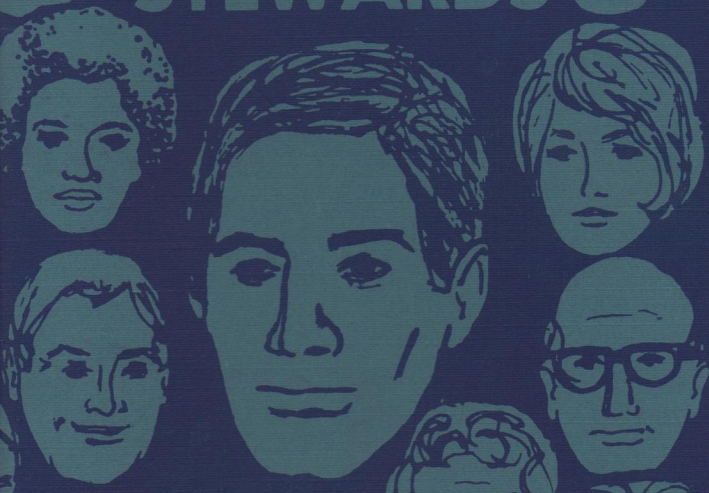




STEWARDS



HANDBOOK



UNITED PAPERWORKERS INTERNATIONAL UNION

Chuck Whitt

STEWARDS



HANDBOOK

United Paperworkers International Union
Department of Research & Education



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Publication A1

STEWARD'S CHECKLIST

DO YOU HAVE?

- **A Notebook**—or a folder in which to keep all of your material and information you need.
- **A Contract**—so it will be handy for quick reference.
- **A Seniority List**—either posted or readily available so you can check it if necessary.
- **A Rate Sheet**—with information for each job, including piece rates and incentives.
- **Job Descriptions**—if in effect, so you will know who should do what.
- **Blank Grievance Forms**—so that you're ready to write up a grievance whenever the occasion arises.
- **A Grievance File**—with complete information on grievances you've filed, and on complaints you couldn't file because the contract didn't cover them. Keep the material in some kind of order—either by date or by type of case: promotion, overtime, rate adjustment, etc.
- **The Constitution**—for both the International Union and your local, so you can refer to them to explain to the members the democratic operation of their union.
- **A Steward's Button**—and do you wear it so it can be seen? If you don't have one, see one of your local union officers about purchasing buttons from the International Office.

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FOREWORD

If you are a new or experienced shop steward, you may not always have ready answers or quick solutions to problems because of the very nature of your job. The Steward's job covers a multitude of issues, both simple and complex that requires patience and a continuous desire to learn.

It is my hope that this manual will be of assistance to you in seeking solutions to problems emanating from the workplace and beyond the work environment.

The job of the International President is in many ways similar to that of the Shop Steward's job. The key role in this similarity is leadership. You are the first, and often-times the most formidable link joining members to their union and to the collective bargaining process.

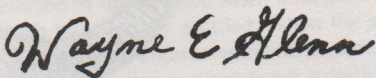
Responsibility is the next word that comes to mind when I think of the Shop Steward. Your contract spells out responsibilities as well as rights. Shop Stewards, as well as other union officials who represent workers are legally expected to give the members fair and competent representation under the law.

The position of the local in upholding the rights of the membership is further strengthened by continuous adherence to the language of your contract.

The Shop Steward's job is not an easy one; indeed it is one of the most challenging jobs in the labor movement. If you do your job well, you will find it to be rewarding, enriching and a continuing learning experience. The guidelines outlined in this Shop Steward Handbook offers you excellent advice and approaches to many problems. I trust you will read it again and again and use it in the service of our membership.

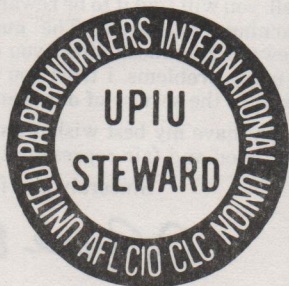
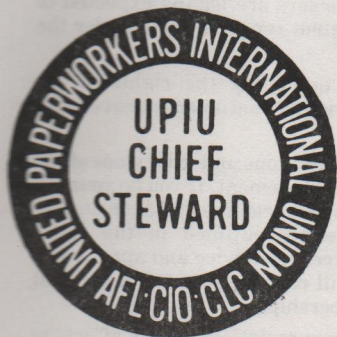
You have my best wishes and appreciation in your efforts to give good and fair representation to our members.

Sincerely and fraternally yours,

A handwritten signature in black ink that reads "Wayne E. Glenn". The signature is written in a cursive, flowing style.

Wayne E. Glenn
President

Responsibilities of the Steward



RESPONSIBILITIES OF THE STEWARD

To obtain the strength and effectiveness of your union, there is no shortcut. To be strong and effective, a union must have the loyalty and understanding of the membership. This does not come easy. It has to be worked at and it is a job never finished because there are always new members coming in and new problems coming up. That's what trade unionism is all about — people and problems.

There are two important ways in which this can be achieved. First, to represent the members as their chosen spokesman in the plant and secondly, to strengthen the UPIU as an organization.

REPRESENT THE MEMBERS

Your duty as a chosen union spokesman in your plant is to make sure all members receive all rights and benefits to which they are entitled under the union contract and under the law. In matters concerning the working problems of our members, we want to be as much assistance as possible in dealing with management and the government. In personal problems, we want to advise our members of existing community services and agencies whenever such help is needed.

It is not necessary that a steward memorize word for word the paragraphs of the contract or the provisions of law; but he should be acquainted with his contract so that he or she can readily detect a contract violation or an instance when a member is deprived of benefits to which he is legally entitled. When the steward thinks that a member is receiving unfair treatment, he should know where to get the correct information and how to get something done about it. It is the steward's job to know what the programs and goals are

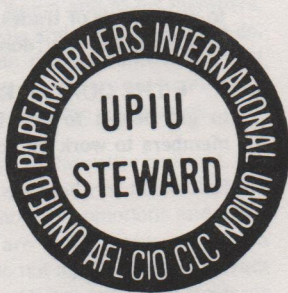
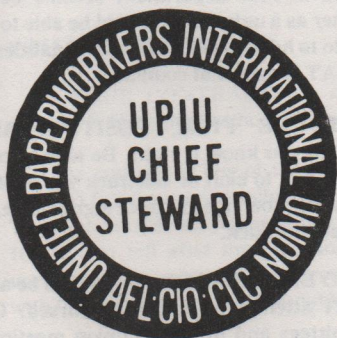
so that he can tell the members about them to build the support and backing. Remember, he is enthusiastic about union ideas and union programs and if he has the respect of the members, he will be able to interest them in their ideas and programs.

