

# ashhra Labor Relations Readiness System

*Preparing Your Organization for Today's New Labor Environment*

The ASHHRA Labor Readiness is a comprehensive Readiness System that equips hospitals and health systems to effectively prepare for and manage union organizing. The Readiness System includes a variety of options including a Readiness Manual, vulnerability assessments, development and preparation for the Readiness Teams that are first-responders when union organizing is detected; as well as education programs for managers, boards of directors, senior leaders, and employees. The Readiness System provides organizations with customized, ready-to-use educational, communications, and strategy materials that support your organization's goal when it comes to union matters.

## Who It Benefits

Any health care organization that wants to be prepared for the changing labor relations environment by proactively educating and communicating effectively with:

- Supervisors and managers
- Employees
- Executives, board members, and human resource and communications leaders

## What It Includes

- A full complement of educational materials that helps prepare managers and supervisors to confidently and legally manage labor relations issues in your workplace
- Supervisor and manager communication strategies, including conversation starters, how to talk about your position on labor unions with employees, and how to respond to employee questions
- "What to say and do if" scenarios for executives, supervisors, managers, and employees
- Talking points and messaging on key issues likely to arise in an organizing campaign
- Stakeholder outreach strategies to help strengthen key relationships in the community
- Management and executive visibility strategies to promote trust between employees and organizational leaders
- Sample communications developed in close consultation with your organization (e.g., draft letters to management and staff about onsite card signing, labor relations activity, or home mailings)

## How It Works - The Consultation Process

You and your team will partner directly with labor relations and communications experts from a nationally recognized consulting firm that specializes in addressing labor issues in the health care industry. Whether your organization is currently without a policy on labor relations, or you and your team have experience working in unionized environments, the consultant team will help you work through the philosophical and practical issues necessary to prepare your organization.

## Are You Ready?

*What would you do if...*

- Union organizers start meeting with employees in your cafeteria?
- A manager finds union literature in a break room?
- The union pickets the home of one of your executives, board members, or major donors?
- Pro-union employees march into your administrative offices and attempt to present your CEO with signed union authorization cards or a petition?
- A pro-company employee wants to tell management everything that is happening and wants your help campaigning against the union?

**If you need answers to any of these questions, you need the ASHHRA Labor Relations Readiness System.**



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## The Readiness Manual

Every Readiness Manual is customized for each organization. Customization includes a comprehensive assessment of your organization – its labor history, culture, workforce profile, critical issues and so forth. That assessment will include meetings with you and your HR team, your senior leadership and select leaders, plus reviewing materials that could affect your preparedness. Some parts of the Readiness Manual are standard – NLRB rulings, for example – but the materials that will be used with your employees and many other elements will be yours alone.

**THE FINAL PRODUCT** will reflect the culture of your organization and will include, among other things, talking points on key issues, management and employee communications, sample letters to key stakeholder groups addressing various labor situations, and specific guidance on a multitude of “what to do if” scenarios.

## Member Testimonials

*“Our executive team made a strategic decision to approach the changing labor environment and its potential impact on our organization just as we do disaster preparedness. The Readiness Manual is our roadmap to employee and labor relations and related communications. It has provided our team with a great sense of confidence and peace of mind that we are prepared to successfully manage virtually any labor communications challenge that may present itself.”*

**President and Chief Executive Officer**  
**10-hospital health system**  
**18,000 employees**

*“Although we don’t have any current union activity, we are using the content from our Readiness Manual as the basis of a bi-weekly newsletter for our leadership team. Not only are we able to educate them about key legal issues, but just as importantly, we are providing them with the guidance and tools they need to be better communicators and managers. It helps to keep the importance of these issues top-of-mind.”*

**Senior Vice President, Human Resources**  
**6,000-employee hospital**

*“Developing the Readiness Manual accomplished many goals. It forced our organization to address fundamental questions about employee interest in unionization. While many of our leaders thought they understood our position, it became clear that I needed to provide them with the tools and consistent messaging necessary to respond appropriately should any activity occur. Moreover, I now have a blueprint for educating managers that we regularly use. Not only am I preparing leaders in our organization to recognize warning signs of union activity and how to communicate more effectively with employees, I am now positioned to respond immediately. I don't think many organizations can say that.”*

**Vice President of Human Resources,**  
**220-bed children’s hospital**



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