

LEARNing Together

SUMMER 2023

WE ARE THE REAL INFRASTRUCTURE

Labor Ed Center Hosts 46th Annual UALE Summer School for Women



OFFICIAL NEWSLETTER OF RUTGERS LEARN

TABLE OF CONTENTS

Message from the Director.....	2
Faculty Spotlight.....	3
Feature: 46 Women's Summer School.....	4
What We've Been Up To - Review of Spring '23 Programs	9
What's on the Menu for Fall 2023? Upcoming Classes and Programs.....	12
White Papers.....	16
LEARN in the News.....	17

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MESSAGE FROM THE DIRECTOR



Dear LEARN Community,

It's been another lively spring and summer at LEARN. We saw the retirement of longtime Program Coordinator, Judy Lugo, and we welcomed our new Program Coordinator, LaToshia Wells. Over 70 students earned certificates from our open enrollment programs this spring; we hosted multiple public programs and webinars on topics ranging from the 9to5 Movement to the anniversary of the Rana Plaza collapse in Bangladesh; and we've provided custom trainings for several unions and organizations, starting with the Allied Pilots Association in January and most recently with the National Labor Office of the Blue Cross Blue Shield Foundation in June. We also partnered with CIWO and SMLR to host the 46th annual UALE Summer School for Women in Unions and Worker Organizations at the labor education center in July.

All of this before the backdrop of continued new union organizing and a seemingly endless stream of strikes in what has become yet another hot labor summer - both figuratively and literally as we continue to experience the ill effects of human-caused climate change.

In this issue of LEARNing Together we'll explore each of these issues as well as unveil our upcoming class schedule for the fall semester, including two new Union Leadership Academy offerings. We hope to have something for everyone, but if there is a class you'd like to see offered that's not currently in the catalog, please reach out and let us know. It is our great honor, privilege, and pleasure to serve the labor, labor relations, and worker organization communities in New Jersey and beyond.

In solidarity,

Todd Vachon
Director
Rutgers LEARN

FACULTY SPOTLIGHT

William Brucher



William Brucher

Assistant Teaching Professor, Labor Studies and Employment Relations (LSER)

Will Brucher has been a member of the Rutgers Department of Labor Studies and Employment Relations faculty since 2014 and has been active in the labor movement for over 20 years. He began his career with the Service Employees International Union, where he organized healthcare and public service workers in his home state of Maine and throughout the country.

After earning his Ph.D. in U.S. history from Brown University, Will worked as a labor educator for the Washington State Labor Education and Research Center before coming to Rutgers. Will teaches labor history courses for the Labor Studies undergraduate and graduate programs while continuing to teach labor education through LEARN. Will's LEARN programs include co-teaching the Union Leadership Academy's labor history course and the New Union Academy. He also leads shop steward trainings for the United Steelworkers and other area unions. Will is on the executive council of the Rutgers Faculty Union, AAUP-AFT Local 06323, and belongs to the Labor and Working-Class History Association and the United Association for Labor Education.

Welcoming LaToshia Wells

This Spring, SMLR and LEARN welcomed LaToshia Wells as the new Program Coordinator for the LEARN Program. LaToshia comes with years of experience working at Rutgers, including most recently at the Asian American Cultural Center. Please join us in welcoming LaToshia to LEARN!

LaToshia can be reached at:
latoshia@smlr.rutgers.edu
848-932-9504





RUTGERS
School of Management
and Labor Relations

**46th UALE Northeast Summer School
for Women in Unions and Worker Organizations
July 2023**



The 46th NE Summer School for Women in Unions and Worker Organizations, better known as the Women's Summer School, began with Susan Tindall recounting the names and stories of Summer School's foremothers: Barbara Mayer Wertheimer, Dr. Lois Spiers Gray, Ida Torres, Maria-Luz Samper, Frieda Rozen, Rochelle Posner Semel and Adrienne Taylor. It only takes a few minutes at the summer school to realize you are part of a long tradition of educating and supporting women in the labor movement. As Ida Torres always said "Never let a sister walk alone." And "Put down a ladder to raise a sister up."