The steward is the key to a strong union because he, alone, is in daily contact with the only people who can make these programs succeed — **the members.**

BUILD THE UNION

As a steward, you have a vital role to play in building your union. A democratic union such as ours has its foundation and strength in majority rule. It is, therefore, very necessary for members to be well-informed. You should talk about the gains the union has made through the years and you should also point out that these gains were made because the members were willing to support the union beyond the mere paying of dues. They supported it by attending union meetings and with their votes and cooperation wherever it was needed.

Qualifications of a Steward



QUALIFICATIONS OF A STEWARD

In order to carry out the trust that your union has placed in you as a steward and to meet your responsibilities to the members in your area, you have to acquire certain techniques and capacities which will make your job easier and bring greater satisfaction to yourself and your members.

YOU SHOULD DEVELOP:

- **AN INTEREST IN YOUR UNION**, and its background, history and policies. You should have an enthusiasm which is catching and will cause others in the department to follow your example to become active union members.

- **AN INTEREST IN PEOPLE**. You should be a good mixer so as to help the members in your department become better acquainted and work together as a union. You should be able to get a real satisfaction being able to help people. Avoid personalities. It is not WHO is right but WHAT is right that counts.

- **A CAPACITY TO BE FIRM, POSITIVE AND PERSISTENT**. Stick to what you know is right. Be able to cope with management if they attempt to bluff or sidetrack you or offer to make deals or trades. If a member doesn't have a grievance, be able to explain why; don't pass the buck.

- **THE QUALITIES TO BE A LEADER**. You should be able to get people to act. Don't attempt to do it all yourself. Get members to work on committees and to attend union meetings.

When members participate in this manner, they become better members and you get more done with their help. As a leader you should help to develop teamwork and co-operation and discourage fractional bickering. You should follow the practices of majority rule and, at the same time, recognize that the other fellow has a right to his point of view. Lead instead of drive.

- **THE HABIT OF BEING PROMPT.** Don't delay. Delay only creates dissatisfaction.

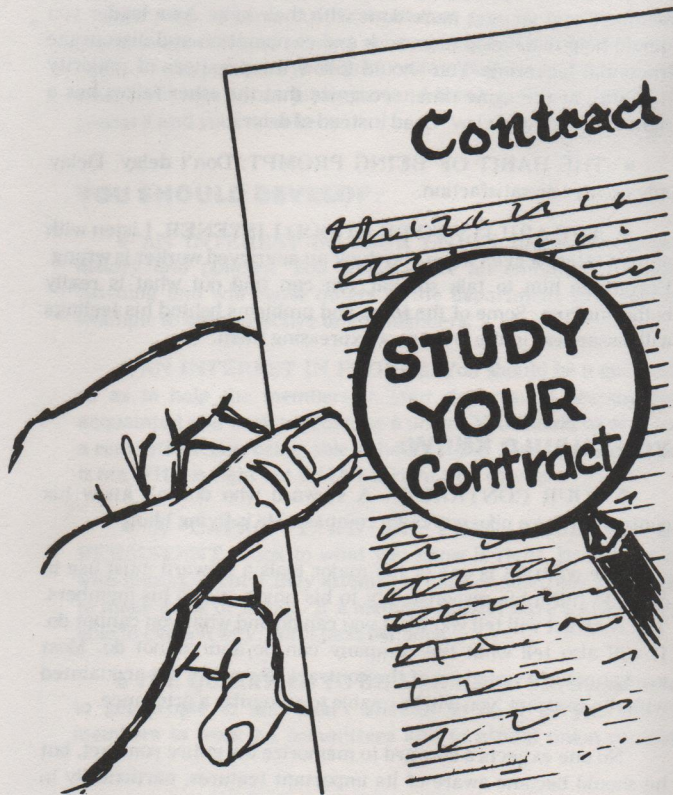
- **THE ABILITY TO BE A GOOD LISTENER.** Listen with patient interest even when you think an aggrieved worker is wrong. Encourage him to talk so that you can find out what is really bothering him. Some of the force and problems behind his feelings will disappear in the process of expressing them.

YOU SHOULD KNOW:

- **YOUR CONTRACT** - A steward who doesn't know his contract is like a pilot without a compass. He is flying blind.

The contract is one of the major tools a steward must use in order to fulfill his responsibility to his union and to his members. The contract will tell you what you can do and what you cannot do. It will also tell what the company can do and cannot do. Most grievances are violations of the contract. If you are not acquainted with the contract, you will be unable to recognize a grievance.

No one expects a steward to memorize the entire contract, but he should become aware of its important features, particularly in sections covering seniority, holidays, hours, promotions and other major points of concern. There are also many unwritten understandings and practices which do not appear in the contract so you should consult with your union officers and other stewards to become aware of these particular circumstances.



A steward should make himself aware of grievances having previously occurred within his own area and also within the local. A good understanding of occurrences in the past will assist him with his responsibilities in the future. It becomes quite evident though that no steward can keep up on all the grievances occurring in each department. Therefore, it is a good idea to set up regular monthly meetings of shop stewards. This will give each an opportunity to review some of the major activities and grievances occurring within his or her department.

Oftentimes an occurrence will seem to be isolated but after closer examination at shop steward meetings, it might appear that this is becoming a policy. Therefore, some type of action is warranted.

● **YOUR PEOPLE** - People aren't all alike. Therefore, different people have to be handled differently.

If you understand what sort of person the foreman is, you will be better prepared to deal with him. You will understand by his reactions whether you ought to continue pushing some point or forget about it for the time being. It is important to remember that you can win grievances with the foreman if you catch him at a moment that is psychologically right and you can do this only if you know the sort of person that he is.

Knowing your membership is also important. For example, some people will give you a full story on a grievance; others won't. Some workers have home problems that affect their work.

If you get to know the people you represent you can take these differences into account. You'll be able to do a better job. Also, the better you know your people and the better they get to know you, the easier it will be for you to talk up the union. If the workers in the department feel that you are a friend, they will let you know when they have gripes against the union. This is important because the officers first have to know about the complaints before they can



Know Your People

take steps to correct them. Furthermore, if the people in your department have confidence in you, you will be able to help the union in overcoming some of these gripes.

