Podcast: *Hiring to Firing* Podcast
Episode: *Norma Rae* Meets the NLRB: A Modern Employer's Guide to Union Campaigns
Hosts: Tracey Diamond and Emily Schifter
Guest: Lauren Emery
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Emily Schifter (00:00):
Tracey, today on our podcast we are talking about unions, which I'm so excited for. It's a topic we've been wanting to do for a really long time now.

Tracey Diamond (00:06):
You're right. We've been really planning this topic for a very long time and I'm so thrilled that we have Lauren Emery, our new partner in our labor and employment practice group in our Chicago office, who is a labor expert, so the perfect guest for this episode. Tune in for our podcast episode on *Norma Rae* and labor.

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Welcome back to *Hiring to Firing* the podcast. I'm Tracey Diamond, a partner with Troutman Pepper Locke, and I'm here with my co-host and partner, Emily Schifter. Together we tackle all employment issues from hiring to firing.

Emily Schifter (00:44):
Today, we're tackling a topic that has shaped the American workplace for generations, but is still very much relevant today, and that is unions. What prompts employees to organize? What can employers do when they see organizing activity? And how can employers navigate union campaigns without crossing legal lines?

Tracey Diamond (01:01):
To help us work through all of that, we're thrilled to welcome our colleague and new partner, Lauren Emery, to the show. Hi, Lauren. Welcome to the show.

Lauren Emery (01:08):
Hi, Tracey. Hi, Emily. Thanks for having me here. I'm excited to be here. As you said, I'm a partner in the labor and employment practice group in Chicago, and within that, my practice focuses on traditional labor law. So I represent employers who are facing union organizing campaigns in proceedings before the National Labor Relations Board, both unfair labor practice proceedings and representation election proceedings. I also represent employers in negotiating collective bargaining agreements with unions and in defending labor arbitrations. My practice also involves a lot of advice and counseling on

these issues, especially National Labor Relations Act compliance, as well as advice and counseling on other labor issues. And I also will say that before going into private practice, I actually started my career as a staff attorney at the National Labor Relations Board, which is the federal agency that regulates most labor and union issues in the US. So I'm excited about the topic today and I'm also looking forward to talking to both of you.

Emily Schifter (02:07):
We're so glad to have you on board, both in our practice group and on this podcast today to take advantage of all your expertise. And in case you haven't guessed, our listeners, our pop culture inspiration today does come from a union-related story, the movie that some would argue practically defines unions in pop culture, and that's *Norma Rae*. For anyone who hasn't seen it, it's a 1979 movie that starred Sally Field as Norma Rae Webster, a textile millworker in a small Southern town. The movie is actually based on the real-life story of activist Crystal Lee Sutton. But in the movie, Norma works in a factory with difficult working conditions, and when a union organizer arrives, she becomes involved in an effort to organize the workforce. Sally Field actually won the Academy Award for Best Actress for her iconic performance.

Tracey Diamond (02:52):
It was really fun to go back and look at this movie from a current lens. I just saw Sally Field in the more recent Remarkably Bright Creatures and she just hasn't aged at all. She's such an amazing actress. The movie explores the frustrations that can lead employees to organize, the tensions that can develop between employees and management, and the personal risks that can accompany an organizing campaign. And while the movie is set in a different era, the underlying questions remain familiar. What happens when employees don't believe management is listening? What rights do employees have when they want to organize? And what should an employer actually do when a union campaign begins?

Emily Schifter (03:30):
So, Lauren, before we get into all of that and the legal details, how much of the *Norma Rae* story reflects the realities of union organizing? And where does Hollywood kind of simplify things as it is wont to do?

Lauren Emery (03:41):
The movie really captures the human side of organizing; employee frustration, workplace relationships, solidarity, and the desire to have a meaningful voice at work. Employees may organize for a variety of reasons, including things like pay and benefits, scheduling, safety, job security, treatment by supervisors, or just a desire for greater consistency and transparency. And often we hear employees say they're organizing because they just want a seat at the table. But there really is no single typical organizing campaign. The workforce, workplace, industry, existing employee relationships, and employer response all matter. The film is definitely a useful starting point, but modern

campaigns involve a detailed legal and procedural framework that the movie necessarily compresses. It's a complicated process, and so it's important that employers understand the legal process before they find themselves in the middle of a campaign.

