Preparing the Grievance for Step 3 and/or Arbitration

Presented By:
Robert D. Kessler       Pamela Richardson

Presented By:
Bernard C. Timmerman       Billy Woods

Presented By:
Martin Barron
RIGHT TO INFORMATION

The union’s entitlement to information relevant to collective bargaining and contract administration is set forth in Article 31.3. Article 17.3 states specific rights to review documents, files and other records, in addition to the right to interview a grievant, supervisors and witnesses.

A request for information should state how the request is relevant to the handling of a grievance or potential grievance.

Management should respond to information requests in a cooperative and timely manner.

When a relevant request is made for documentation, management should provide for the review of the requested documentation as soon as is reasonably possible.

The union also has an obligation to provide the Postal Service with information it relies upon in a grievance (Article 15).

The union is entitled to medical records (under the authority and control of the Postal Service) which are necessary to investigate or process a grievance, even without an employee's authorization, as provided for in Handbook AS 353, Appendix (USPS 120.090), the Health and Medical Services Handbook, (EL-806).

When the union is provided with information, for example medical records, it is subject to the same rules of confidentiality as the Postal Service.
Judicious use of a camera to establish or refute a grievance may facilitate resolution of some problems.

If the union desires to take photographs on the work room floor, permission must first be obtained from local management, and a supervisor must be present.

If management deems it necessary to take evidential photographs related to a possible grievance, it would also be prudent to have a steward or union official present.

The use of camera equipment by union stewards to photograph mail processing operations on postal premises is not within the purview of Article 17.

Information relied on by the parties to support their positions in a grievance should be exchanged between the parties’ representatives at the lowest possible level.

If the union requests a copy of PS Form 2608 at Step 2 or any subsequent step in the grievance procedure, it will be made available.

Likewise, PS Form 2609 will be made available, upon request, at Step 3 or any time thereafter.
COST

Handbook AS-353 governs the costs which management may charge the APWU for providing information.

The union may obtain estimates of the cost of providing the information in advance.

The first two hours of research time and the first 100 individual copies are furnished to the union at no charge for each request.

The charges required for information furnished pursuant to Article 31 will not be greater than charges imposed by the Postal Service for release of information under the Freedom of Information Act.

ARTICLE 23
RIGHTS OF UNION OFFICIALS TO ENTER POSTAL INSTALLATIONS

Article 23 establishes the right of APWU officials to enter postal installations for any official purpose related to collective bargaining.

• High mail volume on a particular day is not a legitimate reason to prevent union officials from entering a facility
• There should be no unreasonable delays in granting a requesting union official access to a postal facility.
The union needs to give management reasonable notice prior to entering a postal facility. Normally, a telephone call to an appropriate management official is sufficient.

With reasonable notice, duly authorized representatives of the union will be authorized to enter postal installations for the purpose of performing and engaging in official union duties and business related to the collective bargaining agreement.

Such representatives need not be on the employer’s payroll and may include “safety and health experts.” All such representatives must adhere to the terms and conditions of Article 23.

The Stewards Should:

- Make every effort to resolve a grievance at the first step.
- Keep the grievant informed throughout the grievance progress.
- Be fully prepared prior to presenting the case at Step 1.
- Challenge a supervisor who attempts to undermine his or her authority.
- Tell the member if he or she does not have a grievance.

Things Stewards Should Never Do:

- Allow management to set time limits, dictate the time to investigate, interview or write a grievance.
- Speak against the union in front of management officials.
- Take management’s side in a dispute between the worker and the supervisor.
- Attempt to be a mediator. Remember the steward is there to represent the employee not the USPS.
- Make decisions which can be construed as setting union policy.
- Hold back information relative to the processing of the grievance.
The Steward Should Utilize:

- Notes from Labor Management and Safety and Health Meetings.
- Arbitration Awards.
- Local Precedents and Past Practices.
- Step 4 Decisions.

FORM 2608

Given the verbal nature of Step 1 discussions, the Form 2608 is not normally available at the time of discussion at that step. However, in cases where the Form 2608 is completed, the parties agree that the union may request to review Form 2608 at Step 2.

