

UPS SPECIAL EDITION

Teamster

THE TEAMSTER MAGAZINE • SPRING 2023



UPS Teamsters:
United for a Strong Contract



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Steward's Guide

Helpful insights for stewards and all UPS workers to enforce the contract and protect your rights.

Contract Timeline

What's next? Learn about the various stages of the campaign and what's ahead as we fight for a strong contract.

Get Involved

Learn how you can plug in to the campaign, attend future actions and trainings, and download printable campaign materials from the app.

As we take on UPS, we need all UPS Teamsters informed, engaged, and ready to take action. With regular updates throughout the campaign, this app will be your home for this historic fight.

Get it on your phone now!

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*A SPECIAL MESSAGE
FROM TEAMSTERS
GENERAL PRESIDENT
SEAN M. O'BRIEN
AND TEAMSTERS GENERAL
SECRETARY-TREASURER
FRED ZUCKERMAN*

This summer, Teamsters at UPS will negotiate the most important collective bargaining agreement in the country. It will set the standard for what a good union job in America should be.

There are 176 Teamster locals representing more than 340,000 UPS members. There is no private sector bargaining unit in America that is bigger or stronger than the army made up of Teamsters at UPS. Together, we have the best opportunity to wage and win the biggest battle in all of organized labor.

Since last summer, members nationwide have presented a show of force from the union that UPS cannot ignore. UPS knows that we're united. They can already see the fighting power that they're up against.

As this contract campaign progresses, we need to keep doing more to reinforce our strength and position. We must have each other's back in this fight. Our union is depending on Teamster brothers and sisters at employers other than UPS to support this important contract fight as it has the potential to lift up workers across all industries.

For Teamsters at UPS, we have to stand up to management, talk to each other, share information, and encourage one another to stay involved.

Encourage everyone in your barn to download and use the UPS Teamsters app. When something happens at the table, when progress is made, when we enter a new phase of negotiations — you are going to know about it in real time.

We're not taking concessions, we're not dividing the union, and we won't stop fighting until we have won what we deserve.

We need UPS to see you supporting each other and showing up to work every day ready to fight. Let's get louder, more active, and more relentless in demanding what we deserve.

We want you all to know that we are going to do everything in our power to make sure every single UPS Teamster gets the best contract possible. As we have made clear time and again, this company only succeeds because of you. We know UPS continues to make record profits — and that's because of you.

Since taking office, our administration has met with thousands of members at UPS. These visits with the rank-and-file are essential to making sure that members' voices are at the center of our contract fight.

We want you to know we're going to be here to support you every step of the way. Our Package Division and the entire International Union is committed to delivering the strongest contract



possible. If we work together and show a united front, victory will be much easier to attain.

That's why we need unity above all else. We need this company to know who it's dealing with and that we are united. But what does unity mean? It can't be some empty talking point that we're throwing around.

We have to prove it — at the bargaining table and in your barns. Unity means full-time

UPSers and part-time UPSers standing up for one another. Unity means we're not going to disparage one another. We're not going to be distracted by infighting, and we're not going to fall victim to any attempts from management to divide us.

Unity means we have to be in this for the long haul. This is a long fight.

Every day throughout this contract campaign, we need to keep sending a clear message to UPS that they cannot break us and they will not defeat us.

Over the last two decades, UPS has attacked and weakened Teamsters' rights and job protections. Teamsters worked hard and put their lives at risk before and during the pandemic, building the multibillion-dollar company's massive profit margins year after year. And UPS Teamsters are coming to collect.

We understand the last contract left many members disappointed and disillusioned when the national agreement was voted down but implemented anyway. Thankfully the 2/3 rule was overturned at the 2021 convention and that scenario will not play out again. This time, YOUR VOTE COUNTS.

There are a lot of issues that need to be addressed.

We are going to demand higher wages and put an end to tiers. The 22.4 system has caused confusion and division. We won't allow drivers to continue making half the pay rate as other drivers for doing the same job.

UPS drivers and part-time workers are forced to work long hours, often six days a week — missing time with their families to handle extreme workloads. Teamsters will demand an end to excessive overtime and forced 6th punch.

We are demanding more paid time off. No one should be forced to work when they are sick — at UPS or anywhere. In some parts of the country, UPS Teamsters have no paid sick days. We will demand sick days and paid time off.

We are going to address freedom of privacy and workplace surveillance. Harassment has gotten worse because of the proliferation of cameras, microphones, and other technology that is used to spy on and intimidate our members.

We are not going to ignore safety and protection against extreme weather like in past contracts. Too many drivers have suffered heat strokes and other health problems as temperatures rise higher than 140° F in the back of some trucks. We will make safer conditions and protection from extreme temperatures a priority at the bargaining table.

We will bargain for two new holidays — MLK Day and Juneteenth — in the contract. While UPS prides itself as a company that values diversity, equality, and inclusion, workers are forced to deliver on Martin Luther King Day and Juneteenth. Teamsters will make UPS put their money where their mouth is when they pay lip service to civil rights he-



roes and Black history by honoring these days as paid holidays.

Another major focus in negotiations is protecting jobs. That's why we are going to demand UPS stop deploying subcontracting and automation that destroy good truck driving careers. This is part of a bigger economic trend, but we are drawing the line at UPS by demanding an end to subcontracting and respect for union jobs. Use of PVDs or personal vehicle drivers will also be an issue at the table. Any threat to Teamster jobs will not stand.

Our negotiating committees are at the table and fighting like hell to protect each and every one of you. Rank-and-file members and elected leaders have been doing a lot of work for the better part of the last year to get us in shape to win this fight. As this contract campaign progresses, we need to keep doing more to reinforce our power and position. That means participating

in the process all the way up to July 31, 2023, when the existing contract expires.

If we do not have an agreement with the company by the expiration date, we will strike UPS. That is not an empty threat.

This next phase of the campaign will be critical to ensuring our success. As we begin negotiations on the national contract, let's prove to each other and the company that unity really means something in the Teamsters.

The labor movement is a full-contact sport. And the Teamsters are playing to win.


Teamsters General President


Teamsters General Secretary-Treasurer

BEYOND UPS *Why the Contract Fight Matters to All Members*

The outcome of UPS negotiations will have far-reaching implications for every single Teamster, no matter where you work.

As the largest private-sector collective bargaining agreement in the U.S., the UPS Teamsters contract acts as a bellwether for Corporate America. What happens in these negotiations won't just determine the next UPS contract; it will decide how every other employer perceives the Teamsters for years to come.

"Corporate America knows that when the Teamsters emerge victorious from our fight at UPS, workers everywhere will be emboldened like never before," said Teamsters General President Sean M. O'Brien. "This fight is about a lot more than UPS. This is a defining moment for the entire labor movement. The Teamsters are making it known to every employer that our members are undaunted and unafraid to fight back."

A Rising Tide Lifts All Boats

History shows that companies only give more to workers when the labor movement forces them to. Since 1903, the Teamsters have raised standards for all workers because of high-profile contract fights.

In 1997, UPS Teamsters went on strike for 15 days over safety concerns and the growth of part-time work. The move by 185,000 UPS Teamsters to walk off the job

and rally for a better contract inspired solidarity demonstrations around the world and put Corporate America on its back foot. With public pressure mounting, UPS gave in to the Teamsters' demands. It was one of the biggest strikes of all time that endures as an example of what organizing and mobilizing workers can achieve.

That's why workers across the U.S., union and nonunion alike, are watching to see what



happens at UPS. They understand the outcome will set the tone for every battle to come.

"With UPS being a third of our membership, this contract will set the example for all Teamsters moving forward. Every member will gain more bargaining power because of the fight at UPS, especially those of us already under national agreements," said Steve Ruoff, a carhauler at RCS and Teamsters Local 89 member covered under the National Master Automobile Transporters Agreement.

The Greater Impact

Previous contract victories have shown how success at the table has broad implications for the entire labor movement. One of the most notable examples is the 1964 National Master Freight Agreement (NMFA), when millions in the freight industry joined the middle class virtually overnight — or, as James R. Hoffa aptly declared after its signage, "They all went up."

The gains made for one group of workers at the bargaining table ultimately impacts more than just those covered under the agreement. Just look to any recent contract victory in any Teamsters division, and it's clear to see how gains made at the table for one group leads to similar gains for members at other locations, particularly in the same industry.

"A contract win for one group of members will inevitably result in gains for more groups of workers. Teamsters everywhere understand the importance of the UPS contract and the impact it will have," said Freddie Torres, a Teamsters Local 107 member who works at DHL Express in Philadelphia. "Securing a strong UPS contract will have a direct impact for courier drivers like me, as well as countless other workers who work in the delivery business. It will affect the whole industry. From DHL Teamsters to postal workers represented by other labor unions to Amazon



workers seeking a union voice, there are millions of workers who will benefit in unimaginable ways right off the bat when the Teamsters raise standards this summer at UPS."

A Pivotal Moment

Since the labor movement's earliest days, union members of all stripes have fought, bled, and even died to make gains at the table for all American workers.

Often, the most crucial gains to a contract are made on the picket line. Take for instance the historic Teamsters strike of 1934, when members in Minneapolis risked their lives and changed the course of the entire labor movement, leading to the passage of the National Labor Relations Act and the Fair Labor Standards Act acknowledging the rights of workers to organize and collectively bargain.

Labor history is filled with examples of these kinds of domino effects when progress is made for all U.S. workers because of brave union members who lit the spark by risking life and limb on the picket line.

If UPS fails to meet the de-

mands of the Teamsters, the U.S. could witness one of the largest strikes in labor history.

"Come August 1, if the Teamsters don't have the best contract we have ever had at UPS, you'll see who runs this country," O'Brien said. "We're going to show UPS how serious we are."

