

Labour and Employee Relations

Solutions to Inspire Your People

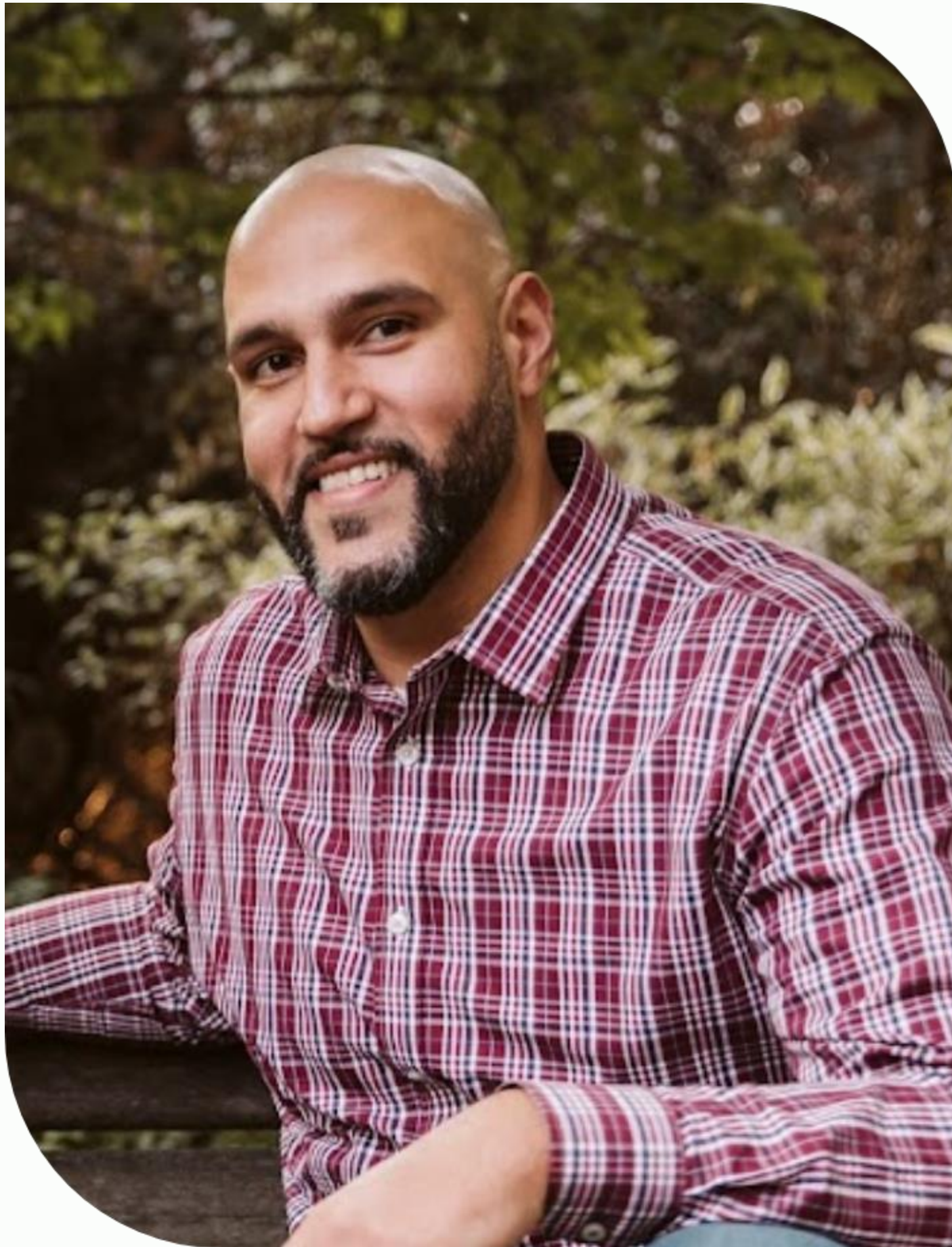


Jon Hasmatali

Presenter

NPJ

— BUSINESS SOLUTIONS —



Jonathan Hasmatali

Founder & Principal Consultant

- 20 years experience in supply chain, transportation and logistics
- Led international teams for both Amazon and UPS
- Launched Amazon Logistics in Canada
- Established Amazon's Labour and Employee Relations team in Canada
- Directed large-scale operations and labor and employee relations strategies

Previous Positions Held

- Amazon - Director, Employee and Labour Relations
- Amazon - Sr. Regional Manager, Amazon Logistics, Canada
- UPS - Global Leadership and Talent Development Manager
- UPS - Business Manager, Toronto Hub

Employee and Labour Relations Journey



Overview of experience

Since 2021, my involvement in labor relations has deepened significantly, adapting to the changing landscape of organizing efforts. This period has been crucial in shaping my approach and strategies within the sector.



Focus on proactive labor relations

My passion is proactive labor relations, emphasizing the importance of anticipating issues before they arise. This proactive stance has led to successfully stunting third party penetration.



Shift of organizing efforts to underground and social media

The landscape of labor organizing has shifted significantly, moving to underground channels and social media platforms. This change has required innovative approaches to connect with and mobilize workers effectively.

Results Delivered

Jon Hasmatali's recent track record of performance

■ 100% Success Rate vs Applications for Certification

From September 2021 to April 2024, I successfully defended 11 applications for certification in British Columbia and Alberta. This achievement reflects a strong understanding of the certification process and the ability to navigate complex regulatory environments.

■ Authorization Card Signing Campaigns

I led the response to dozens of authorization card signing campaigns across Canada and the United States. This involved coordinating efforts across various sites, regions and business verticals. In most instances, these organizing efforts failed to reach filing or a vote.