STEP 2

WRITING STEP 2 GRIEVANCES

A BASIC GUIDE TO CLARITY
Writing Step 2 Grievances

• Introduction
• Filling Out the Form
• Writing a Lead
• Assembling Your Arguments
• Supporting Your Arguments With Facts
• Writing the Remedy
• Tactical Advice

COMPLETING THE STEP 2 GRIEVANCE APPEAL FORM

• Line 1 - Nature of discipline or contract issue. Include the date on which the appeal was made and the union local grievance number.
• Line 2 - Name of USPS official to whom the appeal was made. List the name and telephone number of the installation.
• Line 3 - Local Union's business address.
• Line 4 - Name of APWU Representative authorized to discuss Step 2 and the telephone numbers where that individual may be reached.

COMPLETING THE STEP 2 GRIEVANCE APPEAL FORM

• Line 5 - Name of Local Union President and his or her telephone numbers.
• Line 6 - Installation where Step 1 was heard; date/time discussion took place; name of the supervisor who discussed the grievance at Step 1 and the name of grievant and/or steward present at the discussion.
• Line 7 - Name of the supervisor who made the decision; date/time decision was made; initials of supervisor making the decision attesting to date/time of decision.
• Line 8 - Grievant (or Union if class action); list the address and telephone number.
COMPLETING THE STEP 2 GRIEVANCE APPEAL FORM

• Line 9 - Social Security number of the grievant; his/her seniority dates [service & craft]; grievant’s classification; level; step; duty hours and off days.
• Line 10 - Name and zip code of installation where incident occurred; whether or not the grievant has lifetime job security; and whether or not the grievant is classified as a preference eligible veteran.
• Line 11 - Cite contract article(s) violated.

COMPLETING THE STEP 2 GRIEVANCE APPEAL FORM

• Line 12 - Give a detail explanation of what happened. Under list of attached papers as identified, write [See Attached Sheet for Exhibits]. Write the word EXHIBIT, at the bottom of each exhibit page, along with a number. List the EXHIBIT and its corresponding number on the EXHIBIT SHEET. A copy of an EXHIBIT SHEET is listed on the following page. Attach this EXHIBIT SHEET to the Step 2 Grievance appeal Form.

• Line 13 - What the Union feels is required to resolve the grievance. In a discipline case always include the statement that “the grievant be made whole,” and that the proposed action (i.e. Letter of Warning, Letter of Removal, Suspension Letter), be removed from all records and files.

CHECKLIST FOR STEP 2 GRIEVANCES

• Anticipate the Step 1 supervisor’s response.
• Check appropriate provisions of the contract, handbooks, manuals, etc.
• Review Step 1 contentions and examine all related data.
• Determine if additional contentions and data are required.
• Decide if the grievant or witnesses should be present at the Step 2 hearing.
• Outline the Step 2 presentation.
• Consider an approach to the Step 2 USPS representative.
• Make copies of all support documentation.
• Contemplate management’s Step 2 argument.
• Express a clear and concise remedy.
PRESENTING THE STEP 2 GRIEVANCE

• Prior to the actual Step 2 hearing, the union representative must determine whether to present additional arguments and documents. In preparation for the presentation of the Step 2 grievance he or she must review all information, documentation and evidence included in the grievance at Step 1. In addition, he or she should:

PRESENTING THE STEP 2 GRIEVANCE

• Review the arguments and contentions made by the Step 1 steward to assure that they are correct and cover all aspects of the violation.
• Determine if witnesses, including the grievant, will be necessary during the presentation of the grievance.
• Anticipate and be prepared to refute management’s arguments during the Step 2 hearing.
• Share every document supporting the Union’s case with management at Step 2. If the documents are not provided, don’t be surprised if an arbitrator refuses to consider them.

PRESENTING THE STEP 2 GRIEVANCE

• Keep a record of all documents which are received or exchanged and always request copies of management documents.
• If information is denied, either at step 2 or in the investigatory stages of the grievance, it should be documented in the file. Also, note in writing, that the Union was denied due process.
• Discuss the case with other stewards and officers for possible alternatives to explore. Try to resolve as many cases as possible at the lowest level.
PRESENTING THE STEP 2 GRIEVANCE

• SPECIAL NOTE: Occasionally the union representative receives documents which hurt the Union’s case and support management’s position. The union representative is not obligated nor should he or she share these documents with management. It’s up to management to discover them and produce them to prove their case. However, do not throw them away. Keep them in a file, clearly marked as “not shared” with management. If management fails to produce them at either at Step 1 or Step 2, note that fact in your file.

