



## 2012 ASHHRA LABOR ACTIVITY SURVEY

We appreciate our members' willingness to participate in this annual survey. To show our thanks, **the names of all survey participants will be placed into a drawing for a chance to win one complimentary ASHHRA membership (new or renewal) or a 50 percent discount on full conference registration at the ASHHRA 48th Annual Conference & Exposition.** (To qualify, please respond to the otherwise optional name and contact information at the beginning of the survey. We will randomly select one winner from among all surveys submitted with a name and contact information.) Regardless of whether you include your name, survey participation is confidential.

Once completed, the survey can be emailed to Maria Petryshyn at IRI Consultants at [mpetryshyn@iriconsultants.com](mailto:mpetryshyn@iriconsultants.com); faxed to 313.965.7545 or mailed to ASHHRA Survey, c/o IRI Consultants, 440 E. Congress, Ste. 4R, Detroit, MI 48226.

**The deadline to submit the survey is Friday, July 20<sup>th</sup>.**

**PLEASE PROVIDE THE FOLLOWING (\*DENOTES REQUIRED FIELD) (FILL IN NAME AND CONTACT INFORMATION IF YOU WANT TO BE INCLUDED IN THE SWEEPSTAKES)**

FIRST NAME: \_\_\_\_\_ LAST NAME: \_\_\_\_\_

TITLE: \_\_\_\_\_ COMPANY: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

CITY\*: \_\_\_\_\_ STATE / PROVINCE\*: \_\_\_\_\_ POSTAL CODE: \_\_\_\_\_

PHONE: \_\_\_\_\_ FAX: \_\_\_\_\_

EMAIL: \_\_\_\_\_

### Sweepstakes Rules for Survey Prize:

NO PURCHASE NECESSARY TO ENTER OR WIN. A PURCHASE WILL NOT INCREASE YOUR CHANCES OF WINNING. ODDS OF WINNING WILL DEPEND ON THE TOTAL NUMBER OF ENTRIES RECEIVED. VOID WHERE PROHIBITED BY LAW. ONLINE, MAIL, OR FAX ENTRIES ARE ACCEPTED. INTERNET CONNECTION IS REQUIRED FOR ONLINE ENTRIES. Sweepstakes open to SURVEY PARTICIPANTS IN THE FIELD OF HEALTH CARE HR WHO WORK IN HOSPITALS AND HEALTH CARE FACILITIES and who are residents of the 50 U.S. or D.C., age 18 years and older. Sweepstakes begins on or about 07/01/12 at 6:00 am Central Standard Time (CT) and ends at 11:59 pm CT on 07/30/12. ARV of all prizes: one (1) ASHHRA new or renewal membership prize at a value of \$160 or one (1) 50 percent discount on full conference registration (a \$347.50 value) at the ASHHRA 48th Annual Conference & Exposition USD. Subject to full Official Rules. Sponsor: IRI Consultants, 440 E. Congress, Ste. 4R, Detroit, MI 48226 and ASHHRA, 155 North Wacker Drive, Suite 400, Chicago, IL 60606.

## INSTRUCTIONS

Some survey questions will take you to another section within the survey when prompted. Please make sure to skip to the appropriate question.

## ORGANIZATION CHARACTERISTICS

1. Describe your organization/company type.

**(Select all that apply.)**

- Faith-based/Religiously affiliated
- For-profit
- Government-owned
- Not-for-profit
- Subsidiary/Affiliate
- University
- 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 stand-alone facilities (including clinics and psychiatric, rehabilitation, specialty and sub-acute hospitals) are in your organization?

**(Select only one.)**

- 0
- 1 - 10
- 11 - 25
- 26 - 50
- 51 - 75
- 76+

## 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 2011 through May 2012).

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

**(Select only one.)**

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

5. How many facilities in your organization have employees who are represented by a union (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 your organization are union-represented?

**(Select only one.)**

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

7. Which bargaining units 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).
- Non-conforming/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 - Communications 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
- 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 organizing is possible.
- Our organization's employees are fully represented **(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 2011 through May 2012).

10. Has union organizing taken place within your organization in the last 12 calendar months (June 2011 through May 2012)?

**(Select only one.)**

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

11. Which bargaining units were targeted? (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  
 Non-conforming/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 - Communications 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
- 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/Fair Election Agreement will be covered separately.)

