

Labor Disputes & Plant Closures

Since 1982, AFIMAC has assisted more than 5,000 image conscious clients of all sizes and in every industry including many Fortune 500 corporations plan for and execute business continuity response strategies. Our efforts have helped these companies prepare for business disruptions caused by labor disputes that threaten to potentially shut down daily operations forever.

- A team of AFIMAC experts work with executives to provide the most comprehensive suite of services available in the marketplace, from planning a response to providing supplemental labor
- We understand the need to keep employees safe and give them peace of mind through a specialized and highly-trained security detail that can protect corporate assets should a plant go on strike or actually close
- During a crisis, we can provide real-time information to clients through our proprietary software system, Veritas Incident Management System
- We can help provide uninterrupted services to customers by working with vendors throughout a client's supply chain to keep products flowing and production on target
- We can assist a client's legal team by gathering evidence to obtain injunctions and temporary restraining orders
- We can help ensure that shareholders understand the company's professional response to a difficult challenge
- We handle 100 percent of all projects with no subcontracting



► Consulting & Response Planning

Planning for the unexpected is crucial to the viability of every business. By partnering with AFIMAC, clients receive more than 30 years of experience helping companies of all sizes plan for unanticipated disruptions, such as contentious union contract negotiations.

An AFIMAC team of experts can help clients develop a crisis management and business continuity plan that will guide them through all phases of a union dispute or simply develop the plan for them. A well-developed course of action can be a key element in reaching a new collective bargaining agreement since it demonstrates that the company is prepared to continue operations. As a part of its service, AFIMAC will educate the client's management team on what to expect during the dispute and how to deal with expected scenarios.

The AFIMAC team is always mindful of shareholder expectations, insurance requirements, and corporate accountability. The team will schedule face-to-face meetings with the client, either on-or off-site,

to discuss internal document preparation, staff training for emergency response, and the testing of existing business plans.

AFIMAC's ultimate goal is to reduce a client's risk and liability and keep them operational.

► Pre-Dispute Needs Analysis & Preparedness Audit

The key to maintaining day-to-day operations during a labor dispute is to adopt a plan that includes strategies on how to proactively address these disruptions. With more than 30 years of experience handling labor disputes in all types of situations, the AFIMAC team can be relied on to help clients prepare through a thorough needs analysis and preparedness audit.

AFIMAC's experienced project managers will identify hidden, existing, or emerging risks and vulnerabilities within an organization. Through extensive security audits, they can assess whether procedures comply



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with internal policies and compare them to industry best practices or insurance regulations.

Based on their findings, the AFIMAC management team will provide the client with a full report, detailing cost-effective and realistic recommendations for upgrades and improvements. This report will clearly show all of the protective strategies AFIMAC can implement in a potential labor dispute to protect people and assets, avoid risk, retain profit margins, and comply with insurance and industry regulations.

The resulting plan may include ways to house, feed, and support management personnel and employees, both inside and outside the corporate setting. It will also set procedures to keep products flowing into and out of a client's plant so productivity goals are not compromised and customer needs are met.

As a byproduct, inefficient processes can be identified and eliminated to ensure operations remain healthy over the long term.

► Labor Dispute Security

Should labor negotiations break down, the safety and security of employees becomes a paramount concern. AFIMAC will deploy security personnel specifically trained to handle strike scenarios and who understand the legalities of a strike. While AFIMAC annually receives applications from more than 7,000 candidates for its security positions, fewer than 8% qualify and are of sufficient caliber to actually be hired.

AFIMAC officers are routinely called on to act with the utmost professionalism to ensure events remain non-confrontational. Officers understand how to provide secure transportation for employees who chose to cross the picket lines. The goal is to ensure that all assets and personnel are protected so both union officials and management negotiators can resume positive relations once the dispute has been resolved.

All officers complete classroom training on labor dispute situations. Additional computer-based training allows recruits to train anywhere across the United States, at any time of the year. AFIMAC's coordinators and supervisors complete detailed reviews (post-dispute) of all security personnel. Reviewed by our operations management team, these documents ensure all personnel continue to develop and receive additional training as required.

