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

Table of Contents

CHARTS

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.

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.

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.

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.

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:

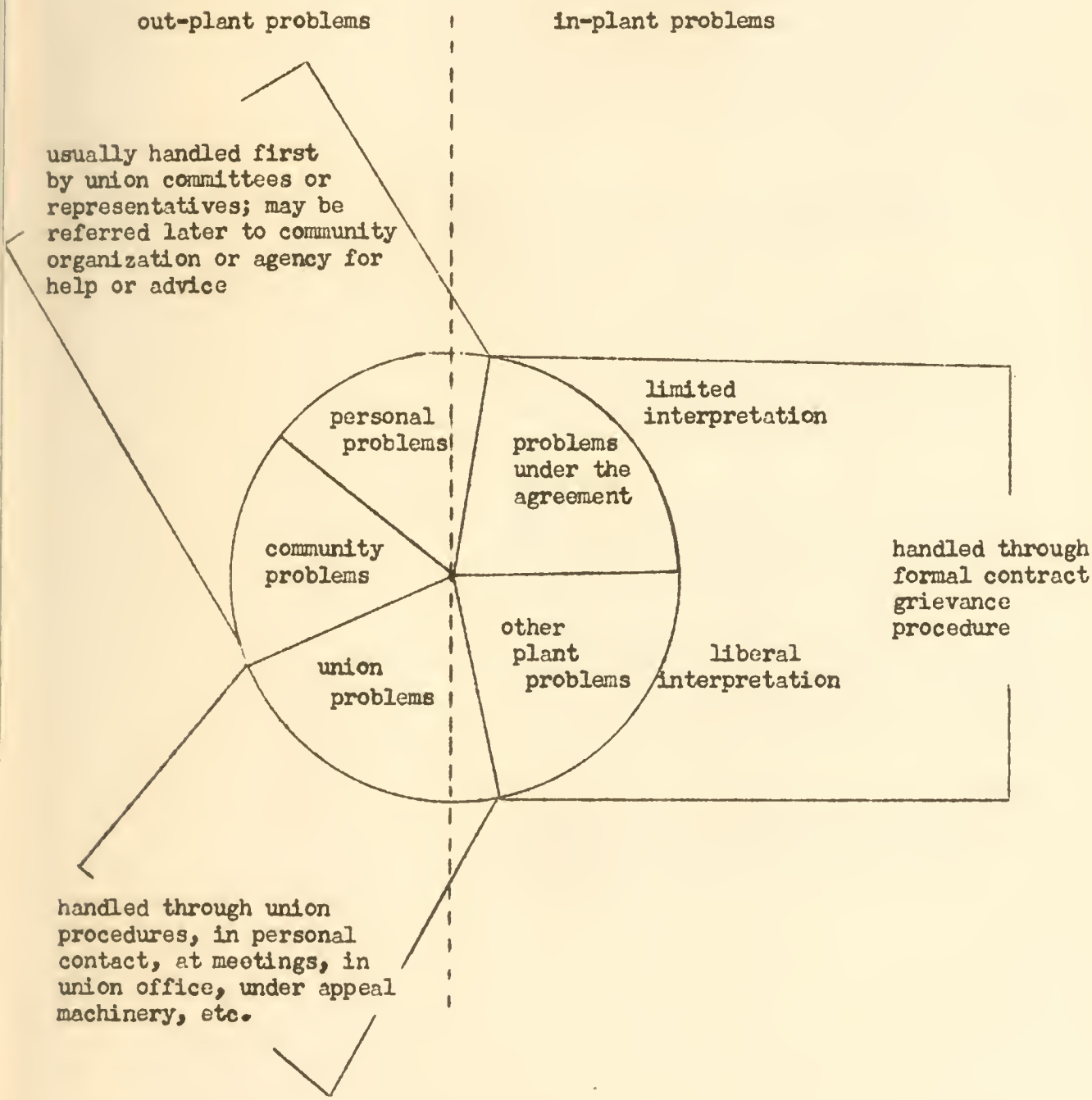
1. Problems arising under the contract
2. Other plant problems
3. Union problems
4. Community problems
5. Personal and family problems
(See Chart A, next page.)

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.

CHART A

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



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.

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?

[illegible]

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.