● **YOUR DEPARTMENT** - There is important information about your department that you should have at your fingertips. If you do, you will be able to swing into action on a grievance that much faster. When it comes time to get ready for negotiations, you will be able to explain to the officers and negotiating committee any particular problems about your department that have to be handled in the contract.

You should know the jobs in the department, the machines and the rates of pay on them. If there is an incentive system for piece-work, find out the rate, earnings and the production expected. Be sure you have a copy of the seniority list.

Be businesslike. Put all the material on rates, earnings, seniority lists, past grievances and any other information in a folder or notebook and keep the file handy in the plant.

Much of the information you need about the operations in your department you can pick up just by keeping your eyes open as you walk around. The more you know about the operations, the easier it will be for you to handle grievances.

● **SAFETY PROBLEMS** - Look around your department with a critical eye. Are the floors slippery, the washrooms unsanitary, are there safety guards on the machines, are dust and fumes well-controlled? Bad working conditions may mean lost wages and suffering for some of your fellow workers.

In many union contracts, there are clauses that require the employer to maintain safety and healthful working conditions. There are also state laws and regulations on safety and health. The shop steward should be familiar with these state laws and regulations as well as the contract provisions and company policies on safety and health.



**Know your dept.
the machines, the jobs**

It is the steward's job to process not only accident-type grievances but also grievances affecting the all-over health conditions in his department. In this regard, don't forget to counsel with the union Health and Safety Committee and keep them up to date on what you are doing.

When a worker is injured in a plant accident, he is entitled to benefits under the State Workmen's Compensation Law. Many occupational diseases are covered too. Not all of the workers are familiar with their rights under these laws and don't always get the benefits they are entitled to. Sometimes employers and insurance companies, in order to pay as few benefits as possible, take advantage of the loopholes and technicalities in the Workmen's Compensation Law and the laws governing health and safety.

That's where you come in. Many local unions now have union counselors to advise the members of their rights when they suffer a job accident or occupational disease. However, these services won't help unless the steward tells the workers about them.

Whenever there is an accident or health hazard in the department, the steward should advise the worker to follow these three rules:

1. Report the accident or health hazard to the foreman immediately no matter how trivial.
2. Don't sign any papers you do not understand.
3. Inform the Safety Committee Members as soon as possible and ask their help.

● **IMPORTANT LABOR LAWS** - No one expects you to be a lawyer, but you should be familiar with the important laws that will affect you and your membership. Your knowledge of these laws can help you to protect your members, to build your union and even settle grievances.

**WATCH
YOUR
STEP**



Know Safety Hazards

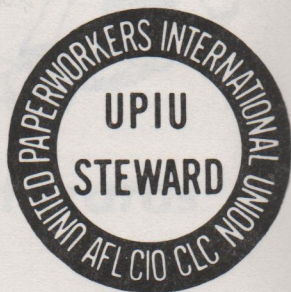
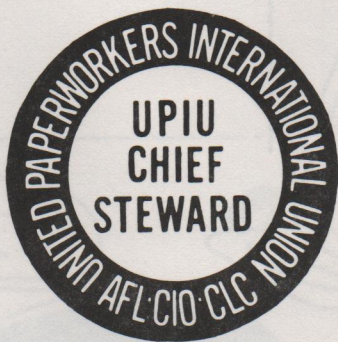
As you become familiar with these laws, you will see that most of them could stand a lot of improvement. There is only one way to accomplish this — elect better legislators for political action. You can make a tremendous contribution if you know what is wrong with the laws. Talk it up among the members and get them interested in labor's political action program. A brief sketch of some of the major labor laws appears later on in this handbook.

- **YOUR UNION**—One of your key jobs is to build the union. To do this you have to **know** the union, what it's all about and what it is doing and why.

To do this effectively, you have to be informed. Read your monthly newspaper—**THE PAPERWORKER**. Look over any other union literature to which you have access at the meeting hall, office or library. Attend the union meetings. Finally, keep in touch with the local union officers and talk to them about the union.

In other words, **be informed.**

How to Settle Grievances



HOW TO SETTLE GRIEVANCES

A steward who has gained the confidence of his members is likely to have all types of problems brought to him by the employees in his department. Some will be grievances, some will be out of plant problems and some will be merely gripes or groans. The steward should handle all sincere requests for help sympathetically.

What is a grievance? You can be certain it is a legitimate grievance if the answer is "yes" to at least one of the following questions concerning management's action.

1. Has the contract been violated?
2. Has the law been violated?
3. Has the company acted unfairly?
4. Has the worker's health or safety been jeopardized?

DOUBTFUL CASES

If the answer to all the guide questions is "no," don't be afraid to tell the worker that his complaint is not justified. A worker will have more confidence in the steward who knows when a complaint is not a grievance. You should make sure that he or she understands why the complaint is not a grievance. If he doesn't accept that fact, he should be shown **why** it is not a grievance. Perhaps by asking him to show you why he thinks it is a grievance. Patience and responsible explanation will, in most cases, convince a member. There may be instances when a contract needs rewording but this can be done only during the next negotiations. Occasionally, you may run into a chronic griper who will not be

convinced by any amount of explaining. You and all other members will soon be wise to this kind of individual, but patience here is always the better part of wisdom. You must learn to distinguish a legitimate grievance from a complaint for which the company is in no way responsible.

At times you will get borderline cases when no firm interpretation of the contract has been established. You are the worker's representative and not an impartial judge and you should always give the complaining worker the benefit of the doubt in borderline cases. It is always important to check with your union representative or the union officers in doubtful cases.