A Perfect Storm

The contract fight with UPS comes at an important time when workers are feeling emboldened in ways not seen in decades.

Work stoppages involving 1,000 or more workers rose by 44 percent in 2022 compared to 2021. Public approval of labor unions has been trending upward since 2009 and hit 71 percent in 2022, a level not seen in nearly 60 years.

Worker activism continues to rise and public support for unions remains at its highest in decades. There has been a resurgence in strikes, a sharp uptick in organizing, and a palpable hunger among workers to fight for what they deserve.

All the conditions are lining up for a perfect storm at UPS. Strike or not, the outcome will determine whether the pendulum continues to swing back in workers' favor.

"If our members are willing to go to war with UPS, we will put all other companies on notice that the Teamsters are ready to fight, and we're coming for them next," O'Brien said. "Failure is not an option."

GET INVOLVED.

"WE ALL NEED TO SPREAD THE WORD about our campaign. Activism on the ground will give the negotiating committee the leverage they need at the table."

—NICK GLEASON
UPS Package Driver
Teamsters Local 696
Topeka, Kansas



JOIN THE FIGHT.

Learn more about Nick's story and the Teamsters' fight at UPS at Teamster.org/UPS

Q&A

TOPIC: PREPARING FOR NEGOTIATIONS

Johnny Sawyer, UPS Coordinator on National UPS Negotiations for the Package Division

Can you describe what the Package Division and national negotiating committee have done so far to prepare for negotiations with the company?

First and foremost, General President O'Brien and General Secretary-Treasurer Zuckerman have been traveling all over the country to hundreds of UPS barns to get face-to-face with our members. Week in and week out, they are on the road covering a ton of ground. Their primary goal is to get the members' input on what they want in their upcoming contract. The Package Division also conducted a bargaining survey recently that went out to the membership. This helps us gain a better understanding of their opinions and their priorities of what they are looking to address in negotiations.

Our local unions that represent members at UPS have hosted proposal meetings where members could attend, write up their own proposals, and then submit them for consideration. The locals forwarded those proposals to the division where they were then divided into the national negotiating committee

and the supplemental negotiating committee, respectively. After sorting through those, we sent the supplemental proposals to the supplemental committees. The national proposals were arranged into a form that we were able to take a deeper dive into at our screening meetings. Following the screening of proposals, we will submit the actual proposals across the table to UPS once national negotiations kick off.

National negotiations begin April 17. What can our members expect come April and throughout the summer?

Starting on April 17, our intention is to hold some level of negotiation with the company every week through the end of July before the contract expires. Also, during that timeframe, the division will be assisting our supplemental committees. Any committees that have not reached an agreement at that point, we will resolve. This will simultaneously take place as the face-to-face national negotiations are being held in Washington, D.C.

How can the union address the unpopular 22.4 classification in negotiations?

I think the General President has been crystal clear that the 22.4 classification has to go. We cannot have a two-tier system where we have drivers side-by-side, performing the same job, with one classification making less money. The 22.4s also currently have fewer benefits within the current contract. There are no 9.5 rights, no eight-hour request rights. We can't allow for this to continue. The members have told us loud and clear that this classification is totally unfair and it has to stop.

What are some other major issues that need to be addressed with the company throughout national negotiations?

The excessive overtime for package car drivers has to be addressed. The amount of stops per day is insane and unsustainable. During the COVID-19 pandemic, drivers were working around the clock due to increased volume and it's never gone back down to "normal" levels, which is an issue. UPSers are often work-

ing six days per week, and it was never intended to be a six-days-a-week job. Our members deserve to have time off to spend with their loved ones and shouldn't be spending as much time as they do at work.

Another major issue is the subcontracting that the company continues to utilize. Feeder work should be getting completed by Teamsters, not these outside companies UPS acquires and brings in. The starting rate for part-timers needs to be significantly increased. Not only that, but the rate for current part-timers is too low. It needs to be brought up to date. There are several major issues across all classifications that we will be looking to resolve.

What can rank-and-file UPS Teamsters do to support the negotiating committee?

The best action our UPS members can take is to participate in the International's national contract campaign, which will run parallel with our bargaining sessions. We kicked off the campaign back in August and have hosted several events to date. These will continue and become more frequent as the year continues. The UPS Teamsters app is a great resource as well for members who want to keep up with developments. Participating in the in-person events such as rallies or parking lot meetings are key. It shows the company firsthand that we are all united during these negotiations and that we are going to



be relentless until we earn what we want and get what we deserve. The company needs that visual. They need to look outside from their offices and see Teamsters coming together displaying our strength.

How will rank-and-filers on the negotiating committee assist in negotiations?

It's great that we have rank-and-file members on the negotiating committee. They are going to be extremely involved throughout the process and help us tremendously in negotiations. Our expectation is not for them to come and just observe. We want them to be an active part of the discussions and provide input regularly. They serve as a fact check when dealing with the company. They do the work every day. They know what stunts management pulls and

understand the nuances of the job. During negotiations, if the company tries to fabricate or overlook specifics from across the table, our rank-and-file members can rebut those claims and hold them accountable. Another advantage of including our rank-and-file members is that they can go back to their barns and inform their union sisters and brothers of what is taking place at the table. Our administration wants to be completely transparent with the membership and believes they are entitled to constant updates. We are all on the same team and no one should be left in the dark. I look forward to working with our rank-and-file committee members very much.

How important will public support be during negotiations, and why do we need to keep the public informed of what is going on?

The customers' support was huge back in '97. I mean there were countless households and small businesses that had signs in their homes or storefronts during that time. Words of encouragement like, "We support our union drivers" could be seen in neighborhoods all over the country. That was comforting to see and illustrated that the public had our back. It influenced UPS back then, and I believe it would make an even greater impact today. UPS is extremely sensitive to public opinion. Negative press hurts their stock and upsets shareholders, which is exactly what they are trying to avoid.

PUNCHED OUT

Endless Peak and Excessive Overtime at UPS



On any given evening in any given neighborhood in America, a brown truck moves from block to block, weaving through a latticework of streets and cul-de-sacs before its driver rushes along driveways and into building lobbies. Racing against the clock, the driver sees families at their dinner tables as he scans and drops off boxes on their porches and doorsteps. With fading daylight and dozens of stops still left on his route, he thinks of his own family and if he'll make it back before the kids are tucked into bed.

"It's a routine that just about every UPS driver can relate to," said Jimi Hadley, a package driver and shop steward with Teamsters Local 728 in Roswell, Georgia. "This company takes a lot out of you. The overtime pressures, the long hours — it takes a big toll on your personal life and your family."

As Teamsters begin national negotiations with UPS in April, excessive overtime has shaped into a major issue for members who are demanding stronger 9.5 protections, an end to forced 6th punch, and an overall better

quality of life secured in the next contract.

"Everyone knows that our members' hard work is the reason UPS is such a successful company, but these Teamsters have lives and families outside of work," said General President Sean M. O'Brien. "There's no reason a company this massive and this profitable should be forcing people to choose between providing for their families and being with their families."

While many UPS members are all too familiar with the seasonal fluctuations in workload and

demanding hours, the notorious grind of peak season during the holidays became a year-round norm during the pandemic.

"Our members were called essential workers during the pandemic, but they were treated like disposable parts of a machine," said General Secretary-Treasurer Fred Zuckerman. "UPS Teamsters sacrificed their health to keep this company running and growing during COVID-19. Well, now it's time for UPS to pay up because the bill is due and we are coming to collect. We're drawing a hard line in the sand for more full-time jobs to lighten the workload on drivers and inside workers. We need to stop forced 6th punch, strengthen 9.5 language, and add stiffer penalties when the company violates that language, among other concerns."

"In the middle of COVID, they praised us as heroes," Hadley said. "We worked 60 hours every week but there was no hazard pay. Especially during COVID and, even now, UPS violates 9.5 protections every day. It's proven that the company is fine paying those grievances. We need to make it more costly for UPS to overwork us."

Workin' 9.5

In January, local unions throughout the country made a push to get as many drivers as possible on what is known as the 9.5 list. Article 37 of the National Master Agreement requires that if a driver is on the 9.5 list, UPS cannot work them over 9.5 hours a day more than twice a week. The company is required by the contract to pay for any violations of a drivers' 9.5 rights.

Cortez Miller, a package driver and shop steward with Local 638 in Minneapolis, said the excessive overtime and 9.5 violations are a major issue at the Landmark facility where he works.

"I'm dealing with 9.5 grievances every week — almost daily," Miller said as he was making deliveries in negative 16-degree temperatures.

As he loaded a dolly with 81 Amazon packages for an apartment building stop, he talked about the high number of 9.5 violations during the pandemic and peak season.

"UPS doesn't care — they just want the packages delivered. And they will always find a way to pay their way out of complying with 9.5," said Efren Esparza, a package driver and shop steward with Local 396 in Los Angeles.

"The company will just pay

“

THERE'S NO REASON A COMPANY THIS MASSIVE AND THIS PROFITABLE SHOULD BE FORCING PEOPLE TO CHOOSE BETWEEN PROVIDING FOR THEIR FAMILIES AND BEING WITH THEIR FAMILIES.”

—SEAN M. O'BRIEN
Teamsters General President



the penalty and keep doing what it does. And then there's the eight-hour requests. I get drivers coming to me all the time saying they had to miss their kid's game or something because they were over-dispatched," Esparza said.

UPS drivers have the right to request overtime relief twice a month by submitting eight-hour requests in advance. It is not uncommon for UPS to grant the request but fail to adjust the driver's load, forcing them to work beyond 8 hours.

Part-Time Pay, Full-Time Job

Forced overtime is not just a driver issue. Preloaders, sorters and other part-time members are often forced to work long hours and a six-day week, or "6th-day punch."

