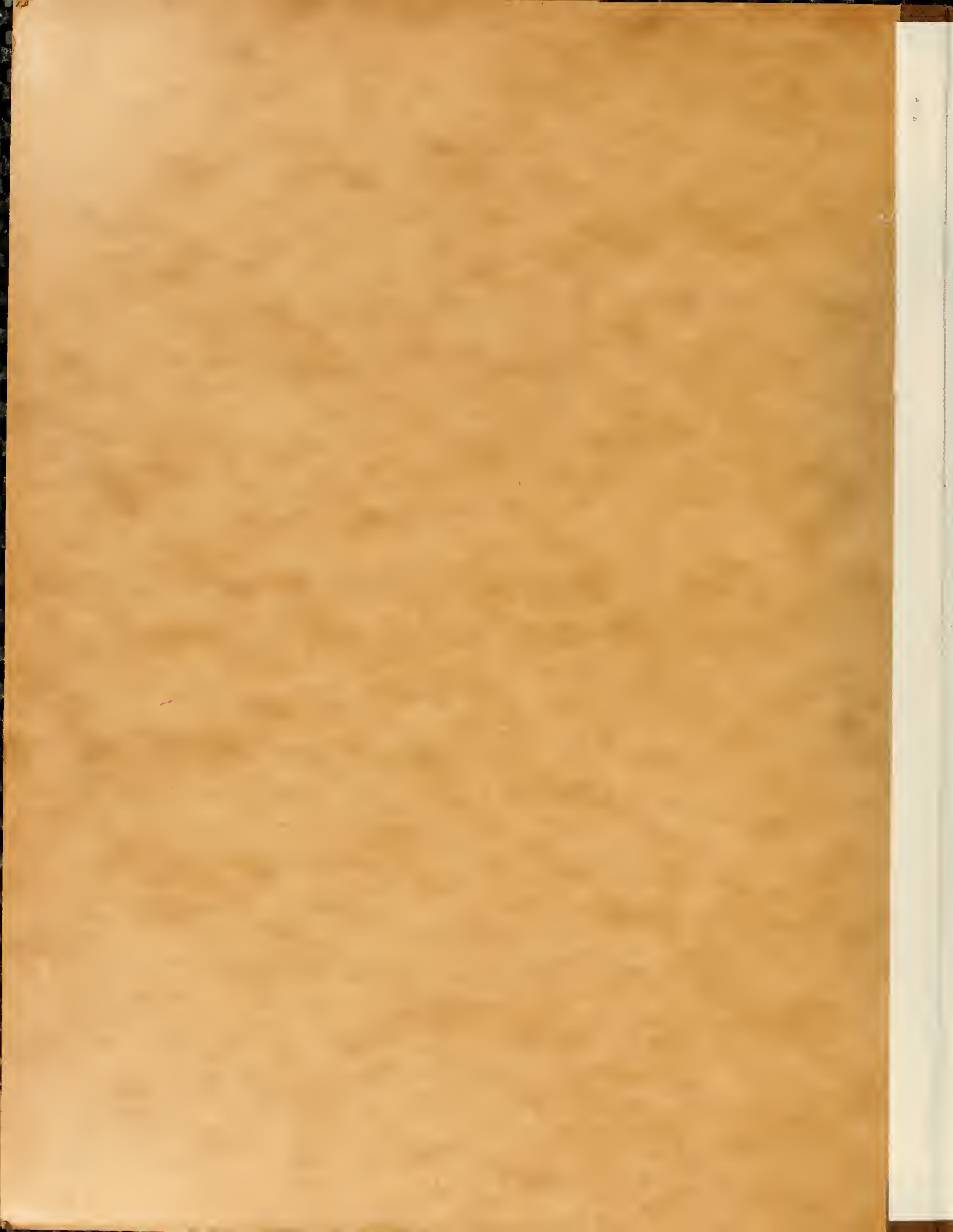


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ILLINOIS, UNIVERSITY--
INSTITUTE OF LABOR AND
INDUSTRIAL RELATIONS.
HANDLING GRIE-
VANCES.






HANDLING GRIEVANCES



an outline manual
for union shop stewards
and grievance committeemen

Institute of Labor and
Industrial Relations

UNIVERSITY OF ILLINOIS



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INTRODUCTION

This manual on handling grievances has been prepared by the Institute of Labor and Industrial Relations of the University of Illinois as an aid to union representatives and instructors in labor education. It includes certain ideas and materials developed in steward training class outlines and manuals of unions, other universities and the government. Unfortunately it is impossible to give credit for specific items because most of the borrowed materials have been modified and adapted to the particular purposes and organization of this manual.

Designed for use in connection with the training of union stewards, officers and other representatives in grievance problems, this manual is primarily in outline and topical form. Such a presentation may suggest topics and ideas for discussion, but can lay no claim to providing all the information required for complete handling of grievances.

This outline manual can best be used, therefore, with other materials such as case studies of actual grievances, analysis of contract clauses, summary of relevant state and federal laws, charts of specific grievance procedures, and the like.

Environment

The environment is a complex system of interacting elements that influence the health and well-being of all living organisms. It encompasses the physical, chemical, and biological components of the natural world, as well as the human-made structures and activities that impact it. Understanding the environment is crucial for addressing global challenges such as climate change, pollution, and resource scarcity.

The environment is a dynamic system that constantly evolves over time. It is shaped by natural processes such as weathering, erosion, and biological interactions, as well as human activities such as agriculture, industry, and urban development. The interactions between these elements are complex and often non-linear, making it difficult to predict the outcomes of environmental changes.

Human activities have a significant impact on the environment, leading to changes in land use, air quality, and water resources. The burning of fossil fuels for energy production is a major source of greenhouse gas emissions, which contribute to global warming and climate change. Deforestation and land use changes also impact the environment by reducing biodiversity and altering the carbon cycle.

Addressing environmental challenges requires a holistic approach that considers the interconnectedness of the environment, society, and the economy. Sustainable development is a key concept in this regard, as it seeks to meet the needs of the present without compromising the ability of future generations to meet their own needs. This involves protecting natural resources, reducing pollution, and promoting social equity and justice.

In formal classes for stewards, it is hoped that this manual can be used for those parts of the course devoted to general duties of stewards and problems of grievance handling. Copies might be handed out to all participants at the start of the class and used as a "text" or work book. The manual might also be used as a summary of some material covered in the class and, therefore, given the participants only at the end of the sessions.

In addition, it is hoped that the manual may prove useful for unions carrying on informal discussions of problems and procedures in steward or grievance committee meetings.

For the sake of simplicity the word "steward" (and occasionally "grievance committeeman") has been used throughout in referring to the official union representative who handles grievances of union members at the beginning stages of the procedure. Many unions, of course, give other titles to their representatives who have similar responsibilities.

On the other hand, many aspects of this manual will not apply to all types of unions or grievance procedures. For certain industries or occupations the steward system is replaced by other methods of handling complaints and disputes arising on the job. In such cases many sections of the following will not be closely applicable and may require considerable modification to be appropriate.

Phillips L. Garman, Coordinator of Extension
Institute of Labor and Industrial Relations

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Many of the parts of this manual were developed for class use by John M. Brumm and Herman Erickson, Assistant Professors of Labor and Industrial Relations and Extension. The former did the work of compiling this material and organizing it for this manual. It was edited by Donald E. Hoyt, Institute Editor, and art work was done by Marguerite W. Keswick, also of the Institute staff.

