



AIR TRANSPORT

143

*A Union "Yes" Delta
Worker Publication*

Spot trouble when it starts; and know what anti-union tactics to look for

What You Can Expect From Delta Management

The "Union Avoidance" industry, a term used heavily by employers, employs more than 10,000 lawyers and consultants, and Delta Air Lines management is no different. These lawyers and consultants are usually called in the moment a company hears that employees are interested in unionizing.

Companies, including Delta Air Lines are charged upwards of thousands of dollars a day, as well as first class expenses, to be trained and advised on how to psychologically manipulate employees in order to attempt to defeat

your efforts to bring justice and fairness into the workplace with your IAM contract. In fact, many times, instead of enhancing wages, benefits and work rules companies would rather pay ten times more money to these anti-union consultants, just as Delta Air Lines has done, and will continue to do throughout your quest to regain the social and economic justice each of us desires.



If it's not about money then why would employers such as Delta Air Lines go to great lengths to keep the IAM out? The answer is ridiculously simple. **CONTROL.**

Delta Air Lines will work with their consultants toward confusing and complicating a very simple election procedure so as to deny you the right to representation, thereby holding onto the control they have over you and your coworkers.

EXAMPLES OF "UNION AVOIDANCE" FEES



Full Service: The decades-tested best approach for defeating a union. Fees, based on size of employee unit involved, normally run between \$300 - \$600 per employee.

Client Managed: We supply the plan, union intelligence, and prepared media (PowerPoint and stock video), and coach your team through the process. You print literature and present to your employees. Fees \$20,000 all inclusive.

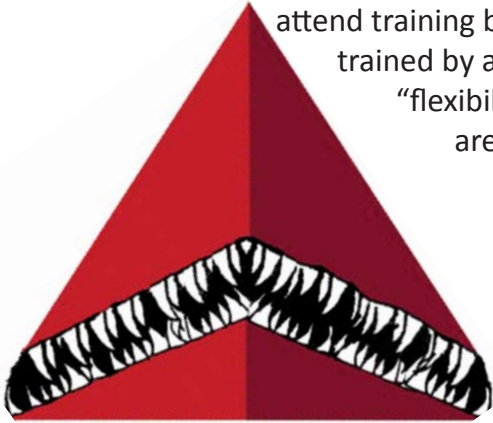
Web-Based: A whole campaign done via internet bulletin board technology. Adapting your website to provide factual and compelling information. Fees \$18,000 all inclusive.

Source: ANH&S America's Leading Labor Relations Strategists

Search iam143.org for more information on joining the IAM

V *unfettered access* **TRUTH**
fair elections *even playing field*

ery early on, Delta Air Lines will get front-line supervisors involved in trying to defeat your organizing drive. It is common knowledge that supervisors are required by Delta Air Lines to attend training by company-retained, anti-union lawyers and consultants. Supervisors are trained by anti-union consultants to believe that with a union contract there is no "flexibility". In effect that they will cease to be supervisors and that their jobs too are at stake. Unlike the protections of union-organizing labor law that non supervisory employees enjoy, supervisors have no protection.



As this organizing campaign progresses you will notice your supervisors allowing for more breaks, supervisors stopping by to chat with you, and various "captive-audience" meetings either with small groups or entire departments; all of which gives supervisors and management more time to change your mind about your efforts at unionizing.

Profile assessments will be created for each employee using such things as personnel records, personality profiles and information of who your friends are on the job, with demographics like race, religion, age, and information on your family. This information has many purposes. It will be used to assess your likelihood of voting yes; it will help management and the consultant to create divisions based on race, age, and gender — very similar to what Delta Air Lines is doing now with Ready Reserve vs. Full Time.