WRITING THE LEAD

“The letter of warning for alleged insubordination received by Grievant John Doe on 2/1/05 was not issued for just cause and was punitive rather than corrective in violation of Article 16.1 of the Collective Bargaining Agreement and the EL-921 Handbook, for the following reasons:”

“Management violated Article 8.5 of the CBA on 2/9/05 when OTDL Clerk John Doe, who was qualified and available, was bypassed for 2 hours end of tour overtime in Express Mail from 2100 hours to 2300 hours in lieu of non-list employee Joe Blow.”
“The letter of demand for $21,646 issued to the Grievant on 2/9/05 was in violation of Article 28 and applicable Handbook Regulations governed by Article 19 of the CBA for the following reasons:”

W R I T I N G  T H E  L E A D

* Introductory Sentence or Paragraph
* Answer the Success Questions:
* Convey Facts Clearly & Chronologically
* Cite & explain applicable contractual and/or handbook provisions violated

A S S E M B L I N G  Y O U R  A R G U M E N T S

On Sunday, 2/6/05, management violated Article 8.5.G. when five OTDL employees were not maximized to 12 hours at the end of their tour prior to assigning one hour overtime to ten non-list employees.
On that morning MDO Bob Smith mandated all of Tour 1 to work overtime. The five OTDL clerks were worked 2 hours each in their respective schemes and sent home.

The ten non-list clerks worked one hour each in SCF, work that all the OTDL clerks were qualified to do.

The Union contends the OTDL should have been maximized because the five clerks on the list could have worked two hours each in SCF after they completed their two hours OT, equal to the 10 hours worked by non-list clerks.

The incident occurred on a Sunday morning.
Overtime was not called to complete a dispatch.
All SCF stations were closed. The mail would not be delivered to the stations until Monday morning.
Management’s desire to avoid penalty overtime was in direct violation of the contract.
“Management violated Article 7.1.B.2 during Pay Period 11, Week 2, 2005, when PTF Clerk Switt Sripoona was worked only 38 hours at the straight time rate.

On Wednesday, 1/26/05, the Grievant was sent home at 0800 hours while PSE Clerk Yanez continued to work until 1000. Since this was during the course of the service week and the PTF was qualified and available the PTF should have been utilized at the straight time rate prior to assigning such work to casuals.”

PRESENTING THE STEP 1 GRIEVANCE

• Two skills are necessary to effectively present grievances:
  • [1] The human relations ability to deal with employees and management
  • [2] A thorough understanding of the contract and the precedents which define the contract.

Tips for the Steward:

• Approach management with frankness, sincerity, and without hostility.
• Perform a complete investigation. If necessary, request an extension of the Step 1 time limits.
• Do not let the 14 day time limits expire while awaiting requested documentation.
• If the extension is not granted, present the grievance to the Step 1 supervisor, and make the argument during that discussion and as part of the grievance itself, that the requested information was not provided prior to the Step 1 meeting.
Tips for the Steward:

- Avoid heated arguments and shouting matches.
- Stay cool, be professional and thorough, managers would eventually realize that they can’t fluster you. Be patient. Calmness helps you win cases.
- Take careful notes during the grievance discussion, so that you will have a record of management’s responses and comments.
- Request documentation or evidence from the supervisor to support their contentions.

SPECIAL NOTE:

- Remember that Step 1 of the grievance procedure is the most crucial of all of the stages of the grievance procedure. Be sure to have your contentions clearly identified, documentation to support the case and prepare in advance as to how you will respond to the Step 1 supervisor.

ASSEMBLING YOUR ARGUMENTS

- Analyze the Case
- Select a Format
  + Arguments Listed Separately vs. Narrative Style
  + Numbers or Bullet Points For Complex Cases
  + Narrative Style for Single Arguments
Has the Steward Completed the Following?

- **Who** was involved?
- **What** happened?
- **Where** did the incident or violation occur?
- **When** did the incident or violation occur?
- **Why** is it a violation of the contract (article violated)?
- **How** can the grievance be resolved (remedy)?

