

INTERNATIONAL UNION OF ELECTRONIC,
ELECTRICAL, SALARIED, MACHINE AND
FURNITURE WORKERS, AFL-CIO

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IUE Leadership Manual for SHOP STEWARDS

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DEPARTMENT OF SOCIAL ACTION

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The Steward Makes The Union Live

Most local unions call their immediate or first line representative of the workers on the job a "steward"; in others, a "committeeperson." Whether called a "steward" or a "committeeperson," they are the vital link in the structure of the union. More than any other local union official, it is the steward who makes the union live.

Stewards have a special relationship to the workers they represent. Studies have shown that the workers' image of their local union, their international union and the labor movement in general, evolves out of their attitude toward the steward.

Average union members do not personally know the president of their international unions. In large locals, they may not even know their own local union president since they may not attend local union meetings regularly. The steward is the one person in the union structure with whom the member is in contact. If union members consider the steward to be intelligent, aggressive, fairminded and well-informed, they will generally feel the same way about the union and unions in general.

Stewards may exert leadership in other areas than those directly associated with collective bargaining. Since they are looked upon as leaders in the department, their views on such matters as politics, civil rights and community problems will influence the people around them.

Because we live in a changing world, a steward must constantly participate in a process of continuing education. Last year's answers will not necessarily meet this year's problems. Although being a steward is both hard work and time consuming, it can be rewarding to feel one is helping others.

Being a steward is the best training possible for other positions of responsibility in the union. For the future union leader there is no substitute for the kind of experience acquired as a steward.

The Importance of the Steward

The steward's importance is recognized in most union contracts. Common to many contracts is the requirement that the union shall provide management with its official roster of stewards. The name of the steward designated to act officially in behalf of the workers and the union in each department is thereby established.

The Steward As A Negotiator Of Grievances With The Company

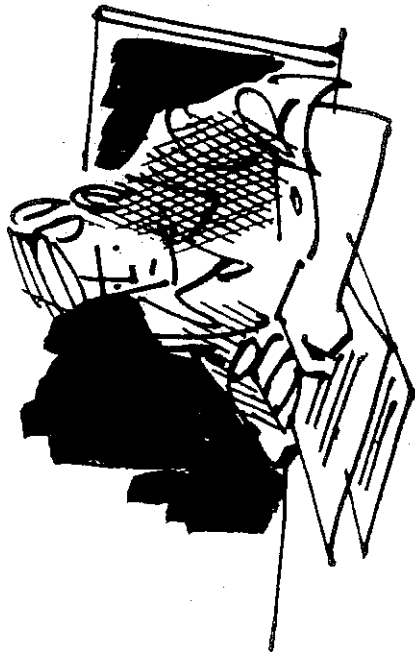
A union contract is a legal document signed by both the union and the company. It is the law of the plant, with the union and the company as joint framers of the contract provisions. But like any other law, it must be fairly and firmly applied to have any meaning. Without alert stewards to see that its provisions are observed, the contract, no matter how well written, may become little more than a scrap of paper.

Stewards are the overseers of the contract and defenders of workers' rights. In many ways, they are like a legal counsel with aggrieved workers as their clients. The grievance procedure, with avenues of appeals, is the workers' court of justice.

A good steward breathes life into the contract and preserves the spirit and intent of the contract as problems and new situations arise.

Know the Contract

Stewards *must know* the contract provisions from beginning to end. This is the first commandment for a shop steward. The steward should



Study your contract.

know the applicable sections covering any complaint and become familiar with the meaning and reason of each provision. If stewards don't know what the contract says or what it means, they may not recognize a violation.

After stewards find the section that they think is violated, they should look carefully through other sections to see if these also apply. If more than one section of the contract is affected by the grievance, they may have a better chance of winning a favorable settlement. They also should be prepared for management's response, which may be based on a different section of the contract than the steward is considering.

If the stewards' locals are part of a major corporation conference board of the IUE, they should be sure to know, in addition to the national contract, the local supplementary agreements dealing with special conditions in their plant.

Know Your Department

The stewards who know their department will render the greatest service to the workers they represent. They will recognize changes which may cut into the workers' earnings or create unsatisfactory working conditions.

Stewards should know as much, if not more, about the operations and people in their department than the foreman. They should keep records of:

1. The names of workers in the department, their addresses, badge numbers, telephone numbers, date of hire, job classification or grade, and past experience.
2. All wage rates.
3. The incentive rates, earnings and production expected.
4. The job classifications, and, just as important, the job content.
5. The seniority list. If this is not possible, the steward should know where a copy can be obtained quickly.
6. The machines and operations in their department.

Most contracts require the employer to provide the union with copies of rate lists, job classifications and seniority lists. If there is no company obligation to do this, the steward should get them from the union office, local officer or chief steward.

What Is A Grievance?

A grievance is a claim of a violation of the agreement. It may include any complaint regarding an employee's working conditions or violations of the contract. (Some contracts however, limit it to violations of the contract.)

