

2011 ASHHRA LABOR ACTIVITY SURVEY

We have shortened the survey this year, and taken other steps to make it easier to participate.

If you prefer, you may request a paper-based version of the survey and return it attached as an email, faxed or via U.S. Mail.

Please contact Ronda Brigolin at IRI Consultants at 313.965.0350, extension 427, for a paper-based survey. Once completed, the survey can be emailed to rbrigolin@iriconsultants.com; faxed to 313.965.7545 or mailed to ASHHRA Survey, c/o IRI Consultants, 440 E. Congress, Ste. 4R, Detroit, MI 48226.

We are offering **ONE FREE ASHHRA MEMBERSHIP OR RENEWAL, OR 50 PERCENT DISCOUNT ON THE ASHHRA CONFERENCE**. Your participation in the survey is confidential. However, if you would like to be eligible for the drawing, please respond to the otherwise optional name and contact information at the beginning of the survey.

PLEASE PROVIDE THE FOLLOWING (*DENOTES REQUIRED FIELD)

FIRST NAME: _____ LAST NAME: _____

TITLE: _____ COMPANY: _____

ADDRESS: _____

CITY: _____ STATE / PROVINCE*: _____ POSTAL CODE: _____

PHONE: _____ FAX: _____

EMAIL: _____

INSTRUCTIONS

Some survey questions will take you to another section within the survey when prompted. Please make sure to click on the hyper link in order to be taken to the appropriate question.

ORGANIZATION CHARACTERISTICS

1. Describe your organization/company type.

(Select all that apply.)

- Private
- Public (Government-owned)
- Public (Shareholder-owned)
- University
- Subsidiary/Affiliate
- Not-for-Profit
- Faith-based/Religiously affiliated
- Other: _____

2. How many acute-care hospitals are part of your organization?

(Select only one.)

- 0
- 1 - 5
- 6 - 10
- 11 - 20
- 21+

3. How many other clinical care facilities (non-acute care hospitals) are in your organization?

(Select only one.)

- 0
- 1 - 5
- 6 - 10
- 11 - 20
- 21+

UNION REPRESENTATION OF EMPLOYEES

The next series of questions cover topics related to existing union representation of your organization's employees. Please respond based on the last 12 calendar months (June of 2010 through May of 2011):

4. Do any facilities in your organization currently have employees represented by a union?

(Select only one.)

- Yes **(Skip to Q. 5)**
- No **(Skip to Q. 10)**

5. How many facilities in your organization have employees who are represented (hospitals or non-hospital entities)?

(Select only one.)

- 0
- 1 - 5
- 6 - 10
- 11 - 20
- 21+

6. Please provide a percentage estimate of how many employees across in your organization are union-represented?

(Select only one.)

- 0 - 10%
- 11 - 25%
- 26 - 50%
- 51 - 75%
- 76% and above

7. Which groups of employees in your organization are currently union-represented?

(Select all that apply.)

- Business Office Clerical - Clerical employees who perform business office functions and/or who have a strong working relationship with the business office functions; general clerical should be classified as “service worker.”
- Physicians - Licensed physicians who are “employees” of the hospital.
- Professionals - Employees with four-year degrees or beyond (except RNs and physicians). These employees typically work in jobs that are intellectual in character and involve consistent exercise of discretion and judgment (e.g., pharmacists, physical therapists).
- RNs - A nurse who has graduated from a formal program of nursing education (diploma school, associate degree, or baccalaureate program) and is licensed by the appropriate state authority.
- Security Guards - Employees who provide security service to the hospital, its property, grounds, buildings, employees, and patients.
- Service and Non-Professionals - This unit will generally include all service and unskilled maintenance employees. Employees in this category generally perform manual and routine job functions, and are not highly skilled or trained.
- Skilled Maintenance - Employees who provide skilled maintenance and/or engineering services (e.g., sanitary engineers, licensed electricians, plumbers).
- Technical - Employees with some significant, distinct, specialized course of training beyond high school. Other factors considered will be length of training (generally more than six months), state or governmental licensing, or formal certification process (e.g., lab techs, respiratory therapists, radiology technicians).
- Other/Combined: Any jobs not listed above, or units covering more than one of the above categories.