- Checked the appropriate contract provision violated?
- Reviewed notes and examined all related data?
- Interviewed all witnesses?
- Outlined the grievance presentation?
- Determined the correct approach when interviewing the supervisor?
- Made copies of all support documentation?
- Expressed a clear and concise remedy?
- Decided to bring the grievant to the Step 1 meeting?
PROPER REMEDIES

• It is imperative that the steward request the appropriate remedy when filing a grievance. The corrective action requested on line 13 of the standard Step 2 Grievance Appeal Form must be very firm, very simple and related to the nature of the grievance. NEVER request that disciplinary action be taken against a supervisor. This request gives management an excuse to deny the grievance since they are not required to discipline supervisors and will not do so at APWU's request. Listed below are examples of possible remedies for contract violations:

PROPER REMEDIES

• **AWOL**: The grievant reported to work 15 minutes late. He did not call and was charged 15 minutes AWOL. The grievant informed the supervisor that he was unable to call due to being held up in a traffic jam that was caused by an accident.

• **REMEDY**: Make the grievant whole of all loss time and benefits. The grievant be granted the appropriate requested leave and the AWOL charge be rescinded and all references be deleted from all records and files.
PROPER REMEDIES

• **ANNUAL LEAVE DENIED**: The grievant called in for 8 hours emergency annual leave because of flooding in her home caused by a busted pipe. The grievant provided a bill and receipts from the plumber for the date in question. The supervisor denied the annual leave and charged the absence to LWOP even though the leave book was open for incidental leave in accordance with the LMOU.

• **REMEDY**: Make the grievant whole of all loss time and benefits. Grant the requested leave in accordance with the LMOU and ELM and cease and desist from denying annual leave when the book is open.

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PROPER REMEDIES

• **DISCIPLINE**: The grievant was issued a 7 day suspension for unsatisfactory work performance and had never been issued a Letter of Warning for a similar infraction.

• **REMEDY**: Make the grievant whole of all loss time and benefits. The suspension be rescinded and all copies be removed from all records and files.

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PROPER REMEDIES

• **HOLIDAY**: The grievant, a full-time regular, was required to work on his holiday and qualified PTF’s were not scheduled to work.

• **REMEDY**: Make the grievant whole of all loss time and benefits. The grievant be given a day off, of his or her choice on Administrative Leave and that management cease and desist from mandating full-time employees to work prior to utilizing PTF’s.
PROPER REMEDIES

• OVERTIME WORKED OUT OF ROTATION: The grievant was on the ODL and passed over and another employee on the list was utilized out of rotation.

• REMEDY: Make the grievant whole of all loss time and benefits. The grievant be given a make up opportunity to work the appropriate number of hours within 90 days from the date the violation occurred or when the union became aware of the violation.

PROPER REMEDIES

• OVERTIME WORKED BY EMPLOYEE NOT ON THE ODL: The grievant was on the Overtime Desired List (ODL) and was passed over and another employee worked who was not on the ODL.

• REMEDY: Make the grievant whole of all loss time and benefits. The grievant be paid an equal number of hours as was worked by the non ODL employee

PROPER REMEDIES

• SUPERVISORS PERFORMING BARGAINING UNIT WORK: Supervisor Jones has been repeatedly observed loading mail in the automation section for at least 2 hours a day over the last 30 days. Supervisor Jones works in a facility with over 500 employees. He agreed to cease and desist from performing bargaining unit work 2 weeks ago when a grievance was filed.

• REMEDY: Pay the senior employee on the ODL 2 hours per day for the past 14 days. The supervisor be instructed to cease and desist performing bargaining unit work.
“On February 7, 2005, Supervisor I. Conduit was observed distributing mail into patron boxes in the box section at South Station for two continuous hours from 0600 to 0800 in violation of Article 1.6 of the Collective Bargaining Agreement. This violation was observed by craft employees S. Smith and J. Jones, whose statements are attached (see Exhibits 1& 2).

It is requested the senior available employee on the OTDL (S. Smith) be compensated for two hours pay at the overtime rate.”

WRITING THE REMEDY

• “It is requested the employer acknowledge that it violated the National Agreement when it . . . .”
• “It is requested the employer cease and desist from violating Article 8 Sec. 5 of the National Agreement as proven in this case.”
• “It is requested that the employer require Supervisor I. M. Stupid to receive verifiable (anger/management) training.”

“The Union is requesting 2 hours penalty overtime pay for each of the five employees on the overtime desired list scheduled on Sunday 2/6/05: B. McCann, D. Melton, P. Coradi, J. LaCapria and T. Finnerty.”
. Discipline: “Rescind/ Make Whole”
. Overtime Remedies/ MOU Pg.303 CBA
. Monetary Compensation for Contract Violations

TACTICAL ADVICE

• Resist Personal Attacks
• Use Easy to Understand Words
• Less is Sometimes More
• Clarity is More Important Than Quantity

STEP 2 – AUTHORITY

The representatives at Step 2 shall have the authority to settle or withdraw grievances in whole or in part.