**(Select all that apply.)**

- |   |   |
|---|---|
| <input type="checkbox"/> Anti-hospital literature posted in hospital  | <input type="checkbox"/> Phone calls                                      |
| <input type="checkbox"/> Billboards                                   | <input type="checkbox"/> Pressure from community groups                   |
| <input type="checkbox"/> Email  | <input type="checkbox"/> Pressure from grassroots groups                  |
| <input type="checkbox"/> Faxing union literature to departments/units | <input type="checkbox"/> Pressure from local clergy                       |
| <input type="checkbox"/> Home visits                                  | <input type="checkbox"/> Pressure from political leaders                  |
| <input type="checkbox"/> Leafleting/Handouts                          | <input type="checkbox"/> Pressure from student groups                     |
| <input type="checkbox"/> Letters                                      | <input type="checkbox"/> Social Media (Facebook, Twitter, YouTube, Blogs) |
| <input type="checkbox"/> Newspaper ads                                | <input type="checkbox"/> Television ads                                   |
| <input type="checkbox"/> Offsite meetings                             | <input type="checkbox"/> Video  |
| <input type="checkbox"/> One-on-one selective contact by union        | <input type="checkbox"/> Vocal employee advocates                         |
| <input type="checkbox"/> One-on-one selective contact by employees    | <input type="checkbox"/> Website specific to the organization efforts     |
| <input type="checkbox"/> Opinion surveys                              | <input type="checkbox"/> Other: _____                                     |

14. On what issues are the union focusing?

**(Select all that apply.)**

- Benefits
- Electronic medical records
- Equipment
- Having input in decisions that affect one's job
- HR/Personnel policies
- Job security
- Leadership "interpersonal skills" (respect, recognition, fairness/favoritism, communications)
- Leadership "management practices" (availability, follow through, planning, direction)
- Pay
- Physical work environment (space, ergonomics, climate, cleanliness)
- Quality of patient care
- Safety/security
- Staffing levels
- Systems/procedures (paperwork, documentation, IT, maintenance, housekeeping, etc.)
- Training
- Workloads/distribution of work
- 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," or “Fair Election 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
- No (Skip to Q. 21)

### Active Organizing - Corporate Campaign

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
- Campaign website
- Commenting on news articles about the organization
- Discussion forums
- Facebook
- Flash mobs
- Pinterest
- LinkedIn
- Twitter
- YouTube
- Other: \_\_\_\_\_

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

(Select all that apply.)

- Criticize target organization
- Make initial contact and employee communication
- Promote their campaign
- Publicize events

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/Fair Election Agreement

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 (NLRA).

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 Fair Election Agreement is a set of guidelines that defines how two (or more) organizations will relate to each other during unionization efforts. For example, the election agreement 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/Fair Election Agreement (or has one already been entered)?

**(Select only one.)**

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

22. Is the Neutrality Agreement/Card Check/Fair Election Agreement focused on one facility or an entire system?

**(Select only one.)**

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





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

**(Select all that apply.)**

- AFSCME - American Federation of State, County & Municipal Employees (AFL-CIO)
- AFT - American Federation of Teachers (AFL-CIO)
- CWA - Communications Workers of America (AFL-CIO, CLC)
- HPAE - Health Professionals and Allied Employees (AFT/AFL-CIO)
- IBPO - International Brotherhood of Police Officers
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- 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)
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- 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
- 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/Fair Election Agreement been signed?

**(Select only one.)**

- Yes
- No

**Potential Organizing**

This series of questions cover potential union activity in the 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
- Non-conforming/combined: \_\_\_\_\_

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

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

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

(Select only one.)

- Better
- Worse
- Same

### Unionized Organization - Collective Bargaining

The next series of questions cover topics related to collective bargaining. If your staff is not unionized, please skip this section and go to the End of the Survey.

30. How did your organization prepare for collective bargaining?

(Select all that apply.)

- |  |  |
|--|--|
| <input type="checkbox"/> Analysis of contract(s)                                     | <input type="checkbox"/> Grievance log review                |
| <input type="checkbox"/> Board education   | <input type="checkbox"/> Hired labor consultants             |
| <input type="checkbox"/> Business literacy communications with managers              | <input type="checkbox"/> Hired labor counsel                 |
| <input type="checkbox"/> Business literacy communications with employees             | <input type="checkbox"/> Hired public relations firm         |
| <input type="checkbox"/> Business literacy communications with external stakeholders | <input type="checkbox"/> Negotiations website development    |
| <input type="checkbox"/> Communications strategy planning                            | <input type="checkbox"/> Strike contingency planning         |
| <input type="checkbox"/> Data collection to support proposals                        | <input type="checkbox"/> Trained managers in Do's and Don'ts |
|  | <input type="checkbox"/> Union research                      |
|  | <input type="checkbox"/> Other: _____                        |

31. Was this your organization's first contract negotiations?

(Select only one.)