8. Which union or unions represent your organization's employees?

(Select all that apply.)

- AFSCME - American Federation of State, County & Municipal Employees (AFL-CIO)
- AFT - American Federation of Teachers (AFL-CIO)
- CWA - Communication Workers of America (AFL-CIO, CLC)
- HPAE - Health Professionals and Allied Employees (AFT/AFL-CIO)
- IBPO - International Brotherhood of Police Officers
- IBT - International Brotherhood of Teamsters (Change to Win Federation)
- IFPTE - International Federation of Professional & Technical Engineers (AFL-CIO)
- IUOE - International Union of Operating Engineers (AFL-CIO)
- NFN - National Federation of Nurses (state nurses associations in MT, NJ, NY, OH, OR, WA)
- NNU - National Nurses United (includes California Nurses Association/National Nurses Organizing Committee, Massachusetts Nurses Association) (AFL-CIO)
- NUHW - National Union of Healthcare Workers
- OPEIU - Office & Professional Employees International Union (AFL-CIO, CLC)
- SEIU - Service Employees International Union (Change to Win Federation)
- SPFPA (Security, Police and Fire Professionals of America)
- State Nurses Association
- UAPD - Union of American Physicians and Dentists (AFL-CIO)
- UAW - United Automobile, Aerospace and Agricultural Implement Workers of America
- UFCW - United Food and Commercial Workers (Change to Win Federation)
- UNA - United Nurses of America (AFSCME)
- UNITE HERE - UNITE (Union of Needletrades, Textiles & Ind. Emp) and HERE (Hotel Emp and Restaurant Emp Int'l Union)
- USWA - United Steelworkers of America
- Other (please specify): _____

9. Which statement best describes your organization:

(Select only one.)

- Our organization has employees who are represented but additional union activity is possible
- Our organization's employees are fully represented (no chance for additional union activity)
(Skip to Q. 30)

RECENT ORGANIZING

The next series of questions cover topics relegated to recent union activity. Please respond based on the last 12 calendar months (June of 2010 through May of 2011).

10. Has union activity taken place within your organization in the last 12 calendar months (June of 2010 through May of 2011)?

(Select only one.)

- Yes **(Skip to Q. 11)**
- No **(Skip to Q. 25)**

11. Which employee groups were targeted? (Please refer to **Question 7** on page 3 for a complete descriptions of each bargaining group).

(Select all that apply.)

- Business Office Clerical
- Physicians
- Professionals
- RNs
- Security Guards
- Service and Non-Professionals
- Skilled Maintenance
- Technical
- Other/Combined:

12. Which union or unions were involved?

(Select all that apply.)

- AFSCME - American Federation of State, County & Municipal Employees (AFL-CIO)
- AFT - American Federation of Teachers (AFL-CIO)
- CWA - Communication Workers of America (AFL-CIO, CLC)
- HPAAE - Health Professionals and Allied Employees (AFT/AFL-CIO)
- IBPO - International Brotherhood of Police Officers
- IBT - International Brotherhood of Teamsters (Change to Win Federation)
- IFPTE - International Federation of Professional & Technical Engineers (AFL-CIO)
- IUOE - International Union of Operating Engineers (AFL-CIO)
- NFN - National Federation of Nurses (state nurses associations in MT, NJ, NY, OH, OR, WA)
- NNU - National Nurses United (includes California Nurses Association/National Nurses Organizing Committee, Massachusetts Nurses Association) (AFL-CIO)
- NUHW - National Union of Healthcare Workers
- OPEIU - Office & Professional Employees International Union (AFL-CIO, CLC)
- SEIU - Service Employees International Union (Change to Win Federation)
- SPFFPA (Security, Police and Fire Professionals of America)
- State Nurses Association

- UAPD - Union of American Physicians and Dentists (AFL-CIO)
- UAW - United Automobile, Aerospace and Agricultural Implement Workers of America
- UFCW - United Food and Commercial Workers (Change to Win Federation)
- UNA - United Nurses of America (AFSCME)
- UNITE HERE - UNITE (Union of Needletrades, Textiles & Ind. Emp) and HERE (Hotel Emp and Restaurant Emp Int'l Union)
- USWA - United Steelworkers of America
- Other (please specify): _____

13. Which, if any, traditional tactics were used by the union? (Please note that information about such alternative organizing tactics as Corporate Campaigns, Neutrality Agreements/Card Check/Labor Peace Accords will be covered separately.)

