

unions in the U.S. have had a and fluctuating membership through the number of employees of the workforce, unions vary, for example, would not be of unions.

Employees of an organization may expressly request representation or set its sights on a particular union either way, once the organization is determined to secure representation, the union not only identifies interest in the union effort so they can be distributed at a formal meeting, but 30 percent of the employees must be in an official election. If the election is successful, the National Labor Relations Board, which acts as representatives for the employees, is established, the final step in the process: collective bargaining between union representatives and management.

Management have found certain areas of interest in representation. One of these areas is the professions, particularly in labor organizations.

### Manufacturing:

Hummingbird Manufacturing for the past eight years. You have handled the plant as your own from the employees, and ensuring that their needs are

Last week, you were walking to your car after a long day at Hummingbird Manufacturing and noticed four employees from the production line talking to a gentleman in a van. The man gave several sheets of paper to the employees and, when they noticed you approaching, the man drove away.

"Who was that?" you asked.

One of the employees responded, "He's with a union and wants to represent us."

You were taken aback by the comment and merely said, "Oh, I see," before returning to your car. Since that day, you have heard many rumors about union representation at the facility. The last organizing attempt you have been able to determine occurred in 1972. Though there are other manufacturers nearby who are represented by various unions, Hummingbird Manufacturing has always prided itself on employee relations. As part of its culture, the company has enjoyed a very strong relationship with its employees—some have even worked at the plant for more than 30 years.

In the past week, three employees on different occasions have made it a point to come to you and say that a union is not desired by a majority of the employees. You asked one of these employees, "If a majority of employees don't want a union, why is it such a pervasive topic of conversation?"

The employee replied, "You have a few instigators on the line. They're not happy unless things are stirred up."

"I understand," you said. "Well this is certainly an interesting situation we find ourselves in. I can hardly turn around without hearing union-this or union-that. Management is talking about it. Employees are talking about it. But I wonder why all this has started just now."

"Because the union wants to represent us. I heard that you saw the union rep giving literature to a group of employees last week. I think that's when all this started. No one was even interested in a union until the rep showed up in the parking lot."

"But," you added, "will employees be swayed by these so-called instigators?"

The employee simply shrugged.

Today, as you walk through the plant, you discover flyers indicating that a union representation meeting will be held tomorrow at lunch in the employee cafeteria. The cafeteria will be packed with every employee during that shift, because no production takes place from noon to 1 P.M. Therefore, potentially every employee will hear the union's message.