Faint, illegible text, likely bleed-through from the reverse side of the page. The text is mirrored and difficult to decipher.

THE UNION AND THE COLLECTIVE BARGAINING AGREEMENT

I. GENERAL PURPOSES OF A UNION.

- A. A union is an association of workers organized primarily for mutual aid and protection in establishing fair and equitable employee-employer relationships.
- B. A union gives the worker a democratic voice in determining wages, hours, and working conditions, and in settling labor-management disputes and grievances:
 - 1. through bargaining collectively with management over the terms of a written agreement, and
 - 2. through utilizing grievance and other procedures set up in the agreement.



U.S. DEPARTMENT OF AGRICULTURE

GENERAL INSTRUCTIONS TO APPLICANTS

1. The first step in the application process is to obtain the application form from the nearest office of the Department of Agriculture.
2. The application form should be filled out in ink and should be signed by the applicant.
3. The application form should be accompanied by the required fee.
4. The application form should be submitted to the nearest office of the Department of Agriculture.
5. The application form should be submitted to the nearest office of the Department of Agriculture.



- C. Unions are also among the more significant organizations in both the local community and the nation. Through unions, workers can become represented in various civic activities and can pursue the social and economic objectives of concern to themselves and their families.

II. WHAT THE AVERAGE UNION MEMBER EXPECTS FROM HIS UNION.

- A. Fair and effective representation to management of his interests as an employee.
- B. Protection against arbitrary abuse of authority.
- C. Voice, vote, and an opportunity for participation in carrying on the union's activities.
- D. Honesty and efficiency on the part of union officers.
- E. Opportunity for association and good fellowship with others in the shop, plant or community.
- F. Protection and advancement of the interests of workers and their families in matters of public and governmental policy.
- G. Place of respect for himself and his union in the community and the nation.

III. WHAT AN EFFECTIVE UNION REQUIRES FROM ITS MEMBERS.



- A. Participation in union activities necessary to effectively carry out its purposes.
- B. Cooperation with union officers and representatives in carrying on the day-to-day functions of the union.
- C. A clear understanding of the union-management agreement.
- D. An understanding of the employer's purposes and his interests in the agreement.
- E. An active interest in having the agreement enforced fairly for all.
- F. An interest in the general welfare of all members of the union.

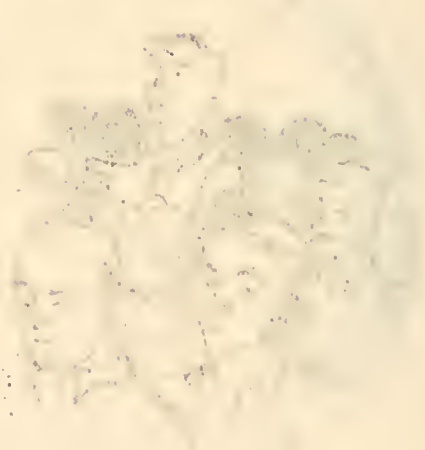
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THE GRIEVANCE PROCEDURE IN THE AGREEMENT

I. VARIOUS KINDS OF COMPLAINTS OF WORKERS.

- A. Workers may bring several different kinds of problems, complaints and dissatisfactions to the attention of union officers and representatives for advice and action. They are problems which arise either within the plant or outside the plant. They may be broken down further, however, into the following groups:
 1. Problems arising under the contract
 2. Other plant problems
 3. Union problems
 4. Community problems
 5. Personal and family problems
(See Chart A, next page.)
- B. Normally only the in-plant problems related to the conditions of employment (items 1 and 2 above) are "grievances," capable of being handled under the grievance and other procedure set up by the collective bargaining agreement.
- C. Union problems of workers (item 3) may arise either inside or outside the plant, but are properly handled by union officers and representatives through informal contacts, at meetings, or through formal procedures established in the union constitution, by-laws and rules.

The Railway for the
A

ARTICLE 1

1. The railway shall be constructed and operated in accordance with the provisions of this Act and the regulations made thereunder.

- 2. The railway shall be open to all persons.
- 3. The railway shall be open to all goods.
- 4. The railway shall be open to all passengers.
- 5. The railway shall be open to all traffic.

6. The railway shall be open to all traffic.

7. The railway shall be open to all traffic.

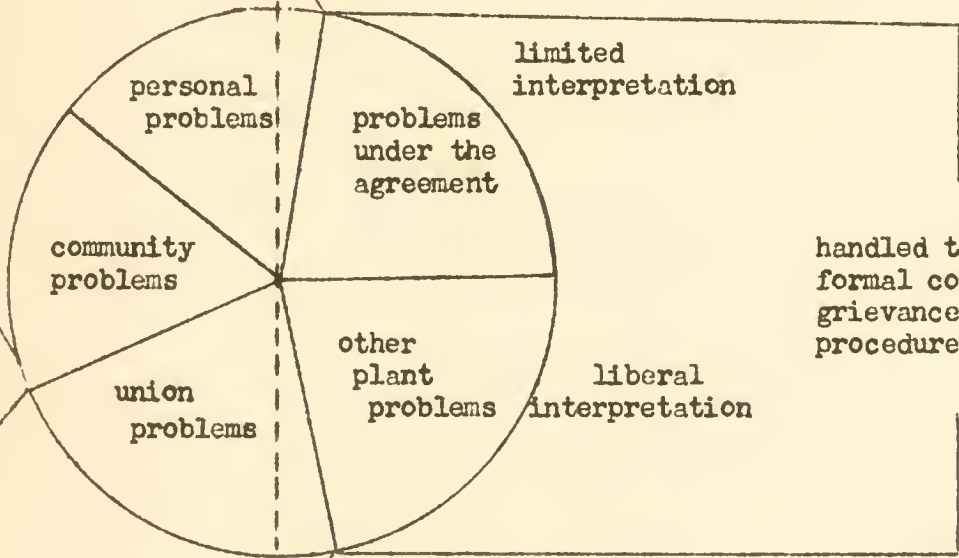
CHART A

Types of Problems of Union Members and Common Methods for Handling Them

out-plant problems

in-plant problems

usually handled first by union committees or representatives; may be referred later to community organization or agency for help or advice

