

## **SMACNA Labor Relations Policy and Strategy**

SMACNA is a national association, a collection of 102 Chapters and nearly 2000 individual sheet metal and air conditioning contracting firms. Each of these entities may have differing labor relations philosophies, policies and priorities. SMACNA's goal in labor relations is to provide these entities with resources and support to achieve outcomes that support growth for both individual contractors and the unionized sheet metal industry as a whole.

This approach requires a balance between, on the one hand, a cooperative and constructive relationship with SMART, and, on the other, firm support for strategies that enhance the ability of contractors to compete in the marketplace, and opposition to those that do not.

There are often times competing visions between SMACNA and SMART. Finding common ground, exploring compromises, and cooperative problem solving have historically been SMACNA's priorities when these differing views arise. However, SMACNA must also confront initiatives and strategies which it views as detrimental to the ability to compete with non-union contractors and impeding expansion of the unionized sheet metal industry.

SMACNA's labor relations policy is guided by the following:

- Advocating contractor, customer and industry needs to SMART on important issues including competitiveness, productivity, flexibility, industry stability, training and manpower needs;
- Giving strong consideration to the impact on SMACNA contractors' customers when formulating SMACNA labor relations policies and strategies;
- Maintaining a continuous dialogue with SMART to foster open communication, mutual understanding, joint problem-solving and avoid surprises; and
- Actively engaging with Chapters and Members to provide the resources, information and education to manage labor relations on the local level with their local unions and their employees.

This strategy is flexible, and by its very nature must be, in order to adjust to changes in SMART's leadership and its priorities and initiatives, technology, market conditions, legislative and regulatory areas, among others. But the overarching framework never changes: in approaching any labor relations issue, SMACNA aims to serve the best interest of the largest majority of its members that will be impacted by the issue.

SMACNA's Labor Committee and Labor Relations Staff are tasked with carrying out this policy. SMACNA's Board of Directors ensures that it is executed accordingly, and evaluates and applies this strategy to issues as they arise.