

Employee Relations Audit Checklist^{*}

This checklist can be used to assess your facility's susceptibility to unionization. To yield the most accurate result, answer each question as honestly as possible; it is better to be candid and prepared than inaccurate and vulnerable.

Points:

- _____ A. Does the facility have at least five functioning communication programs that enhance vertical communication, as well as employee recognition? (*Value: 0-10 points*)
- _____ B. Has the facility worked carefully to weed out potential problem employees and utilize effective personnel practice (e.g., reference checks, use of the probationary system, etc.)? (*Value: 0-10 points*)
- _____ C. Does the facility have written and distributed policies and rules of conduct that are equitable and consistently enforced? (*Value: 0-5 points*)
- _____ D. Is the management team composed of respected supervisors? (*Value: 0-10 points*)
- _____ E. Is there a clear and well-stated company position regarding union-free status, and is it amply publicized? (*Value: 0-5 points*)
- _____ F. Has the facility adequately settled any questionable discharge or disciplinary matters involving employees? (*Value: 0-5 points*)
- _____ G. Does the facility truly have an open-door policy that is working? (*Value: 0-5 points*)
- _____ H. Does the facility have a grievance procedure employees are educated about and use? (*Value: 0-10 points*)
- _____ I. Is the working environment comfortable, pleasant, and safe in relationship to the work performed? (*Value: 0-5 points*)
- _____ J. Does the facility provide job continuity from periodic layoffs, shutdowns, etc.? (*Value: 0-4 points*)
- _____ K. Is there a fair and equitable posting procedure for jobs, and is promotion from within actually encouraged? (*Value: 0-4 points*)
- _____ L. Is seniority honored (and publicized) when other qualifications are relatively equal in job bidding, layoffs, recall, transfer, etc.? (*Value: 0-6 points*)
- _____ M. Does the employer provide proper and adequate training, including orientation, skills development, refreshing of requirements, etc.? (*Value: 0-3 points*)
- _____ N. Does the facility have a good reputation and track record in safety matters? (*Value: 0-3 points*)
- _____ O. Has the employer assimilated any employee rank-and-file "leaders" into the management team as supervisors within the last six months? (*Value: 0-4 points*)
- _____ P. Does the facility follow a nondiscrimination program and policy publicized to employees? (*Value: 0-4 points*)

^{*} Adapted from Jackson, "When Labor Trouble Strikes."

- _____ Q. Does the facility have at least one centralized management person trained in preventive employee relations, grievance handling, etc.? (*Value: 0-4 points*)
- _____ R. Does the facility eliminate problem employees and supervisors who do not meet expectations? (*Value: 0-4 points*)
- _____ S. Are wages and benefits competitive with those provided by other employers in the area?" (*Value: 0-6 points*)
- _____ T. Does the facility have a fair and equitable compensation system based on job content and worth? (*Value: 0-4 points*)
- _____ U. Does the facility furnish fringe benefits comparable to competitive organizations in the area? (*Value: 0-4 points*)
- _____ **Total Score**

Total up the scores, and consider the following ratings. While not a validated survey, it does provide a quick analysis:

RATING:	Total Points	Union Vulnerability
	95 or more	Minimal susceptibility
	80-94	No impending crisis, but approaching dangerous levels
	70-79	Substantial susceptibility
	0-69	Extraordinary susceptibility

Discuss your conclusions, concerns, and follow-up action with your key managers and labor counsel. Plan corrective action now.