Emily Schifter (04:36):
That brings us to our first clip, maybe the quintessential Hollywood moment from this movie and the image that I think most people remember from *Norma Rae*. Norma Rae stands up with a cardboard sign onto which she has written "UNION," and we slowly watch the other employees make a collective choice to join her. So let's take a listen.

[BEGIN CLIP]

Norma Rae (04:54):
I'm staying put right where I am! It's going to take you and the police department and the fire department and the National Guard to get me out of here! I'll wait for the sheriff to come and take me home, and I ain't going to budge till he gets here!

[END CLIP]

Tracey Diamond (05:17):
The movie moves a little bit slowly from today's modern lens when you see Sally Field holding up this sign, and then very, very slowly, one at a time, each of the workers shuts down their noisy factory machine. And the dramatic power in the scene comes from that transition from the noisy factory to silence. And throughout it all, Norma Rae's passion completely comes through. So, organizing often begins with conversations among employees, or maybe one really passionate employee. So, Lauren, let's start with the basics. What does a path from employee conversations to a union election typically look like?

Lauren Emery (05:53):
Organizing can start in a few different ways. The most common way, at least historically, has been with a union organizer contacting an employee or a few employees, and then those employees speak to their coworkers to build support. There's also a process that's called salting, where a union organizer gets a job at a company with the specific purpose of organizing the employees there from the inside. Organizing can also start in a more grassroots way, and this is becoming increasingly common in modern organizing. So employees may talk together on their own and then decide to contact a union, or in some cases, employees may even form their own independent union instead of joining one of the larger, more established national labor unions. So given how organizing starts, and that it often starts small, employers should not assume that a campaign is insignificant just because it begins informally or involves a small group of employees. So in terms of the process, after these initial conversations, the next step is that employees sign what are called union authorization cards to show support. The union may then use the signed cards to seek voluntary recognition, which

is usually referred to as card check recognition, or to pursue an NLRB representation election. So in the NLRB election process, the NLRB determines relevant procedural issues, issues relating to appropriate bargaining units, and election arrangements. Authorization cards and an NLRB-conducted election are not interchangeable. Both have different procedures and different legal implications, and employers should understand the legal significance of each and the circumstances in which each may matter. And the last thing I'll say is campaigns can move very quickly. So it's important for supervisors and managers to have training on these issues before a campaign arises, and not just after they hear the word union.

Emily Schifter (07:48):
So what are some of the early warning signs that an employer might need to be on the lookout for that employees could be starting to organize? I think you made a great point that something that might start small or just involving a couple of people can quickly grow. And how should an employer respond if it starts to suspect that something like that is happening in its workforce?

Lauren Emery (08:06):
Definitely. There is no universal checklist of signs, but employers may learn of organizing a number of different ways. For example, through information that is volunteered to them by employees, the union may make an announcement, or sometimes through the employer's own lawful observations. Employers can certainly listen to employee concerns and assess whether there are existing workplace issues that need attention. But at the same time, employers should not spy on employees, pressure them to disclose organizing activity, or go out of their way to monitor union activity or discussions. Really, the first step for an employer who might suspect that union organizing is happening is to avoid panicking and get sound labor law advice. Consistent policies, trained supervisors, and a clear internal escalation process are all important. A campaign is really not the time to improvise.

Tracey Diamond (09:03):
That's a really good point, Lauren. I'm glad that you mentioned that. But it does lead to a practical question. If an employer has concerns about unionization, what are they allowed to actually say to employees? I know there are real limits on what employers can do during organizing activity. So let's talk about that distinction between communicating with employees and interfering with their rights.

Lauren Emery (09:23):
Broadly speaking, the National Labor Relations Act generally protects covered employees' rights to engage in concerted activity for mutual aid or protection, which includes many forms of union organizing. And the National Labor Relations Act, or NLRA, is also not just limited to the union context, and we can discuss that more in a minute. But the NLRA also protects the right of employees to choose not to participate in union organizing or other protected concerted activity. And that's an important point

too. So the NLRA protects employees' rights to participate or not participate, but employers also have the right and the ability to share their views too, but those rights have limits. An employer may generally express opinions and provide factual information, but they can't do things like threaten employees, interrogate them about protected activity, promise benefits to influence their choice, or surveil employee protected activity. In a campaign, managers may often unintentionally create legal risk through off-the-cuff comments, inconsistent messaging, or attempts to learn which employees support a union. And unfortunately, this can often be a pretty common source of employer unfair labor practices during a campaign. So employers should have a process for referring questions to HR and labor counsel rather than leaving managers to respond on their own.