- Yes
- No

32. How long has your organization been unionized?

(Select only one.)

- 0 - 5 years
- 6 - 10 years
- 11 - 15 years
- 16 - 20 years
- 21+ years

33. What issues were discussed during negotiations?

**(Select all that apply.)**

- |   |   |
|---|---|
| <input type="checkbox"/> 401(k)/403(b) matching                       | <input type="checkbox"/> Parking                            |
| <input type="checkbox"/> Attendance and tardiness                     | <input type="checkbox"/> Pay                                |
| <input type="checkbox"/> Bidding                                      | <input type="checkbox"/> Pension (shift to DC from DB plan) |
| <input type="checkbox"/> Corrective action                            | <input type="checkbox"/> Preceptors                         |
| <input type="checkbox"/> Disability/Workers' compensation             | <input type="checkbox"/> Shift differential                 |
| <input type="checkbox"/> Floating                                     | <input type="checkbox"/> Shift length                       |
| <input type="checkbox"/> Grievance process                            | <input type="checkbox"/> Shift rotation                     |
| <input type="checkbox"/> Healthcare benefits (employee contributions) | <input type="checkbox"/> Staffing ratios                    |
| <input type="checkbox"/> Management rights                            | <input type="checkbox"/> Supplemental pay                   |
| <input type="checkbox"/> Lift equipment                               | <input type="checkbox"/> Union representation               |
| <input type="checkbox"/> Overtime                                     | <input type="checkbox"/> Work rules                         |
| <input type="checkbox"/> Paid time-off (PTO)                          | <input type="checkbox"/> Other: _____                       |

34. What tactics did the union engage in during contract negotiations?

**(Select all that apply.)**

- |  |  |
|--|--|
| <input type="checkbox"/> Anti-hospital literature posted in hospital           | <input type="checkbox"/> Online ads (Google, Allnurses, local media) |
| <input type="checkbox"/> Billboard ads   | <input type="checkbox"/> Opinion surveys                             |
| <input type="checkbox"/> Call campaign (targeting executives or board members) | <input type="checkbox"/> Petitions                                   |
| <input type="checkbox"/> Engagement of community groups                        | <input type="checkbox"/> Radio advertisements                        |
| <input type="checkbox"/> Engagement of grassroots groups                       | <input type="checkbox"/> Social media                                |
| <input type="checkbox"/> Engagement of local clergy                            | <input type="checkbox"/> Strike authorization vote                   |
| <input type="checkbox"/> Engagement of political leaders                       | <input type="checkbox"/> Strike                                      |
| <input type="checkbox"/> Engagement of student groups                          | <input type="checkbox"/> Swag (lanyards, pins, t-shirts)             |
| <input type="checkbox"/> Informational picket                                  | <input type="checkbox"/> Television ads                              |
| <input type="checkbox"/> Leafleting/Handouts                                   | <input type="checkbox"/> Unfair labor practice charges               |
| <input type="checkbox"/> Letters to the Editor                                 | <input type="checkbox"/> Video                                       |
| <input type="checkbox"/> Media relations                                       | <input type="checkbox"/> Website (negotiations-specific)             |
| <input type="checkbox"/> Member meetings                                       | <input type="checkbox"/> White papers                                |
| <input type="checkbox"/> Newspaper ads   | <input type="checkbox"/> Other: _____                                |

35. How did you share bargaining updates with managers and employees?

(Select all that apply.)

- |  |  |
|--|--|
| <input type="checkbox"/> Did not communicate | <input type="checkbox"/> Podcast/Webinar                 |
| <input type="checkbox"/> Bulletin boards     | <input type="checkbox"/> Q&A                             |
| <input type="checkbox"/> Email               | <input type="checkbox"/> Social media channels           |
| <input type="checkbox"/> Intranet            | <input type="checkbox"/> Town hall meeting               |
| <input type="checkbox"/> Mailings to homes   | <input type="checkbox"/> Voice mail                      |
| <input type="checkbox"/> Manager meetings    | <input type="checkbox"/> Website (negotiations-specific) |
| <input type="checkbox"/> Media relations     | <input type="checkbox"/> Other: _____                    |
| <input type="checkbox"/> Newsletter          |  |

**Fully Unionized Organization - Potential Decertification**

36. 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.)

- Business Office Clerical
- Physicians
- Professionals
- RNs
- Security Guards
- Service and Non-Professionals
- Skilled Maintenance
- Technical
- Non-conforming/combined: \_\_\_\_\_

**End of Survey**

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