"I have single mothers coming to me in tears because they were just told to come in on Saturday and they have no one to watch their kids," said Jennifer LeMaster, a preloader and Local 174 shop steward who works out of the center in Redmond, Washington. "They aren't being asked to do 6th punch — it's more so a demand by the supervisor. A lot of the members are afraid they will be written up. UPS doesn't care that we have lives and obligations outside of work. There's a complete disregard for family life."

Forced double-shifts are another problem that part-timers face at many centers around the country.



Jamie Gross, a preloader in Latham, New York, has been working at UPS for 18 years and is a member of Local 294. He said double-shifts are common for part-timers in the area, where preloaders are coming in at 9 p.m. and working until 9 a.m., six days a week, during peak season.

"They are still considered part-time even though a lot of them are working more than 60 hours a week during peak," Gross said. "A lot of the new hires feel misled when peak hits, because they were told it's 5 a.m. to 9 a.m., five days a week. But they move the start time earlier and earlier to handle the volume."

"During COVID, we did months and months of 6th punch every

week at my center," he said.

Hadley, the steward out of Local 728 in Georgia, echoed this observation.

"I've heard part-timers in my building say they feel like they are hostages. They signed up for the preload job with a midnight start-time to clock out at 9 a.m., but the company keeps pushing the start time earlier," Hadley said.

Ending forced 6th punch is a major priority for UPS members nationally and across all local area and regional supplements. It's an issue shared by both drivers and part-time members.

At the Roswell center in Georgia, Hadley said the company is frequently shifting Monday work to Saturday when there are

fewer 22.4 drivers, forcing regular package drivers to come in that day. Every week they get a message about needing more people to come in on Saturday. And when the company opened a new building in Cerritos, California, drivers were working 6th-day punch for three years straight to maintain operations, Esparza said.

A Toll on Families

When it seems like the rest of the world is at home with family, UPS Teamsters are hustling along the sort belts, on loading docks, and in package cars — late at night, during the darkest days of the pandemic, and during the holidays.

The strain that long hours of physically demanding work puts on UPS members' families, as with the drain it puts on their bodies, is an unimportant casualty of business for UPS.

"It feels like we're out there making memories for other families and we're away from our own," said Miller, from Local 638 in Minneapolis, about working during peak. He recounted that during his 21 years at UPS, the peak season workload has prevented him from celebrating Christmas with his mother, whose birthday falls right before Christmas day.

"It's 6th punch the whole month of December for everybody in my building," he said. "If

you are younger, you can do it, but not for long. But during peak it doesn't matter. Young and old, everyone's doing 6th punch."

Even outside of peak, the hours on the job for full-time drivers can have long-term effects on family life. Working out of the Cerritos hub for the last 23 years, Esparza, a father of four, said he missed a lot of life events with his first two kids.

"When November hits, I tell our newer drivers to kiss their families goodbye because you won't be seeing much of them until the end of the holidays," Esparza said. "You leave early when it's still dark and you're back late when the kids are already in bed."



Members also talk about the high divorce rate among UPS drivers.

"It's hard on a marriage," said Hadley, who has been married for 15 years. "When I started, I had an older driver sit me down and tell me to have this discussion with family, with my wife. You have to prepare them for how much you'll be away working because it will put a lot of stress on your relationship."

While volumes went down this year in January after peak season and 9.5 violations diminished, Hadley noted that it's a contract year and UPS is clearly paying attention to the growing unity and militancy among Teamsters.

Meanwhile, in many parts of the country the winding down of peak volume triggered the perennial round of layoffs in January as routes were cut and the remaining workload was put on the backs of fewer drivers and part-timers.

Over With Overtime

The same grueling workload that breaks down families and UPS workers' bodies has generated enormous profits for the company. In the last quarter of 2022, revenues were down in every segment of the company except for the domestic segment in which UPS Teamsters delivered more than \$18 million in revenue.

While heaping empty praise

upon its workers, who it refers to as "industrial athletes," UPS is determined to run Teamster members through an endless marathon of hard labor, which can only be restrained by a strong contract.

"My hope is that we get stronger language so UPS can't constantly violate 9.5," Esparza said. "The company only hears us when we hit them in the pockets. We need stronger penalties against UPS."

"UPS is already painting a narrative that we are the best paid workers in logistics," said Gross from Local 294 in New York. "But that's not the whole story. There are the safety issues, the cameras, the 110-degree temperatures in the trailers during summer — and there's the excessive overtime."

While many UPS Teamsters have different experiences with long hours and overtime, there is wide agreement that unity across all job classifications is critical to winning a strong contract that puts an end to UPS' abusive overtime culture.

"Whether you are full time or part-time, all UPS Teamsters need to stand shoulder to shoulder," O'Brien said. "This company will prey on any and every division possible within our ranks in order to weaken our strength and our resolve. It's time to reclaim the lives our members have outside of work. UPS doesn't own a single second of the personal time our Teamster members are entitled to. If the company doesn't know that now, they will know it come July 31."

Out of Our Pockets, Off of Our Backs:

UPS'S SOARING PROFITS

While UPS executives rode a wave of exploding e-commerce during the pandemic, rank-and-file UPS members were in the trenches, putting their health and lives at risk to process and deliver unprecedented volume.



The massive success and growth of UPS's business has been widely reported. The company is making money hand over fist thanks to the hard work of Teamster members.



Q&A

TOPIC: TAKING ON UPS

Matt Higdon, Grievance Panel Coordinator for the Teamsters Package Division and President of Teamsters Local 728 in Atlanta

Can you describe what the Package Division and National Negotiating Committee have done so far to prepare for negotiations with the company?

The Package Division kicked off our national contract campaign back in August, marking 25 years since the 1997 strike and one year until our current contract with UPS officially expires. We wanted to motivate our members and start preparing them for the crucial fight ahead. We coordinated with locals nationwide and held days of action throughout the fall to start building our momentum early, so that by the start of 2023, we were already in full swing.

At the start of the year, we had another day of action on MLK Day. Dr. King was a significant advocate for the labor movement and our goal was to honor his legacy and contributions to workers' rights. We also wanted to encourage UPS to make his day a paid holiday going forward. We held rallies around the country, which were covered extensively on social media to boost morale among the membership.

This is the year we have all been waiting for. The last contract was pushed through without the support of members. This time is different. We finally

have a chance to get our members some redemption and get a lot of things fixed.

What can our members expect when national negotiations begin on April 17?

For starters, the UPS Teamsters app is going to keep our members updated on a regular basis. That's why it is so important for members to download and start using the app. They will get to see real-time updates of what is going in negotiations. They'll also be able to follow along and see the progress we're making at the table. The app gives members the opportunity to follow the proposals that they submitted to see how they're moving through the bargaining process.

I think the members will appreciate the transparency and communications throughout negotiations. The International union is committed to keeping everyone engaged. This is not going to be like the negotiations our members are used to. It's not going to be like the closed-door negotiations in the past, where our members get just a glimpse of what's going on and are provided with little information. For the first time ever, we have rank-and file members on negotiating committees, and these members are going to dictate

what goes into the contract. Members will no longer feel like they are on an island by themselves. These negotiations will be for the members, by the members.

With rank-and-file members now on the negotiating committee, what can other rank-and-file UPS Teamsters do to support the negotiating committee as it faces off with the company in national bargaining?

Get engaged and take an interest in what is going on. Learn the issues and get involved; make sure you download that app; if you haven't already. We will have plenty more days of action in the coming weeks and months, so be sure to attend and show the company that we are united in this fight. The more people that partake, the better. We can then go to the company and say, hey we got "X percentage of our members on the phone app and X amount signed pledge cards." That way, we can correct them when they try to paint some mirage and say that our members aren't involved, or that we wouldn't be capable of holding a strike line. We will have the numbers on our side to show them and say, "Actually, that's where you're wrong."

We want to make it clear to the company that they should

not underestimate our members' resolve and commitment to one another. As General President O'Brien says, our UPS members have the courage, they have the conviction, and they have the intestinal fortitude to win this fight. The membership is large. It's united. It's motivated. Nothing is going to deter us.

UPS released its fourth quarter earnings at the end of January. The company once again racked up billions of dollars in revenue and profit for 2022. How will the Package Division utilize that information in negotiations?

We already know what type of picture UPS management is going to try to make during negotiations. They're going to come out and say that our members are already paid and treated well and that they are providing them with good jobs. They've already started running ads to sell this image to the public. It won't be long before they start talking publicly about how our members' benefits are second to none and that the union is being too greedy, asking for too much. On top of that, they have already told investors that they are predicting "2023 may be a cloudy year" when it comes to earnings and economic growth. Pretty convenient if you ask me.

We're going to stick to the facts on our end. Yes, some of our members make good wages, but not all our members at UPS are paid well. Part-timers are barely making a livable wage. Even our members that "make



good wages" deserve more than what they currently have.

The public counts on UPS because they know they can count on our members. Our members deserve to earn more. UPS can make any excuse they want about how this year will be a struggle for them financially. At the end of the day, it may not be up to their standards, but they are still making billions, emphasis on the b. They can afford to provide the type of contract we are demanding. It's time for them to show how much their workforce truly means to them and pay up.

The Teamsters have become more militant under the current administration. It appears the membership is responding by becoming more engaged and active. Would you agree?

Of course! That's what leadership is all about, right? Being able to lead and inspire others. That's exactly what General President O'Brien and General Secretary-Treasurer Zuckerman have brought to the International. Right out the gate, they have been proactive and all about results. I've been a Teamster for

about 35 years, and I've never seen this type of energy. It's on full display at my home local. You can vividly see it all over the country, too. And that's a direct result of how hands-on and passionate our leaders are. They walk the walk. They're out meeting the members; they're showing up at gates and walking the belts at all hours and across all regions. Most importantly, they are letting members know they aren't afraid to stand up to the company. From the start, the leadership has made it very clear to UPS that we're coming for them. The company knows if we don't have an agreement that is fair and sufficient for our members by July 31, we're hitting the streets.