Emily Schifter (10:45):
I think the point you made about the right to participate or not to participate is an interesting one. And I don't know about you guys, but I often get clients or others making the comment about, "It's a right-to-work state. We can do whatever we want," thinking they're referring to at-will employment. Do you get that a lot, Lauren?

Lauren Emery (11:00):
Yes, absolutely. And at-will is a totally different thing, but I do get that sometimes.

Emily Schifter (11:05):
Yeah. Another great point about how managers can inadvertently create risk if you're in a context where they're trying to manage maybe a potential organizing situation. Just to make it more concrete, imagine a scenario where a manager has heard an employee or group of employees say, "Hey, what about bringing in a union?" or "Maybe we should try and organize and change things for us here at work." And maybe it's truly coming from a good place where the manager wants to understand what's going on. So in that situation, what can they say and what should they definitely avoid?

Lauren Emery (11:35):
That's a great point. Managers should not automatically treat every conversation about a union as prohibited or assume that they cannot speak to employees. They can and should. And that's why it's important to make sure that managers are trained in advance so that they are empowered to talk to employees in a lawful way. Managers can certainly listen to concerns that employees voluntarily raise. On the other hand, questions about employees' union sympathies, who's involved in the organizing, or what coworkers have signed petitions or cards may create legal risk depending on the context. Managers should also avoid making threats or making promises about benefits, job security, or future changes designed to influence employees' union decisions. And they also should not attempt to gather intelligence about organizing, so doing so surreptitiously by spying on employees or going out of their way to observe them. So those are some broad parameters, but it can be tricky to tell, especially in the moment of a campaign, whether a specific statement or action is lawful or unlawful. So really, the

safest practical advice here is to consult with labor counsel about specific communications or proposed employee campaign responses.

Tracey Diamond (12:51):
The issue of mandatory meetings seems to come up and seems to shift with the changing legal, sort of who's in power and what is the current case law. And by mandatory meetings, I mean a company saying, "Okay, we'll serve you pizza, but you need to show up for this meeting. It's mandatory that you come to this meeting," so that the employers can give their point of view about whether having a union in place is a good idea. So what is the current state of the law with regard to mandatory meetings, Lauren? And how should employers approach them?

Lauren Emery (13:20):
Yeah, this has definitely been a hot topic in labor law recently. These mandatory meetings, which are often referred to as captive audience meetings, have been seen by many employers as a pretty important tool in an employer's toolbox during an organizing campaign. As I mentioned, campaigns often move very quickly, and an employer may not have a lot of time to communicate with its employees and ensure that its employees understand their employer's position and point of view. So these mandatory captive audience meetings have been one way for employers to ensure they are communicating their views to employees. As to the current state of the law, for many, many decades, captive audience meetings were accepted as lawful parts of an organizing campaign. Then, in 2024, the NLRB issued a decision ruling that an employer violates federal labor law simply by holding a mandatory meeting with its employees where it discusses unions. And the meeting in and of itself violates labor law, even if all of the statements the employer makes in the meeting are otherwise lawful. And then to add to that, over the past five years or so, a number of state legislatures have also enacted their own state laws banning captive audience meetings.

Now, both the NLRB's captive audience ban and the state law bans have been subject to legal challenges, and that litigation is still ongoing and probably will be for quite some time. And the NLRB itself, under the current political administration, is expected to eventually reverse course and return to making these meetings lawful. But at this moment, captive audience meetings are unlawful under current law, even though that very well may change in the future. Additionally, separate from mandatory meetings, the rules around the content of what an employer may say to employees about unionizing, whether that's at a mandatory meeting or in other contexts, those rules are also continually evolving. So it's important for employers to confirm the governing law at the time of the campaign. And they should also make sure they're updating their communication plan periodically, and certainly, at a minimum, having it reviewed before any meetings with employees take place.

Emily Schifter (15:26):
Shifting to our next clip, here's where the actress Sally Field talks about her character of Norma Rae and the power of one person to make a change. Let's listen in.

[BEGIN CLIP]

Sally Field (15:36):
Norma Rae obviously is inspirational again, because it's someone with no power. You pick the quintessential person in that era, in that time, and the physicality of her, no education, to conquer something that's undoable and change life not only for herself but for her environment. And that attacks the part of us that says, "Oh, I'm just one little person and I can't possibly change anything. I can't buck the crowd. I can't be heard." And it's a film that says one person can be heard.