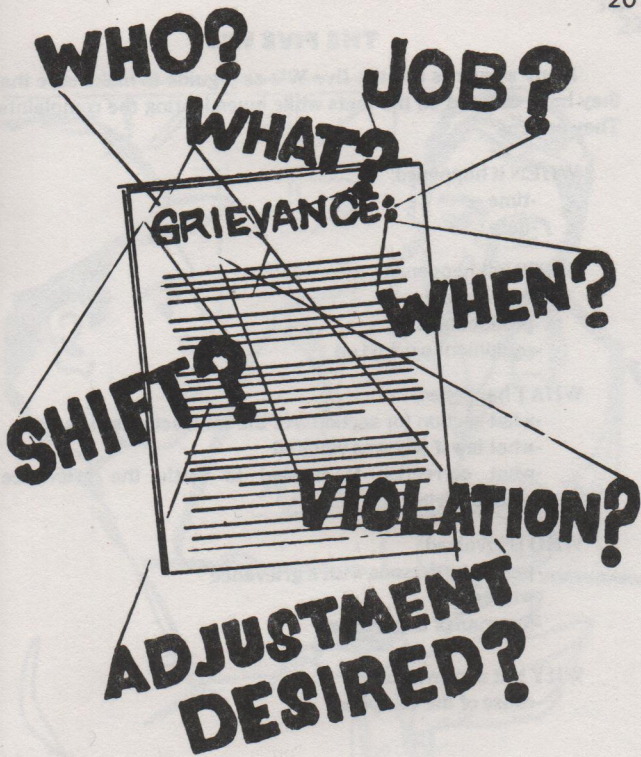
INVESTIGATING GRIEVANCES

To determine whether a complaint is really a grievance, you must be sure of your facts. Sometimes the worker with a complaint may get his facts mixed up. You should thoroughly investigate all facts to determine if they are correct and to discover whether any important facts have been left out. You should begin with a complete interview of the person with the complaint.

Allow the worker to tell the whole story in his own words, then question him and get all points that you did not understand and to get additional facts. Don't be satisfied with glib statements like "The foreman's picking on me," or "They're giving us too much work." Ask "How often?," "What dates?," "How many minutes a day?," "Have you got proof?". Sometimes a worker takes for granted that you understand his job and forgets to give you vital facts. Remember, it is better to discover any misleading information before rather than after you take the complaint to management.

RECORD ALL FACTS

Be sure to write down all the facts. Don't rely on your memory. It may take several weeks after they are filed before some grievances are completely processed through all the steps.



**The Form Helps You
Get the Facts**

THE FIVE W's

Many stewards use the five W's as a guide to make sure that they have covered all the facts while investigating the complaints. They are:

WHEN it happened

- time
- date

WHERE it happened

- department
- production line
- equipment worked on

WHAT happened

- what section (or sections) of the contract was violated
- what law if any was violated
- what correction is needed to settle the grievance satisfactorily

WHO is involved

- person or persons with a grievance
- witnesses
- foreman of department

WHY is it a grievance

- cause of the complaint

CHECK ALL FACTS

Before presenting a grievance to management, it is best to check the facts by getting management's side of the picture.

Check management records if they are available.

Talk to the foreman or manager and get his version of what happened.



Learn to Listen

Get all the witnesses you can find who will support the member's grievance.

Check your grievance files and arbitration decisions and other memorandums of understanding for supporting an argument.

You may also want to check with your chief steward or local union officers before presenting the grievance to management.

INFORMING THE MEMBER ABOUT HIS GRIEVANCE

It is frequent practice, sometimes required by contract, to have the steward take the aggrieved employee with him when presenting a grievance to the foreman. In this way the employee can see for himself the attitude and position taken by management. Also, he may be able to assist in presenting the facts concerning the grievance.

Before presenting the grievance to management, many stewards follow the practice of writing out the grievance and getting the aggrieved to sign it. In this way, the steward can be sure that the employee has given him honest facts for the support of his grievance. Some contracts even require this procedure.

Never make promises to the worker like "We're sure to win." If for some unforeseen reason the grievance is lost, it would only build him up to a big letdown and shake his confidence in the union. If it does look like a legitimate grievance, tell him you'll do your best to get a just settlement.

PRESENTING THE FIRST STEP OF THE GRIEVANCE TO MANAGEMENT

There are many advantages to settling a grievance in the first step of the grievance procedure. Most grievances are better understood by both union and management people in the department. Also, earlier and quicker settlement is possible avoiding long delays which develop through appeals. It disturbs a



Keep Grievant Informed

Keep a Clear Record™

member with a grievance to wait a long time for the action on this grievance. Also, members are certain to gain greater confidence in both the steward and their union when their grievances are processed promptly. However, never sacrifice or compromise a grievance for the sake of speed.

Having all the facts and being able to prove your case is likely to get the quickest action from management since it will be a waste of time and money for them to argue the case in higher steps.

When there are time limits provided in the contract, you should insist that management give its answer in the allotted time to insure promptness.

Be sure to follow the grievance procedure of the contract when representing the grievance to management. If you expect management to live up to its end of the procedure, you should live up to yours.

If, for example, there is a rule that you should check with management before leaving your job to look into the complaint, be sure to do this.

Don't bypass your immediate foreman or supervisor if the grievance procedure calls for dealing with him first. This is especially true if the grievance concerns one of his workers. He should be given first chance to correct it; besides, higher management officials are reluctant to overrule lower supervisors.

Don't "horsetrade" with grievances. Settle each on its own merit. A grievance is or isn't in compliance with the contract, or law of fair play.

RELATIONS WITH FOREMEN

Supervisors are people. No two people are exactly alike. In time you will discover that the best approach to talk grievances is with your particular foreman. There are, however, a few general rules which apply in handling grievances with any management person.



**Check Facts —
Keep a Clear Record**

Avoid building up a personal rivalry with the supervisor. If you win a grievance, don't gloat over it or rub it in. You probably are going to have to work with your counterpart a long time, and a friendly, businesslike relationship is going to make the road ahead easier for everyone.

Remember, you and the foreman are meeting as equals. If you must disagree, **DO SO WITH DIGNITY**. Don't bluff or use empty threats. If you have the facts and the support of the membership, these things will speak for themselves. Don't be afraid to talk back if management tries to bully or bluff you. Keep calm and don't pound the table. Listen to management's side without interruption and demand that in return, you, too, will be heard out.

Be prepared, not only with the facts, but with the manner in which you will present your grievance. Make a list of points and stick to the points. Don't let the foreman or manager lead you off the point by talking about fishing or other nonessentials. Don't talk too much and put yourself on the defensive.

Don't disagree before management. When you go with an employee to present a grievance to a foreman, be sure you agree on all the facts in advance. Never argue between yourselves in front of the foreman. It gives management an opening to drive a wedge between you. If you see a disagreement is developing, ask for a recess and straighten out your difficulties in private.

THE FOREMAN'S ANSWER

Insist on a definite answer to the grievance from the foreman. If you can get one on the spot, so much the better. If not, find out when he will give you his answer. Don't let him stall. Let him know that you will appeal the grievance within a certain time (perhaps the time limit is set in your contract). It is better to get his answer in writing with his signature. However, the practice varies from locals to companies. In some places, a grievance is not reduced to writing until after the first step in the procedure. At any rate, you

should keep a written note of any settlement and, if possible, have a witness sign the note.