The Women's Summer School, a 4 day residential program, was held at the Labor Education Center on the Rutgers campus in New Brunswick, NJ from July 10-14, 2023. 128 students and 31 instructors came from 60 Unions, Labor Studies programs, Worker Rights Organizations to develop their leadership and strengthen their knowledge and understanding of the U.S. labor movement. Participants engaged in leadership and skills building workshops, cultural activities, and educational sessions on current labor challenges.

We were honored to have local leaders join us throughout including our own Dean Adrienne Eaton. Laurel Brennan NJ AFLCIO Secretary Treasurer and Nikol Alexander, professor of Political Science and a leader in the historic Rutgers strike who spoke honestly about the work that needs to be done to win hard fights. Petal Robertson, Secretary Treasurer of NJEA in her iconic red dress, brought the house down on the morning of graduation inspiring women to take the lead and do the important hard work.

The real work of the summer school was done in the classroom. The leadership classes gave students a chance to dig deep into their own journey, where they have been and how they are going to get to where they are going. They spent a lot of time listening to each other and reflecting on their common struggles. But leadership class also required an action plan. Every sibling left with a set of goals and a plan to get there.

The workshops were detailed and skills based. The format of the summer school is for students to attend two workshops over the course of 3 days. This way there is plenty of time to take deep dives into the subject matter. Workshops included Grievance Handling, Public Speaking and Collective Bargaining, but also Fighting for Racial Justice, Legal Right to Resist and Running for Office, as well as so many more.

Finally we had the pleasure of participating in Bev Grant and Carolann Solebello “We Were There” Women’s History Night. Bev and Carol rehearse with a dozen student participants, who play the part of each of the historical figures. This year, we had Spanish Speaking parts read by two students, one in Spanish and one in English. This is a musical, visual, theatrical performance that will have you standing, cheering and crying. We all left singing the chorus:

*We were there in the factories. We were there in the mills
 We were there in the mines and came home to fix the meals
 We were there on the picket line. We raised our voices loud
 It makes me proud just knowing*



“When we fight, we WIN!! There will be a time in your life when you lack purpose and hope but then amazing people come into your life and prove to you that you’ve only misplaced those things. Thank you to all these amazing women for helping me find my strength”! - WSS Graduate



Plenary: A Gendered Approach to Organizing- ILO Conv. 190



Climate Justice Panel



Petal Robertson with Women's Summer School Graduates and Instructors

Here is what some of the participants had to say about the school:



“Momentos increíbles y memorias de todo lo que podemos hacer”.

“So grateful for each of you. I entered back into my work with restored hope, grounding, and righteous rage”.



“I came to UALE Northeast Summer School not knowing anyone but one person, but I left with knowledge, inspiration, love, and friendships!! We laughed, we cried, we yelled for everyone to hear! Each and everyone of you have touched my life for the better and I hope to see you all next year”!!

” I was thrilled to be in the class named after Jessica Govea Thorbourne (labor activist, United Farm Worker union leader, and educator). Her life's work for equality, social justice, & protections for laborers will never be forgotten”.



“WOW what an incredible experience! I am beyond grateful to have met so many successful beautiful women. We came in as strangers and left as sisters”.



“Summer school this year was an amazing experience and honor to be around so many powerful women. This was my first year of summer school and I hope it won't be my last”.



Thank you to the sponsors of the Women's Summer School

Our Sponsors provided the support to give 29 participants scholarships; to fund smaller organizations to attend; to fund the interpretation/translation in English/Spanish and to help us put on an amazing program.

Scholarships:

**NYPNU Pres. Maureen McCarthy and Treas. Jill Kaplan
Honorary Scholarship**

**NE Summer School for Women & Worker Orgs Student &
Instructor Scholarships**

**Bergen County Central Trades and Labor Council
CWA**

**Eastern Atlantic States Regional Council of Carpenters
Hudson County CLC**

IFPTE Local 194

IUOE Local 68

Middlesex/Somerset County CLC

1199SEIU United Healthcare Workers East

UALE

**The many groups that contributed to our
basket auction to raise money for next year.**

2024 Women's Summer School will be at UMASS.

75 Years and Going Strong!

The following is excerpted from "The IMLR: Labor Education at Rutgers University, 1931–1981," by Eugene McElroy

Read the complete history [here](#).

