



## **DELIVERING STRATEGIC SOLUTIONS ACCA'S 2000 ANNUAL MEETING**

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I will address current legal issues involved in managing a work force that is not represented by unions. I include a management self-audit that can help you, as the lawyer for management, assess the work place issues, such as poor communication, that often lead to employees' receptivity to union organizing efforts.

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MANAGEMENT SELF-AUDIT

### **PART I -- COMMUNICATION**

How do you and your staff managers communicate to employees?

\* Do you have one-on-one meetings with employees who report to you? Do you have one-on-one meetings with any employee who requests a meeting?

Response:

\* Do you have staff meetings? If so, how often are they held?

Response:

\* How do you communicate changes in company policies or practices to employees? How are changes to the company benefit plans communicated? Do you utilize meetings or written memoranda? Are changes explained clearly and with advance notice? Are employees given an opportunity to ask questions if they do not understand the changes? How would this be accomplished?

Response:

\* What method do you use to communicate the state of the company's business to employees? Do you communicate bad news as well as good news?

Response:

\* Do you have a practice of walking around to ensure that you are familiar with all employees, regardless of job function? (Explain)

Response:

\* Do all managers have an open door policy? (Explain)

Response:

\* When are written memoranda used to communicate with employees? What type of information is communicated via written memoranda?

Response:

\* Do you have a complaint procedure, formal or informal, and how is that communicated to employees? If you have a complaint procedure, is it used? What kinds of complaints are received?

Response:

\* What procedures are in place for employees to provide feedback to management concerning workplace issues? For instance, have you developed a program designed to meet with groups of employees? If a program is in place, is it carried through to completion so all employees get a chance to participate? Is there a question and answer component in the program? Do employees use e-mail to get information or provide feedback on workplace issues?

Response:

\* Do you have a suggestion box? (Explain)

Response:

\* Regardless of how concerns are communicated, are employee concerns addressed in a timely fashion?

Response:

\* Do managers listen to employees? Is there or has there been a complaint or perception that managers do not listen to employees? Is there an opportunity to fix something or address an employee concern to show that management is listening? For example, providing vending machines, if that is a concern.

Response:

\* Are you aware of perceptions or complaints from employees that wages and benefits are inadequate or are not competitive within your market or industry? If so, have you addressed these concerns? How have these concerns been addressed?

Response:

\* Do managers treat all employees with respect and dignity? How do you communicate this?

Response:

\* Have you seen any evidence that employees believe they receive inadequate recognition?

Response:

\* Are you aware of any perceptions by employees of favoritism or unfairness? If so, how has this issue been addressed?

Response:

\* Are you or any of your managers aware of any comments or rumors of union activity? If so, have you contacted Human Resources or the Law Department? Have you asked managers during staff meetings if they have heard of comments or rumors concerning union activity?

Response:

\* Are human resources skills considered in connection with selections of supervisors?

Response:

## **Part II -- Practices and Procedures**

\* Are you aware of any uncorrected poor or unsafe working conditions at your location? Have you heard any employees complain regarding working poor or unsafe working conditions? How do you manage this issue?

Response:

\* Do you review layoff or termination procedures with Human Resources or the Law Department prior to taking action? How do you ensure equal treatment?

Response:

\* Have you developed any practice or procedure designed to encourage employees to work as a team and stay or become involved in the company's business and strategy?

Response:

\* What ways have you developed to encourage employees to make suggestions concerning the manner in which their job is performed or to make them more productive?

Response:

\* Do you and your managers ensure that personnel actions are consistent with the Employee Handbook? How?

Response:

\* Are all EEO and other employment related postings currently visible in a prominent place in your location? Where? What is your practice?

Response:

\* How are the EEO and Sexual Harassment Policy Memos distributed to employees?

Response:

\* What procedure is in place to review the payment of overtime to nonexempt employees, to ensure that payment of overtime complies with federal and state law, and to make sure that time records are accurately kept?

Response:

\* Do you have a compensatory time practice? If so, what is it?

Response:

\* What procedure have you developed to ensure that all managers and sales personnel have signed the current Conflict of Interest form?

Response:

\* Have all employees received the most current copy of the Employee Handbook? How do you oversee this procedure?

Response:

\* Has sexual harassment training been provided for managers? If not, when would you want to schedule training?

Response:

\* Do you ensure that new hire and promotional vacancies are filled in compliance with company policies? How?

Response:

\* Have you examined disciplinary practices to determine whether they are fair and consistent? How?

Response:

\* Are all interns hired either through an educational program or paid as employees? Do you have any kind of volunteer helpers?

Response:

\* Do you contact the Law Department prior to using the services of an independent contractor?

Response:

\* Do you utilize exit interviews? If you use exit interviews, what procedures do you use to follow up on information learned?

Response:

### **Part III -- CONCLUSION**

Since this is a privileged communication, please make sure you label any response to this memo, including working notes, with the heading:

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