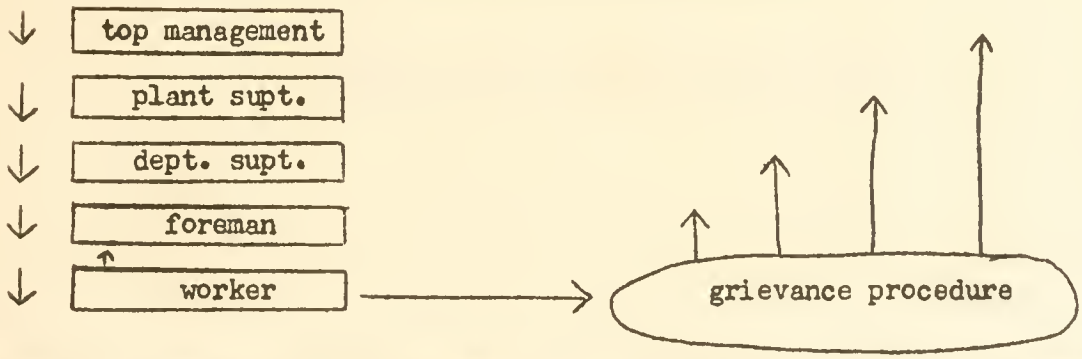
F. To give the worker the support of the whole union when he has a proper grievance.

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."

CHART 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.

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.

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.

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.

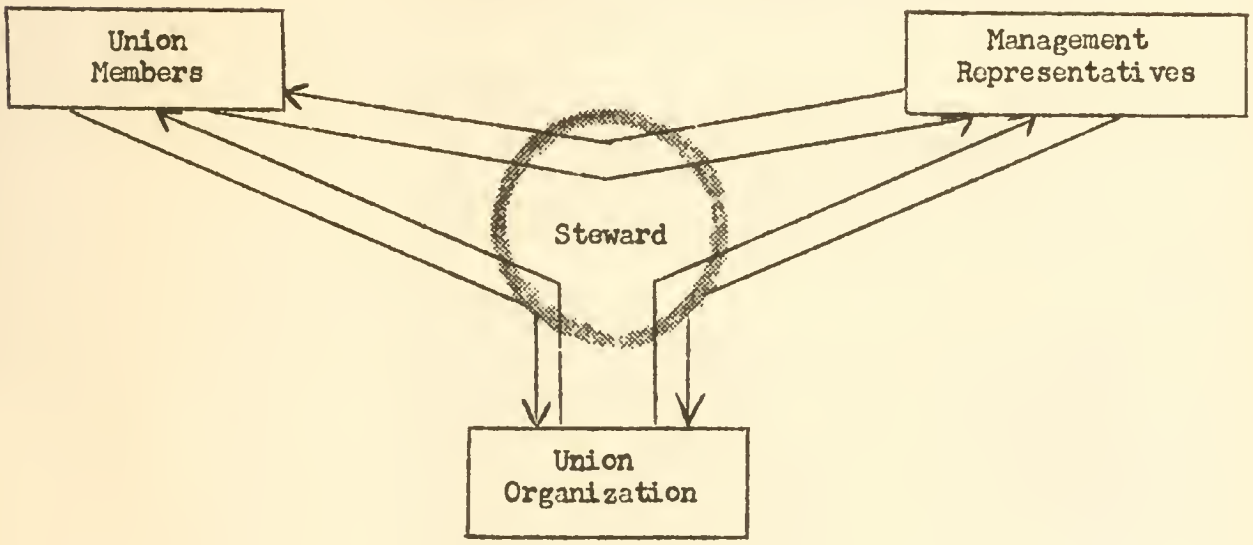
4. He represents union to workers.

5. He interprets management to workers.

6. He interprets management to union.

CHART D

The Key Position of the Steward in Union-Management Relations



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.

[illegible]

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.

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.

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.

Type of Grievance	Example
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 reclassified. -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.

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.

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.

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.

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.

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.

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.

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 went 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.

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 behing 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.

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

A. Seniority provisions.

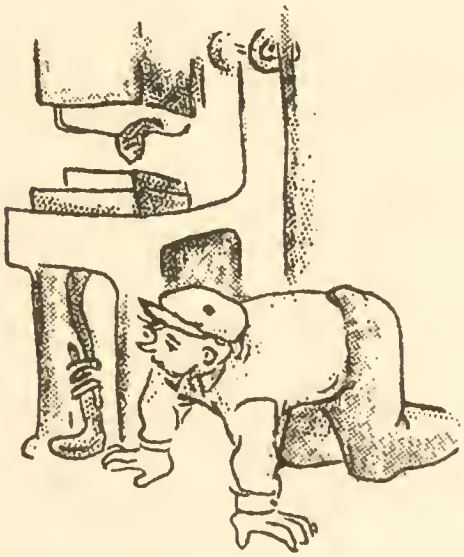
B. Work load or job standard provisions.

C. General wage clauses.

D. Incentive wage provisions.

E. Safety rules and regulations.

F. Disciplinary problems.



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.

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.

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.

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