■ Maintaining Direct Employee Relationships

In all instances, I was able to successfully maintain a direct relationship with the employee group.



Services to Inspire Your People

Employee and Labour Relations Solutions for Your Business



Solutions

What can NPJ do for your business?

01 Holistic Strategic Plans

a proactive ER and LR strategy that aligns with the mission and values of your organization

02 Site Visits

In person site visits to identify strengths and opportunities, while building relationships across all levels of the company

03 Engagement Plans

Reduce friction in the employee experience

04 Leadership Development

Ensure your leaders are equipped for the journey ahead

05 Communications Playbooks

Plan for internal and external communication, including key channels and methods.

06 Sentiment Gathering

Identify thematic strengths and concerns across your workgroups

07 Risk Assessments

Insights from market and internal data to guide strategic decision-making.

08 Leadership Assessments

The right leader, in the right place



Strategic Planning Initiatives

Driving Employee Relations through Strategic Initiatives

Authoring of Holistic Strategic Plans

Leading the development and implementation of strategic plans tailored to organizational needs, ensuring alignment with broader corporate objectives.

Proactive Employee Relations

Demonstrating a forward-thinking approach to labour relations by addressing potential issues before they escalate, thereby ensuring stability within the workforce.

Response Preparedness

You must be prepared to respond in the event of union activity. Organizing efforts have shifted underground; once you see the activity it may be too late. Creating materials in advance will ensure a timely response.

Development of Strategic Relationships

Creating a comprehensive external strategy in partnership with your Community and Public Relations teams. This strategy empowers brand image and instils a sense of pride within your workforce.

Scalable and Sustainable

Creating a plan that is right for you and your stakeholders is priority one. Field leadership bandwidth and adaptability are critical elements of the planning approach.

Site Visits and Engagement Strategies

Enhancing Engagement through Strategic Insights



Conduct In-Person Site Visits

Site visits play a crucial role in identifying the strengths and opportunities within a specific location or network. By engaging directly with employees and observing the work environment, we can gather valuable insights that are not captured through remote assessments.



Identify Thematic Strengths and Opportunities

During site visits, the focus is placed on recognizing key strengths that can be leveraged for future initiatives, as well as identifying potential areas for improvement. This dual approach ensures a comprehensive analysis that informs strategic planning.



Collaborate with Field Team

Post-site visit, collaboration with the field team is crucial. By working together, we can develop actionable plans that address the thematic concerns raised during visits, ensuring that all voices and insights are integrated into the strategy.

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Curate Action Plans

Based on the insights gathered from site visits and key performance indicators, tailored action plans will be created. These plans will specifically target the thematic concerns identified while enhancing the strengths that were recognized. Ongoing monitoring of these plans



Build on Strengths

Utilizing the strengths identified during site evaluations, the engagement strategies will focus on harnessing these assets. This could include leveraging community partnerships, existing resources, or team competencies to foster a positive impact.

Leadership Development

Enhancing Leadership Skills for Global Operations



- Leadership interviews and assessment of talent
- Gap analysis
- Curated in person training, mentorship and coaching conversations
- The right leader in the right place

Development of Communication Playbooks

Creating a Framework for Effective Communication

Purpose: Streamline Response to Labour Issues

These playbooks aim to streamline communication processes during labour-related incidents. By having a structured approach, organizations can respond more efficiently and avoid confusion, ensuring that all stakeholders receive timely and accurate information. Waiting for approvals to deploy communications can be costly.

Proactive Measure Against Labour Activity

These playbooks can be both reactive and proactive. Positive employer communications materials are a key component to employee education about the organizations EVP.



Sentiment Gathering



Definition of Sentiment Gathering

Sentiment gathering refers to the process of collecting and analyzing the feelings and attitudes of employees towards union activities. This can involve surveys, interviews, or other feedback mechanisms to gauge the workforce's views on unionization.

Understanding Union Penetration Levels

Union penetration levels indicate the extent to which employees in various workgroups or locations are affiliated with or supportive of unionization. This data is crucial for organizations to understand the potential influence and reach of union activities within the workforce.

Importance of Understanding Union Sentiment

Gaining insights into employee sentiment regarding unions is vital for making informed decisions. Organizations can tailor their strategies to engage employees effectively, addressing their concerns and enhancing communication.

Impact on Decision Making

An accurate understanding of union sentiment can directly influence organizational strategies. Leaders can prioritize resources and create policies that either support or mitigate union-related activities, depending on the sentiment data collected.

Required Response to Organizing Activity

Understanding the levels of support for unionization can help organizations determine the necessary response and investment needed to defend against organizing activities. This may include implementing employee engagement programs or enhancing workplace conditions.



Containment of Risk

■ Radius Effect Sites

These sites are located near the main organizing effort. The strategy here focuses on creating awareness and communication tailored to the proximity of these sites to ensure that employees are informed and engaged without being influenced negatively by nearby organizing activities. This may involve localized messaging and direct outreach to maintain control over the narrative.

■ Unique Workgroups

Within a specific site, there may be different workgroups that are impacted differently by organizing efforts. This ensures that messaging is relevant and addresses the specific concerns and dynamics of each group, preventing cross-contamination of the organizing message.

■ Responses for Outlier Sites

Outlier sites refer to employees who are becoming aware of organizing activities at other locations through various media channels. The strategy for these sites involves managing the narrative to prevent misinformation and maintain a favorable perception among employees. This could include proactive communication, addressing concerns, and countering any negative information that may arise.

■ Post Petition

In the event a workgroup within the company has successfully organized, a strategy needs to be implemented to ensure continuity of relationship with the organized workgroup, while controlling the narrative across the rest of the organization.

Here to Help

Thank you for considering NPJ Business Solutions

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