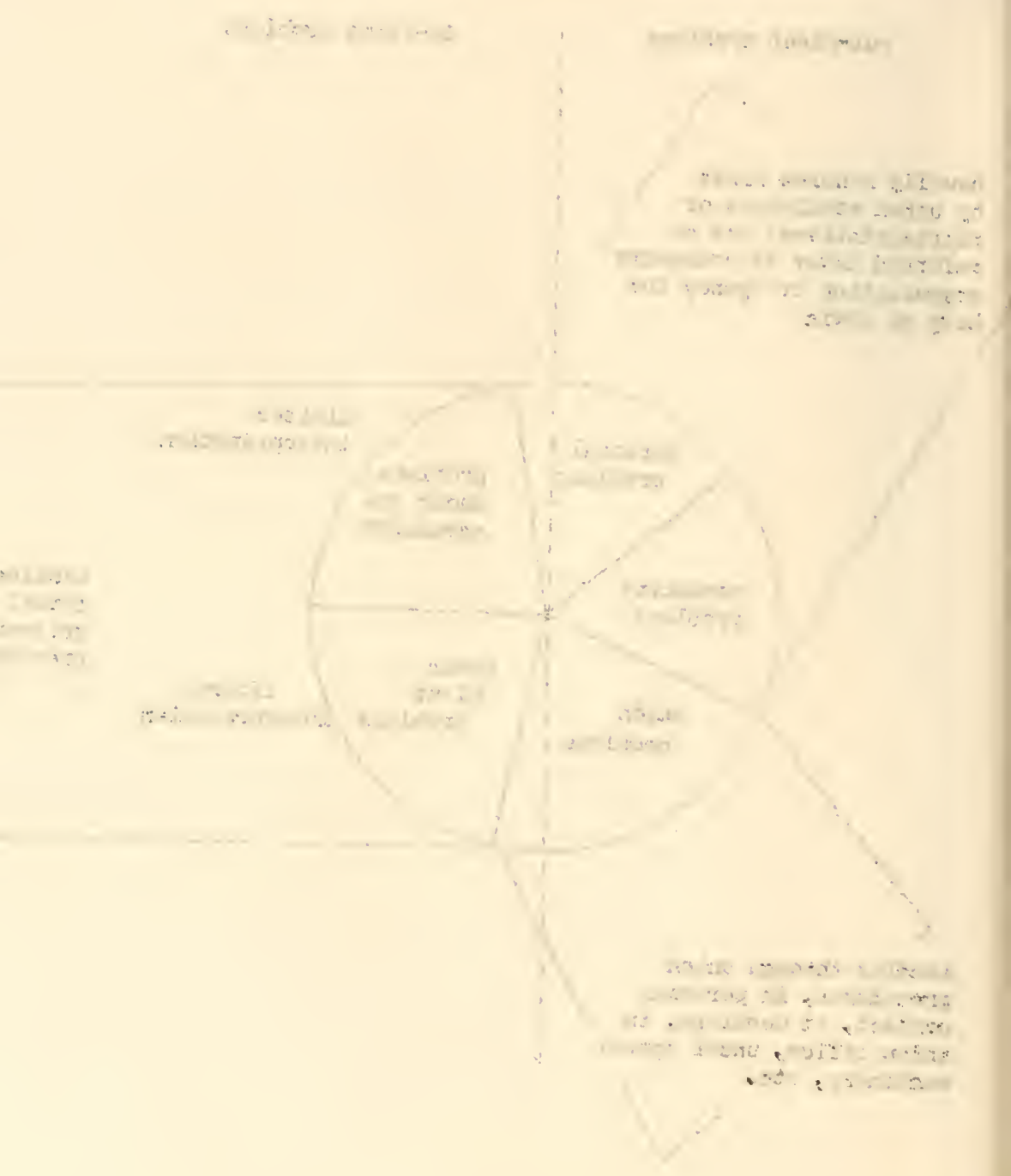


handled through formal contract grievance procedure

handled through union procedures, in personal contact, at meetings, in union office, under appeal machinery, etc.

Chart A

Diagram illustrating the structure of the organization



- D. Other kinds of problems (items 4 and 5 above) which arise largely outside the plant are handled to varying degrees by unions depending upon their organizational set-up, their financial and other resources, and the desires of the membership. Helping members in such community and personal problems may be the responsibility of a union committee, of union officers, stewards or grievance men, or of specially trained union representatives such as community service counselors, safety committeemen, welfare committeemen, and similarly designated persons.
- E. There are at least four important reasons why successful handling of in-plant grievances also requires that some consideration be given to out-plant problems as well:
1. By providing some aid or guidance to members bringing their out-plant problems to union representatives, the union can gain their loyalty as well as their confidence in the union as a reliable representative on grievances.
 2. Many out-plant problems of a worker may affect his work and work relations in the plant and therefore may be closely involved in present or future grievances.
 3. All complaints, whether based on in-plant or out-plant problems, require a certain minimum amount of attention on the part of the steward so that he can be sure whether there is an actual grievance.
 4. A fair and just handling of a bona-fide grievance may often require some understanding of the aggrieved worker's personal and other problems, outside employment.

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II. WHAT IS A GRIEVANCE?

A. Some common definitions of a grievance as used in agreements:

1. "A problem which properly can be handled under the grievance procedure."
2. "A complaint or dissatisfaction arising from the interpretation or application of the contract."
3. "Any dispute, disagreement or difference arising between any employer or the union and management."
4. "Any controversy, dispute or difference between the management and the union, involving hours of labor, wages and working conditions."

B. Questions which can be asked to help decide whether or not there is a grievance:

1. Has there been a violation of the agreement?
2. Has there been a violation of state or federal laws, or health and safety regulations?
3. Has there been an unjust act, or a mental or physical hardship, imposed upon an employee?
4. Is the act or hardship unfair or unnecessary?
5. Is management responsible for this condition?
6. Is there a "human relations" problem which management could do something about?

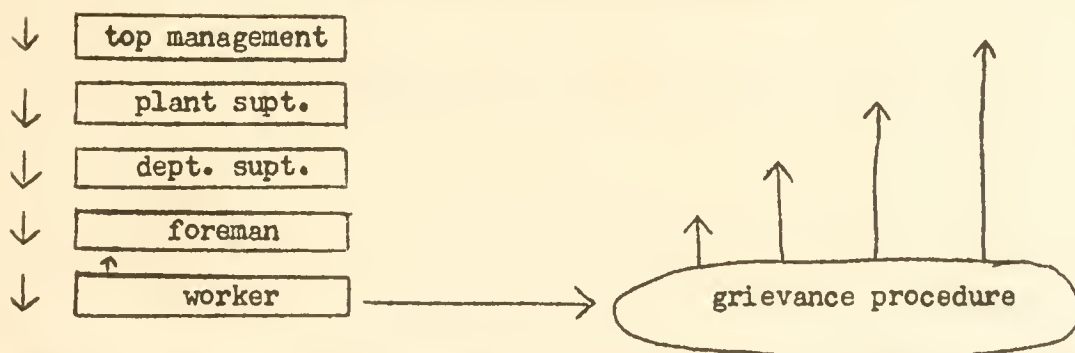
- 1. The church is a society of men and women who are united together by a common faith in God and in His Son, Jesus Christ.
- 2. The church is a society of men and women who are united together by a common faith in God and in His Son, Jesus Christ.
- 3. The church is a society of men and women who are united together by a common faith in God and in His Son, Jesus Christ.
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- 9. The church is a society of men and women who are united together by a common faith in God and in His Son, Jesus Christ.
- 10. The church is a society of men and women who are united together by a common faith in God and in His Son, Jesus Christ.

III. PURPOSES OF A GRIEVANCE PROCEDURE.

- A. To protect workers' democratic rights on the job.
- B. To establish a mechanism for enforcing the agreement.
- C. To provide a recognized channel for dealing with complaints and problems of individuals or groups of workers on the job.
- D. To provide for orderly and fair settlement of disputes.
- E. To maintain healthful, safe, and agreeable working conditions.
- F. To give the worker the support of the whole union when he has a proper grievance.
- G. Frequently to provide a means of administering and interpreting some parts of the contract.
- H. In the long run and after the establishment of mutually satisfactory relations between the union and management, to provide a set of interpretations, rules, and practices which are recognized and accepted by both parties and come to constitute a sort of plant or industry custom or "law."

