steamfitters are the best kept secret in the industry today. Fortunately union contractors like Team are in on the secret." The decision Panetti and his coworkers made over 20 years ago has undoubtedly been a triumph, literally demonstrating the success of employee 'buy-in.'

Washington National Opera

In Partnership With:
AFM, AGMA

A working partnership brings artistic harmony on and off stage

>> For an opera staging to be successful, it must deliver a balance of extraordinary music, dramatic acting, memorable dancing, and breathtaking scenery. The artists and managers at the Washington National Opera have discovered that their performances benefit from a new era of harmonious cooperation backstage as well.

Relations between artists and management at the opera had been strained for many years due largely to inadequate pay and lack of health benefits, leading to two strikes in the 1990s by the American Guild of Musical Artists (AGMA). But the Washington National Opera and its unions eventually realized a contentious relationship was unproductive, and formed a labor management committee to address the disputes and concerns through a more open, cooperative process. Combined with a change in company leadership, the committee enabled both sides to more easily resolve disputes, eventually paving the way toward more efficient and less contentious contract negotiations.

Opera followers know the word opera is Italian for work, but many aren't aware of the need artists often have for union representation. Prior to the turnaround, low pay and no health benefits meant most performers weren't able to make a living wage. Choristers and dancers were financially burdened with the high costs of meeting the professional standards of working for the opera, including voice lessons, dance instruction, and foreign language immersion. Thanks to this new climate and strong contracts with AGMA and the American Federation of Musicians, performers can hone their talents while earning a better living. Wages for performers have more than doubled, employees are entitled to healthcare benefits, and they can now invest in the company's retirement plan.

Tricia Lepofsky, a chorister, is one of many company members singing the praises of the partnership. "We have a very qualified pool of dedicated people who now seem to be very appreciated by the opera," she says. "I love my job and I don't know many people who can say that. I want to work for the Washington National Opera for as long as I can."

Good drama can't exist without conflict and resolution. The Washington National Opera, its performers, and their unions provide a great example of how contentious labor-management relationships can be resolved when both sides are willing to listen to one another, compromise, and work together.

Washington National Opera is one of the world's premier opera companies. Originally founded in 1956, it was designated the "national opera" in 2000 by the U.S. Congress.

Headquarters	Washington, DC
Website	www.dc-opera.org
Industry	Arts & Entertainment
Union Employees	Between 150–360 artists, dancers, singers, directors, and musicians
Total Employees	360, of which 90 are full-time
Annual Revenues	\$26.1 million
Outlets	7-8 productions at the Kennedy Center Opera House per year
Customers	Over 120,000 audience members per year

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
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WASHINGTON
NATIONAL
OPERA
Plácido Domingo
General Director

The 2005 Labor Day List



In its inaugural Labor Day List: Partnerships that Work, American Rights at Work Education Fund 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

The 2006 Labor Day List

In its second annual Labor Day List: Partnerships that Work, American Rights at Work Education Fund 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

The 2007 Labor Day List



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

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

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

DoubleTree Hotel San Jose UNITE HERE

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

Montefiore Medical Center NYSNA, SEIU

This New York City medical service provider is recognized for its high-quality patient care and history of respecting workers' rights.

SCA Tissue North America USW

Partnering with its workers' unions enables this trend-setting paper firm to develop an efficient and environmentally-sound manufacturing system.

Stromberg Metal Works, Inc. SMWIA

At this cutting-edge sheet metal contractor, workers have a voice in the decision-making process and a financial stake in the business.

Swanton Berry Farm UFW

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

Thompson Electric, Inc. IBEW

Offering advanced technical and safety training for electrical workers makes this company a leading provider of electrical services and an exemplary employer.

To request copies of the 2007 *Labor Day List: Partnerships that Work*, contact srbprogram@americanrightsatwork.org
For more information or to view the publication online, visit www.americanrightsatwork.org

The American Rights at Work Education Fund

The American Rights at Work Education Fund is an educational and outreach organization dedicated to promoting the freedom of workers to form unions and bargain collectively.

Socially Responsible Business Program

Launched in the summer of 2005, American Rights at Work Education Fund'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 Education Fund's Socially Responsible Business Program.

Nominations for the 2009 Labor Day List: Partnerships that Work

Each Labor Day, American Rights at Work Education Fund will profile a new list of employers that partner with their employees' labor unions to empower their workforce. To nominate an employer for the 2009 **Labor Day List: Partnerships that Work**, please contact:

American Rights at Work Education Fund
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, 2009.

American Rights at Work Education Fund

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