That is what being a union leader is all about and it extends to the full membership. It's resonating, and not just for UPS members, but for all Teamsters. This contract will serve as the model for our other core divisions. The fact that our UPS members are embracing the leadership and getting involved is wonderful. It shows that if we are willing to take on this beast, we can take on anyone.

UNITED IN '97
UNITED
TODAY!





WHAT THE 1997 UPS STRIKE TELLS TEAMSTERS ABOUT THE FUTURE

If you speak with UPS workers across the country, it's clear that the company's workforce is at a crossroads. Rank-and-file members at the logistics behemoth are responsible for the company generating record-breaking profits, but they aren't getting nearly enough for all they've done to make UPS so successful.

As Teamsters move forward with UPS contract negotiations, it is worth reflecting upon a time when circumstances were similar at the union's largest employer — the 1997 strike.

"In 1997, UPS had no respect for its unionized workforce," said Western Region Vice President, Western Region Package Division Director, and Local 162 President Mark Davison. "Trust and morale on the shop floor were low. Management and rank-and-file Teamsters were at odds. At the same time, there was an enthusiasm in our union halls when the 1997 contract campaign kicked off. Our union gave us T-shirts that said, 'It's Our Contract...We'll Fight for It', and that is exactly how we felt at the time."

True Solidarity

The 1997 strike lasted for 15 days over issues related to part-time

workers and their pay and benefits. The company was also refusing to create more full-time jobs and was instead subcontracting. The strike, which began on August 4, 1997, involved 185,000 UPS workers and shut down the company's package delivery operations across the United States.

The strike was effective because of well-executed messaging, effective coalition building,

"We had to get everyone — preloaders, part-timers, package car drivers, feeder drivers, you name it — all on the same page. We were able to get it done, because everyone knew we deserved a better deal than what the company was offering."

—MATT HIGDON

President of Teamsters Local 728
Teamsters Package Division National Grievance Coordinator

and the maintenance of solidarity among the membership. The backbone of its success, though, was the Teamsters' ability to organize large and visible picket lines; the union organized picket lines at UPS facilities across the country, which helped to generate public support and sympathy for the workers' cause.

"When we went on strike, we did so to protect our industry — leading union pensions and health care plans from a UPS takeover," Davison said. "We also walked the picket lines to create thousands of full-time jobs from part-time jobs and strengthen job security. The energy on the picket lines was strong and members felt

that for the first time we were able to take a stand against management."

The dent in the supply chain was felt by everyone, so not long after Teamsters began walking the line, the public began to pay attention. This led to another extremely effective tactic: the union used the media to their advantage by highlighting the workers' demands and the company's refusal to address them.

The union's slogan during the strike — "Part time America won't work" — was a rallying cry. This helped generate public support for the workers and put pressure on UPS to reach a settlement.

"This strike is a consciousness-raising event," Daniel Yankelovich, chairman of a public opinion polling firm, told *The New York Times* at the time. "What so often happens is that an event like this suddenly and unexpectedly focuses attention on something that is on people's minds and makes their concerns more of a political issue."

United Parcel, United Front

Picketing and an effective public relations campaign weren't enough by themselves to win a good contract. That's why the union maintained a high level of unity among its members

throughout the strike which ensured that workers remained committed to the cause and that the strike remained effective.

Matt Higdon is the President of Teamsters Local 728 and the Teamsters Package Division National Grievance Coordinator. He was on the picket line as a rank-and-file member during the 1997 strike.

"This didn't seem like it was going to be easy," Higdon said. "We had to get everyone — pre-loaders, part-timers, package car drivers, feeder drivers, you name it — all on the same page. We were able to get it done, though, because everyone knew we deserved a better deal than what the company was offering."

To take on one of the largest corporations in the world, you need allies, even if you have effective public relations and a united front. That's why the Teamsters formed alliances with other labor organizations, community groups, and politicians, who helped amplify the workers' message and put pressure on UPS.

The AFL-CIO pledged the support of 13 million union members, representing the union house-

holds of 40 million Americans, until the Teamsters won. Teamster infantry had an air force supporting them as well — pilots working for UPS refused to make deliveries, effectively grounding UPS air operations centered in Louisville.

The union also encouraged consumers to stop using UPS until after the agreement was settled, and that proved an effective tactic as well. UPS lost an estimated \$750 million in revenue because of the 1997 strike. The strike also resulted in lost business for UPS customers, as many were unable to ship or receive packages during the work stoppage.

The Future Is Now

At the end of the 1997 strike, part-time workers got better pay and benefits, the company reduced subcontracting, and more than 10,000 more full-time jobs were added.

"The negotiations of the 1997 strike resulted in contract improvements in all local, regional, and national contracts," Davison said. "When we went back to

work, union solidarity was at an all-time high."

The issues that drove the strike 26 years ago have once again become most critical fights at the bargaining table — along with myriad other problems that need to be solved in the next national master agreement. These include excessive overtime, a lack of heat protection in vehicles, and ending a two-tiered wage system. The 1997 strike isn't just worth remembering because it was a monumental occasion in Teamster history. It's worth remembering because it worked.

"UPS Teamsters are united and ready to mobilize in the fight for the best contract ever negotiated at UPS," said Sean M. O'Brien, Teamsters General President. "UPS would not have its billion-dollar profits without hardworking Teamsters. Our message to UPS is that it's time our contract reflects the essential work of our members. The Teamsters are resolved to win a strong contract by August 1, 2023, and we won't extend negotiations by a single day. We'll either have a signed agreement that day or be hitting the pavement."

"BEING A TEAMSTER HAS ALLOWED ME TO TAKE CARE OF MY FAMILY.

That's why I'm dedicated to this fight! It's going to take everyone, but we'll get there together."

—WALT LAWSON

UPS Feeder Driver, Teamsters Local 162, Tualatin, Oregon



GET INVOLVED.

JOIN THE FIGHT.

Learn more about Walt's story and the Teamsters' fight at UPS at Teamster.org/UPS

TOPIC: PERSONAL VEHICLE DRIVERS (PVDS)

Victor Mineros, Assistant Director of the Teamsters Package Division for the Western Region and Secretary-Treasurer of Local 396 in Los Angeles

Q&A

GET INVOLVED.

UPS is always looking for ways to take work away from our members. How does the use of PVDs (personal vehicle drivers) hurt Teamster package car drivers at UPS?

The issue with personal vehicle drivers is that it diminishes the work our real Teamster package car drivers do every day. We have been doing this job for countless years and now UPS wants to try and pawn the work off as some sort of side hustle. The gig economy is destroying the job by turning it into some sort of cool, laid-back service where you don't have to work all the time. It's becoming the Uber of delivery services. To be honest, it's an insult to the men and women who have made this their career. It's a thankless and honorable job to be a UPS package car driver. Our members take pride in their work. They enjoy building relationships within their communities and are devoted to providing for their families. PVDs come in and just grab work whenever they want.

What the company really should be doing is offering more



full-time package car driver positions that are good-paying jobs. Instead, they purchase these services like Roadie that are taking those potential jobs away from union members. They try to call them seasonal drivers but utilize them year-round. It's all just one big façade. I understand technology is part of our world and that the company may need increased help because of the sheer volume of packages they are trying to move. Fine, but it shouldn't be happening at the expense of our members, and we aren't going to stand for it. There's no rational justification as to why these PVDs continue to exist and operate.

With the rise of the gig economy, how can Teamsters convince the public that gig work like PVDs is not just bad for Teamsters but bad for customers and society more broadly?

For starters, PVDs aren't offered any benefits that Teamsters receive, and their pay is not even in the same ballpark. Like previously mentioned, it can't serve as a career. These gig jobs at the end of the month may be able to cover someone's rent but that's about it. You couldn't possibly live off the wages. There's no possibility for savings; you can't send your kids to school, none of that. How is that bene-

fitting someone? I just keep going back to the fact that through years of hard work and determination, we have built these great middle-class jobs for people at UPS. The implementation of this gig work destroys that work. Putting it simply, it's a poor way of eliminating good American jobs.

Another major issue that directly impacts the public is the quality, or lack thereof, of these PVDs. They don't go through the same background processes and really don't care about the work. They're not concerned with losing the job and therefore the level of effort is subpar. The company knows that they are interchangeable and that's why they use them. Small businesses and residential communities understand clearly who their UPS package car driver is. They know what to expect, can rely on them, and know they will always go the extra mile for the customer. That is not the case with PVDs. It could be anyone off the street. You don't know their background or their intentions, which is disconcerting. These PVDs are delivering packages to unoccupied homes and are driving

around neighborhoods often aimlessly and recklessly. They may be interacting with young children. There's a lot of uncertainty and risk involved.

What actions do the negotiating committee plan to take at the bargaining table to address the use of PVDs?

We're going to fight like hell to protect what is ours. We have no other option. Our sole purpose as a union is to protect our workers and their jobs. That's the reason we were elected to our positions. And we don't take that responsibility lightly. We need to make a statement and leave no doubt with the company that we have our members' backs. In order to accomplish that, we must address the misclassification of drivers. And that's exactly what it is. The PVDs are doing the exact same job that our members are doing. The company is basically just saying, "Here you go, we'll give you a check, we'll give you an hourly rate, and mileage." The days of just letting it slide are over. UPS needs to be held responsible and understand that their games are not going to continue with this next contract.

"WE WANT MORE, AND WE DESERVE IT. But we can't just talk about winning a strong contract. We need everyone to get out there and show that we are together in this fight."