GRIEVANCE SETTLEMENTS ARE THE PROPERTY OF THE UNION

If you have an agreement or settlement of a grievance with your immediate foreman or manager, you must inform the union office or officers of this fact. All grievance settlements, regardless of who makes them, are the property of the union. Some settlements may be a valuable precedent when another grievance comes up either in your own department or in some other department.

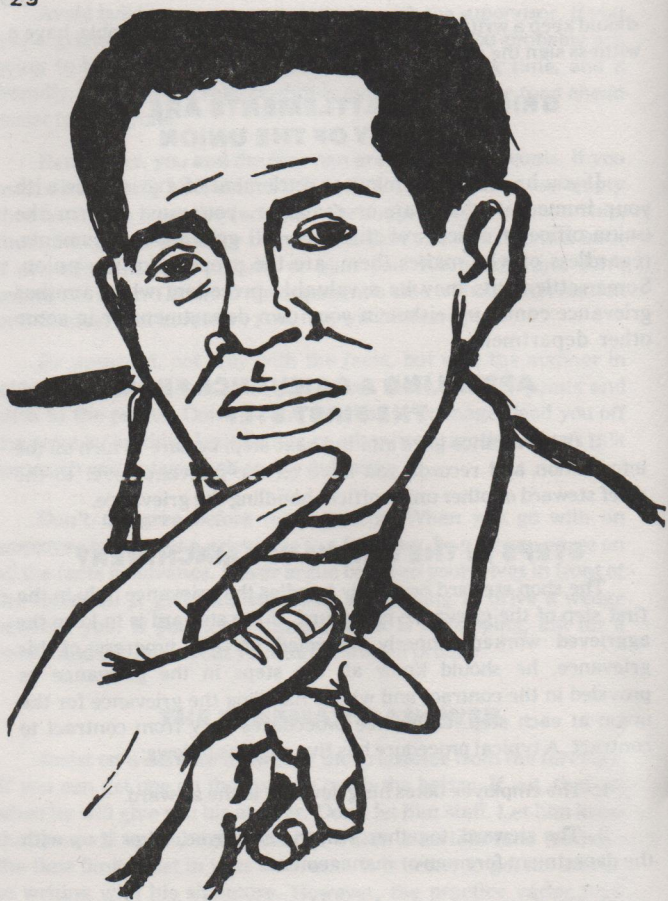
APPEALING A GRIEVANCE FROM THE FIRST STEP

If the grievance goes into the next step, be sure to turn all the information and records you have on the grievance over to the chief steward or other union officer handling the grievance.

STEPS IN THE GRIEVANCE MACHINERY

The shop steward originally handles the grievance only in the first step of the grievance procedure. If the steward is to keep the aggrieved worker properly informed on the progress of his grievance, he should know all the steps in the grievance as provided in the contract and who is handling the grievance for the union at each step. Grievance procedures vary from contract to contract. A typical procedure has five steps as follows:

1. The employee takes his grievance to the steward.
2. The steward, together with the employee, takes it up with the department foreman or management.
3. Chief steward or local president takes the grievance to the superintendent or personnel manager along with the committee member from the union.



Keep Your Cool

4. The UPIU Representative meets with the top company officials.

5. If there is still no settlement, the grievance can be appealed through arbitration.

Not all contracts provide for arbitration. Arbitration is a costly process and is used to settle important contract questions of vital interest to the whole membership. Arbitration takes place when the union and the company cannot settle a grievance themselves and they call in an impartial party to make the decision. The arbitrator's decision is final and binding and can be enforced in the courts. Be sure to have full knowledge of the procedure steps provided for in your contract.

WRITING THE GRIEVANCE

Although there are a few companies and unions that do not use written grievances, most places feel that a written statement of a grievance reduces the dispute to its important essentials. Also, when it is signed, it puts everything on record and should quickly settle any dispute of the same kind if it should arise again. The written statement should be brief but it should contain such essentials as:

Local Union Number, the Date, Name of the Steward

Information About the Aggrieved Employee: His name, address, foreman, phone number, job, department, shift, length of service

Statement of Grievance: What's It About? Lost time, overtime, seniority violations, working out of classification, discrimination, unjust penalty, unfair dismissal

Contract Clauses Involved: Most grievances involve several clauses of a contract. Be sure to note all clauses concerning the

grievance. Some grievances also violate accepted practices, rules or laws

Settlement Desired: Some grievances require some sort of correction or remedy. Be specific. Is it lost time pay, transfer, restore seniority rights, promotion, overtime pay, or elimination of penalty?

Signature of Employee.

Management's Answer - Management's Signature

Supporting facts and arguments, witness statements and other records should not be written into the grievance. They can be kept separately and used when the grievance is submitted to management.

Written grievances are usually introduced at the end of the first step. It is used to appeal the grievance from the foreman to the second step. When the steward has talked to the foreman and finds he cannot get a satisfactory statement, he then submits the written grievance and asks for a signed written answer from the foreman. Check your contract for the proper procedure in your plant.

Grievances are usually written with several carbon copies. For example, one to the employer, one to the steward, one for the local union office. Grievance forms are sometimes supplied by the local or by the company or by both.

Examples of written grievances together with a reprint of the grievance form, which can be obtained from the International, appear in the back of this handbook.

KEEP A GRIEVANCE FILE

Copies of each grievance with management's answer and final settlement should be filed for ready reference. Such grievance settlements often spell out the contract application and

interpretation in much greater detail than can ever be written into the contract.

For example, the contract may simply specify "The company has the right to discipline for just cause." This does not say what is just cause. Is habitual absenteeism "just cause" for discipline? If so, what kind of discipline and how much? Such detailed applications of the contract may be established by grievance settlements which then become guides for later cases of the same kind.

A grievance file is often maintained in an officer's home or the local union office so that grievance settlements from other departments can be inspected for possible support for a grievance in your own department.

FACTS TO CHECK FOR CERTAIN TYPES OF GRIEVANCES

In addition to the contract clauses involved, certain types of grievances require certain kinds of facts for supporting evidence and arguments. Listed below are some of these specific types of grievances and the facts to be checked.

- **Speed Up and Time Study Grievances** - Check the company's time, check the job's history and description, look over the job yourself, talk it over with the worker involved, get his ideas.