A settlement or withdrawal shall be in writing or noted on the standard grievance form and will not be precedent setting unless the parties specifically agree otherwise.
ADDITIONS AND CORRECTIONS

Where the union representative believes that the facts or contentions set forth in management’s Step 2 decision is incomplete or inaccurate, the representative may file, within ten days of receipt of the Step 2 decision, a written statement with the management Step 2 representative setting forth any corrections and additions to the Step 2 decision.

The filing of any corrections or additions does not extend the time limits for filing the appeal to Step 3. The steward is entitled to time on-the-clock to write the union’s statement of corrections and additions to the Step 2 decision.

CORRECTIONS OR ADDITIONS

• One of the most powerful rights the Union has, to rebut management’s Step 2 decision denial letter, is through the usage of corrections or additions as outlined in Article 15 Section 2, Step 2: (g), which states:
CORRECTIONS OR ADDITIONS

• “If the Union representative believes that the facts or contentions set forth in the decision are incomplete or inaccurate, such representative should, within ten (10) days of receipt of the Step 2 decision, transmit to the Employer’s representative a written statement setting forth corrections or additions deemed necessary by the Union. Any such statement must be included in the file as part of the grievance record in the case. The filing of such corrections or additions shall not affect the time limits for appeal to Step 3 or arbitration.”

CORRECTIONS OR ADDITIONS

• The most important rule for processing a grievance beyond Step 2 is to file corrections or additions when the denial does not accurately reflect the contentions made by the Union or is incomplete.
• Corrections or additions should be factual, brief and to the point.
• When pointing out inaccuracies in the Step 2 denial, do so by referencing facts. It is difficult to prove something false without facts and evidence.
• List all documents shared at Step 2, in the corrections or additions.

CORRECTIONS OR ADDITIONS

• Normally, management is deficient in one or two main areas when they deny a meritorious grievance. They either slant, twist, or bend the facts of the grievance or fail to report the facts (i.e., leave out the relevant facts which prove the case for the Union).
• Remember to include the corrections or additions with either the appeal to Step 3, within 15 days, or the direct appeal to arbitration, within 30 days after receipt of the Employer’s Step 2 decision.
CORRECTIONS OR ADDITIONS

- SPECIAL NOTE: Under the new direct appeal from Step 2 to arbitration, the corrections and additions become the final written record of the grievance prior to the arbitration hearing.

TIMELINESS REGARDING STEP 2(H) APPEALS

Where the union incorrectly appeals a grievance directly to arbitration under Article 15.2 Step 2(h) and that grievance should have been appealed to Step 3, or vice versa, the grievance is not waived as untimely provided the union can show a timely appeal to arbitration/Step 3.

If no timely appeal can be established by the union, then management retains the right to raise the timeliness issue.

STEP 3 APPEALS

An appeal to Step 3 must be filed within fifteen days of receipt of the Step 2 decision. When appealing a grievance to Step 3 by mail, the appeal must be postmarked on or before the fifteenth day following the Step 2 decision.

When using alternative methods, the Step 3 appeal must be received on or before the fifteenth day. To avoid potential procedural issues the union representative should not wait until the last day.
The union’s Step 3 appeal must include copies of:

- The Standard Grievance Form
- The Postal Service’s written Step 2 decision, if any, and
- The union’s corrections or additions, if filed.

**TIMELINESS**

If management fails to raise the issue of timeliness at Step 2, or at the step at which the employee or union failed to meet the prescribed time limits, whichever is later, it waives the right to raise the issue.

If management asserts that a grievance was not timely at Step 1, management must raise the issue at Step 2 (because Step 2 is “later” than Step 1) or the objection is waived.

**FAILURE TO SCHEDULE A MEETING/ISSUE A DECISION**

If management fails to schedule a timely meeting or issue a timely decision (unless the parties mutually agree to an extension) the union must appeal the case to the next step within the prescribed time limits, if it wishes to pursue the grievance.
In cases where management fails to issue a timely decision, the time limits for appeal to the next step are counted from the date the decision was due.

In cases where management fails to schedule a timely meeting, the time limits for appeal to the next step are counted from the last date a timely meeting could have been scheduled.