(Select all that apply.)

- | | |
|---|--|
| <input type="checkbox"/> Home Visits | <input type="checkbox"/> Vocal employee advocates |
| <input type="checkbox"/> Letters | <input type="checkbox"/> Pressure from community groups |
| <input type="checkbox"/> Phone Calls | <input type="checkbox"/> Pressure from local clergy |
| <input type="checkbox"/> Email | <input type="checkbox"/> Pressure from political leaders |
| <input type="checkbox"/> Leafletting / Handouts | <input type="checkbox"/> Pressure from student groups |
| <input type="checkbox"/> One-no-one selective contact by union | <input type="checkbox"/> Pressure from grass root groups |
| <input type="checkbox"/> One-on-one selective contact by employees | <input type="checkbox"/> Newspaper ads |
| <input type="checkbox"/> Faxing union literature to departments/units | <input type="checkbox"/> Television ads |
| <input type="checkbox"/> Offsite meetings | <input type="checkbox"/> Opinion surveys |
| <input type="checkbox"/> Anti-hospital literature posted in hospital | <input type="checkbox"/> Billboards |
| <input type="checkbox"/> Website specific to the organization efforts | <input type="checkbox"/> Video |
| | <input type="checkbox"/> Other: _____ |

14. On what issues are the union focusing?

(Select all that apply.)

- Pay
- Benefits
- HR/Personnel Policies
- Leadership "interpersonal skills" (respect, recognition, fairness/favoritism, communications)
- Leadership "management practices" (availability, follow through, planning, direction)
- Having input in decisions that affect one's job
- Staffing levels
- Workloads/distribution of work
- Equipment
- Electronic medical records

- Quality of patient care
- Systems/procedures (paperwork, documentation, IT, maintenance, housekeeping, etc.)
- Physical work environment (space, ergonomics, climate, cleanliness)
- Safety/security
- Job security
- Training
- Other: _____

RECENT ORGANIZING - CORPORATE CAMPAIGN

A corporate campaign is a “top down” approach in which the labor union attacks the reputation of a target employer, undermining public confidence and key stakeholder relationships until management decides it must yield to the union's demands or risk the company's financial well-being. Ultimately, the goal of the corporate campaign is to pressure an employer into agreeing to a "neutrality agreement," requiring them to remain silent or neutral while the union organizes employees. The union also seeks a "card check" agreement, where the employer forgoes the formal, secret ballot election process overseen by the NLRB.

15. Has a Corporate Campaign been used as a union tactic as part of a campaign to organize employees at one or more facilities in your organization?

(Select only one.)

- Yes **(Skip to Q. 16)**
- No **(Skip to Q. 21)**

ACTIVE ORGANIZING - CORPORATE CAMPAIGNS (DETAILS)

16. Is the Corporate Campaign focused on one facility or the entire organization?

(Select only one.)

- One facility
- More than one facility but not entire system
- Entire system

17. Is the union using social media/online networking tools as part of its Corporate Campaign?

(Select all that apply.)

- Blog/local media comment section
- Campaign website
- Facebook
- Flickr
- Twitter
- YouTube
- Other: _____

18. If social media are being used, is it to:

(Select all that apply.)

- Make initial contact and employee communication
- Plan/promote events
- Promote their campaign
- Criticize target organization
- Other: _____

19. Is the Corporate Campaign still in progress?

(Select only one.)

- Yes
- No
- Don't know/unsure

20. If the Corporate Campaign is no longer active, did it result in recognition of a union?

(Select only one.)

- Yes
- No
- Don't know/unsure

NEUTRALITY AGREEMENT/CARD CHECK/LABOR PEACE ACCORD

A neutrality agreement is a legally enforceable contract between an employer and a union in which the employer agrees to refrain from speech and conduct it would otherwise be entitled to engage in under the National Labor Relations Act.