OVERVIEW OF COMPANY GOALS - phase 1

- **Get supervisors involved**
- **Plant doubts in employees' minds**
- **Get company supporters to be vocal against the union**
- **First attempt to get the union to become defensive**

OVERVIEW OF COMPANY GOALS - phase 2

- **Have employees doubt union's ability to make improvements**
- **Send letters to employees' homes that are specifically designed toward spouses**
- **Plant doubts in minds of employees about credibility of union**
- **Make employees believe that they have rights without a union**

OVERVIEW OF COMPANY GOALS - phase 3

- **Make employees believe dues are the unions only concern**
- **Make employees believe that they will be fined and assessed**
- **Make employees believe that there will be huge initiation fees**
 - **More captive-audience meetings**

Employer Interference by the Numbers

Employers that illegally fire at least one worker for union activity during organizing campaigns	25%
Employers that hire consultants or union-busters to help them fight union organizing drives	75%
Employers that force employees to attend one-on-one meetings with their own supervisors against the union	78%
Employers that force employees to attend mandatory, captive-audience meetings against the union	92%
Percentage of U.S. workers that would be in unions if workers could choose freely	59%
Proportion of public who knows what happens in America's workplaces when workers try to form unions	33%

Sources: Kate Bronfenbrenner, *Uneasy Terrain: The Impact of Capital Mobility on Workers, Wages and Union Organizing*, Cornell University, Sept. 6, 2000; Human Rights Watch, *Unfair Advantage: Workers' Freedom of Association in the United States Under International Human Rights Standards*, 2000; Membership survey for the AFL-CIO, Peter D. Hart Research Associates, 2005; National Labor Relations Board annual reports; Federal Mediation & Conciliation Service annual report, 2004.



Tidbit: A captive-audience meeting is a mandatory meeting on company time during which a strong, one-sided, anti-union message is presented.

- **Intentional creation of turmoil and disruption in the workplace is a common consultant tactic during representation election campaigns.**

Consultants deliberately create an atmosphere of divisiveness in the workplace. In these campaigns, employer communications stress that unionization is incompatible with the employees' identity and that collective bargaining would create an adversarial and hostile relationship between management and employees. The consultant's intention is to disrupt the customary functioning of the company and create the impression that the union is responsible for this unwanted upheaval. But if the em-

ployees were to reject the union, they are assured, the atmosphere in the workplace would return to normal.

- **"Vote no" committees have become an increasingly common weapon in the consultants' arsenal.**

Though such committees frequently appear to form spontaneously during representation election campaigns, in reality their formation is often anything but spontaneous. Consultants teach supervisors how to identify and organize anti-union employees into "vote no" committees to put pressure on undecided employees, even though direct management

involvement in such groups is illegal.

- **Consultants advise employers on how to time their representation election campaigns for maximum impact.**

The consultant times the employer campaign to ensure that anti-union sentiment peaks just before the election. Management organizes a final captive-audience meeting 24 hours prior to the election, stressing that it recognizes that it has made mistakes, that it has heard the employees' complaints and intends to introduce improvements and asks that it be trusted and given another chance.



Address Service Requested

Some misconceptions you'll hear about Unions

Job Security

You can certainly expect Delta Air Lines to spread fear about job security and job loss. What you won't hear about are the rights provided to you through a negotiated, collective-bargaining agreement. In the book, *The Union and Its Members* authors Barling, Fullagar and Kelloway argue that unions increase job security, "...unions have sought provisions for both preserving jobs and protecting incomes of dislocated members. Thus unions may negotiate 'contracting out' and similar provisions that define the jobs that must be done by union members. By doing so, unions increase job security..."

A Union Restricts the Company

Another interpretation that management would like you to believe is that being union equals less productivity. Because Delta Air Lines must play by a fair set of rules set out in a union contract, they want you to believe it limits their ability to be competitive in the industry. Again, facts underscore that this is another misconception perpetrated on the nonunion workforce. For example, an index of the Top 40 publicly traded IAM-represented companies, which represent 40% of the IAM membership, outperformed the DOW Jones Industrial Index.

Solvency

Labor's enemies assert that unions drive employers out of business, but academic research refutes this claim. According to *Do Unions Make Enterprises Insolvent*, professors Richard Freeman and Morris Kleiner, show that unionism has a statistically insignificant effect (meaning no effect) on firm solvency. Freeman and Kleiner conclude, "Unions do not, on average, drive firms or business lines out of business or produce high displacement rates for unionized workers."