—BARBET DENNIS
UPS Preloader
Teamsters Local 988
Houston, Texas



JOIN THE FIGHT.

Learn more about Barbet's story and the Teamsters' fight at UPS at Teamster.org/UPS



BUCKLE UP!

TEAMSTERS GEAR UP FOR HISTORIC FIGHT

The largest union contract fight in a generation is rapidly approaching, and the battle lines have been drawn. On one side is UPS, one of the world's largest shipping companies, which raked in more than \$100 billion in revenue last year. On the other side are rank-and-file Teamsters — the workers who really generated record profits for UPS in 2022.

The current UPS national master contract, which covers more than 340,000 Teamsters, is set to expire on July 31. UPS executives like CEO Carol Tomé, who is paid 600 times more than the average UPS worker, are undoubtedly already drawing up plans to keep a larger slice of those profits for themselves and wealthy shareholders at members' expense.

That corporate greed is exactly why Teamsters nationwide are wasting no time in preparing for a contract fight of historic



proportions. In August, the union officially kicked off what promises to be the biggest contract fight of 2023 — and one of the most important contract fights in the history of the American labor movement.

Coast-to-coast action will be a key ingredient in this fight. By

standing together and demanding a strong contract, Teamsters have the power to show how important this fight is, not just for members, but for every worker in the country.

"There isn't going to be a bigger story around labor or the economy this summer than our

UPS campaign," said Teamsters General President Sean M. O'Brien. "You know it, our members know it, politicians know it, and the media knows it. We have to continue to turn out and leverage that power to keep the pressure on UPS."

But keeping the pressure on UPS is no small task. It will require strategic groundwork, an all-hands-on-deck approach, and a deep commitment to making sure that the public knows the stakes of this fight.

"We will be relying on the rank-and-file to show up, speak out, attend practice pickets, and increase our social media presence and public attacks against UPS online," O'Brien said. "In order to win at the bargaining table, we have to win big in the court of public opinion. That means making sure everyone who has ever had a package delivered knows the true value of our work and the strength of our unity."

Hitting the Pavement, Laying the Groundwork

Since the campaign kickoff, rank-and-file Teamsters at UPS facilities in every region of the country have been busy building a movement to address the top bargaining issues and reverse the concessions that were forced on members in the current agreement.

"As we get closer to national negotiations, we can't take our foot off the gas. We have to get even louder, more active, and more relentless to demand what we deserve. UPS isn't just going to give it to us," said Teamsters General Secretary-Treasurer Fred Zuckerman. "We need a united front that will take the fight directly to them."

It will take a monumental amount of coordination and rank-and-file support nationwide to create that united front, and



UPS CONTRACT Campaign Timeline



Teamsters across the country are already answering the call.

"My co-workers and I have made it a priority to reach out to other members and get them involved in this shared fight," said Nick Gleason, a UPS package driver and steward for Teamsters Local 696 in Topeka, Kan. "The resources and information that the International has provided gives us the tools we need to spread the word and encourage our co-workers to stay engaged. Every Teamster can now pull up the current contract on their phone to see what workers are concerned about and get all the latest news and updates about the campaign."

There are countless members like Gleason who are busy spreading the word about the UPS Teamster app, which includes the current Master Agreement and all supplements, riders, and



addenda in an easy-to-navigate and searchable format. Once members have selected their local in the app, they can read updates to the supplemental agreements affecting their work area.

"It's going to be a game changer in negotiations," said UPS part-timer Barbet Dennis, a Local 988 member in Houston. "A 21st century fight requires a modern approach. Now, we are mobilized on the ground and activated on our phones, and we're going to be ready to answer the call and take action when the app sends us an alert."

All Hands on Deck

As the UPS contract fight kicks into high gear, Teamsters are emphasizing rank-and-file engagement and activism. Regional Package Division coordinators are working directly with locals in their area to ramp up member action

and increase worker involvement.

"Locals in every state in the country have held some kind of action since the campaign kicked off in August, including parking lot rallies and leafletting actions, and the activism from members has only increased with each passing month. At every UPS center, we are seeing a hunger to take on the fight and put this company in its place," said Rob Atkinson, the Teamsters National UPS Contract Campaign Coordinator.

Additional actions are being planned over the next several months to confront UPS on the key issues that workers have brought up time and again. Each event will be an opportunity for UPS Teamsters of every stripe to make their voices heard and build the level of solidarity that is needed for a once-in-a-generation fight.

"It doesn't matter if you are a part-time worker or feeder driver. It doesn't matter if you are air or ground. It doesn't matter if you are inside or outside. It doesn't matter if you have been at UPS for six months, six years, or your entire life. If we want to win at the bargaining table, it is going to take a monumental effort from all of us. And that means everyone pulling on the same rope, starting now," said Elijah Hoffman, a UPS package driver and Local 162 member in Portland, Ore. "If rank-and-file Teamsters are engaged and united, the negotiating committee will have the power they need at the bargaining table."



TRAINING FOR THE BATTLE AHEAD

The International is putting the final touches on an aggressive training program to ensure UPS members are ready to take action to win a strong contract. Under the direction of the Teamsters Training and Development Department, the union has announced a large-scale national tour of trainings beginning in April and running through June which will focus on building Contract Action Teams at every UPS local in the country.

"Winning this fight at UPS requires deep member engagement, internal organizing, and planning so the rank-and-file are ready, and the company knows we are ready," said Paul Trujillo, Co-Director of the Training and Development Department. "The goal is to equip all the locals with the tools they need to start building these networks of Contract Action Teams and to give rank-and-file members the confidence and hands-on skills needed to take on this fight."

Organizers and trainers from the International will fan out nationwide in April, with trainings set for every weekend into July. Programs will cover a range of topics including the bargaining process and bargaining issues as well as how to organize and escalate activity among members.

In addition to setting up local Contract Action Teams, locals and members will learn how to build communication networks within their teams and do workplace mapping.

Organizing effective parking lot rallies and recruiting co-workers into Contract Action Teams will also be covered. Training programs will escalate while negotiations are under way.

Information on training locations and registration will be available in the UPS Teamsters app.

UPS CONTRACT Campaign Timeline



BUILDING CONTRACT UNITY



In February, the International launched the UPS Teamsters Contract Unity Pledge campaign with a call to locals to get as many members to sign a unity pledge card as the union prepares for national negotiations. Principal officers, business agents, and shop stewards have been in the parking lots and at the gates all over the country, speaking with members and gathering tens of thousands of signed cards.

"We have tasked all UPS locals to participate in the pledge campaign to solidify our unity," said Teamsters General President Sean M. O'Brien on a nationwide UPS stewards call in February. "There are 176 Teamster locals representing UPS members. Our locals are home to more than 340,000 UPS Teamsters. We are talking about an army of UPS Teamsters who can come together to put pressure on a company that no other union can match."

The objective of the Contract Unity Pledge campaign is to build unity across all job classifications — part-timers and full-timers — and give the negotiating committee the united show of

force it needs to win at the bargaining table. The pledge campaign also serves as a message to UPS, demonstrating rank-and-file readiness to take militant action to win the strongest contract in UPS Teamsters history.

"The contract unity pledge is an opportunity to come together and send our message to this company," said General Secretary-Treasurer Fred Zuckerman. "Unity means full-time UPSers and part-time UPSers are going to stand up for one another. We're not going to be distracted and fall victim to any attempts from management to divide us. We have the greatest opportunity to wage and win the biggest battle in all of organized labor."

Opportunity Knocks

With supplemental negotiations still underway in many parts of the country, the pledge campaign has also provided a show of solidarity for negotiating committees that are at the table fighting for stronger supplements and riders.

Information from the Contract Unity Pledge cards is being com-

plied at the International so that the Package Division and locals can follow up with thousands of card signers who have volunteered to join and to build Contract Action Teams.

"Our negotiating committee members need our solidarity, support, and leadership on the shop floors as they enter into these negotiations," said Rob Atkinson, National UPS Contract Campaign Coordinator. "We are on a path to have tens of thousands of our fellow Teamster brothers and sisters at UPS signed up on cards pledging their support to stand with our negotiators as they take the fight to UPS."

"Accomplishing our goal of winning the best contract starts with getting organized and sharing information," said Johnny Sawyer, National Coordinator for the Package Division. "That's what these Contract Unity Pledge cards and this campaign are all about. Participation in these efforts gives us the ammunition we need to fight for and secure higher wages and better benefits, end two-tier 22.4, stop excessive overtime and harassment, and more."

STRIKING A NERVE

UPS Worldport in Louisville, Ky., is the largest air hub in North America, making it one of the most strategically important UPS facilities for the Teamsters' contract fight.

As the birthplace of all UPS air operations, the hub has long been the company's nerve center. Everything that comes to the U.S. runs through the sprawling hub, which covers a 7.2-mile perimeter of more than 5.2 million square feet. Every day, more than 10,000 members of Teamsters Local 89 are hard at work processing more than two million packages per day — that's 115 packages per second.

In early March, Local 89 began a massive push to handbill information to UPS Teamsters at the Worldport gates. A major part of that effort comes courtesy of the Local 89 Futures Committee, a dedicated group of younger members who are passionate about getting the next generation of Teamsters more involved in the fight. During the contract campaign, engaged members like these will be instrumental.

Up for the Challenge

Mobilizing a workforce at a facility of this size takes a dedicated team of rank-and-file members, stewards, and union staff who are up for the challenge. UPS Worldport primarily operates across day and night shifts, and there is never a time when workers are not present in some form or fashion.



"The members of our union are its power. We're engaging, educating, and organizing the rank-and-file. They will be strike-ready if and when the time comes to hit the street," said Gilman Bagga, founder of the Local 89 Futures Committee.