- **Seniority Grievances, Layoffs, Recalls, Promotions, Transfers, Pensions** - Check seniority list (plantwide, department). Check record of employment (date of hire, period layoff). Cite seniority dates of those retained, recalled, promoted out of line seniority.

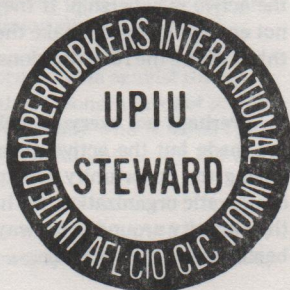
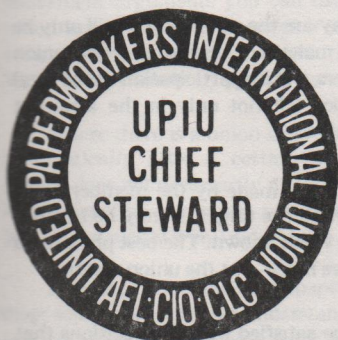
- **Health and Safety Grievances** - Federal and State Laws regarding conditions, orders, Safety Committee Reports, State Inspector Reports regarding safety conditions, special contract

provisions for speedy handling of safety and health hazzard grievances, record of previous reports on unsafe or unhealthy conditions, man's own record on safety, uses of available protective clothing and safety devices, safety equipment furnished by management, investigation by Safety Committee.

● **Disciplinary & Discharge Grievance**-Records of written reprimands and previous discipline records, kind of disciplinary action given to others for the same offense, management's proof that offense was actually caused by grievant, witnesses and other support for grievant's position.

● **Wages and Classification Grievances** - Job description, rates for same or similar job, production record of worker, training and experience needed, time since last raise.

How to Build the Union



HOW TO BUILD THE UNION

Handling grievances is just one part of the steward's job. However, if you do it well, you will make your other jobs a lot easier. It is how you do these other jobs that will determine whether or not the union will be strong.

MAKING THE UNION STRONG

To be strong, the union has to have the support and understanding of its members. Too often, however, the members appear to be disinterested. In fact, they sometimes tend to look at the union as something separate and apart from themselves — something that takes a few dollars in dues out of their pay envelope once a month.

They tend to forget that they are the union and it will only be as good as they, the members, make it. Furthermore, the union belongs to no one but the members and by participation in the local union they can make their voice felt not only in the local but throughout the International Union.

Union policies and programs are made by the membership—the active membership. If they miss the target, it may be because not enough members make their views known. The best place to do this is where the final decisions are made— at the union meeting.

Perhaps not everyone will be satisfied with the decisions that are made but the active member will get some satisfaction from having the opportunity to express himself and as we expect, in a democratic organization, for having the opportunity to bring the majority around to his way of thinking. If he fails once, he may be successful the next time.

It is important, therefore, in building a strong union that the members understand the role that they must play to accomplish the task. Here's where the steward comes in and why he is really the key to a strong union. It is up to him to build that understanding as well as the interest and participation of the membership which a union must have if it is to be strong and effective.

To do this, he must work at the job of being a good steward.

- **BE AN ORGANIZER**-Every time a new man comes to work in the plant, you are seeing a potential union member. Maybe he'll be an enthusiastic member or maybe he'll be a griper. You may get him off to a good start if you show a friendly interest as soon as he comes into the department. Introduce yourself to him and help him with any problems he has.

Unless your local has a union shop contract, it is up to the steward to get the new worker to join the union. One of the most convenient arguments you can use is to explain the benefits the union has brought to the worker since your plant was organized (wages, vacations, pensions, seniority protection). Explain to him **WHY** he will benefit by joining the union, then sign him up.

Where there is a union shop clause, the worker joins the union automatically after a certain number of days. However, just joining does not necessarily make him a loyal member. If you want him to back up the union, you'd better sell him on the union too; just as you would if you didn't have a union shop clause.

There has been much newspaper propaganda against the union shop; some workers don't understand the reasons in favor of it. The simple fact is that it is only fair for everybody who benefits from the union to help pay for it. Several steps to unionizing the new member appear here:

- **BE A LEADER** - Did you ever think of yourself as one of those leaders of public opinion that newspapers are always talking



**Get the New Worker
to Join**

about? Well, you are. If you weren't, you wouldn't be a steward. Think about that for awhile.

The members expect you to have more information about the union than they have and they respect your judgment. They will listen to your opinions on union affairs and plant problems. They may not always agree, but much of what you say will sink in simply because they look upon you as their leader.

- **BE AN EDUCATOR** - A steward has the opportunity to build support for the union because he has talked to the members every day, at lunch, off and on the job. The union counts on you to carry the word about union activities to the members and to encourage them to take part.

Of course, you can't tell the members anything you don't know yourself. For this reason, you have to be informed. Attend your union meetings regularly. Read the monthly newspaper published by the UPIU and other labor organizations. When you know what is going on in the union or in the labor movement, spread the word around and educate your members.

- **BUILD A TEAM**-To handle problems that come up in the plant, the steward must have the backing of the workers he represents. When you are fighting a tough grievance, the wholehearted support of all of the workers will often convince the company to see it your way. If a worker is afraid to fight his grievance through, he will gain courage if he knows that he has the support of other members in the department.

The only way you can get the members in your department to stick together in this way is if you build a team. The only way you can build a team is if you keep the members informed and let them participate.

Remember, you are a democratic leader — not a dictator. You will find yourself without any support if you try to tell the members what to do. Tell them what you think and always explain why.



Build a Team —

A good way to keep your members united is to hold departmental meetings when you let them know what is going on. Encourage your members to participate in the union by expressing their opinions. Whenever a situation in the department affects a number of workers, be sure to get them together and consult them. Otherwise, you may find yourself out on the limb without any support.

• **HELP YOUR MEMBERS** - You can help your members and strengthen your union at the same time if you let them know what services and opportunities the union offers them outside the plant.

Perhaps your local has a credit union or a blood bank. Does your local hold picnics or Christmas parties for the kids? Make sure your members know about these activities.

Often workers need help on problems that can come up outside the plant. A member's claim for unemployment compensation may have been denied. Perhaps a woman cannot find a day nursery for her child. These out-of-plant problems are just as important to the worker as a grievance. Often they turn to the steward for help.

There are local community organizations which can train union members to understand laws affecting workers and to know what community agencies do to help people with home and family problems. These people called "union counselors" know where to send members for advice. If you have union counselors in your plant, use them or better still become one yourself.