This year, 2022, marks the 75th anniversary of the Institute of Management and Labor Relations (IMLR). It was on June 19, 1947, that New Jersey Governor Alfred Driscoll signed into law Assembly Bill 250-A. Passed against the backdrop of the great postwar strike wave that engulfed the United States, this legislation formally established the IMLR. Its primary mission was to promote "harmony and cooperation between management and labor, and greater understanding of industrial and labor relations, thereby to enhance the unity and welfare of the people of the state." In order to carry out this assignment, the IMLR was authorized to "establish programs in order to develop new material and techniques to aid in carrying on the educational activities."

Labor education at Rutgers University predated the establishment of the IMLR by many years. Without question, Rutgers was one of the early pioneers in the field, along with such institutions as the Brookwood Labor College, the Bryn Mawr Summer School for Women, Milwaukee Labor College, and the educational extension services of the University of California. However, a precise date cannot be fixed owing to changing perspectives of what actually constituted a labor education program.

By broadly defining labor education to mean workers' education or the entry of non-matriculating students onto the college campus to attend university-level classes, one could point to the year 1891.



In that year, the Extension Department (more commonly known as "Night School") was established at Rutgers College. Its mission was twofold: to uplift by giving nontraditional students the benefit of exposure to university-level instruction in academic (liberal arts) courses and to generate revenue for Rutgers and the faculty who taught the courses. Ironically, the early extension curriculum offered little in the way of vocational and technical training for workers. Moreover, organized labor's aloofness to the objectives of worker's education explains why the early education extension programs developed in fits and starts. Clinging to the doctrine of "voluntarism" and economic action through collective bargaining, Samuel Gompers and the AFL remained skeptical of the university's role as a positive agent for the immediate economic and social advancement of workers—particularly in light of business ties to most institutions of higher learning. Finally, the Panic of 1893 dried up the pool of potential "working class" students.

[Read the complete history here.](#)

What We've Been Up To - Spring 2023



Certificate Program Classes

Union Leadership Academy (ULA) - Spring '23

Discipline and Grievance Handling - Pete Donatello

Building Strong Contract Campaigns - Djar Horn and Guests

Labor and Employment Law Certificate Program (LEL) - Spring '23

Bias, Harassment and Discrimination – Akhila Naik, Esq

Workplace Investigations and Interviews – Carla Katz, Esq

Workers Compensation – James Cooney, Esq

Public Sector Labor Relations Certificate Program (PSLR) - Spring '23

Public Sector Grievance Handling & Discipline – Joyce Klein, Esq.

Scope of Public Sector Negotiations - Christine Lucarelli – Carneiro, Esq.

Public Sector Contract Interpretation - Steven Weissman, Esq.

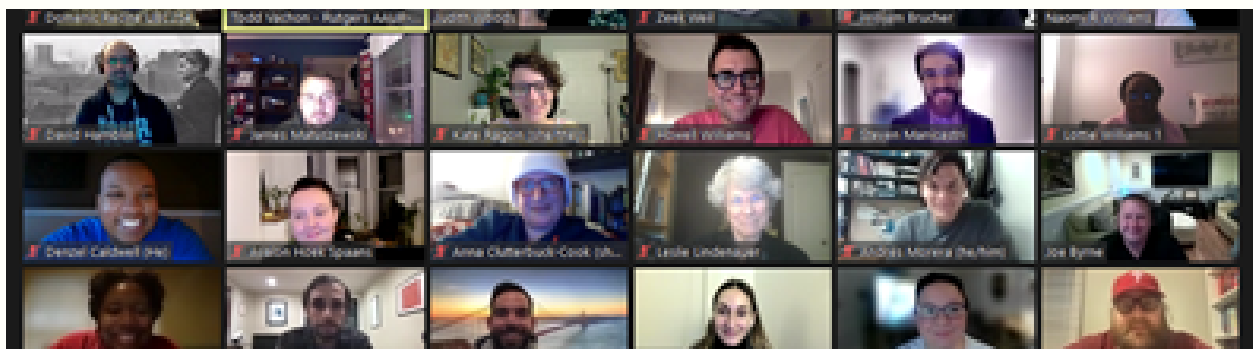
Negotiation, Arbitration & Conflict Resolution Certificate (NACR) - Spring '23