Like most members at Worldport, Bagga is a part-time worker. He started the Local 89 Futures Committee because he knows how crucial Teamsters at Worldport will be during the contract fight at UPS, especially if there's a strike.

"It's up to all of us to be united and remind UPS of who we really are. We're stronger than ever, but that doesn't mean we can stop now. It's up to all of us working on the ground to continue growing our numbers and increasing our activism," Bagga said. "Teamsters at Worldport know we're in a unique position. That's why we're so determined to maximize our strength and reach our full potential."

Riding High

As rank-and-file members are being educated at the gates, Local 89 has been hard at work negotiating the Louisville Air Rider — an agreement covering

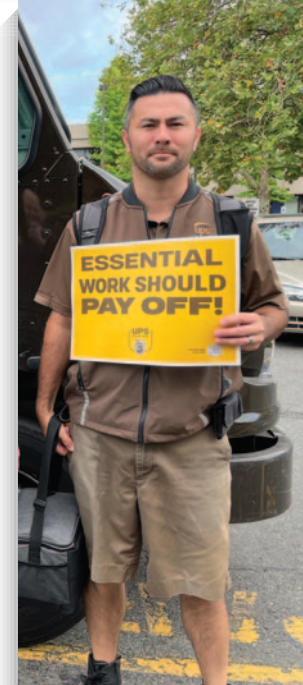
more than 10,000 Teamsters at UPS Worldport.

Because the Worldport hub is vastly different from most other UPS facilities, there are many specific issues covered under the local rider. A prime example of these are the parking and shuttle issues specific to Worldport due to its geographical size. Every shift, workers must be scanned through a heavily congested guard shack only to then wait and ride a shuttle to the various buildings on the property.

It is not uncommon for a worker to spend over an hour of unpaid time on shuttles each shift, leading to hundreds of unpaid hours each year. Unsurprisingly, UPS has refused to address this issue in prior contracts. But this year is different. Like UPS Teamsters across the country, members at Worldport are more energized, united, and militant than ever before.

"We are unified and ready to take to the streets if necessary to win what we deserve," Bagga said. "Local 89 members at Worldport know we have an important role to play in our larger, shared fight at UPS. We are determined to leverage that strength to take this company head on."

LOCALS
Take Action!



Q&A

TOPIC: HEAT & SAFETY

*Karla Schumann, Secretary-Treasurer
of Local 104 in Phoenix, Arizona*



Last summer, news reports put a spotlight on the lack of air conditioning in UPS trucks and how drivers are suffering more and more from extreme temperatures. How are the company's actions (or inactions) putting the health and lives of our members at risk?

The heat here in Arizona, and in many other parts of the country, is a constant factor. The temperatures often rise to outrageous levels, and it's dangerous for our members who work their tails off throughout their shifts. It's extremely unfortunate that you don't see any tangible actions from the employer with this issue. Instead, it's all lip service and, quite frankly, the only reason they pretend to care is for liability concerns. You don't see drivers being put out on the road earlier to get back in sooner and avoid the brutal heat. You don't see driver dispatching being reduced. You don't see employees being given the right amount of time to acclimate to

this type of weather or recover from other injuries sustained while on the job. You would think those are all commonsense ideas and great starting pieces, but it never happens. The company doesn't care about anything other than production, making quotas, and bringing in loads of cash. There is no regard for the lives or well-being of the people who drive all those figures, who are our members. The company spends more time trying to figure out how to deliver packages via drones than they do taking care of their people out on the street.

What steps should UPS be taking to protect drivers and other UPS members from heat-related injury and illness, and how can we win these protections in the upcoming contract?

I think there are several steps the company should take to protect both drivers and inside workers. For the drivers, it goes

back to dispatching and how much time they are spending on the road. The forced sixth day needs to end. Our members should have the choice of whether they want to work overtime, but it shouldn't be mandatory. The company needs to honor the 9.5 language in the contract. They need to stop keeping our drivers on the road for 11 or 12 hours every day. Not just because of the heat and the risks involved there, but also because these people have families and lives outside of work. Many are parents who do not get to spend time with their children or attend family outings. Others have spouses at home that they are missing time with. What quality of life is it when you wake up, lug packages all day in the desert or in freezing temperatures, and then go home and get some rest just to do it all over again the next day? The physical and mental toll their bodies endure is excruciating. These are real people we are

talking about, and they should be treated as such. Instead, they are just viewed as numbers by the company.

As for our inside workers, we've tested out in my home local the concept of cooling vests to protect workers on the belt from overheating. We're looking for anything and everything we can to help our members. The company needs to make the appropriate amenities available to our workers. This includes air conditioning, cooling stations, and providing water and ice throughout the day. These protections must be a hard line for us during national negotiations because we can't trust the company to do the right thing. They don't take much interest in being progressive or addressing these safety concerns. We are going to have to draw the line in the sand and make it clear that we aren't going to accept anything less than these options.

What things should members be doing to continue raising public awareness about the extreme heat issue and other safety and health problems at UPS?

The one thing we all know about UPS is how much they hate having their image tarnished publicly and their dirty little secrets being exposed. They love to make their drivers into heroes; but, in all actuality, if someone gets hurt or claims an injury, they quickly turn into a zero. As Teamsters, we need to hold the employer accountable. We must also hold elected officials accountable and push for the implementation of legislation that protects workers and improves safety.

To me, the best thing our members can do is educate themselves of what is going on with the contract campaign. Stay up-to-date and encourage your co-workers to do the same. This is your contract, and you ultimately have the final say. Our General President Sean O'Brien and General Secretary-Treasurer Fred Zuckerman have shown since taking office that they are going to be transparent with the membership and local affiliates. They want rank-and-file members to be the driving force behind this contract. I encourage all members to stay engaged, stay united, and spread the word about key issues such as safety and heat. If we follow that game plan, we will ultimately be victorious.

GET INVOLVED.

*"The Teamsters here in Boston, and around the country, are engaged and ready to get the best contract in the industry. **WE KNOW FROM EXPERIENCE THAT GENERAL PRESIDENT O'BRIEN HAS OUR BACK!**"*

—ANTONIO SANTANA
UPS Package Driver
Teamsters Local 25
Boston, Massachusetts



JOIN THE FIGHT.

Learn more about Antonio's story and the Teamsters' fight at UPS at Teamster.org/UPS



GROWING OUR RANKS

INTERNAL ORGANIZING EXPLODES AHEAD OF 2023 UPS CONTRACT FIGHT

With organizers fanned out across the country and working with dozens of locals, the Organizing Department is running hard-hitting campaigns to win new bargaining units and sign up Teamsters in areas that have historically been resistant to union organizing.

"Internal organizing is critical to achieving the most important goal for our administration in 2023 — getting the best contract possible for our members at United Parcel Service," said Sean M. O'Brien, Teamsters General President. "We need solidarity, we need our local unions to be as strong as possible, and we need the mobilization on this campaign to be coming from the bottom up. That's not going to happen without increasing our density in 'right to work' states."

"At UPS there are about 40,000 employees — primarily in 'right to work' states — who are not signed up as members," said General Secretary-Treasurer Fred Zuckerman. "We have a robust internal organizing campaign on the ground right now working to change that. And that's just one of the things we are doing to support locals and help them grow stronger."

Internal organizers are working closely with locals in 'right to work' states to sign up members at UPS and other employers. Since the program was launched, organizers have signed up more than 6,000 new members at UPS. The internal organizing program is boosting membership while also increasing member involvement by creating an army of Teamster volunteer organizers.



Lone Star Rock Stars, Georgia on the Grind

Teamsters have prioritized internal organizing in the South in historically anti-union territory. Despite "right to work" laws throughout the region, member-organizers are still able to sign people up.

The largest success in adding new members at UPS has been in a city well-known for doing it big — Dallas, where Local 767 has added more than 1,000 members since the O'Brien-Zuckerman administration took over in March 2022. The man leading the charge on the ground has been Local 767 President Dave Reeves.

"All of the workers throughout UPS that I encounter are excited about making a change," Reeves said. "They want more full-time positions, they want an end to forced overtime, they want better compensation and working conditions. It doesn't matter if you're in Texas or New York City — UPS rank-and-filers understand that the only way they're going to get those things is by getting involved in this contract fight."

Reeves started his career in the Teamsters as a rank-and-file UPS part-timer out of the Dallas-Ft. Worth Air Hub in 1999. Six years later, he became a full-time package driver, then a shop steward, then a business agent.

"Spending most of my career in UPS — both as a member and an officer — has made me intimately familiar with the issues these men and women are facing every day on the job," Reeves said. "That's why Local 767 members know that I'm on their side and I'm here to fight for them. Their fight and my fight are one and the same."

Dallas isn't the only city in a "right to work" state where UPS members have been lining up in droves to sign a union card. Atlanta has also been a hotbed of internal organizing at Big Brown. Local 728 has signed up 2,000 members since March 2022 to build union power in



anticipation of the fight for a better national master agreement at UPS.

"Rank-and-filers are getting involved because they want to ensure that whatever the future holds for this company, they have a say in it," said Matt Higdon, Local 728 President. "If you look at how Atlanta has changed over the past 30 years, or at what's been happening in politics, it's pretty obvious that there's something really big and exciting going on in Georgia right now. What's happening at UPS is the embodiment of that."

UPS's corporate headquarters are in Atlanta, something the company's Teamster workforce is keenly aware of. As more than 340,000 Teamsters at the company mobilize for a battle at the bargaining table, Atlantans know that the eyes of the nation are upon them.

"This is a state where working

people are waking up to the fact that by coming together and pooling their resources, they can exercise tremendous power and wield it for the common good. And the rank-and-filers who power the world's largest logistics network are putting that realization into action," Higdon said. "This isn't just about jobs. It's about families and communities — not just in the Empire City of the South, but for the entire American middle class."