C H A R T B

How a Grievance Procedure Affects Communications within a Plant



Generally communication in industry is from the top down. Orders are passed down from one responsible person to the others below him. Normally a worker can have direct contact only with his immediate foreman.

A grievance procedure provides a simple mechanism whereby the workers can carry a complaint or problem successively to each level of management for consideration and action.

1. The first part of the history of the county of Middlesex is the history of the city of London. The city of London is the largest city in the county of Middlesex and has a long and interesting history. It was founded by the Romans and has since been the seat of power and industry in the county of Middlesex. The city of London is a great city and has many interesting sights and places to see. It is a city of many wonders and is a city that is full of life and activity. The city of London is a city that is full of history and is a city that is full of interest. It is a city that is full of life and is a city that is full of activity. The city of London is a city that is full of history and is a city that is full of interest. It is a city that is full of life and is a city that is full of activity.

CHURCH

THE HISTORY OF THE CHURCH OF MIDDLESEX



1. The first part of the history of the church of Middlesex is the history of the church of St. Martin in the field.
2. The second part of the history of the church of Middlesex is the history of the church of St. Andrew in the street.
3. The third part of the history of the church of Middlesex is the history of the church of St. Dunstons in the west.
4. The fourth part of the history of the church of Middlesex is the history of the church of St. Giles in the fields.
5. The fifth part of the history of the church of Middlesex is the history of the church of St. James in the market.
6. The sixth part of the history of the church of Middlesex is the history of the church of St. John in the street.
7. The seventh part of the history of the church of Middlesex is the history of the church of St. Leonard in the street.
8. The eighth part of the history of the church of Middlesex is the history of the church of St. Nicholas in the street.
9. The ninth part of the history of the church of Middlesex is the history of the church of St. Peter in the street.
10. The tenth part of the history of the church of Middlesex is the history of the church of St. Paul in the street.

The church of Middlesex is a very old church and has a long and interesting history. It was founded by the Romans and has since been the seat of power and industry in the county of Middlesex. The church of Middlesex is a great church and has many interesting sights and places to see. It is a church of many wonders and is a church that is full of life and activity. The church of Middlesex is a church that is full of history and is a church that is full of interest. It is a church that is full of life and is a church that is full of activity.

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IV. AGREEMENT PROVISIONS FOR ESTABLISHING A GRIEVANCE PROCEDURE.

The section in the collective bargaining agreement which sets up a grievance machinery usually consists of several clauses covering certain matters which experience has shown to be important. The items which are most commonly covered in agreements are listed below. Anyone interested in examining samples of actual clauses which have been written by unions and managements on these particular matters may read a bulletin published by the Bureau of Labor Statistics of the U. S. Department of Labor: Collective Bargaining Provisions, Grievance and Arbitration Provisions, Bulletin 908-16.

- A. Definition of a grievance.
- B. Methods of presenting grievances.
- C. The formal steps in the procedure.
(See Chart C, next page.)
- D. Provision for mediation and arbitration.
- E. Maintenance of written records.
- F. Time limits.
- G. Selection, rights and duties of stewards or grievance representatives.
- H. Special protection and privileges of stewards or grievance representatives.

Index

List of Contents

This index is prepared to assist the reader in finding the various parts of the book. It is arranged in alphabetical order of the subjects treated. The numbers in parentheses refer to the pages on which the subjects are treated. The index is divided into two parts, a general index and a subject index. The general index is arranged in alphabetical order of the subjects, and the subject index is arranged in alphabetical order of the subjects. The index is prepared by the author.

	<div style="border: 1px solid black; padding: 5px; display: inline-block;"> Introduction and Preliminary Chapters </div>	1-100
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V. FACTORS WHICH HELP MAKE FOR A GOOD GRIEVANCE PROCEDURE.

- A. Settlement of grievances on the basis of merit
Generally speaking, only bona-fide grievances or issues on which the agreement is not clear or which require interpretation should be carried through the grievance procedure. If the parties desire to create respect for and confidence in the procedure, they need to be more concerned with obtaining a fair and just settlement than with "winning the grievance merely for the sake of winning." If only bona-fide grievances are appealed, the worker has a guarantee of a fair hearing and an equitable settlement consistent with the contract and past practices.



- B. Settlement at the point of origin
It is best to settle the grievance at the first step, whenever possible, because it is nearer the persons (aggrieved worker, steward, and foreman) who have had opportunity to have first hand knowledge of the matter in dispute. This helps to reduce unnecessary friction and keeps simple problems from assuming exaggerated importance.
- C. Promptness of action at each step
Delay in settling a grievance may irritate the worker and can result in general discontent in the department. Promptness can increase the worker's confidence in the procedure.
- D. Clear definition of authority and responsibility
Both union and management avoid confusion and misunderstandings when areas of authority and responsibility of their respective representatives are clearly defined.

THE HISTORY OF THE UNITED STATES

The history of the United States is a story of growth and change. It begins with the first settlers who came to the shores of the Atlantic coast. These early pioneers found a land of vast potential, but also one of hardship and struggle. They fought for their freedom and established a new society based on the principles of liberty and justice for all. Over the years, the United States has expanded its territory and its influence, becoming a world power. Today, it stands as a beacon of hope and progress for people around the globe.

The American dream is a powerful idea that has inspired millions of people. It is the belief that anyone, regardless of their background or social class, can achieve success and prosperity through hard work and determination. This dream has driven the nation's growth and innovation, leading to the creation of a diverse and dynamic society. It is a dream that continues to shape the American identity and the way we live our lives.

The United States has a rich and varied culture that is a reflection of its diverse population. From the traditions of the founding fathers to the modern influences of immigrants from all over the world, the American culture is a unique blend of different heritages. This cultural diversity has enriched the nation and made it a place where people from all backgrounds can find a sense of belonging and community.

The future of the United States is bright and full of potential. As we face new challenges and opportunities in the 21st century, it is our responsibility to uphold the values of freedom, justice, and equality. By working together and embracing our differences, we can build a better and more prosperous future for all Americans.



E. Training in grievance handling

The grievance machinery usually works better when the stewards and foremen have had some training in handling grievances. Training can help in the development of attitudes of mutual respect and confidence.



F. Making full use of the procedure

It is usually advisable not to by-pass any steps of the grievance procedure outlined in the contract. If the procedure is cumbersome or inadequate, it should be changed.

G. Making information readily available

The worker, steward and foreman originally involved in a grievance should be kept closely informed on the progress of the grievance as it goes through higher steps as well as on the exact terms of the settlement when reached.

H. An attitude of mutual respect and confidence

Successful operation of a grievance procedure depends largely on the development of union-management relations to the stage where there is mutual respect and a cooperative attitude toward resolving plant problems. It is based on the belief by each party that plant problems are of mutual concern and that the other party desires both to reach mutually satisfactory solutions and to assume the responsibility for carrying out its side of any agreement reached.

THE JOB OF THE STEWARD OR GRIEVANCE COMMITTEEMAN

I. THE STEWARD'S STRATEGIC POSITION IN THE UNION ORGANIZATION.

- A. The "vital link" between the members and the officers.
- B. Makes possible a continuous "on-the-spot" administration of the agreement.
- C. A central position in the relationship between union, workers and management. (See Chart D, next page.)
 - 1. The steward represents workers to management (handling grievances).
 - 2. He represents workers to union organization.
 - 3. He represents union to management.
 - 4. He represents union to workers.
 - 5. He interprets management to workers.
 - 6. He interprets management to union.