Card check refers to a procedure in which workers are encouraged to sign cards expressing their desire to be represented by the union and in which the company agrees to recognize the union when a majority of workers has signed such cards. When successfully employed, card check legitimizes recognition of the union without the need for a secret-ballot election supervised by the NLRB.

A labor peace accord is a set of guidelines that defines how two (or more) organizations will relate to each other during union efforts. For example, the peace accord may be between two competing unions, or between a union and an employer.

21. Has there been pressure to enter into a Neutrality Agreement/Card Check/Labor Peace Accord (or has one already been entered)?

(Select only one.)

- Yes **(Skip to Q. 22)**
- No **(Skip to Q. 25)**

22. Is the Neutrality Agreement/Card Check/Labor Peace Accord focused on one facility or an entire system?

(Select only one.)

- One facility
- More than one facility but no entire system
- Entire system

23. Please provide the name of the union (or unions) involved in the Neutrality Agreement/Card Check/Labor Peace Accord:

(Select all that apply.)

- AFSCME - American Federation of State, County & Municipal Employees (AFL-CIO)
- AFT - American Federation of Teachers (AFL-CIO)
- CWA - Communication Workers of America (AFL-CIO, CLC)
- HPAAE - Health Professionals and Allied Employees (AFT/AFL-CIO)
- IBPO - International Brotherhood of Police Officers
- IBT - International Brotherhood of Teamsters (Change to Win Federation)
- IFPTE - International Federation of Professional & Technical Engineers (AFL-CIO)
- IUOE - International Union of Operating Engineers (AFL-CIO)
- NFN – National Federation of Nurses (state nurses associations in MT, NJ, NY, OH, OR, WA)
- NNU – National Nurses United (includes California Nurses Association/National Nurses Organizing Committee, Massachusetts Nurses Association) (AFL-CIO)
- NUHW – National Union of Healthcare Workers
- OPEIU - Office & Professional Employees International Union (AFL-CIO, CLC)
- SEIU - Service Employees International Union (Change to Win Federation)
- SPFFPA (Security, Police and Fire Professionals of America)
- State Nurses Association
- UAPD - Union of American Physicians and Dentists (AFL-CIO)
- UAW - United Automobile, Aerospace and Agricultural Implement Workers of America
- UFCW – United Food and Commercial Workers (Change to Win Federation)
- UNA - United Nurses of America (AFSCME)
- UNITE HERE - UNITE (Union of Needletrades, Textiles & Ind. Emp) and HERE (Hotel Emp and Restaurant Emp Int'l Union)
- USWA - United Steelworkers of America
- Other (please specify): _____

24. Has an actual Neutrality Agreement/Card Check/Labor Peace Accord been signed?

(Select only one.)

- Yes
- No

POTENTIAL ORGANIZING

This series of questions cover potential union activity in next 12 to 18 month time period.

25. Regardless of whether or not your organization currently has employees represented by the union, or whether or not you have experienced union activity in the last year, please indicate your level of concern about potential union activity in the future (next 12-18 months):

(Select only one.)

- Very Concerned
- Somewhat Concerned
- Not Concerned But Staying Alert
- Not Concerned At All

26. If there are concerns, are there any bargaining units that are of particular concern? (Please refer to **Question 7** on page 3 for complete descriptions of each bargaining group).

(Select all that apply.)

- Business Office Clerical
- Physicians
- Professionals
- RNs
- Security Guards
- Service and Non-Professionals
- Skilled Maintenance
- Technical
- Other/Combined: _____

27. What are your three most significant strengths that serve or would serve as a deterrent to employees voting for union representation?

28. What are your three most significant vulnerabilities that serve or would serve as a reason for employees voting for union representation?

29. Is overall morale better, the same, or worse than it was a year ago?

(Select only one.)

- Better **(Skip to Q. 41)**
- Worse **(Skip to Q. 41)**
- Same **(Skip to Q. 41)**

FULLY UNIONIZED ORGANIZATION

The next series of questions cover topics relegated to tactics, targeted issues, and other topics associated with a fully represented organization. If your staff is not fully organized a, please skip this section and scroll down to question 41.

30. What "traditional" tactics were used by the union?

(Select all that apply.)