Interest-Based Bargaining - William Dwyer

Strategic Grievance Handling & Contract Enforcement - William Dwyer

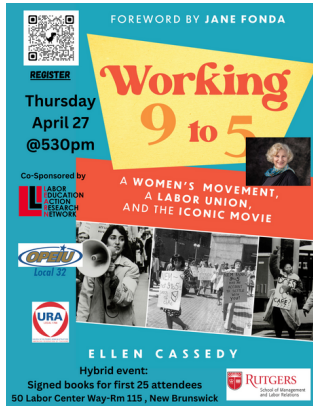
Grievance Arbitration I: Basics - Joan Parker

Grievance Arbitration II: Advanced - Joan Parker



What We Have Been Up To - Spring 2023

Public Programs



Working 9 to 5: The History of the Movement

Ellen Cassedy spoke at Rutgers LEC - April 2023

For Administrative Professionals Day we honored hard working administrative staff and their ongoing struggles for fair treatment, wages, and working conditions. The discussion was led by Ellen Cassedy, a co-founder of the 9 to 5 Movement and author of the recent book with the same title, and featured workers from local unions including OPEIU Local 32 and Rutgers URA.

About Ellen: Ellen Cassedy was a founder and longtime leader of 9 to 5, the national association of women office workers. Working 9 to 5 is her first-person account of this exciting movement, which began in the early 1970's, mobilizing women across the country to organize for rights and respect on the job. The movement inspired Jane Fonda's hit movie and Dolly Parton's enduring anthem. 9 to 5 is still active today.

How and Why to Organize a Strike

During the historic strike at Rutgers, many people shared their passion and expertise at public teach-ins on the picket line.

On April 11, we brought experienced organizers to lead a discussion on how to organize a strike at your workplace. Worker power at the negotiation table is directly proportional to how many members are signed up and how many of them are willing to participate in actions. Until action is taken, the power dynamics between employers and workers is imbalanced.



HOW AND WHY TO ORGANIZE A STRIKE



VIRTUAL TEACH-IN

TUESDAY APRIL 11, 530PM TO 7PM
FROM RUTGERS TO YOUR WORKPLACE

Experienced organizers lead a discussion on how to organize a strike at your workplace.

What We Have Been Up To - Spring 2023

Public Programs

Commemorating the Tenth Anniversary of the Deadly Rana Plaza Collapse

FROM TRIANGLE TO RANA PLAZA TO TEMP WORKERS: BUILDING WORKER POWER

SAT, MAY 6TH
8PM BANGLADESH
10AM EAST COAST TIME
7AM PACIFIC COAST TIME



REGISTER AT
<https://dsaic.org>



For Workers' Memorial Day we commemorated the 10th anniversary of the Rana Plaza collapse with photos, poetry, and a discussion between worker organizers from the Bangladesh Garment Workers Solidarity Org (BGWS) in Bangladesh and New Labor Worker Center in NJ. We heard from labor historians and economists from the US and Bangladesh. You can visit www.athousandcries.org for more information on Rana Plaza. You can watch the [recording](#) in English, Bangla and Spanish. Stay tuned for the full english translation.

Our Presenters Included:

Moderator: Dina Siddiqi, Clinical Associate Professor, Global Liberal Studies, NYU

Alison Morse, Poet

Rupali Akhter, former Garment Worker at Rana Plaza, Secy for Health Support, BGWS

Reynalda Cruz, Worker Organizer New Labor

Taslina Akhter, Photographer and President BGWS

Carmen Martino, Rutgers LSER, Dir, Occupational Training and Education Consortium

Abul Ahsan Rubel, Executive Coordinator of Ganosamhati

Andolon (People's Solid

Prevailing Wage Panel at the NJ Public Procurement Conference



LEARN joined with NJ DOLWD to discuss Prevailing Wage Law with public purchasing agents from around the state. Topics included the history and purpose of prevailing wage law as well as the parameters and enforcement of New Jersey's mini Davis-Bacon.