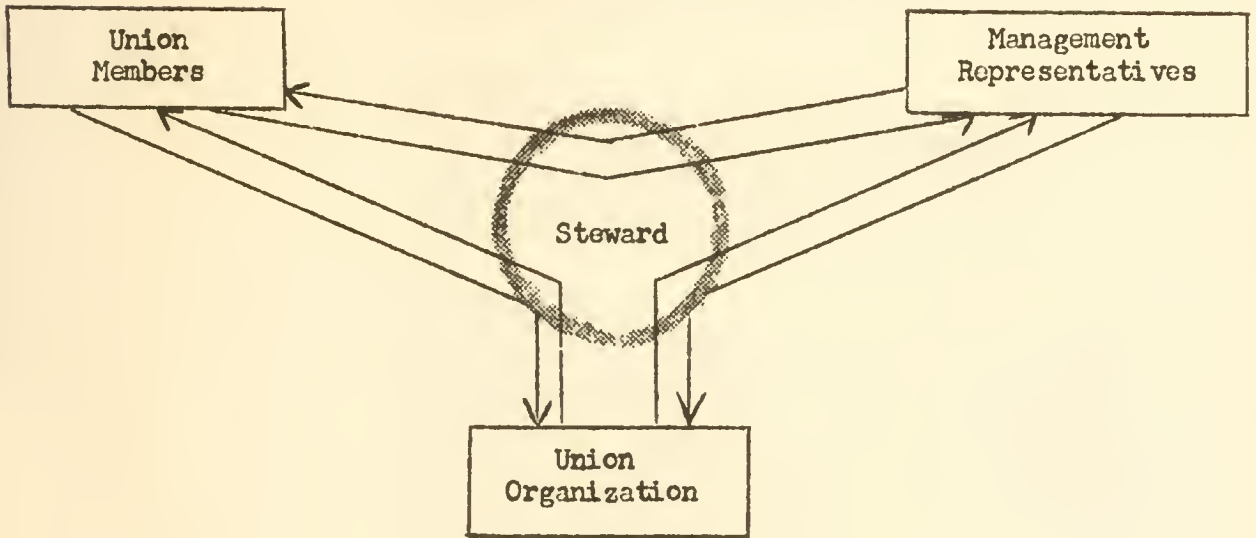
The Journal of the American Medical Association

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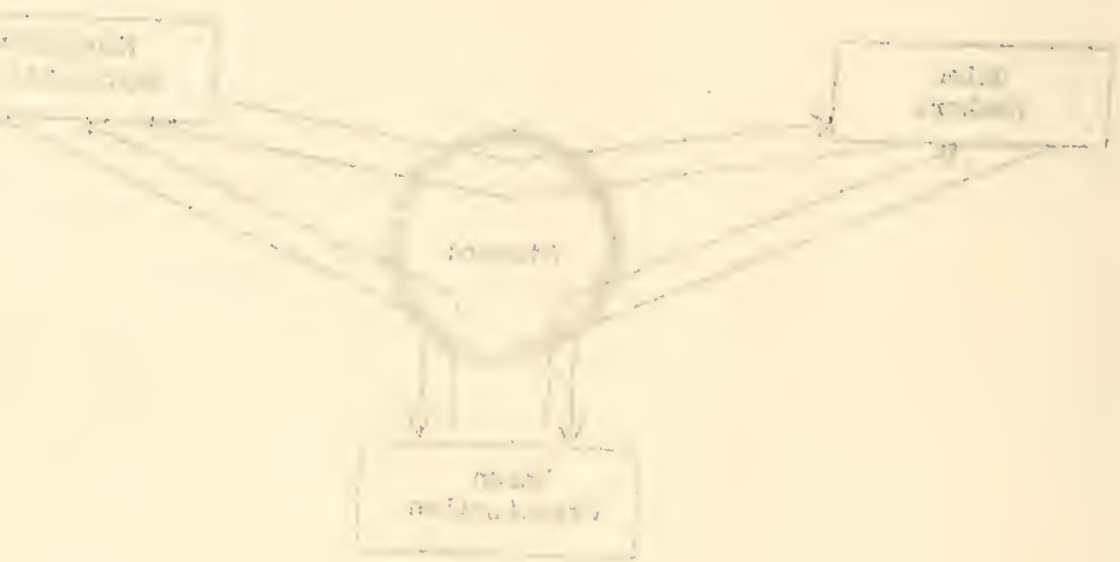
CHART D

The Key Position of the Steward in Union-Management Relations



[1000]

Diagram illustrating the relationship between
the various components of the system.



II. METHODS OF SELECTING STEWARDS.

- A. Election by membership of local union.
- B. Election by members in shop or department.
- C. Appointment by grievance committee.
- D. Appointment by union officers.
- E. By any of above methods following attendance at union training class.

III. GENERAL DUTIES AND SPECIAL SKILLS OF THE STEWARD.

- A. Organizer
This function includes organizing the unorganized in his plant, combating anti-union activities, and developing membership interest and participation in union affairs.
- B. Educator
In this capacity the steward gives information about the history and achievements of the union movement, and current union activities and policies. He helps explain and interpret the contract.
- C. Interviewer
The steward listens to complaints and answers questions from fellow workers. He seeks to get the full, true facts about all grievances and other complaints by talking with aggrieved worker and other persons who may be involved or have pertinent information.
- D. Negotiator
The steward's main job is to present grievances of workers to the proper management representative (foreman, department head, or others, depending on the contract provision) in order to obtain fair and satisfactory adjustment.



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- 7. The seventh is the...
- 8. The eighth is the...
- 9. The ninth is the...
- 10. The tenth is the...

E. Leader

He enlists the cooperation of his fellow workers and initiates action in their interests. He seeks to prevent grievances by his effort to remove the causes of grievances and by consistently looking out for contract violations.

F. Counselor

The steward advises and assists the union member on many matters which are outside the scope of normal collective bargaining.

IV. WHAT THE STEWARD NEEDS TO KNOW.

- A. The contract -- clauses, procedures, past interpretations.
- B. The plant or department -- rules, conditions, processes, operations.
- C. Job duties and rates.
- D. Methods of wage payment.
- E. Union structure, policies, rules, programs.
- F. Seniority standing of members.
- G. State and federal laws, regulations.
- H. Union members in department.
- I. Management representatives with whom he must deal.
- J. Effective ways of dealing with people.

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HANDLING GRIEVANCES UNDER THE CONTRACT PROCEDURE

I. ANALYSIS OF THE STEWARD'S JOB IN HANDLING GRIEVANCES.

- A. Prevention of grievances.
- B. Interviewing the worker.
- C. Getting all the facts -- making a full investigation.
- D. Checking the contract, previous cases, union policy.
- E. Putting the facts together.
- F. Determining if there is a grievance and the kind of grievance. If there is no grievance, explaining reason to worker and giving any pertinent helpful suggestions.
- G. Taking the grievance up with the foreman.
- H. Writing the grievance and keeping records.
- I. Discussing important issues with the grievance committee or union officers.
- J. Preparing the unsettled grievance for the next steps.
- K. Helping prepare the unsettled grievance for arbitration.
- L. Keeping the aggrieved worker informed on progress of the grievance.



