

## Case Study: Is That a Union Forming?

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Jane Pinkerton was in a meeting with her supervisor, Chris Smith. "I wanted to share some observations with you," said Jane. She continued, "Some of the employees in my section have become distant. Over the past six months, they have had progressively less to say to me."

"Do the employees have any problems that you're aware of?" asked Chris.

"No," came the reply, "but they've become jumpier since the hospital merger rumors started."

"I'll bet the two events are related," mused Chris. She continued, "See what you can find out. Try meeting with a couple of groups of employees."

"Do you think the employees might be thinking about forming a union?" asked Jane.

"Maybe. That's one of the things that I want you to find out," replied Chris.

What advice would you offer to Jane and Chris? Does the possibility of a union change your advice? Why?