LEARN Supports Local Unions



We had the pleasure of hosting the WECAN training with early child care Center and Home Based providers from NJ Communities United and CWA Local 1037

New Classes for Fall 2023

UNION LEADERSHIP ACADEMY

First Session:

US Labor History, 1776-2023

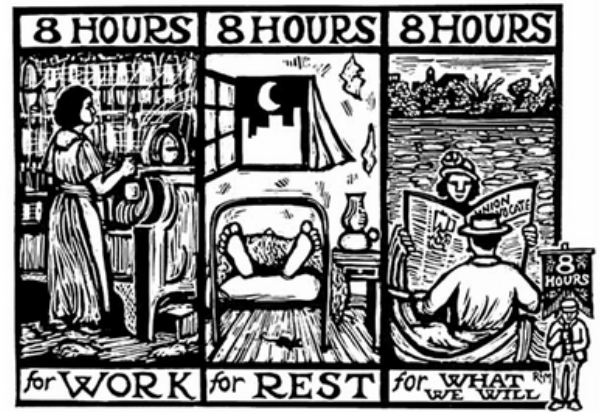
Dates: Mondays, September 11 - October 16

Time: 6:30 p.m. - 9:30 p.m. (EST)

Instructor: Professors Naomi R Williams, Will Brucher,
Dan Sidorick, and Todd E. Vachon

Format: Remote (via Zoom)

[Register Today.](#)



This course gives a broad overview of U.S. labor history from the colonial period to the present. Each week students will have short pre-class assignments. Class will consist of lectures and small and large group discussions to better understand labor history from the perspective of working people and how that knowledge is useful for us today. LEARN from top US labor historians for just \$90!

Second Session:

Building Strong Unions: The Role of the Shop Steward

Dates: Wednesday, November 1 - December 13

Time: 5:30 pm - 8:30 pm (EST)

Instructors: Djar Horn (and special guests)

Format: Remote (via Zoom)

[Register Today.](#)



This workshop will cover all of the major duties and responsibilities of the shop steward – the first line of defense for the union as well as the eyes, ears, and voice on the shop floor. Topics will include Stewards' rights, such as the equality principle, Weingarten rights, right to information, organizing rights, just cause, and more. The class will also cover various methods of contract enforcement, including organizing and using the grievance procedure to solve workplace issues.

Both contribute toward completion of the Rutgers LEARN - Union Leadership Academy (ULA) certificate



Have friends or colleagues who may be interested in LEARN programs? Like and share our courses on Facebook and Twitter!

Fall 2023 Labor & Employment Law Certificate Program

Labor and Employment Law: An Overview

Friday, September 22, 2023 from 9 a.m. - 2 p.m. (EST) on Zoom

Instructor: Tamara Lee, Esq.

The LEL Overview Course will set the stage for all the classes that follow, as listed below. The course should provide a general overview of all the major areas of labor and employment law (as listed in the class description and the titles of the classes listed below). What does the legal landscape look like? What are the major laws or rulings that set the rules for each of the major areas of LEL? What agencies are at play in enforcing or adjudicating disputes in each area? Are the rules mostly legislated at the state or federal level for each of the major areas of LEL? Also, seeing as how we do not have a course dedicated to "labor law" in the sequence this year, this class could go into greater detail covering that topic (e.g. Private Sector, Public sector - state and federal, etc.

Employment Relationships from Start to Finish

Friday, October 20, 2023 from 9 a.m. - 2 p.m. (EST) on Zoom

Instructor: Melanie Lipomanis, Esq.

An overview of state and federal laws that intersect all phases of the employment relationship from pre-hire through termination. Learn the critical points in the employment process where litigation arises, and how to protect the rights of employees, supervisors, and employers.

Constitutional Rights and the Workplace

Friday, November 17, 2023 from 9 a.m. - 2 p.m. (EST) on Zoom

Instructor: James Cooney, Esq.

Covers the reach of Constitutional protections at the workplace, what is protected and what isn't, including free speech, rights to privacy, whistle-blowing, testing and other issues. Also reviews the implications of the appeal to free speech protections in recent decisions, e.g., Janus v. AFSCME.

Leave and Absence Workshop

Thursday, December 14, 2023 from 9 a.m. - 2 p.m. (EST) on Zoom

Instructor: Rosemarie Ciparullo, Esq., J.D.