Human Growth and Development

19000000

QUESTIONS



1. Describe the structure of the brain.
2. Describe the structure of the spinal cord.
3. Describe the structure of the eye.
4. Describe the structure of the ear.
5. Describe the structure of the nose.
6. Describe the structure of the mouth.
7. Describe the structure of the throat.
8. Describe the structure of the lungs.
9. Describe the structure of the heart.
10. Describe the structure of the stomach.
11. Describe the structure of the intestines.
12. Describe the structure of the liver.
13. Describe the structure of the pancreas.
14. Describe the structure of the spleen.
15. Describe the structure of the kidneys.
16. Describe the structure of the bladder.
17. Describe the structure of the ureters.
18. Describe the structure of the urethra.
19. Describe the structure of the testes.
20. Describe the structure of the ovaries.

21. Describe the structure of the prostate gland.
22. Describe the structure of the uterus.
23. Describe the structure of the vagina.
24. Describe the structure of the cervix.
25. Describe the structure of the fallopian tube.
26. Describe the structure of the ovary.
27. Describe the structure of the endometrium.
28. Describe the structure of the myometrium.
29. Describe the structure of the perimetrium.
30. Describe the structure of the placenta.
31. Describe the structure of the umbilical cord.
32. Describe the structure of the fetus.
33. Describe the structure of the newborn.
34. Describe the structure of the infant.
35. Describe the structure of the child.
36. Describe the structure of the adolescent.
37. Describe the structure of the young adult.
38. Describe the structure of the adult.
39. Describe the structure of the elderly.
40. Describe the structure of the aged.

II. CLASSIFICATION OF WORKER OR UNION GRIEVANCES.

The following outline of typical grievances with some common examples of each suggests one way in which grievances may be usefully classified. Such a classification may be helpful to the steward or other union officials in giving a precise heading or name to a grievance, in explaining it to others, and in classifying it in union files for purposes of future reference.

<u>Type of Grievance</u>	<u>Example</u>
WAGES:	THE WORKER FEELS THAT --
demand for individual wage adjustment-----	He is not getting what he is worth. He gets less than other people doing work requiring the same degree of skill.
complaints about job classification-----	His job is worth more than it pays and should be re-classified. -He deserves to be upgraded.
complaints about incentive systems-----	The method of figuring his pay is so complicated that he doesn't know what his rate really is. -His piece rates are cut when his production increases. -His piece rates are too low.
miscellaneous-----	Mistakes are made in calculating his pay. -Methods of paying off are inconsiderate.

The following information was obtained from a confidential source who has provided reliable information in the past. It is being furnished to you for your information and is not to be disseminated outside your office.

Reference

CONFIDENTIAL REPORT

Subject: [Illegible]

[Illegible]

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SUPERVISION:

- complaints against discipline-----Foreman doesn't like him and picks on him.
 -Company has it in for him because he's active in union.
 -His mistakes were due to inadequate instruction.
- objections to a particular foreman-----Foreman is playing favorites.
 -Foreman tries to undermine union.
 -Foreman ignores complaints.
- objections to method of supervision-----There are too many rules and regulations.
 -Regulations aren't clearly posted.
 -Supervisors or time-study men do too much snooping.
- SENIORITY, DISCHARGE, ETC.:
- loss of seniority-----He has been unfairly deprived of seniority.
- calculation of seniority-----He hasn't received all the seniority due him.
- interpretation of seniority-----Company unfairly interpreted contract clause (clauses often vague).
- disciplinary discharge or lay-off-----He has been penalized unfairly or too severely.
 -Company wanted to get rid of him anyway for union activity or other reasons.
- promotion-----Seniority clause has been violated.
 -Company wouldn't promote him because of union activity.
 -He doesn't have chance to advance himself.
- transfer to other division or shift-----He has had more than his share of dirty work on graveyard shifts.

1. The first section of the report deals with the general situation of the country and the progress of the work during the year.

2. The second section contains a detailed account of the work done in the various departments during the year.

3. The third section deals with the financial statement of the year and the balance sheet at the end of the year.

REPORT OF THE DIRECTOR

4. The fourth section contains the conclusions of the report and the recommendations of the Director.

5. The fifth section deals with the work done in the various departments during the year.

6. The sixth section deals with the financial statement of the year and the balance sheet at the end of the year.

7. The seventh section contains the conclusions of the report and the recommendations of the Director.

8. The eighth section deals with the work done in the various departments during the year.

9. The ninth section deals with the financial statement of the year and the balance sheet at the end of the year.

GENERAL WORKING CONDITIONS:

- safety and health-----Toilet facilities are inadequate.
- Dampness, noise, fumes, and other unpleasant or unsafe conditions could be corrected.
 - He doesn't have enough time for personal needs.
- miscellaneous-----He has to lose too much time waiting for materials.
- Overtime is unnecessary.
 - He is being unfairly denied an employment release (certificate of availability).
 - Lunchroom facilities are inadequate.

COLLECTIVE BARGAINING:

- violations of contract-----Company is stalling or putting obstacles in the way of grievance settlements.
- interpretation of contract-----
- Company will not give supervisors authority to grant any concessions.
 - Company has disregarded precedents and agreed-upon interpretations.
- settlement of grievances-----Company fails to discipline supervisors where disciplinary action is necessary and has been promised.

CONTENTS

1. Introduction
2. The first part of the book
3. The second part of the book
4. The third part of the book
5. The fourth part of the book
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26. The twenty-fifth part of the book
27. The twenty-sixth part of the book
28. The twenty-seventh part of the book
29. The twenty-eighth part of the book
30. The twenty-ninth part of the book
31. The thirtieth part of the book

APPENDIX

1. The first appendix
2. The second appendix
3. The third appendix
4. The fourth appendix
5. The fifth appendix
6. The sixth appendix
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36. The thirty-sixth appendix
37. The thirty-seventh appendix
38. The thirty-eighth appendix
39. The thirty-ninth appendix
40. The fortieth appendix

III. WRITING GRIEVANCES AND KEEPING RECORDS.

A. Advantages in writing up grievances as soon in procedure as possible.

1. Reduces disagreements over facts. Details which might be forgotten later can be put down while still fresh in worker's or steward's mind.
2. Makes it easier for the union representative to be certain that grievance is a real and legitimate one.
3. Provides a written record which can be used as a guide or precedent in getting settlements on similar grievances at a later date.
4. Suggests to the negotiating committee aspects of the agreement which might be improved.



B. Suggestions in writing grievances.

1. Every written grievance should contain the "five W's" -- What, Who, When, Where, and Why.
 - a. What: Health hazard, pay shortage, etc. (use classification system).
 - b. Who: Name, badge number, department, job and seniority.
 - c. When: All dates and time by the clock.
 - d. Where: Plant, department, section.
 - e. Why: Floor slippery, overtime not paid for, etc.
2. Grievance also should state exactly what adjustment is desired.

CHAPTER I. THE EARLY PERIOD.

1. The first settlers of the United States were the English, who came to the continent in 1607. They were followed by the Dutch, the French, the Spanish, and the Germans. The English were the most numerous, and they were the first to establish a permanent settlement. The Dutch were the first to establish a colony in the West Indies. The French were the first to establish a colony in Canada. The Spanish were the first to establish a colony in Florida. The Germans were the first to establish a colony in Pennsylvania.

CHAPTER II. THE REVOLUTIONARY PERIOD.