[END CLIP]

Tracey Diamond (16:29):
Sally Field talks a lot about sort of the power of an employee's voice. Legally speaking, what does the law protect when employees act together to raise workplace concerns? And how should employers think about employee voice even when no union is involved? That's a big one for non-unionized employers to be aware of.

Lauren Emery (16:46):
Definitely. The NLRA protects many forms of concerted activity by covered employees, including employees acting together about their wages, hours, and working conditions. It also protects certain types of activity by individual employees. For example, when an individual employee speaks on behalf of a group or attempts to persuade other employees to take a group action. And as you were getting at, these protections are not limited to employees who already belong to a union or even to employee actions that relate directly to organizing a union. That said, not every complaint or action is automatically protected. The facts, the nature of the activity, and the employee's status can matter. But if an employee or a group of employees raises a concern related to the workplace, it's important for employers to pause and think through whether that activity or concern is protected rather than automatically treating all employee complaints as disloyal or disruptive. Employees raising complaints or concerns is also an opportunity. An underlying factor in many union campaigns is that employees believed existing channels for raising concerns were inadequate or just that they didn't have a voice in their workplace. So employers who want to be proactive can invest in credible listening mechanisms, training, fair policies, and follow-through.

Tracey Diamond (18:07):
Your point, Lauren, about how this is not just about unions is a really important one for employers to take away, because oftentimes I find that employers are surprised to hear that they could be the subject of an unfair labor practice charge when there's no union

campaigning even anywhere near them and it's just one employee complaining about their working conditions.

Lauren Emery (18:25):
Definitely. And especially employers who are in industries that historically have not had any or very many unions or certain types of employees that you wouldn't typically think of as organizing unions.

Emily Schifter (18:37):
Definitely. I've had clients get a charge and say, "Is this spam? Is this fake? This doesn't apply to us." And then they realize quickly that it does. So what else might surprise employers about the National Labor Relations Act outside of the organizing context?

Lauren Emery (18:51):
NLRA protections apply throughout employment, and they apply even if a union is not in the picture, as we were just talking about. So all employers should be aware that violations can pop up in unexpected places. A good example of this is employee handbooks and policies. I think many employers had exposure to the NLRB, possibly for the first time, with the NLRB's McLaren decision a few years ago that imposed restrictions on employee severance agreements that had confidentiality provisions and non-disparagement clauses. But beyond McLaren, employers should also be aware that there are also a number of other types of rules that the NLRB at times considers to be within its purview. For example, recording policies, uniform and dress code policies, computer and IT usage rules, and rules around confidentiality and investigations, as just a few examples. Additionally, the NLRA may restrict an employer's ability to discipline employees in some situations. For example, at times the NLRB has given employees special or heightened protection for misconduct, including even for very offensive or vulgar, abusive conduct if the behavior is related to the employee's union or other protected activity. Now, under the current administration, we expect... And in fact, we've already seen with some recent decisions that have been issued and recent announcements of the NLRB's enforcement priorities, we've seen that the NLRB will give employers some more leeway on these issues.

But it's still important for employers to understand the full scope of what employee conduct may be protected, as well as the full range of employer actions and restrictions that may and may not be lawful. The NLRB's views on these issues generally shift a bit with each political administration. So we have seen the NLRB give employers a little bit more leeway with some of these issues under the current administration. That said, under a different administration, the law may change again at some point in the future and become more restrictive on employers. And in any event, regardless of the political administration, there is certain conduct that is always going to be unlawful. For example, telling employees they can't talk about pay or firing an employee solely because they tried to organize a union, those are almost always going to be unlawful no matter what administration we're under.

Tracey Diamond (21:18):
Your point about shifting administrations and priorities is really an important point. And I'm kind of curious what your thoughts are about the McLaren decision. Is it being enforced now from what you're seeing? And do you see it going away?

Lauren Emery (21:31):
The NLRB has definitely backed off of enforcement of the McLaren decision. The current NLRB General Counsel, who's the agency's chief prosecutor, announced recently in a memo that outlined her enforcement priorities that things like the McLaren decision on severance agreements, that's not going to be one of her enforcement priorities. Technically, the law in this area is still the same. It hasn't been changed. But the NLRB is not enforcing it quite as strictly as it used to in the past. There may be a case that eventually gets up to the Board and they change the law in this area. But even if they don't actually change the law, it's just being enforced less strictly.