If management fails to issue a Step 2 decision within ten days of a Step 2 meeting, the union must make any appeal to Step 3 within fifteen days of the date the Step 2 decision was due.

GUIDELINES FOR UNION OFFICERS/STEWARDS

- **FIRST** - INTERVIEW THE GRIEVANT
- **SECOND** - INTERVIEW INDIVIDUALS MENTIONED BY GRIEVANT
- **THIRD** - FULLY INVESTIGATE EACH COMPLAINT
- **FOURTH** - NEVER ASSURE CASE WILL BE ARBITRATED
- **FIFTH** - ALWAYS KEEP GRIEVANT INFORMED
- **SIXTH** - IF DECISION NOT TO PROCEED INCLUDE REASON IN FILE
- **SEVENTH** - KEEP FILE DOCUMENTED
- **EIGHTH** - DISCUSS YOUR DECISION OF THE GRIEVANCE
- **NINTH** - RETAIN CASE FILES FOR MINIMUM OF THREE (3) YEARS
1st INTERVIEW THE GRIEVANT
• Interview grievant, especially in discipline cases.
• Keep precise notes of interview
• Get a written statement from grievant and/or witnesses

2nd INTERVIEW WITNESS (S)
• Interview each witness
• Question them fully
• Keep precise notes
• Have witness sign and date statement

3rd FULLY INVESTIGATE EACH COMPLAINT
• Investigate while on the clock
• If denied, file a grievance
• Include the information on the grievance
4th NEVER ASSURE CASE WILL BE ARBITRATED / WON
- Never assure grievant the case will be arbitrated
- Never assure grievant that they will be appealed and won
- We can never be certain of the outcome of a case

5th ALWAYS KEEP GRIEVANT INFORMED
- Keep grievant informed of progress
- Notify them in writing of different steps taken in grievance process

6th IF DECISION NOT TO PROCEED KEEP REASON IN FILE
- If decision is not to proceed with case include a statement in file
- If you settle the case, include a statement of reason in file
7th
KEEP FILE DOCUMENTED
• File should include relevant documents:
  a) Copy of document notifying grievant of decision to drop case in file;
  b) Copy of Certified Notifications to grievant and other pertinent documents

8th
DISCUSS YOUR DECISION OF THE GRIEVANCE
• A review committee or grievant committee should be established
• Each issue should be fully discussed
• Seek additional advice or counsel, if necessary

9th
RETAIN CASE FILES FOR MINIMUM OF THREE (3) YEARS
• Retention time of files or grievances should be established
• Statue of limitations has been established by Supreme Court as six (6) months
• Closed files may also be retained with an adequate retrieval system
A STEWARD’S NEED FOR REPRESENTATION

There may be occasions when a Steward may need representation. There is an official policy position from the American Postal Workers Union on this issue:

Article 15 states: “The employee shall be represented by a steward or a union representative. The APWU interpretation of the foregoing part of Article 15, is that the Steward or Union Representative could also be the grievant and represent himself or herself.” Yet, it is not recommended to represent oneself!!

FOOD FOR THOUGHT

• Officers and Stewards are discouraged from automatically appealing every case

• We are not required to be right in every case

• You may be called upon to prove that your decision was not careless or perfunctory

FOOD FOR THOUGHT

• Attendance- Usually the #1 reason for discipline

• Stewards- Often look at “technical” arguments

• Educate- S/L & A/L is like money in the bank

• Many employees- Don’t or won’t get it

• Advise- Of consequences of poor attendance
I'M BEING HARASSED:

- Should you file a grievance on Harassment?
- If so, what must you show regarding the grievant?
- Before filing the grievance what should you do?
- What would you request as a remedy for harassment?

FOOD FOR THOUGHT

- IF IT'S NOT HARASSMENT – Talk to the member
- REMEMBER- There are legitimate harassment complaints

FOOD FOR THOUGHT

- WE MUST EDUCATE OUR MEMBERS ON THE HISTORY OF OUR COLLECTIVE BARGAINING AGREEMENT 1971-2015
- THOSE RIGHTS WERE NOT AUTOMATIC
FOOD FOR THOUGHT

- OUR JOB IS TO POLICE THE CONTRACT
- A MEMBER DOES NOT HAVE A RIGHT TO ABUSE THE STEWARD
- AS A STEWARD YOU HAVE AN OUTLET

Preparing the Grievance for Step 3 and/or Arbitration

Thank you for your attention and we hope you learned something from this presentation.