2. The American Revolution began in 1775. It was a struggle for independence from Great Britain. The American colonists fought the Revolutionary War, and they won. The United States became an independent nation. The Constitution was adopted in 1787. It is the foundation of the American government. The President is the head of the executive branch. The Congress is the legislative branch. The Supreme Court is the judicial branch.

CHAPTER III. THE MODERN PERIOD.

3. The American people have made great progress since the Revolution. They have become a powerful nation. They have a large population. They have a high standard of living. They have a strong economy. They have a rich culture. They have a long history. They are proud of their country.

3. State the facts and what you want. Do not argue the case in writing. Be brief and to the point.
4. It is often desirable to adopt a system of numbering grievances for sake of identification. Make it easy for yourself to look up past grievances.

C. Keeping records.

Whether or not the grievance is written before it is taken to the foreman in the first step of the procedure will depend on the contract provisions relating to grievance settlement, and on other circumstances in the plant. But even where the grievance is not written as a part of the formal procedure, it is nevertheless desirable for the steward to keep a written record of all the complaints he receives and the grievances he handles. A record of the facts and the settlement of each grievance becomes a handy reference. The following kinds of records may prove useful:

1. Complaint register -- a sheet of paper on which the union representative keeps a very brief notation of all complaints received from workers and what he did about them. Notation should include name, date, nature of complaint, action taken, etc. Action taken to enforce agreement and prevent grievances may also be listed on such a register.
2. Grievance file -- A file in union office of all grievances which have been written on official grievance forms, classified by type of grievance, date, etc.
3. Case file -- A file of folders containing all supplementary materials pertaining to any grievance. These folders would hold such materials as correspondence, affidavits, minutes of meetings with management, memoranda, briefs prepared for arbitration, transcripts of hearings, etc.

1. The first part of the report is devoted to a general survey of the situation in the country at the present time. It is found that the country is in a state of general depression, and that the people are suffering from want and distress.

2. The second part of the report is devoted to a detailed account of the various causes of the depression. It is found that the principal causes are the failure of the harvest, the high price of food, and the general state of anarchy.

RECOMMENDATIONS

3. In order to relieve the suffering of the people, it is recommended that the Government should take the following measures: (a) to provide relief to the poor; (b) to regulate the price of food; (c) to maintain law and order; (d) to encourage the production of food; (e) to improve the system of taxation.

4. It is also recommended that the Government should take steps to improve the education of the people, and to provide them with the means of livelihood. It is further recommended that the Government should take steps to improve the system of justice, and to provide the people with the means of redress.

5. The report concludes by stating that the Government should take prompt action on the above recommendations, in order to relieve the suffering of the people, and to bring about a general improvement in the country.

6. The report is signed by the undersigned, who is a member of the Commission, and who is responsible for the accuracy of the facts stated therein.

IV. A FEW GENERAL SUGGESTIONS FOR HANDLING GRIEVANCES
OFTEN GIVEN TO STEWARDS AND GRIEVANCE COMMITTEEMEN.

1. Prevent grievances by meeting problems in your department before they cause grievances.
2. Be a good listener. Listen with patient interest even when you think the aggrieved worker is wrong. Encourage him to talk so that you can find out what is really bothering him. Some of the force and power behind his feelings will disappear in the process of expressing them.
3. Don't directly oppose what a person says. Try to show that you want to understand his point of view and his problems.
4. Know your facts. Check your contract. Know how previous grievances of the same kind were settled.
5. Use a positive, friendly approach. A timid or defensive attitude is a confession of weakness.
6. Be calm. Shouting and pounding the desk rarely settles anything.
7. Don't be afraid of pauses in your talk or conversation. Give both an individual or a group, as well as yourself, time to think over some of the arguments and suggestions that have been made.
8. Avoid personalities. It is not who is right, it is what is right that counts.
9. When you must disagree with what the foreman says, do so with dignity. Remember that you and the foreman are going to have to work together and settle other issues in the future. Remember, you are seeking agreement -- not conquest.



REPORT OF THE COMMISSIONERS OF THE LAND OFFICE
FOR THE YEAR 1881

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10. Keep an open mind. You may not know all the facts. Be willing to admit you don't know all the answers.
11. Don't get upset or make empty threats that both you and the foreman know you can't carry out. If you and the foreman can't come to an agreement there are further steps to be followed.
12. Appeal to management's self-interest. You are asking for justice -- not favors; and you are expected to be fair, as you expect management to be.
13. Don't horse-trade on grievances. That is, don't give up one grievance case in order to get a favorable decision on another.
14. Stick to the point in your discussion with the foreman and don't get sidetracked.
15. Remember that management has rights too, and that both the workers and management must live up to the terms of the agreement.
16. Don't take up complaints that are not real grievances. Take care of them outside the grievance procedure.
17. Keep the aggrieved worker constantly informed as to what is being done about his grievance.
18. After a decision has been reached on a grievance by management and the union, check up to see that the decision has been carried out.



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V. SOME POINTERS ABOUT DEALING WITH PEOPLE.

The following generalizations about the way people behave may help stewards understand the reasons for some of the suggestions made in the previous section (IV above).

- A. People differ greatly: Differences in physical appearance are easy to see. Differences in psychological make-up, however, are not as easy to observe or understand. Therefore, we often tend to forget or ignore them, particularly when we are dealing with people in groups.
- B. Behavior is not just "rational," it is also "emotional." There are both intellectual and emotional reasons for beliefs and actions. Therefore, we do many things not just because they are sensible things to do but also because of the way we feel. Often, the way we feel does not show on the surface.
- C. Before you can influence anybody to change his mind about anything, you have to know what his needs and beliefs are.
- D. If you want to change a person's attitudes (even after you know what kind of a person he is -- what his likes, dislikes, and problems are) you cannot do it by suggesting anything to him that is in too great conflict with his already established point of view. Even if the person does seem to accept new ideas which are in strong conflict with his established ideas, he probably accepts them only superficially and he may not stay convinced. You need to show him how such a change will do him some good personally. You will not be effective if you merely appeal to his feelings for such ideas as "the good of the union" or "the good of the industry," unless these are already things he basically believes in and is emotionally concerned with.
- E. In trying to change a person's attitude you must try to arrange it so that he can accept the change gradually, without loss of "face," or without emotional "upset."
- F. A person will resist any attempt to change his ideas if he feels that he is being "pushed around" or that his "democratic rights" are being attacked.

THE HISTORY OF THE UNITED STATES

The first part of the book is devoted to the history of the United States from its origin to the present time. It is a comprehensive and authoritative work, and is highly recommended to all who are interested in the history of the United States.

The second part of the book is devoted to the history of the United States from its origin to the present time. It is a comprehensive and authoritative work, and is highly recommended to all who are interested in the history of the United States.

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The sixth part of the book is devoted to the history of the United States from its origin to the present time. It is a comprehensive and authoritative work, and is highly recommended to all who are interested in the history of the United States.

The seventh part of the book is devoted to the history of the United States from its origin to the present time. It is a comprehensive and authoritative work, and is highly recommended to all who are interested in the history of the United States.

VI. EXAMPLES OF SPECIFIC PROBLEMS OF STEWARDS IN DEALING WITH PEOPLE.

A. Some common problems stewards have with members.

1. Separating personal problems from real grievances and giving satisfaction to the worker.
2. Helping the worker understand some specific clause effecting him (for example, seniority).
3. Getting the real facts behind a grievance.
4. Settling disagreements or conflicts among members.
5. Getting members to be active and interested in the union.
6. Helping members to understand the contract, and facts and events important to them and the union.



