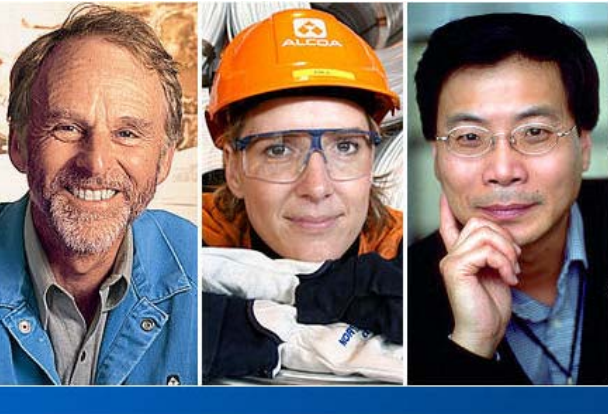


Sample workbook pages



Labor Relations

Supervisors' Workbook



Advancing Supervisory
Excellence



Growing Extraordinary Leaders

What Do You Already Know?

Instructions:

Answer the following questions to see how much you already know about the topic of labor relations.

1. You issued a discipline and the employee later filed a grievance. Prior to the grievance meeting, you and the employee work out a solution you both like. However, you didn't include the union in your discussion. What labor relations principle did you violate?

Corrected Answer:

2. The company settled a grievance related to job assignments that included some special considerations for the affected employee. Does this settlement create a precedent that the company or the union can cite in a future grievance meetings?

Corrected Answer:

- 3.** In a discipline meeting, the steward begins to argue her case that the grievance has no merit. She says that it's pointless for you to proceed with the meeting and suggests dropping the whole thing. What do you do?

Corrected Answer:

- 4.** There are seven elements or qualifications that every discipline must meet. What are these qualifications called, and what happens if your discipline doesn't meet all seven of them?

Corrected Answer:

- 5.** What is the best way to avoid any charges of discrimination?

Corrected Answer:

6. You have a terrific employee who's been in your department for 10 years and never given you anything but 100%. Today you found him during his break using a company computer to show a fellow employee some home videos of his new baby on YouTube. He asks you to please ignore the infraction. Do you ignore it?

Corrected Answer:

7. You caught an employee violating a rule that was changed six months ago. The employee says she didn't know the rule had been changed, but you can prove that the change was posted on the department bulletin board. She says she never saw it, and no one told her about the change. Can she still be disciplined?

Corrected Answer:

8. You are doing an investigation for a discipline and want to talk to an employee who you know observed the behavior. Before you can talk to that employee, what do you need to tell them?

Corrected Answer:

9. If the company doesn't like the outcome from an arbitration, what can we do to change it?

Corrected Answer:

10. The union gave you a written request for information, but it's clearly a bogus request that you aren't going to be able to respond to. Should you ignore it?

Corrected Answer:

Labor Relations

After completing this module, you will:

- Understand the history of unions at Alcoa, and be aware of the unions currently in place at our various facilities
- Know some of the most common concepts and terms used in collective bargaining agreements
- Be familiar with the labor agreement topics of greatest interest to supervisors: Vacation & scheduling, Job assignment, Overtime scheduling, Manpower movement and Supervisors working
- Know about the key federal regulations that affect labor relations, and your role in implementing those regulations
- Be familiar with the elements of the Code of Conduct of greatest interest to supervisors: Attendance, Substance abuse, Non-discrimination, Workplace violence, Computer use, Cell phone use and Bell to bell
- Understand the discipline process and your role in the process
- Understand the grievance process and your role in the process
- Be prepared to take increased responsibility for labor relations and successfully supervise in a union environment.

Our Union Environment

Fill in this worksheet as the information is discussed.

Of our 20 operating locations, _____ of them are unionized. Of the 15,000 total active employees:

_____ % are non-unionized

_____ % are under a USW master contract

_____ % are members of standalone unions

Local Union Leadership

Local Labor Relations Contacts

Collective Bargaining Terms

Fill in the "Term" space with the correct term for each definition.

Terms

Code of Conduct	Just Cause	Precedent
Collective bargaining agreements	Local agreement	Unfair Labor Practice
Company Policy	Master agreement	
Direct dealing	Non-citable, non-precedent setting	

Term	Definition
	An outcome from an issue, such as a grievance, that both the company and union agree to live by when resolving future issues.
	An outcome that both parties agree to but that is not binding and cannot be used against either party when resolving future issues.
	statements that provide direction on a topic such as substance abuse, discrimination, etc.
	The contract or agreement reached as a result of formal negotiations between the company and the union.
	A broad contract covering all of the major employment topics / subjects for multiple plants.
	An agreement made between the company and the union outside of contract bargaining.
	The document listing the specific rules employees have to obey.
	When the company and a union member discuss or take action on something that's part of the contract without the union's knowledge or presence.
	A violation of labor law.
	The standard of proof applied to disciplinary actions that ensures the discipline was issued properly and with good reason.