Tracey Diamond (22:14):
It's a tough one for employers, particularly non-union employers, when they're deciding, should I go back to the old version of severance agreements where there were broader confidentiality and non-disparagement provisions for non-managers? Or should I play it safe, given that McLaren is still on the books, even if not a priority for enforcement right now, and stick to the narrower language? So I think that's something we've all been sort of scratching our heads over.

Lauren Emery (22:37):
And it is a tricky decision because while the current law is still technically that confidentiality and non-disparagement provisions are unlawful, no employer wants to be the test case that has to litigate these issues. And so sometimes employers do decide it's just safer to take the approach that the law hasn't changed. And as I said, while the NLRB now under this administration is backing off enforcement, under a future political administration, that could potentially change. And so some employers don't want to go through the effort of revising all their separation agreements and other rules and policies. And so they just have policies that comply with the strictest view of the law.

Emily Schifter (23:21):
And so many states have gotten so strict on confidentiality and non-disparagement that I'm starting to see clients say, "You know what? We're going to really think about whether this is worth it to us for our template because it's so difficult even if you take the shifting positions on it out of McLaren out of view." But I think it is such a good reminder. People, they might think, "Oh, yeah, well, I can't fire somebody for organizing," but to realize your documents, your policies could be violations, could expose you to liability, I think is such an important point, especially for employers who don't have unionized employees and may not think about it as much.

Tracey Diamond (23:51):
Yeah, I agree with you, Emily. And also I'm wondering whether the message has gotten down to all the field offices, because I did have a case, it's a couple of months ago now, where a field investigator was pushing the McLaren point of view on severance agreements. And we were really surprised because we really figured McLaren would go away by now. But that's not the case necessarily. So employers beware.

Lauren Emery (24:12):
Sometimes you do get a rogue field agent.

Tracey Diamond (24:15):
And sometimes, depending on the situation, non-disparagement and confidentiality is really super important to the company. So they may want to weigh that business risk against the potential legal compliance concerns and see whether they're willing to take the risk or not.

But shifting back to union campaigns, Lauren, I have a billion dollar question for you, which is what should employers be doing before a campaign even begins?

Lauren Emery (24:38):
Employers should focus on the actual employee experience and not just simply on trying to prevent unionization. That means doing things like making sure managers are trained, accessible, and consistent in how they apply workplace policies. That also means evaluating compensation, benefits, scheduling, safety, career development, things like that. And employers should also evaluate the process for raising concerns and ensure that employees know where they can raise issues and that the company follows through when they do. Employers should be doing these things before they have any organizing. Creating a listening program or addressing issues that were previously unaddressed only for the first time after organizing starts not only may be unlawful under labor law, but employees are likely to notice that things only changed when they started talking about a union, and after-the-fact efforts may be seen as less credible. All employers should also keep in mind that sometimes even employers with good practices have organizing campaigns, but those employers will certainly be more prepared and in a better position if they do face a campaign.

Emily Schifter (25:44):
So in Hollywood, the big dramatic movie, successful campaign and everything changes overnight. But of course, in real life, a successful organizing campaign doesn't... You know, snap your fingers and everything changes, and there's still plenty of process ahead. So Lauren, walk us through what happens if employees do vote for representation. What does that mean kind of the next day and all the months that follow for the company and for the employees?

Lauren Emery (26:06):
For starters, the employer may have legal challenges to the election, and there are procedures for raising those, and the legal process can actually be very lengthy in some cases. But to answer your question, in general, once any questions relating to the certification or recognition of the union have been finalized, the employer has the duty to bargain in good faith with the union and attempt to reach a collective bargaining agreement. In bargaining, the parties negotiate over mandatory subjects of bargaining, which are basically almost anything that relates to or impacts employees' employment. So things like wages, benefits, hours, scheduling, assignments, and really a broad range of other workplace matters. A collective bargaining agreement will typically cover these topics as well as things like a grievance and arbitration process, seniority provisions, discipline procedures, the payment of union dues, and it may also include things like restrictions on transferring or subcontracting work, restrictions on layoffs and plant closings, and it may impose obligations on both the employer and potential buyers in the sale of the business. After the union is certified and throughout the bargaining process, there is a concept called the status quo that applies. The status quo means the employer has to maintain the status quo prior to the election, which generally means they can't make unilateral changes to employment terms and conditions unless they first negotiate with the union and get the union's agreement. And bargaining, especially first contract bargaining, can be a very lengthy process. I think the most recent statistic I saw was something like an average of 460 or 65 days from the start of bargaining to the parties reaching a first contract. And again, during that time, the status quo applies, so employers are restricted from what changes they can make.