- | | |
|---|--|
| <input type="checkbox"/> Home Visits | <input type="checkbox"/> Vocal employee advocates |
| <input type="checkbox"/> Letters | <input type="checkbox"/> Pressure from community groups |
| <input type="checkbox"/> Phone Calls | <input type="checkbox"/> Pressure from local clergy |
| <input type="checkbox"/> Email | <input type="checkbox"/> Pressure from political leaders |
| <input type="checkbox"/> Leafleting / Handouts | <input type="checkbox"/> Pressure from student groups |
| <input type="checkbox"/> One-on-one selective contact by union | <input type="checkbox"/> Pressure from grass root groups |
| <input type="checkbox"/> One-on-one selective contact by employees | <input type="checkbox"/> Newspaper ads |
| <input type="checkbox"/> Faxing union literature to departments / units | <input type="checkbox"/> Television ads |
| <input type="checkbox"/> Offsite meetings | <input type="checkbox"/> Opinion surveys |
| <input type="checkbox"/> Anti-hospital literature posted in hospital | <input type="checkbox"/> Billboards |
| <input type="checkbox"/> Website specific to the organization efforts | <input type="checkbox"/> Video |
| | <input type="checkbox"/> Other: _____ |

31. Was a Corporate Campaign used as a tactic?

(Select only one.)

- Yes
- No

32. Was the Corporate Campaign successful (i.e. it resulted in recognition of a union)?

(Select only one.)

- Yes
- No

33. Did your organization enter into a Neutrality Agreement/Card Check/Labor Peace Accord?

(Select only one.)

- Yes
- No

34. On what issues did the union focus?

(Select all that apply.)

- | | |
|---|---|
| <input type="checkbox"/> Pay | <input type="checkbox"/> Workloads/distribution of work |
| <input type="checkbox"/> Benefits | <input type="checkbox"/> Equipment |
| <input type="checkbox"/> HR/Personnel Policies | <input type="checkbox"/> Electronic medical records |
| <input type="checkbox"/> Leadership "interpersonal skills"
(respect, recognition,
fairness/favoritism, communication) | <input type="checkbox"/> Quality of patient care |
| <input type="checkbox"/> Leadership "management practices"
(availability, follow through, planning,
direction" | <input type="checkbox"/> Systems/procedures (paperwork,
documentation, IT, maintenance,
housekeeping, etc.) |
| <input type="checkbox"/> Having input in decisions that affect
one's job | <input type="checkbox"/> Physical work environment (space,
ergonomics, climate, cleanliness) |
| <input type="checkbox"/> Staffing ratios | <input type="checkbox"/> Safety/security |
| <input type="checkbox"/> Staffing levels | <input type="checkbox"/> Job security |
| <input type="checkbox"/> Situational staffing coverage | <input type="checkbox"/> Training |
| | <input type="checkbox"/> Other: _____ |

35. What were the three most significant vulnerabilities that served as a reason for employees voting for union representation?

36. What were the three most significant vulnerabilities that served as a reason for employees voting for union representation?

37. Are there any "lessons learned" as a fully unionized organization that other ASHHRA members could benefit from?
 (Provide one response only.)

38. Is overall morale better, the same, or worse than it was prior to becoming fully unionized?
 (Select only one.)

- Better
- Worse
- Same

39. Based on morale and other situational factors, are there any employee groups that are potential decertification opportunities?
 (Select only one.)

- Yes (Skip to Q. 41)
- No (Skip to Q. 41)

FULLY UNIONIZED ORGANIZATION - POTENTIAL DECERTIFICATION

40. Which groups of employees are potential areas for decertification (Please refer to **Question 7** on page 3 for complete descriptions of each bargaining group)?
 (Select all that apply.)

<input type="checkbox"/> Business Office Clerical	<input type="checkbox"/> Service and Non-Professionals
<input type="checkbox"/> Physicians	<input type="checkbox"/> Skilled Maintenance
<input type="checkbox"/> Professionals	<input type="checkbox"/> Technical
<input type="checkbox"/> RNs	<input type="checkbox"/> Other/Combined: _____
<input type="checkbox"/> Security Guards	

FEEDBACK

We appreciate your time in completing this survey, your responses will help us better serve ASHHRA members.