AFIMAC is proud of the fact that we have never had any of our security personnel charged with violating any laws while assisting with a labor dispute situation. AFIMAC's continued dedication to training, developing and managing its security teams ensures that it remains the industry leader in seeing clients through a labor dispute.

► Evidence & Injunctions

AFIMAC tactical evidence collection specialists can link directly with a client's legal personnel when illegal picketing activities surface. These tactical specialists can capture the court-ready evidence needed to

impose injunctions, a clear advantage in a strike situation. Based on the evidence, AFIMAC will produce a turn-key package that lawyers can bring to court and present to a judge.

As a direct result of AFIMAC investigative and evidence collection processes, 100% of all AFIMAC clients seeking court injunctions have been successful. AFIMAC specialists can also provide the documentation management will need to impose justified disciplinary action once the dispute is settled.

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► Supplemental Labor

An utmost concern when a strike occurs is keeping production at the highest level. Should a temporary supplemental labor force be needed for targeted situations or specific time frames, AFIMAC can provide the most qualified temporary workers, particularly in the skilled trades industry. By relying on this flexible workforce, management can increase productivity without extending work hours or work days, thereby engendering employee good will.

AFIMAC has developed an in-depth employee search process that uses internal resources to conduct extensive pre-employment criminal and background checks. As a result, AFIMAC's replacement workers are professional, reliable, skilled, and available for long-term placements if necessary. In addition, AFIMAC monitors the performance and safety of replacement workers and administers their payroll and benefits.

► Transportation Services

When a labor dispute occurs, moving personnel and products safely can become a glaring vulnerability. AFIMAC owns a fleet of customized vehicles (buses, tractors and trailers) that can be deployed to meet a variety of transportation needs.

Prior to a potential dispute, AFIMAC's risk mitigation specialists will conduct a pre-strike review of a client's transportation needs. The resulting plan will outline manpower, equipment and deployment requirements. AFIMAC's senior operations staff will ensure the plan will function effectively within the recommended security coverage.



For example, specially trained drivers can pick up employees off-site and escort them to work to avoid driving personal vehicles through a picket line, which reduces the client's potential liability and ensures that both employees and picketers are safe. AFIMAC's transportation services can arrange for off-site warehousing of deliveries or critical data. Special equipment can even be used to ship the product if a supplier will not cross the picket line.

► **Food Services & Logistical Support**

AFIMAC has the resources to quickly provide food, bedding, showers, laundry, and even entertainment for a client during any crisis. AFIMAC has designed and built a fleet of specially equipped trailers that can be deployed rapidly. Kitchen trailers include chefs who produce culinary creations that are always fresh, appetizing and highly nutritious. Through the years, AFIMAC has served in excess of 1.4 million meals, which can be customized to appeal to both cultural and regional tastes.

AFIMAC dormitory trailers, restroom facilities, and laundry trailers help employees stay clean and comfortable. An AFIMAC mobile shower is completely self-contained and can be set up anywhere. Just one shower trailer can service 500 people in a clean and sanitary environment all with the privacy clients need and expect.

► **Close Protection**

AFIMAC offers targeted services to increase the security of at risk executives. With more than 12,000 hours of field work and by employing industry exclusive protection technologies, AFIMAC's professional executive protection team can quickly provide key employees with the appropriate level of security coverage.

An AFIMAC close protection detail includes drivers for executives and security for family members at home and in transit. Both male and female close protection specialists, working alone or as a team, are available 24 hours a day, seven days a week. Members of the detail are highly trained individuals who are qualified to adapt to both unarmed and armed situations. Specifically developed training programs are available at no cost to clients to educate company officials on how to protect and safeguard themselves, particularly when moving from office to home. Experienced AFIMAC teams can also train executives on how to handle potentially hostile environments.

► **Plant Closure – Response Planning & Execution**

Should negotiations stall and a plant must close, AFIMAC can be relied on to immediately provide a security detail to monitor ingress and egress based on previous discussions about the company's requirements. This security presence can also be important should the company be required to announce employee lay-offs. AFIMAC will provide supplemental personnel to help with the shutdown or removal of equipment.