Tracey Diamond (28:01):
Wow, that's more than a year.

Lauren Emery (28:02):
Yeah, it's a long time. So then after the parties reach an agreement, employers continue to have contractual obligations under the terms of the collective bargaining agreement, and they may also have continued bargaining obligations with respect to changes even if those aren't covered in the collective bargaining agreement. These obligations can be significant, and employers facing an organizing campaign should really understand not only the campaign legal rules and processes, but they should also understand and be prepared for the potential operational and administrative implications of bargaining and contract administration.

Tracey Diamond (28:38):
Lauren, you alluded to this a little bit, but I'd like to hit the question head on, which is what are some of the biggest surprises for employers that have never had a unionized workforce?

Lauren Emery (28:47):
I think the biggest surprise, and we kind of talked about this a few minutes ago, is that

sometimes employees who you might not think can unionize, for example, certain professionals, actually can. Unionizing is not just a blue-collar issue. And *Norma Rae* may be what first comes to mind for many people when they think of unions, and that is a good starting point. But in the modern workplace, it's not just factory workers. Union organizing is happening throughout a wide range of employers and industries and workforces. Another thing that may surprise employers is the amount of time bargaining and contract administration can take, as well as the amount of new restrictions and procedures that employers may need to follow. So workplace decisions that once seemed routine may trigger bargaining or contractual obligations. And then lastly, relationships are very important. So even if a campaign was highly contentious, once it's over, the parties will all benefit by putting that behind them and focusing on having a constructive relationship.

Tracey Diamond (29:48):
Sort of like getting into a fight with your partner and then making up and moving on.

Lauren Emery (29:52):
And at the end of the day, they're still your employees. And the union, if elected and certified, is going to be around for some time. And so it's generally better to have a constructive relationship.

Emily Schifter (30:05):
That brings us to our last clip where Norma Rae talks to her children about wanting their lives to be better than hers and explains why she joined the union. And I think this is exactly what you were talking about, Lauren, about the importance of having structures in place to listen to your employees long before organization starts. And whether or not you ever have organizing in your workplace, you're always going to be in a better position if you've listened, because it all comes back to the human side of the story. Employees are making decisions about organizing for reasons that affect their daily lives to do what they think is best for themselves and their families. So let's listen in.

[BEGIN CLIP]

Norma Rae (30:38):
If you go in the mill, I want life to be better for you than it is for me. That's why I joined up with the union and that's why I got fired for it. You understand me? Now, you kids, you know what I am and you know that I believe in standing up for what I think is right.

[END CLIP]

Tracey Diamond (31:13):
So Lauren, as we wrap up this podcast episode, I'd like to sort of end with a practical perspective. When employers hear that employees are organizing, what are the most common mistakes you see or the mistakes they should work hardest to avoid?

Lauren Emery (31:27):
One mistake is waiting until they hear that an organizing campaign is underway to train managers or address long-standing employee concerns. Another mistake is responding emotionally or treating organizing as personal disloyalty. That's not an uncommon response. And again, employers and managers can have and have a right to have a view on employee organizing, but at the same time they do also have to respect employees' legal rights. Being unprepared is also a common mistake. So not having a plan for managers to escalate issues, not having a communications plan or response plan, and not planning for what happens after the election, including potential collective bargaining. And then finally, I would say a mistake is undervaluing the value of early advice from experienced labor counsel, especially employers who have not had past experience dealing with these issues. Sometimes they think they can handle them on their own and that can lead to issues that could have been avoided.

Emily Schifter (32:26):
Norma Rae reminds us that organizing is ultimately about people and their experience at work. And so for employers, the lesson isn't that every workplace concern will lead to a union or that there's a single formula for preventing one. It's that listening, consistency, and understanding the law matter long before a campaign begins. And when a campaign does begin, employers are served by a thoughtful plan and trained managers much more than they are by a last-minute reaction. So Lauren, thank you so much for joining us today. Thank you to our audience for listening to our episode. Don't forget to visit our blog, hiringtofiring.law, and subscribe so you can get the latest updates. Please make sure to also subscribe to this podcast on whatever platform you prefer. And don't forget to check out our firm's other podcasts on troutman.com/podcasts. We look forward to next time.

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