

HANDOUT: MAP YOUR WORKPLACE

Mapping your workplace will give you a picture of where the union is strong and where it's not. You can then build on those strengths to develop more power. Mapping your workplace—and keeping it updated—is an ongoing process.

WHAT CAN A WORKPLACE MAP TELL YOU?

- How people are already organized, both formally and informally.
- How communication happens—and how worksite leaders can tap into this.
- How to identify leaders.
- Who gets to walk around and interact with most of the employees.
- How management is organized.

HOW TO MAP YOUR WORKPLACE

Begin with a large (flip chart size) piece of paper and different colored markers. If the workplace is a large facility, you may want to begin by mapping your department or shift and to then work with other worksite leaders to piece together a map of the entire workplace.

- Begin by drawing an outline of your department. Imagine that you are a fly on the ceiling, looking down. Note workstations, desks, machines, etc.—a floor plan.
- Place a circle where every worker is usually stationed and write in their names. Identify people who are active with our union, on the fence/unknown, and those who are anti-union. You may want to use different symbols or colors for each of these categories.
- Identify workers who can move around, if this matters.
- Indicate new hires.
- Identify and circle informal work groups. Informal work groups are workers who frequently interact with each other. They may spend time together on breaks.
- Mark the influential people or informal leaders. Sometimes these will be stewards, sometimes not.
- Indicate on your map where members of management are usually stationed.
- Mark where workers tend to gather (break areas, lunchrooms, bathrooms, water fountains). Identify who gathers with whom in these places. Identify who the leaders are in those groups.
- You may want to keep notes on each worker such as: date of hire, whether they have been active with our union, conversations you've had with them (their concerns and interests). These notes should be kept separately.

Your diagram may show that the workplace keeps some people divided; a good reason for map-making.

HANDOUT: TALKING WITH MEMBERS

Talking with Members		Steward:
		Job/Shift:
Name	Contact	Comments / Questions / Concerns
A. Sue Groff	555-221-1111 (cell)	She's bilingual (Spanish & English). Loved the Tuesday actions. Interested in helping with organizing campaigns. Said she'd come to the June meeting.
B. Ernesto Sánchez	555-331-1313 (cell)	Had a bad experience with a union at a previous job. Upset that safety problems don't get fixed. He may come with Bob to June meeting.

HANDOUT: ONE-TO-ONE CONVERSATIONS

The following is a guide for one-to-one conversations when the goal is moving workers to take action.

1. Introduce yourself and explain why you are talking with workers.

- If you don't know the person: "Hello, I'm Sylvia, I'm a steward with Local x."
- "We've been talking with workers about (whatever the identified problem is)."

2. Listen to the worker's concerns, and agitate around the issue.

- Ask basic questions like: "How long have you worked here?" "What shift do you work on?" "What kind of work do you do?"
- Get specific: "Has (the identified problem) affected you?" "How?"
- Agitate around the issue: "Do you think this is fair?" "Don't you think we should do something about this?"
- Don't interrupt or jump to conclusions. Keep asking questions.
- Ask what other concerns the worker has.

3. Share your own story.

- You became involved in our union for a reason and it's important to share why.
- By sharing your own story, you build trust and help others to see what you have in common.
- Your story can inspire others to take action; if you can do this, so can they.

4. Educate about our union and what we can do to build power.

- "If we act as a group, management will be more likely to listen."
- "We're reaching out to as many people as we can so that we can have a greater say in what goes on and make some real changes."
- "By sticking together, we can take an active role in improving our jobs."

5. Ask the worker to participate.

- "Will you wear a button, sign a petition, come to a meeting," etc. "Will you take part in whatever the action is?"
- "Can I keep in touch with you?"
- "Who else is affected by this problem? Will you introduce me to them?"

6. Get a specific commitment.

- Remind people: "Remember to wear your button, come to the meeting at 5:00 p.m. tomorrow," etc. (whatever the action is)
- "Thank you for being a part of this. I'm really glad you're on board."

HANDOUT: USING OPEN-ENDED QUESTIONS

GETTING STARTED

"Tell me what happened."

"What do you think management will say happened?"

"What do you have in writing about what happened?"

"Why do you think this happened?"