Explores types of protected leave available to workers: how to prosecute & defend discipline for absenteeism related charges. Covered subjects: excessive absenteeism; abuse of sick time; granting leaves of absence; right of employers to require proof of illness, confidentiality of such information; statutory leave protections; Fitness for duty examinations and bargaining leave provisions.

[Register for Labor and Employment Law Classes HERE](#)



Have friends or colleagues who may be interested in LEARN programs? Like and share our courses on Facebook and X!

Fall 2023 Public Sector Labor Relations Certificate Program

Public Sector Labor Law: An Overview

Friday, September 29, 2023 from 9 a.m. - 2 p.m. (EST) on Zoom

Instructor: Leonard Schiro, J.D., Nova Southeastern

This course will explore the fundamentals of public sector labor law, with a special focus on the New Jersey Employer-Employee Relations Act. Participants will receive an overview of key public sector legal concepts, practices, and procedures, with topics including the role of administrative agencies, scope of negotiations, representation cases, unfair practices, and impasse procedures.

Public Sector Collective Bargaining

Thursday, November 2, 2023 from 9 a.m. - 2 p.m. (EST) on Zoom

Instructor: Anthony Bagliore

The history of public sector unionism and an overview of the theory and practice of collective public sector representation and bargaining in the United States since the 1960s. Are public sector unions the same as or different from private sector unions? In what ways? With what consequences? Are they essential to our democracy or obstacles to it?

PERC Policies and Procedures

Thursday, December 7, 2023 from 9 a.m. - 2 p.m. (EST) on Zoom

Instructors: Joe Blaney, Esq.

This course will review the basic procedures for the filing of petitions and charges with PERC. Topics include filing unfair practice charges; and filing petitions regarding representation issues, scope of negotiation issues, notices of impasse requesting mediation, as well as petitions requesting interest and grievance arbitration.

[Register for Public Sector Labor Relations Classes HERE](#)



VETERAN DISCOUNT

The Labor Education Action Research Network (LEARN) at Rutgers University is **proud to honor our veterans and active-duty military personnel by offering a 10% discount on all classes and certificate programs.** To "LEARN" more about our course offerings, visit our Courses and Certificate Programs page. To register for classes and use the veteran discount, email learn@work.rutgers.edu or call 848-932-9504.

Fall 2023 Negotiation, Arbitration, and Conflict Resolution Certificate Program

The bread-and-butter of labor and employment relations is the collective bargaining system and its associated dispute and conflict resolution mechanisms. The six courses in this certificate program provide a comprehensive overview to all that union and labor relations professionals need to know, in either the private or the public sector, successfully to negotiate and enforce collective agreements.

Fundamentals of Collective Bargaining

Thursday, September 28, 2023 from 9 a.m. - 2 p.m. (EST) on Zoom

Instructor: Rebecca Givan

An overview of the key aspects of collective bargaining including negotiation strategy and bargaining processes. We will develop an understanding of the bargaining process from preparation before bargaining to the ratification of a new contract.

Conflict Resolution at the Workplace

Thursday, October 19, 2023 from 9 a.m. - 2 p.m. (EST) on Zoom

Instructor: Saul Rubinstein

This course looks at different models of labor-management cooperation and surveys ways to reduce dysfunctional conflict at the workplace, in the grievance process, and at the bargaining table.

Countering and Preventing Harassment

Friday, December 1, 2023 from 9 a.m. - 2 p.m. (EST) on Zoom

Instructor: James Cooney

This class will cover the various federal and state laws prohibiting workplace harassment based on sex, race, religion, LGBTQ+ status, and other protected categories. We will cover the implementation of employer policies aimed at preventing harassment, and in conducting effective investigations to remedy employee complaints. Finally, we will review the topic from the perspective of labor unions, including compliance with the duty of fair representation.

[Register for Negotiation, Arbitration & Conflict Resolution Classes HERE](#)



Have friends or colleagues who may be interested in LEARN programs? Like and share our courses on Facebook and Twitter!