B. Some common problems stewards have with foremen.

1. Obtaining necessary facts from the foreman.
2. Persuading the foreman to treat his workers better.
3. Persuading the foreman to make some desirable adjustment.
4. Getting the foreman to make decisions on grievances.
5. Getting the foreman to settle grievances cooperatively.
6. Encouraging the foreman to accept the steward, the contract, and the union.
7. Persuading the foreman to stop making rash promises or threats.

THE HISTORY OF THE UNITED STATES OF AMERICA

CHAPTER I

THE DISCOVERY OF AMERICA

1. The discovery of America by Christopher Columbus

2. The first voyage of Columbus

3. The landing of Columbus in the West Indies

4. The establishment of the first colonies

5. The growth of the colonies

6. The struggle for independence

7. The American Revolution

8. The formation of the United States

9. The expansion of the United States

10. The Civil War

11. Reconstruction

12. The Gilded Age

13. The Progressive Era

14. World War I

15. The Roaring Twenties

16. The Great Depression

17. World War II

18. The Cold War

19. The Vietnam War

20. The 1960s

21. The 1970s

22. The 1980s

23. The 1990s

24. The 2000s

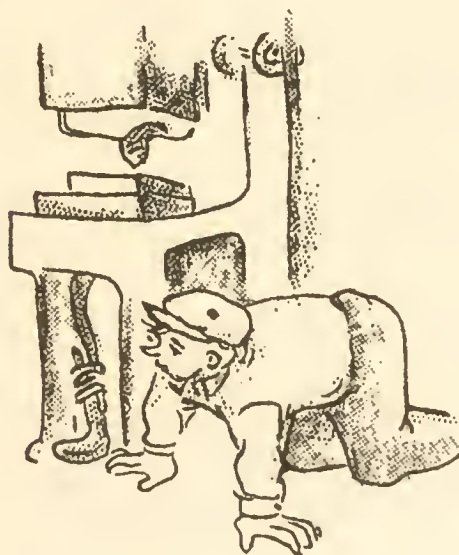
25. The 2010s

26. The 2020s



VII. PARTS OF THE AGREEMENT FREQUENTLY INVOLVING A LARGE NUMBER OF GRIEVANCES AND REQUIRING SPECIAL ANALYSIS AND ATTENTION.

- A. Seniority provisions.
- B. Work load or job standard provisions.
- C. General wage clauses.
- D. Incentive wage provisions.
- E. Safety rules and regulations.
- F. Disciplinary problems.



THE UNIVERSITY OF CHICAGO
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1911

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- 2. The University of Chicago
- 3. The University of Chicago
- 4. The University of Chicago
- 5. The University of Chicago



MAKING GRIEVANCE PROCEDURES WORK IN THE UNION SET - UP

I. UNION CONSTITUTIONAL PROVISIONS AND PRACTICES.

- A. Provisions for determining policy and obtaining assistance in handling grievances.
 - 1. The grievance committee.
 - 2. The role of the union meeting.
 - 3. The role of local union officers and executive committee.
 - 4. The role of the international union office and its representatives.

- B. Provision for appealing decisions of union representatives on grievances.
 - 1. Formal appeal procedure within union structure.
 - 2. Informal procedure for giving satisfaction to members with complaints which cannot be carried through the grievance procedure.

Memo on the Progress of the
Work of the Committee

MEMORANDUM FOR THE SECRETARY

1. The Committee has held several meetings since its formation and has considered the various matters referred to it.
2. The Committee has decided to continue its work and to report to the Secretary at the next meeting.
3. The Committee has also decided to hold a public meeting on the subject of the work of the Committee.
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II. HOW A LOCAL UNION CAN HELP STEWARDS DO THEIR JOBS.

- A. Providing copies of agreement, pamphlets, summaries of laws, and other aids.
- B. Negotiating necessary changes in management policy to facilitate functioning of grievance procedure.
- C. Providing stewards with all needed information.
- D. Holding periodic steward meetings, for discussion and informal education.
- E. Providing formal training and education for stewards.
- F. Providing advice and aid in handling grievances when necessary.
- G. Providing adequate forms, notebooks and files.
- H. Giving recognition to stewards for job done in both preventing and handling grievances.
- I. Making union grievance records readily available for consultation.

III. METHODS OF INFORMING MEMBERSHIP ON AGREEMENT PROVISIONS.

- A. Printing sufficient number of copies of agreement for distribution to all members.
- B. Informational meeting for all members after signing of contract.
 1. Union alone.
 2. Joint union-management.
- C. Occasional general membership meeting during contract year on special problems of interpretation.



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THE UNIVERSITY OF MICHIGAN LIBRARY

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- D. Shop or departmental meetings.
- E. Supplemental booklet, interpreting contract in popular language for membership with examples.
- F. Use of shop or local union paper for explaining special items.

IV. POSSIBLE FUNCTIONS OF A UNION GRIEVANCE COMMITTEE.

- A. Supervising stewards in handling grievances.
- B. Providing stewards with advice, assistance and training.
- C. Handling grievance negotiations at appropriate step in procedure.
- D. Establishing practices designed to make total grievance procedure run smoothly.
- E. Reporting to union on grievance settlement.
- F. Advising union on grievance problems requiring negotiation with management.
- G. Maintaining adequate grievance record system.



1. The first of the two main parts of the book is devoted to a general survey of the history of the subject.

2. The second part is devoted to a detailed study of the various methods which have been employed for the purpose of determining the age of the earth.

3. The third part is devoted to a study of the various theories which have been advanced to explain the origin of life.

CHAPTER IV. THE THEORY OF THE ORIGIN OF LIFE. 100

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6. The sixth part is devoted to a study of the various theories which have been advanced to explain the origin of life.

7. The seventh part is devoted to a study of the various theories which have been advanced to explain the origin of life.



SELECTED READING REFERENCES

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Lapp, John M. How to Handle Labor Grievances. New London, Conn., National Foremen's Institute, 1945. 290pp. \$4.00.

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Selekman, Ben M. "Handling Top Grievances." Labor Relations and Human Relations. New York, McGraw-Hill, 1947. Chap. V. \$3.25.

U. S. Department of Labor, Bureau of Labor Standards. Arbitration of Grievances. Washington, 1946. (Bulletin No. 82) 39pp. 15¢

----- . Settling Plant Grievances. Washington, 1943. (Bulletin No. 60) 46pp. 10¢

2000-2001 Report

The first section of the report discusses the overall performance of the organization during the year. It highlights the key achievements and challenges faced by the team.

The second section provides a detailed analysis of the financial results, including revenue, expenses, and profit margins. It also includes a comparison with the previous year's performance.

The third section focuses on the operational aspects of the organization, such as production levels, quality control, and customer satisfaction. It identifies areas for improvement and outlines the strategies to be implemented.

The fourth section discusses the human resources management, including recruitment, training, and employee development. It emphasizes the importance of a skilled and motivated workforce in achieving organizational goals.

The fifth section covers the marketing and sales efforts, detailing the strategies used to attract new customers and increase sales volume. It also evaluates the effectiveness of the marketing campaigns.

The final section provides a summary of the key findings and recommendations for the future. It offers insights into the strengths and weaknesses of the organization and suggests ways to enhance its performance.

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