If a member of your department has a problem with which you cannot help him, it is your job to talk to one of the union officers to see what can be done. Perhaps the appropriate labor organization in your community can be of assistance and one of the officers of your local would know about this.

• **BUILD ATTENDANCE AT MEETINGS**-Of course, the members ought to support the union by attending union meetings

and finding out the union's problems. The membership meeting is the place where the member has his say on union business.

You can remind them in advance and tell them what is coming up. If they don't come, talk about the meeting during lunch the next day so that they will know they missed something. You may never get all the members in your department to all the meetings, but a steward's job is easier when there is a group of active members who know the score and can help him out.

- **KEEP UP ON LEGISLATION** - You should keep up to date on political issues by reading the union newspaper or other publications. You should discuss important issues with the members.

Political action is the union's answer to a lot of the worries of a lot of workers. "Why can't I get a house at a decent price?", "Why is unemployment compensation so low?" "Why don't they build more schools or hospitals?" "What about better Social Security or Medicare?" Problems like these worry everyone who wants a happy, healthy life for himself and his family.

We have learned that the government, not the boss, has the final word on these problems. The people we put in office on an election day in the city, the state, and Washington make important decisions about the way we live.

This explains why the labor movement has had to become politically active.

- **SUPPORT PEP**—the Political Education Program operates at all levels in the trade union movement. In addition to national PEP, there are committees on the state level and for each central labor body. Every local union should also have an active PEP Committee because effective political action is a year-round job—not just something we do around election day.

PEP tries to get members and their families registered so

EFFECTIVE POLITICAL ACTION



Support Legislative Action

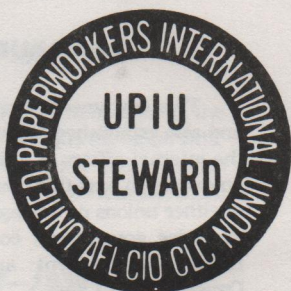
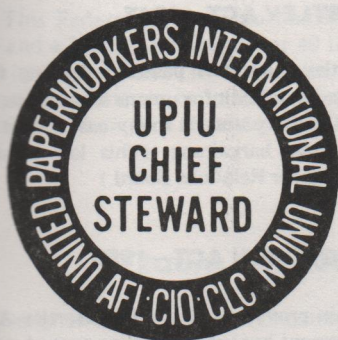
they can vote. Through PEP, organizations and records of the candidates are studied and candidates whose records show that they will work for the good of all the people are endorsed by PEP. On election day, PEP works to get people to the polls to vote.

Electing good candidates costs money and usually the candidates supported by labor organizations don't have the money to put on a good campaign; they need our help. The Taft-Hartley Law prohibits unions from using dues money in elections for Federal offices (president, vice president, senator or congressmen). For this reason, we have voluntary contributions from our members and that is why we have a PEP Dollar Drive.

PEP needs the support of every steward to reach our members. Collecting PEP dollars is a part of our job just as encouraging the members to register and vote is also a part of your job.

Remember, political action protects the union and helps the members, so give PEP a boost whenever you can. PEP works hand in hand with National COPE.

Summary of Important Labor Laws



SUMMARY OF IMPORTANT LABOR LAWS

WAGNER ACT—1935

This law commonly known as Labor's Magna Carta, gave workers the right to organize and bargain collectively through unions of their own choosing. Employers were prohibited from discriminating against workers for union activity. The National Labor Relations Board was established by this law (Administered by the National Labor Relations Board).

TAFT-HARTLEY ACT—1947

In 1947 the Taft-Hartley Law was passed amending the Wagner Act. It has made it more difficult for unions to organize, to strike, to engage in political activity and, in many cases, even to engage in meaningful collective bargaining. (This law is also administered by the National Labor Relations Board.)

LANDRUM-GRIFFIN ACT—1959

This law amended certain provisions of the Taft-Hartley Act and also established a government bureau to exercise control over the internal affairs of unions. Although "corruption" was used as an excuse to pass this law, it actually does very little about crooks in either unions or management. The law makes unions subject to excessive government controls. (Administered by the Office of Labor Management and Welfare Pension Reports, U.S. Department of Labor.)

SOCIAL SECURITY ACT—1935

Disability benefits. The Social Security Act now provides full benefits to workers who are totally and permanently disabled. (Administered by Social Security Administration, U.S. Department of Health, Education and Welfare.)

Old-age benefits. This law set up a national insurance system to provide retirement benefits for the worker and his family. It is financed through contributions by both workers and employers.

FAIR LABOR STANDARDS ACT—1938

This Federal Law sets an hourly minimum wage, pay at time and a half for all hours over 40 in one week, and restricts child labor practices. The Act applies to employers engaged in interstate commerce, or in the production of goods which will be shipped from one state to another.

EQUAL PAY ACT—1963

Designed to eliminate discriminatory treatment of women, the act requires equal pay for equal work on jobs requiring equal skill, effort and responsibility and which are performed under similar working conditions. (Administered by the Wage and Hour Division, U.S. Department of Labor.)

WALSH-HEALEY ACT—1936

This law covers work performed on Federal Government contracts involving \$10,000 or more per year. It requires payment

of time and one-half after eight (8) hours per day and forty (40) hours per week. Minimum wages are set for each industry doing business with the government after a public hearing to determine the prevailing minimum in the industry. It is usually higher than the minimum required by the Fair Labor Standards Act. (Administered by the Public Contracts Division, U.S. Department of Labor and U. S. Department of Health, Education and Welfare.)

MANPOWER DEVELOPMENT AND TRAINING ACT—1962

This is a Federal Act designed to provide an opportunity for unemployed workers, who are unable to meet job qualifications, to learn new skills through vocational, basic education and on-the-job training programs. Under certain circumstances, allowances are given to trainees in order to assist them in completing the program. The Act also provides for an extensive program of research into Manpower needs, causes of unemployment, the effect of automation and technological changes on employment, and the mobility of the labor force. (Administered by the U.S. Department of Health, Education and Welfare.)

EXECUTIVE ORDER ON EMPLOYEE- MANAGEMENT COOPERATION IN THE FEDERAL SERVICE

In 1962, President Kennedy issued this Order to all agencies of the Executive Branch of the Federal Government (excluding the FBI and CIA). The order guarantees the right for employees of these agencies to join and assist any employee organization or to refrain from any such activity. Procedures are outlined for the agencies to recognize the employees' organization. Once recognized, the employees' association may bargain with the specific agency as to personnel policies and working conditions which are not already established by law. The Wagner Act, in 1935, granted similar rights to employees employed by companies in interstate commerce.