AFIMAC security personnel are highly trained and well qualified to make sound rational decisions in less-than-ideal situations.



► **Client Education Sessions**

With the extensive experience in all phases of security and crisis management, AFIMAC becomes a trusted partner for any client working through stressful short and long-term personnel issues. The collective knowledge of the AFIMAC management team can provide expert advice on legal, public relations and planning topics. Based on their intense work with clients in many industries and locals, the AFIMAC team can share best practices from both large and small public and private corporations. They can call on outside industry leaders who have experienced similar situations and can share lessons learned and strategic insights.

As experts in the industry, AFIMAC's management team makes its collective expertise accessible to clients at no cost through regular educational sessions and monthly webinars. AFIMAC's training staff can tailor content to a specific situation and can deliver sessions on site. AFIMAC's management firmly believes that training and knowledge translates into reduced risk and liability for clients.

► **Union Intelligence Briefings**

As a trusted ally in a potential or actual labor dispute, AFIMAC's management can provide unique perspectives on tactics used frequently by unions and updates on activities at specific sites. Information can be provided by industries or locations. AFIMAC can also provide historical details on certain unions and reports on recent activities by industries and locales.

► Terms

Call trace: A way to track the origin of threatening or harassing calls, which should be reported to police.

Clean hands: The practice of ensuring that nothing is said by company officials that could be used against them in a court of law.

Command center: A central location used by security firms and company officials to report and obtain updates, instructions, and information about daily activities during a labor dispute.

Convey information: The legal right of a trade union to peacefully demonstrate and express facts or opinions during a strike or lockout often using signs, pamphlets, media or speech.

Evidence coordinator: A licensed security officer who specializes in gathering evidence, maintaining its continuity, and documenting and submitting the evidence in an organized, court-ready format to assist legal counsel.

Harassment: Any kind of stalking, watching or besetting of employees who are on strike, or threatening telephone calls used to intimidate persons involved in a strike.

Injunction: A legal order by the court prohibiting a person or group of persons from carrying out a specified action. An injunction is mostly used to limit pickets from blocking access or restricting their numbers to maintain peace and order since law enforcement officials will typically not intervene.

Lockout: The legal right of an employer to refuse bargaining unit employees access to continue services once a no-board report has been issued and a legal deadline date has been set by a labor board conciliator.

Protocol: A general agreement between the company and the union in which limitations are set on one or both parties in lieu of an injunction.

Response team: A licensed security team that patrols assigned or static positions that require specific protection and access restrictions.

Scab: A slang term used to refer to union members who choose to cross the picket line and report to work during a strike, or replacement workers who cross the picket line to perform union member job functions during a strike.

Secondary picketing: A gathering of pickets at a company location other than the main workplace.

Site commander: A licensed security manager who oversees the daily functions of site protection and law enforcement liaison, and reports activities and assessments to company management via the communications center.

Strike: The legal right of a trade union to withhold employment services once a no-board report has been issued and a legal strike date has been set by a labor board conciliator.

Tactical security officer: A licensed person in uniform who is assigned to protect both personnel and property during a labor dispute while making notes and writing reports about daily observations and activities.

Trespass to property: Picket activity on non-company property. However, courts often permit limited picketing in public places such as shopping malls.



Security Services

Tactical Security

AFIMAC offers a complete array of resources to meet your security needs worldwide. We respond rapidly whenever and wherever a threat to your business arises. Our security professionals come from a background in law enforcement, criminal investigation, military operations or specialized security. Simply put, our security experts are some of the best in the business. And we're ready to help you with your security needs, including:

Security Evaluation Review

Before recommending security measures, we thoroughly inspect your facilities, operations and existing security practices. Then we identify your strengths and locate your vulnerabilities. The review concludes with recommendations on how you can enhance your security.

Conventional Security Forces

AFIMAC provides highly trained, highly professional protection for your property, employees and financial standing. We are well versed in the National Labor Relations Board (NLRB) regulations and can ensure compliance with each State's requirements. That includes knowing when and how to use video for documentation and incident reports.