White Papers



To commemorate our 75th anniversary, LEARN launched a white paper series titled “*A Better Tomorrow: Research & Reflections on the Past, Present, and Future of Workers.*” The contributions include original research, reflections from scholars and practitioners, and chapters from forthcoming books by LEARN-affiliated faculty, students, and friends.

Overview of the White Paper Series and call for Submissions

Paper #7501 "From Mutual Destruction to Common Preservation" by Todd E. Vachon

Paper #7502 "Revaluing Work(ers) for Democracy and Sustainability" by Tobias Schulze-Cleven and Todd E. Vachon

Paper #7503 "Pop Culture and Class Conflict in the Marvel Cinematic Universe" by Steven Manicasteri

You can read the full call for papers as well as the first few white papers on the LEARN webpage, [here](#).

Custom Training Programs Targeted to Your Needs

LEARN offers customized training programs for labor unions and joint training programs for labor and management. The customized training programs begin with consultation sessions with our faculty members, in which they learn and assess your needs. After understanding your particular needs, we design the curriculum specifically to meet your needs and deliver the programs at times and in locations convenient to your organization.

To learn more, email learn@work.rutgers.edu or call (848) 932-9504.

Learn in the News

Digiday “How newsroom unions intervene when members get laid off”

<https://digiday.com/media/how-newsroom-unions-intervene-when-members-get-laid-off/>

CNN “Union ranks had a very good 2022. It’s not for the reason you think”

<https://www.cnn.com/2023/01/20/economy/union-membership/index.html>

Yahoo News “Some US Caterpillar workers plan possible strike once contract expires”

<https://www.yahoo.com/news/us-caterpillar-workers-plan-possible-110604039.html?>

The Guardian “The Fed shapes the US economy. Its New York dining staff struggles to

afford groceries” <https://www.theguardian.com/us-news/2023/mar/21/federal-reserve-new-york-union-sodexo-food-service>

Law360 “Teamster Look to Deliver on Promises With New UPS CBA”

<https://www.law360.com/employment-authority/articles/1589380/teamsters-look-to-deliver-on-promises-with-new-ups-cba>

Restaurant Dive “It’s not just Starbucks: Why cafes are hotbeds for unionizing”

<https://www.restaurantdive.com/news/unionized-cafes-coffee-shops-spread-in-nyc-boston-chicago-dc/688988/>

CNN “The three-day LA school strike is over. But get used to short, disruptive strikes

like it” <https://www.cnn.com/2023/03/25/business/la-school-strike-growing-trend>

NJ Spotlight News “Rutgers president raises prospect of court battle if professors go

on strike” <https://www.njspotlightnews.org/video/rutgers-president-raises-prospect-of-court-battle-if-professors-go-on-strike/>

Learn in the News

NJ.com “NJ ranks 11th in US for income inequality. Here’s why that’s a concern.”
<https://www.nj.com/data/2023/04/nj-ranks-11th-in-us-for-income-inequality-heres-why-thats-a-concern.html>

National Review “The Unions Come for Your UPS Packages”
<https://www.nationalreview.com/the-morning-jolt/the-unions-come-for-your-ups-packages/>

Wired “The Race to Decarbonize America Needs More Workers”
<https://www.wired.com/story/the-race-to-decarbonize-america-needs-more-workers/>

US Times Post “The Race to Decarbonize America Needs More Workers”
<https://ustimespost.com/the-race-to-decarbonize-america-needs-more-workers/>

NorthJersey.com “Cory Booker, Bob Menendez urge Medieval Times to negotiate with unionized employees”
<https://www.northjersey.com/story/money/workplace/2023/05/03/medieval-times-strike-cory-booker-bob-menedez-nj-negotiations/70176325007/>

NJBiz “Despite economic uncertainty, labor market remains red-hot”
<https://njbiz.com/despite-economic-uncertainty-labor-market-remains-red-hot/>

Reuters “Analysis: With US labor tight, union workers make bolder contract demands”
<https://www.reuters.com/world/us/with-us-labor-tight-union-workers-make-bolder-contract-demands-2023-06-23/>

Supply Chain Dive “UPS’ chances of averting a strike are shrinking. How should shippers prepare for the worst?” <https://www.supplychaindive.com/news/ups-teamsters-strike-chances-shipper-preparations/684932/>