CLARIFYING

"How do you know that?"

"Can you give me an example of what you mean?"

"Why did you do that?"

GETTING THE SPECIFICS

"What time was it when that happened?" "How do you know?"

"How many times did it happen?"

"What were the exact words used?"

"Tell me the order in which things happened."

"Who saw what happened?" "Who else should I talk to?"

PULLING IT TOGETHER

"What else should I know?"

"What do you want?" "What will resolve this?"

"Here's what I heard so far, can you tell me what I left out?"

HANDOUT: GRIEVANCE HANDLING CHECKLIST

A MEMBER WITH A POTENTIAL GRIEVANCE

- Talk to member as soon as possible.
- Let member tell the story.
- Listen attentively. Do not interrupt. Create a positive and sympathetic atmosphere.
- Take notes.
- When member finishes the story, ask questions.
- Get details, names of witnesses and types of documents the member believes will help with the grievance.
- Discuss what member wants. Explain the possible and realistic remedies. Inform members of strengths and weaknesses of the grievance.
- Recap your understanding about what the grievance is and the settlement sought.

FILE GRIEVANCE

- Check the contract's filing time limit.
- Write grievance citing as many contract provisions as possible and describing facts as generally as possible.
- Within the contract's time limit, file the grievance.

INVESTIGATE THE GRIEVANCE

- Investigate with an open mind. Do not personalize issues or prejudge the grievance's merits. Maintain an objective attitude.
- Review relevant contract provisions and company policies or rules.
- Interview the member and the member's witnesses. Then, interview the company's witnesses. Take notes.
- In past practice cases, identify as many examples of the practice as possible. Obtain first-hand accounts.
- Request all relevant information and documents from company.

WHILE PROCESSING THE GRIEVANCE

- Answer the member's calls and questions.
- Involve the member as much as possible in grievance meetings.
- Regularly inform the member of the status of the grievance, including what occurred at grievance meetings and of upcoming grievance steps. Do so as soon as possible.
- Coordinate with union representatives.
- Continually update the member on what is happening with the grievance.

Grievance Fact Sheet

(This sheet is not intended to go to management. It is only for our union's investigation of grievances. It should be kept in the union's files.)

Grievant Name _____

Department _____

Job _____

Date of hire _____

Phone _____

WHO (workers) is involved? _____

WHO from management is involved? _____

WHAT happened? (If there was an incident, **WHERE**, **WHEN**, and **WHO** saw it?) _____

WHAT else is important to this case? (Grievant's record, other history of the problem, questions of "just cause", management's position, etc.?)

WHY is this a grievance? (contract violation, past practice, company rules, laws?) _____

WHAT do we want the company to do to make it right? _____

Steward _____

Date _____

HANDOUT: SAMPLE WRITTEN GRIEVANCES

WHAT HAPPENED

Kevin Jones, produce coordinator at Market Fresh, worked 45 hours last week but received only 40 hours pay.

HOW IT WAS WRITTEN UP

"Kevin Jones received only 40 hours pay for the 45 hours he worked during the week of July 7. This violates Article 9, Hours and Overtime, and all other relevant articles of the contract. Kevin Jones should be made whole including, but not limited to, being paid for five hours at time and a half."

WHAT HAPPENED

Without any notification from management, the Company increased the chain speed on the picnic ham line in the Pork Department without adding extra crew.

HOW IT WAS WRITTEN UP

"The union grieves the increased chain speeds in the Pork Department on October 28 and October 30 when the speeds ran over the established speed/crew ratio. This action violates Article XVII, Workloads; all relevant articles of the contract as well as the Company's written health and safety policy; the Company's past practice of maintaining correct chain speed/crew ratios; and the State and Federal OSHA guidelines. Management should make all affected employees whole including, but not limited to, compensation for the additional workload, and the Company should follow established health and safety requirements."

HANDOUT: RESOLVING PROBLEMS INFORMALLY

BEFORE AN INFORMAL DISCUSSION WITH MANAGEMENT:

- Find out what the involved member(s) want and what they would settle for.
- Explain to the member(s) involved that this is a chance to work things out before a grievance is written.
- Anticipate what management is likely to say, and think about how to respond.
- Decide what the member(s) involved will say during the discussion and explain that it's often best for the steward to do most of the talking.
- Based on how the supervisor has acted in the past, determine what seems best in terms of your approach with management.