One Nation, One Fight

Teamster organizers are focused on a long-term campaign with trainings and craft meetings to build a self-sustaining internal organizing infrastructure.

"Our organizers are working with locals to train shop stewards on non-member list work, equipping them with skills often used in external organizing campaigns to run their own internal organizing programs at the local level,"

said Chris Rosell, Director of the Teamsters Organizing Department.

It's not just Texas and Georgia that are leading the charge. UPS workers all over the country are excited to join the union and fight for a better future for themselves and their families.

"I signed up because being in the union gives me job security," said Andrew Ridout, a 22.4 driver and Local 41 member from Kansas City, Kan.

"I didn't think these benefits were available to me," said Michael Bouknight, a preloader and Local 104 member from Goodyear, Ariz. "They're really, good, almost too good to be true. I don't know of any job that has these benefits, especially for part-time jobs. It's because of the union."

In Nashville, Tenn., Local 480 Shop Steward Steve Randolph signed up every single worker



in his UPS barn. He got it done in only 10 days.

"We have to get everyone together and get them organized," Randolph said. "It's time to get everyone engaged for a bigger, faster, stronger union. It's important to talk to everyone in the shop and have everyone sign up. When a new hire comes in, talk to them right away. It's time to put the *team* back in *Teamsters*."

Tomorrow's Labor Movement

A long-term goal of the internal organizing campaign is to give stewards and business agents the tools to grow and strengthen the membership at UPS, as well as at other core-industry employers. The International works with local affiliates to identify workplace leaders, train them on the internal organizing model and create workplace organizing committees. This includes internal organizers working with the

committee, walking the shop floor to engage the non-members about the UPS contract campaign the benefits of being a member, and to sign them up. It is a collaborative effort of leadership, business agents, stewards, and others.

"This effort is membership driven and centered around the contract campaign," said Wamon Hock, Teamsters Southern Region Organizing Coordinator. "It is also a great way for our members to get involved and build Teamster power on the shop floor."

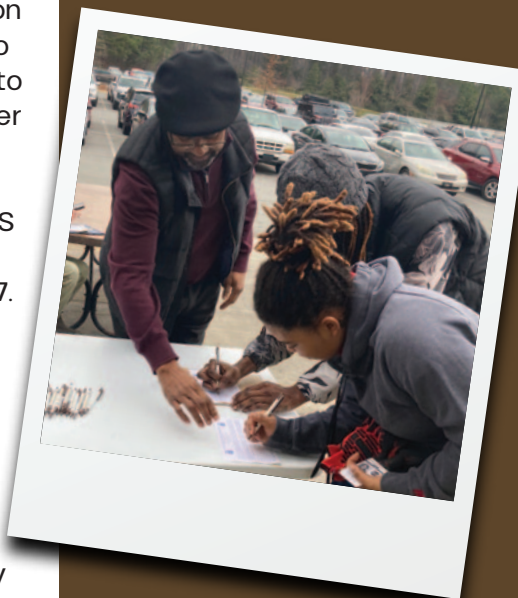
One such Teamster leader who is a perfect example of UPS internal organizing in action is Veronica Mangrum of Local 767. She has been a Teamster for 18 years. As soon as she learned about the Teamsters, she knew that she wanted to be involved.

"On my first day, a guy came and talked to us and told me that once I passed my

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IT'S TIME TO GET EVERYONE ENGAGED FOR A BIGGER, FASTER, STRONGER UNION. IT'S IMPORTANT TO TALK TO EVERYONE IN THE SHOP AND HAVE EVERYONE SIGN UP. WHEN A NEW HIRE COMES IN, TALK TO THEM RIGHT AWAY. IT'S TIME TO PUT THE 'TEAM' BACK IN 'TEAMSTERS.'"

—STEVE RANDOLPH
Local 480 shop steward,
Nashville, Tenn.





Mangrum was doing, and he asked her to become a shop steward. "I do it because I want to make sure that people get treated fairly," Mangrum said. "UPS is a good company to work for, but they don't know how to treat their workers, so there needs to be someone in there to stick up for everyone else. I care about people, and that's what made me want to become a

30-day probationary period, I'd be eligible to become a union member, and then UPS wouldn't be able to just up and fire me," Mangrum said. "I thought to myself, 'This is it. This is the way.'"

Mangrum began signing up her co-workers as union members not long after she finished her probationary period. Shortly after that, she was running the member orientation classes for new hires at the company, making the case to her co-workers for the union as soon as they were in the door.

"I told them as soon as they got here — the benefits that UPS offers, no other company is going to be able to offer that," Mangrum said. "That's because UPS is a union company."

Soon, a Local 767 business agent heard about all the work

union steward. Once I got elected, I hit the ground running."

Even after becoming a steward, Mangrum never stopped signing people up. She estimates that she's signed up almost 5,000 of her fellow UPS co-workers to become Teamsters over the years.

"It changed the culture of work at my UPS barn tremendously because people are educated," she said.

"People know that if there's a problem with your paycheck, don't go to your manager — go to your union steward. People know their rights and they know what the company is and is not allowed to do."

"I call my contract book the holy bible. If you sign up, you get a copy of the holy bible, and you really do need that — for your job and to start educating yourself. Most importantly, when you sign up, you get to vote on the contract."

Mangrum is so good at signing people up that she's been brought on by the International to do internal organizing at UPS full time. She understands firsthand just how important it is for the 2023 contract fight, especially for part-timers.

"I tell everyone at the gate that in order for us to get more money, you have to join the union, and we need part-timers," she said. "We really need them to come through and vote on the contract — our jobs are on the line,



from our health insurance to our weekly paycheck. When I first started organizing, I was a part-timer, so I really want to see them get taken care of. I want them to get a greater hourly guarantee, and I want to see them make more money, enough so they can come in and make this into a career."

GET INVOLVED.

"THIS IS THE TIME TO GET BEHIND OUR LEADERSHIP AND FIGHT! We have to be strong. We have to fight together. Let's get the best contract that we deserve."

—CHRISTINA PHOENIX
UPS Package Driver
Teamsters Local 533
Reno, Nevada



JOIN THE FIGHT.
Learn more about Christina's story and the Teamsters' fight at UPS at Teamster.org/UPS

Q&A

TOPIC: CAMERAS & HARASSMENT

*Vinnie Perrone, Eastern Region International Vice President
and President of Teamsters Local 804 in New York City*



UPS managers and supervisors are notorious for harassing members year-round to squeeze out as much volume and profit as possible. What actions will the national negotiating committee take during bargaining to address this issue?

The harassment in Article 37 is absolutely going to come up again. I'm sure it has already been brought up at every local before negotiations even begin. Many folks are unaware that on the National Grievance Panel, the Article 37 committee on harassment is the only committee that has a sitting arbitrator.

That's how serious it has become. Plain and simple, the company twists every little thing into harassment. We need some lock-down language to hold these supervisors accountable going forward. We can't allow harassment to continue without management being disciplined or, at the very least, removed from the building. It is imperative that harassment is addressed in national negotiations.

What are some examples of harassment that you have seen in your home local when it comes to UPS management targeting our members?

The list is endless, really. It can be for on-road observations regarding uniforms or other minor violations. We have folks here in New York City who are getting a hard time for wearing hoodies during the winter. It's preposterous. Management will go after our members for tick-tack violations and try to build a case against them. We refer to it as "piling on." In other words, they make note of every little foul and put it on someone's

overall record. It can be something as minor as not beeping at a stop to alert the customer they've dropped off a package, which makes no sense because they want you to just drop off the package and leave it there anyway. The point isn't to grab anyone's attention. They'll put you on notice for the same thing 10 to 20 times and cite the infractions on an OJS ride. They purposely go after people. A driver could not grab the hand-rail twice out of 150 stops, and they get written up. Once the company has enough violations in their arsenal, they attempt to claim that certain members cannot do the job correctly, even though they've been doing the same job every day for the last 20 years.

Those are just some examples. There are cases of harassment that are even worse, too. I've had members verbally attacked, threatened with potential violence. I've even heard of supervisors stooping so low that they will speak inappropriately about a workers' family members. The daily abuse is



constant and the examples are endless when it comes to management making things personal. My local alone has countless grievances dealing with these types of occurrences. It doesn't just happen here at Local 804, either. These are not isolated incidents. This is taking place all over the country and happening all the time. Our members deserve better and should not have to put up with being barraged from the minute they clock in until they leave for the day.

The installation of cameras in cabs has rightfully angered many UPS Teamsters at centers throughout the country. How have these cameras intensified harassment by management?

While they have not disciplined anyone for it yet, they still use it for their bullying tactics. The com-

pany will bring a member in and review the video footage with them to point out what they aren't doing properly. Even if a driver makes the correct decision or does it by the book, the company will still try and tell them they should have done something differently. They claim they don't have access to the camera footage or that it is not in real time but that's just a blatant lie. It absolutely leads to increased harassment and just overall puts our members in an uncomfortable position. None of the supervisors have cameras in their offices monitoring their every move. Why should our members have to be under a constant microscope? They work hard and do their job. The company will claim that the use of cameras is for safety, but I strongly disagree based on experience. The real reason UPS has them installed is to create

fear and provide more opportunities for disciplinary action.

What other problems do driver-facing cameras pose to our members and why is it important to stand up this year against the increased surveillance of our members?

The fact that the camera footage has audio is another huge problem. UPS pretty much has access into your living room by being able to listen to your personal conversations. Members may be on the phone or on Bluetooth while on break or at lunch talking about personal matters. This can range from marital conversations with their spouse, discussing grievances with their business agent or steward, or even have to do with mental health issues. It's unsettling for our members and creates a constant level of stress and anxiety.