Labor Agreement Topics

Topic: Vacation & Scheduling:

Key Points

Topic: Job Assignment

Key Points

Topic: Overtime Scheduling

Key Points

Top Labor Topics Activity

Topic: Manpower Movement (Shift preference, Bumping)

Key Points

Topic: Supervisors Working

Key Points

Topic:

Key Points

Code of Conduct

Fill in the correct Level of Severity for each of the definitions below, then add some examples of each level.

Highest Level:

This level of misconduct is the most severe. These actions cannot be tolerated and may result in discharge after the first incidence.

Examples:	

Moderate Level:

A less serious offense that will still typically result in discipline.

Examples:	

Lowest Level:

A minor infraction that may or may not result in any discipline.

Examples:	

Policies & Procedures

Add notes for each policy / procedure topic, then fill in your responsibilities.

Attendance

Notes:	

Your Responsibilities	

Substance Abuse

Notes:	

Your Responsibilities	

Policies & Procedures

Non-Discrimination

Notes:	

Your Responsibilities	

Workplace Violence

Notes:	

Your Responsibilities	

Policies & Procedures

Computer Use

Notes:

Your
Responsibilities

Cell Phone Use

Notes:

Your
Responsibilities

Too Much Hassle!

Working as a team, read and discuss the following scenario. Be prepared to discuss your answers to questions that follow.

Tom and Dave are good operators and good employees. Tom's been with the company for about three years, Dave about four. You can count on them to always make the extra effort when it's needed.

Tim is the most senior person in the area, with over 20 years at the company, but during that time he's learned all the shortcuts. He does what he has to ... never more. While there have been a number of disciplines issued to Tim over the years, very few have been upheld, for various reasons.

A few months ago, Tim found a good place to hide and began to take a 20-minute nap almost every day. Tom and Dave know about Tim's naps, and they know that their supervisor, Dan, knows it. But Dan doesn't want the hassle of dealing with the situation, so he decided to ignore it.

Questions:

1. What problems does Dan create with Tom and Dave by not addressing this issue?
2. What problems does he create with Tim?
3. What problems does Dan create for himself?

Elements of "Just Cause"

Every discipline must meet all seven of the following elements of just cause. Fill in each blank with one of the following words:

Equal
Investigation
Notice
Penalty

Proof
Reasonable
Respond

1. Adequate _____: The employee had to know about the rule, and the consequences of violating it.
2. _____ Rule: We can't create ridiculous rules or rules that would be hard to comply with. Every rule has to be related to the proper operation of our business.
3. Fair _____: We have to do a fair investigation and talk to the proper witnesses.
4. Opportunity to _____: The employee should have a chance to defend their actions.
5. Substantial _____: There needs to be enough evidence to convince a reasonable person that the incident occurred and that the employee was responsible.
6. _____ Treatment: This is the issue of consistency. Other employees must have been treated the same way for similar infractions.
7. Appropriate _____: The severity of the punishment has to fit the severity of the infraction and be based on the employee's work record.

If the discipline doesn't meet all seven of these tests, then an arbitrator will modify or throw out the discipline.

Supervisor's Discipline Procedure Checklist

Discipline General Principles

- Be consistent
- Be objective
- Ask questions and listen carefully
- See their point of view
- Conduct a thorough investigation
- Thoroughly document the facts
- Correct the behavior, don't punish the employee

Notes

Discipline Procedure

- Take action
- Offer union representation
- Describe what you observed
- Cite the policy or work rule
- Listen to their explanation
- Decide** if discipline is appropriate

If yes, skip to "Yes."

If No, continue below.

No, discipline is not appropriate:

- Coach the employee for performance
- Reaffirm the policy or work rule
- Document the conversation

End of procedure

Yes, discipline is appropriate:

- Put the employee on notice
- Document the incident
- Consult with HR on discipline history and appropriate level of discipline
- Determine and document the discipline
- Schedule the discipline meeting
- Advise HR and your manager

Supervisor's Grievance Procedure Checklist

Notes

General Principles for Handling Grievances

- Respond within the time specified in the contract
- Collect relevant documentation
- Be consistent
- Be objective: Stick to the facts
- Ask questions and listen carefully
- See their point of view

The Grievance Process: Step 1

There are different steps and procedures in the processes at each plant. The exact grievance process for your location is described in your agreement(s), but the process shown below represents the general steps that should be followed by every supervisor in dealing with a grievance.

- Receive the grievance
- Take charge
- Review the grievance
- Decide: Grant, Deny or Postpone

Grant the Grievance

- Document the outcome
 - End of procedure

Deny the Grievance

- Formally deny the grievance
- Advise your manager and HR
 - End of procedure

Notes

Postpone your Decision

- Consult with HR and/or manager

- Do additional investigation if necessary
 - Overtime sheets
 - Discipline records/history
 - Photographs
 - Training materials
 - Meeting notes
 - Quality records
 - Inspection records
 - Any other documents supporting the company's case

- Organize your documentation

- Reschedule the meeting

- Grant or deny the grievance
 - End of procedure

Notes