AT THE INFORMAL DISCUSSION:

- Set the right tone for a calm, non-confrontational conversation.
- Explain that your goal is to see if the issue can be resolved informally (without writing a grievance).
- Remind management that by resolving issues early, they can avoid further employee dissatisfaction.
- If management issues discipline, ask them to explain why.
- Listen.
- If necessary, caucus with the member(s) privately, before continuing the discussion.
- In some cases, ask the member(s) to explain what happened and/or their feelings about the case.
- Point out the strengths of our union's position and weaknesses in management's.

DETERMINE IF MANAGEMENT IS OPEN TO A SETTLEMENT. IF YES:

- Try to find out what settlements the supervisor might agree to.
- Don't make any agreements without talking with the impacted member(s) first and getting their approval.
- When you reach a settlement, make sure that everyone affected understands the agreement.
- Put the settlement in writing if it is complicated or if it will be helpful (to reference the agreement) in the future.

IF MANAGEMENT IS NOT OPEN TO A SETTLEMENT:

- Don't keep arguing.
- Learn as much as you can about management's position.
- Take notes after the meeting, especially about management's version of what occurred.
- Make sure that you understand management's position.
- Inform management that our union may file a grievance and end the meeting.

HANDOUT: LEGAL PROTECTIONS

1. Equality rule

When you interact with management as a steward, you do so as an equal.

This means you have the right to openly disagree, question, and argue with management when necessary without being disciplined. Labor law recognizes that a steward cannot effectively represent workers unless they are able to freely communicate with management as equals.

2. No retaliation or discrimination

Labor law and your contract prohibit management from disciplining or intimidating you because of your activity as stewards. For example, management cannot deny you promotions or other benefits, assign you extra work or undesirable jobs, or act in other ways that attempt to discourage you from doing your job as a steward.

3. Equal standard rule

It is illegal and a violation of the contract for management to hold you to a higher standard than other workers or to harass you with extra supervision or stricter rules. As a steward, you should expect co-workers to look to you as an example—and you can protect yourself and the union's reputation by doing your job well. But being a steward does not allow management to expect more from you or to discipline you.

4. Legal right to information

By law, we, as the union, have a broad right to receive relevant information from management at any stage of the grievance process, including investigations to determine whether a grievance exists. Management must provide you with this information upon request—this is considered part of management's "duty to bargain."

BOX ROOM

Shift, Rating, Friendship Networks*

1=Union Member 2=Undecided 3=Anti-Union
 ★=Union Activist COUNT: 21 Members/48 Total

1st SHIFT	2nd SHIFT	3rd SHIFT
1 Sara Hayes ★	2 Thai Nguyễn	3 Carlos Zacapa
1 Hao Phan	2 Jeff Lee	3 Shawn Lee
1 Christy Brown	1 Rosa Miller	1 K.C. Hoag ★
1 Ana Ortiz ★	2 Vicky London	2 Louann Day
1 Joe Johnson	3 Juan Carrilo	1 Scott Frotman ★
1 Jason Parks ★	2 LaTonya Lewis	3 Chris Olson
1 José Sanchez ★	2 Shirley Eaton	2 Jody Fisher
2 Kwasi Saro-Wiwa	2 Donald Jones	1 Wayne Anthony
1 Karen Brand	1 Paula Harris ★	1 Aung San
2 Claudia Luna	2 D'Shauna Jones	3 Don Craig
2 Bob Bett	1 Rhonda Smith	2 Sharonda Wells
1 Maria Rios	2 Faizah Olanrewaju	2 Brian Atkins
1 Lien Lê	2 Joseph Oppong	1 Abdulah Sidran ★
3 John Scott	1 Maria Vera	3 Michael Duke
2 Bill Meyer	2 Nick Murphy	2 Anna Cortes
2 Iman Azikiwe	1 Jean Gombri ★	1 Kim Jung

**This chart reflects a worksite in a so-called "right-to-work" state where some workers are union members and some aren't. A similar chart could be used in a non-right to work state, to track how interested members are in becoming more involved, their feelings about political issues, etc.*