BARNSTORMING *Coast to Coast!*



UPS's business would not be possible without the hard work of loaders, sorters, and all the part-timers across the country. How has the company managed to keep wages low and exploit our part-time members?

One of several strategies by UPS is to give part-timers higher hourly wages well above the contract to attract and retain employees in tight job markets, particularly major metropolitan areas. UPS does this through a concept they developed known as market rate adjustments. The company then maintains lower wages throughout other areas of the country where turnover is less of an issue. This program has exploded during the term of the current contract and has unfairly allowed UPS to keep wages low for most part-timers. UPS will have large swings in the starting rate for part-timers at different hubs, even when they are just miles apart. UPS will also exploit part-timers by hiring new employees at higher market rates and then lower the market rates once they are staffed — a total bait and switch.

UPS also exploits part-timers' wages by sending employees home early when there is still work to be performed, not paying part-timers their shift guarantees, shorting employee payroll checks, and violating the contract by working supervisors. This leads to high turnover rates due to a hostile



Q&A

TOPIC: PART-TIME PAY

Mark Davison, Western Region Vice President, President of Joint Council 37 and Local 162 in Portland, Oregon

work environment. High turnover also negatively impacts the morale of the more senior members of the workforce who then have to grieve contract violations because of insufficient staffing.

What issues will the National Negotiating Committee be focused on to win a contract that part-timers deserve?

First and foremost, the starting rate needs to be increased dramatically all across the country. UPS hubs cannot operate without the work that our part-timers perform on a daily basis. Also, going back to the market rate adjustment problem, UPS is paying newly hired employees hourly wage rates that took existing part-timers years to achieve. Senior existing part-timers need to be compensated with catch-up raises to make up for the difference in money they didn't get that the new employees did.

Another major issue is how long it takes for part-timers to get a full-time inside job. They should not have to wait 10 to 20 years to be given that opportunity. If UPS provided more full-time inside positions, it would drastically help the part-timers.

How can locals, shop stewards, and rank-and-file members build solidarity among part-timers and all

classifications so that we have a united front going into negotiations?

Good old-fashioned grass-roots organizing on the shop floor, at the gates of the UPS facilities, and in our union halls. While our shop stewards are on the frontline promoting union solidarity and what it means to be a Teamster, each member should be a union activist and take ownership in the collective bargaining process, not just during the contract campaign. Be steady and focused on the issues in the workplace, and make connections slowly so they have a lasting impact. Being a Teamster is not about working at UPS part-time or full-time, so building worker solidarity over a long period of time is critical.

When a member hears that the local and its stewards are holding a parking lot rally, show up and tell your co-workers to show up, too! The information the union is sharing is important, and while it may mean you have to come to work 30 minutes early or stay 30 minutes late, UPS is watching to see what support exists for the union.

In my local, we have also built worker solidarity by holding a UPS membership meeting after most of our monthly meetings at our union hall. This has been very beneficial and has increased



union activism across the different job classifications.

“THE INFORMATION THE UNION IS SHARING IS IMPORTANT, and while it may mean you have to come to work 30 minutes early or stay 30 minutes late, UPS is watching to see what support exists for the union.”

We have also put union activists on our safety committees, and these activists reach out to new employees and develop a relationship based on a common concern for safety in the workplace. They then make the union connection with members of these same safety committees by handing out pro-union literature and information about the contract campaign at the gates before shift start times.

Lastly, I would recommend all UPS Teamsters download the UPS Teamsters app. It's a great resource for information and an important tool in our fight for a strong contract.

In your opinion, how has the job of a part-timer at UPS changed over the years since you did that job?

When I was hired as a part-timer, the most junior employee on the shift had five years of seniority. Back in the day, you were able to build relationships with your co-workers because you worked closer together to get the job done. Resources for payroll issues and other human resource and workplace concerns were available on the job, and there was more of a human connection and hands-on experi-

ence. In many of the major hubs today, automation and outsourcing have dehumanized the experience of working at UPS. In many ways, it's divided

the work groups and prevented collaboration.

Technology has also created a greater divide between management and employees. Supervisors are often more concerned about tracking employees on productivity reports — and using them for discipline — than they are on job setup, safety, employee morale, or working conditions. Now if you have an issue in the workplace, you are forwarded to a website or an 800 number.

The one constant that has not changed is that the union is there for the members and always has your back!

Q&A

TOPIC: SUBCONTRACTING

*Carl Snodgrass, Vice President of Teamsters
Local 413 in Columbus, Ohio*

Can you talk about the issues that are most important to feeder drivers and what changes they are looking for in this upcoming contract?

Without question, the number one issue that feeders are concerned with is the way subcontracting is currently being handled. These subcontracting companies are getting work while our members are sitting at home, which is obviously unacceptable. Another issue we are seeing quite a bit is the change in runs. UPS is forcing sleeper team runs about every week. This happened throughout peak season and continues to occur even now. The company is not letting our feeders bid but instead is forcing them on certain jobs. The company refers to this practice as "optimizing," but I refer to it as garbage. They are letting scabs do the work that Teamsters have been doing for countless years. We can't allow the company to continue to just give the work away. Everywhere you go, you hear about people getting laid off so that they can utilize these subcontractors — it's got to end.

Going forward and into the new contract, what actions will the negotiating committee take to limit the use of subcontracting?

What we need to do is go back to the Article 43 language where all jobs have to be ap-

proved. The company tries to sneak in and take mileage jobs from locals around the country, and that's what we are focused on changing. We want everything to come back through the Article 43 Committee. From there, we can reach out to the locals and work with them to determine exactly what they are losing and what they are picking up. The whole process has gotten out of hand. Going forward, we are going to hold the company responsible and make sure they are getting everything approved before they bid out the jobs. Throughout history that's how it worked. Sleeper teams, mileage jobs, premium jobs, you name it — it all came through the Article 43 Committee.

Within the last five years or so, UPS has gone rogue and decided they weren't going to play by the rules. They've turned everything over to CMG, which is just a subsidiary of UPS, and have changed runs as they please. That is going to change. Our committee is going to start requesting more information, keep record of what is happening, and handle it as it takes place. We are going to ensure that our feeder drivers are getting the work first, the way it should be according to the contract. The company probably isn't going to be thrilled with all our requests and having to gain approval, but that's just too bad.

What can locals and members be doing right now to mobilize more feeder drivers into this contract fight and build unity between feeders and all UPS Teamsters?

Engagement is key. The International has been adamant that they want rank-and-file members to be active participants throughout this contract campaign. The Package Division is working tirelessly to get the contract that our members want, and they need our input and participation to get the job done. The app is a great and easy way to get involved. The more members pay attention, the better. Also, if you see subcontractors coming into your hub, report it to your stewards or business agents. Get the trailer numbers when they come onto the property so that we can handle it accordingly. If sleeper teams are bringing in ground loads that weren't scheduled, let a Teamster representative know. We need all hands on deck. If there are union members sitting at home and the company is utilizing subcontractors, we can file grievances to ensure our people get paid. The big thing is policing it and following up. We must all come together and show the company that we are no longer going to play by their rules. This is our chance to flip the narrative and set a precedent across the industry.

IDO REPORT

FROM: The Independent Disciplinary Officers
Hon. Barbara S. Jones
Robert D. Luskin

The report of the Independent Disciplinary Officers (IDO) has moved online. The full report is still available and can be found at www.teamster.org/IDOREPORT or by scanning the QR code with your smartphone's camera (or with free software).

Activities which should be reported for investigation include, but are not limited to, association with organized crime, corruption, racketeering, embezzlement, extortion, assault, or failure to investigate any of these.

To ensure that all calls are treated confidentially, the system which records hotline calls is located in a secure area on a dedicated line accessed only by an Investigator. Please continue to use the toll-free hotline to report improprieties by calling 1-800-CALL-472 (1-800-225-5472).

The task of the IDO is to ensure that the goals of the Final Agreement and Order are fulfilled. In doing so, it is our desire to keep the IBT membership fully informed about our activities through these reports. If you have any information concerning allegations of wrongdoing or corruption you may call the toll-free hotline number or write to the Independent Investigations Officer for all investigations at the office address listed below.

The Independent Investigations Officer's address is:

Robert D. Luskin
Office of the Independent Investigations Officer
1515 N. Courthouse Rd., Suite 330
Arlington, VA 22201



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Learn more about the Teamsters' fight at UPS at Teamster.org/UPS

"IT'S IMPORTANT THAT WE STAND UP AND FIGHT. We must show the company that we are together in this fight and that we're coming to get what we deserve. We have a lot to gain."

—JUAN MARTINEZ,
JOSE LUIS RODRIGUEZ,
AND JARED HAMIL
UPS Package Drivers
Teamsters Local 396
Los Angeles, California





Fighting for Teamsters and Our Families

Corporate America has promoted its pro-Big Business, anti-worker agenda at the expense of working families. Teamster members fight corporate greed through strong, grassroots action and work to ensure that elected officials hear our concerns loud and clear.

You can take a stand for working families by contributing to DRIVE, the Teamsters' political action committee. DRIVE stands for Democratic, Republican, Independent, Voter Education. Your membership in DRIVE will help elect political candidates who will advocate and lead on issues important to Teamster members and our families.

In addition to the DRIVE PAC, the Teamsters have established an additional Political Action Committee called TEAM Fund – the Teamsters Education and Mobilization Fund. TEAM Fund allows Teamster retirees, family members, non-active members, and our allies to participate and support the political objectives of the Teamsters Union, our members, and our families.

Visit Teamster.org/teamfund to donate or to visit the online store with union-made Teamster merchandise.



DRIVE
DEMOCRATIC, REPUBLICAN,
INDEPENDENT VOTER EDUCATION