AGE DISCRIMINATION IN EMPLOYMENT ACT OF 1967

This federal statute promotes the employment of the older worker based on ability rather than age, prohibits arbitrary age discrimination in employment, and helps employers and employees to find ways to meet problems arising from the impact of age on employment. Specifically, it is against the law for an employer to fail or refuse to hire, or to discharge, or classify his employees or otherwise discriminate against any individual as to compensation, terms, conditions or privileges of employment because of age. Under the law, it is illegal for a labor organization to discriminate by excluding or expelling any individual from membership, or limiting, segregating or classifying its membership on the basis of age. In addition, a union is prohibited from causing or attempting to cause any employer to discriminate because of age. Exceptions to this law are made for cases in which there is a bona fide occupational qualification, a bona fide seniority system or discharge is for good cause. (Administered by the Secretary of Labor.)

CIVIL RIGHTS ACT OF 1964—TITLE VII "EQUAL EMPLOYMENT OPPORTUNITIES"

Not only does this provision prohibit employers from refusing to hire or classifying an individual because of his race, color, religion, sex or national origin, but the law also forbids employers from discriminating in terms and/or conditions of employment. Apprenticeship and training programs are carefully screened by the Equal Employment Opportunity Commission to prevent employers from discriminating against an individual in admission to such programs.

The act also prohibits a labor union from excluding and expelling from, or limiting and segregating, its membership on the basis of race, color, religion, sex or national origin. In addition, a

labor union may not cause or attempt to cause an employer to discriminate against an individual for any of the above cases. (Administered by the Equal Employment Opportunity Commission.)

FAIR EMPLOYMENT PRACTICES

State laws on fair employment practices have assumed new insignificance under Title VII of the Civil Rights Act. More states are encouraged to adopt such laws and to increase activity under present laws. Currently, thirty-seven (37) states have existing laws which forbid discrimination in employment because of race, color sex or creed.

UNEMPLOYMENT COMPENSATION

Unemployment Compensation is handled through the states with benefits and requirements varying from state to state. However, it was through a special federal tax provided for under the Social Security Act that the states were forced to devise a system of unemployment compensation.

WORKMEN'S COMPENSATION

All states now have laws providing benefits for workers injured on the job or suffering a disabling occupational disease. As is the case with unemployment compensation, the benefits under workmen's compensation vary from state to state.

TEMPORARY DISABILITY

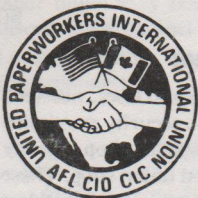
Four (4) states, California, New Jersey, New York and Rhode Island have laws to protect workers in the event of sickness or injury not covered by Workmen's Compensation.

"RIGHT-TO-WORK" LAWS

Under the misleading title of Right-to-Work laws, nineteen (19) states have passed laws outlawing all union security provisions in collective bargaining agreements, namely, union shop, agency shop, maintenance of membership and modified union shop. These laws cannot guarantee anybody a job; they just protect free riders — people who take all the benefits of unions without paying any dues. Section 14B of the Taft-Hartley Act permitted states to pass such legislation. The following nineteen states have right-to-work laws at the present: Alabama, Arizona, Arkansas, Florida, Georgia, Iowa, Kansas, Mississippi, Nebraska, Nevada, North Carolina, North Dakota, South Carolina, South Dakota, Tennessee, Texas, Utah, Virginia and Wyoming.

OSHA

The Occupational Safety & Health Act of 1970 became effective April 28, 1971 to assure safe and healthful conditions for working men and women by authorizing enforcement of the standards of this Federal Act.



COMPANY COPY

Grievance Number 2143

GRIEVANCE REPORT

Date December 11, 1970

Name Bill Johnson

Foreman T. J. Thorn

Address 2163 Maple Avenue, Albany, New York Phone 487-2369

Job Trimmer Department Packaging Company ABC Paper Company

Nature of Grievance Seniority Violation on Advancement

Section III, Article II of the Contract

Bill Johnson, seniority of 4/18/51, was not given an advancement in line with his seniority when a permanent opening occurred for a top trimmer on December 9, 1970. He has a total of three years of experience as a trimmer for the company. Harold Jones, who was given the advancement, has a seniority date of 8/20/67 and has only three weeks of previous experience as a temporary trimmer.

The union requests that Bill Johnson be immediately advanced to the position of top trimmer and be awarded retroactive pay at a rate of \$3.74 per hour from December 9, 1970--the date the opening occurred in the classification.

Employer's Signature

*Bill Johnson***GRIEVANCE PROCEDURE—FIRST STEP**

1. Date submitted December 11, 1970

Shop Steward Allen Neal

Answer In view of the fact that Jones had previously acquired six years of experience as a top trimmer before becoming employed by ABC Paper Company, the company contends that the experience factor justifies the passing over of Bill Johnson.

Signature of Company Official

Harry Jones

Settlement satisfactory

Yes No

Date 12/13/70

FORM 130

SECOND STEP

2. Date submitted December 16, 1970

The contract provisions for job advancement require a combination of skills and seniority. While Bill Johnson has been employed longer than Harold Jones, Mr. Jones' extensive background in the top trimmer position before becoming employed at ABC qualifies him well above the qualifications of Mr. Johnson.

Signature of Company Official James Francis

Satisfaction Yes _____ No

Date 12/21/70

THIRD STEP

3. Date submitted December 27, 1970

It is the company's contention that the job experience required by Mr. Jones qualifies him for holding the position as top trimmer.

Signature of Company Official Gary Patterson

Satisfaction Yes _____ No Submitted to arbitration

Date Jan 5-1971

FOURTH STEP

4. Date submitted

Signature of Company Official _____

Satisfaction Yes _____ No _____

Date _____

5. Date submitted Arbitration January 10, 1971 Name of Arbitrator William Davis

Decision of Arbitrator While Harold Jones had previously acquired extensive experience as a top trimmer, the contract's seniority clause is clear with regard to job advancement. AWARD: Top job position, back pay at contract rate: \$1.74 per hour from job opening 12/9/70.

Date February 14, 1971

— NOTES —

Additional Copies are available from:

**United Paperworkers International Union
P.O. Box 1475
Nashville, Tennessee 37202**

