

**CUPA-HR**  
**Public Policy Statement**  
**Approved by the CUPA-HR Board of Directors on November 13, 2009**

This document is created to provide a framework for all CUPA-HR public policy advocacy efforts. This framework helps the President and CEO and the Chief Government Relations Officer manage day-to-day activities and create collaborations and partnerships with other associations/organizations.

**I. Principles**

**A. In General** – Workforce policy should strive to:

1. Protect employees from exploitation and discrimination and promote transparency and consistency in the workplace; provided that policy measures be narrowly tailored to address a specific and documented problem and designed to minimize compliance and administrative burdens, confusion, unintended consequences and unnecessary interference with an employer's ability to manage its operations.
2. Support and encourage employer efforts to provide benefits that improve employees' health and wellness, retirement security, job flexibility, skills development and work-life balance.
3. Facilitate, rather than impede, employer and employee adjustments to changes in the workplace as a result of technological developments, demographics, globalization, national security needs and other factors.
4. Promote education and immigration policies that ensure the U.S. higher education system remains among the best in the world.
5. Involve stakeholders in the legislative and regulatory process by providing meaningful opportunities to review proposals before Congressional or Regulatory action and creating opportunities for stakeholder participation via hearings, mark-ups and notice and comment periods.
6. Ensure that the laws, regulations and guidance are clearly and narrowly drafted.

7. Make compliance information publicly available through the Internet and other means.

8. Support outreach efforts and regular communication by agencies to stakeholders.

**B. Equal Employment Opportunity (EEO)** – Human resource decisions should be based on merit, not factors unrelated to a person’s ability to perform the job. New workplace laws or regulations, however, necessarily create administrative and compliance burdens and, if not drafted carefully, can be difficult to implement, overly burdensome and fraught with unintended consequences. As a result, CUPA-HR supports initiatives that are narrowly tailored to remedy documented discrimination in the workplace and carefully drafted to minimize burdens, confusion and unintended consequences.

**C. Unionized Workforce** – Section 7 of the National Labor Relations Act (NLRA) guarantees employees the right to organize and collectively bargain or to refrain from doing so. CUPA-HR supports policy that preserves Section 7 rights by permitting employees to vote privately and confidentially after both unions and employers have had a fair opportunity to inform employees about the possible advantages and disadvantages of union representation, provided the policy also places limits on coercion during the election process. CUPA-HR also believes that parties to a contract are in the best position to determine the terms and conditions that will result in long-term positive outcomes for the employer and its employees. Consequently, CUPA-HR supports policy that permits parties to negotiate a contract freely.

**D. Workplace Flexibility** – Public policy should encourage employers to consider workplace flexibility with respect to work hours and work location. Such arrangements can improve work-life balance, reduce lost time due to commuting, and promote employment opportunities for older workers, the disabled and those with obligations outside of work.