If the answer is "yes" to any of the following, under most agreements it will constitute a grievance:

- 1) Is it a violation of the contract?
- 2) Is it a violation of federal or state law?
- 3) Is it a violation of a past practice?
- 4) Is it an area of management's responsibility?
- 5) Is it a violation of company rules?

Contract Violation

Because most of the rules governing the relation of workers to their jobs are contained in the contract, this is the first place the steward looks to see if the worker's complaint is a legitimate grievance. Some grievances are clear-cut violations of the contract and are easy to prove, but frequently questions of interpretation are not easy to determine.

Violation of State and Federal Laws

Violations of state or federal laws involving such matters as safety, working conditions, hours and wages or fair employment practices should be handled as grievances before resorting to legal action. This procedure should lead to correction of such violations.

Violation of a Past Practice

A past practice can be the basis for a grievance, particularly in areas where the contract is silent or unclear. However, grievances in this area can be quite complicated and are governed by some of the following rules: 1) A practice in order to be considered valid, must be repeated over an extended time period. 2) The union and employer must be aware of the practice, and it must be accepted explicitly or implicitly by both parties, i.e., the union and management have for-

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mally agreed to the procedure either orally or in writing or at least have not formally objected to the procedure over a period of time. 3) If a practice violates a clear provision of the contract, either side can demand that the agreement be enforced. 4) If a practice is contrary to the agreement, or unsafe, an arbitrator may throw it out on the grounds it should never have been established in the first place.

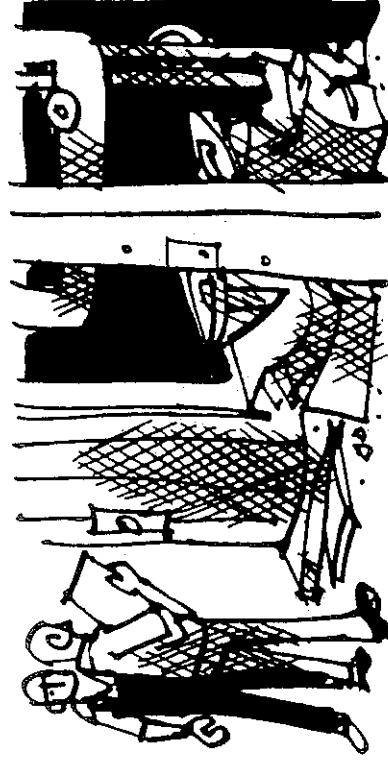
Management Responsibilities

One criterion of a valid grievance is that management is responsible and has caused the situation or condition which has led to the complaint.

Most often these grievances occur over problems involving working conditions and health and safety issues.

Violation of Company Rules

Company rules may be established by consultation or unilateral action. Even where management has established them on its own initiative, it cannot violate them without being guilty of a grievance. For



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If you have a borderline case, give the worker the benefit of the doubt, and process the complaint as a grievance. The role of stewards is to act as the attorney for the people they represent rather than as an impartial judge. If in doubt about a given case, you should check with the chief steward or grievance committee, but even they may have no clearcut answers. If doubt still remains, the grievance should be filed with the expectation that the case may become clearer as more information is made available in the higher steps of the grievance procedure.

Don't Take Up Phony Grievances

Workers may think they have a grievance because they do not understand the contract. Perhaps they say they are entitled to vacation pay, for example, when a careful reading of the contract shows they haven't worked long enough.

It is important however that stewards explain to the workers why they have no grievance. If workers are dissatisfied with the explanation then the steward should point out where, within the union, the complaint can be appealed.

Don't Try To Be a Hero

Don't promise the workers the moon. If it looks like a legitimate grievance, tell them you'll do your best to settle it. But promises like, "we're sure to win," may build them up to a letdown.

Undelivered promises usually bounce back and label the steward as unreliable.

The Grievance Procedure

All union contracts contain some form of grievance procedure. The grievance procedure serves important objectives. Aside from protecting workers and providing a democratic voice, the grievance procedure:

Offers systematic and organized machinery through which workers seek relief from arbitrary management practices.

With the union contract as the law of the plant, the grievance procedure is similar to an in-plant court procedure for contract enforcement. It establishes a system of appeals, usually terminating in arbitration.

In a unionized plant, through the grievance procedure, even top management is compelled to hear the worker's complaint.

Makes possible supplementary agreements (or letters of understanding) new precedents and new policies.

New and unexpected conditions not currently covered by the contract but processed through the grievance procedure can establish precedents permitting a supplementary agreement to be written.

Ensures collective support of the union and members when workers seek justice under the contract.

The number of steps in union grievance procedures vary, depending upon the contract. Grievance procedures may be complex, with sub-steps within each level, or may be quite simple. Generally, most contracts provide for three or four steps.

This four-step procedure is typical of most contacts:

1. **Worker and steward negotiate with the foreman.**
2. **Union committee and plant superintendent or personnel director negotiate the grievance.**
3. **Representatives of the International Union join with the union committee in negotiations with top management.**
4. **Arbitration.**

Preparing The Case

When workers come to them with a grievance, stewards should make sure they have with them a copy of the contract, a pencil and a notebook. This is essential equipment. They should listen closely.

When workers are providing information, stewards should write it down immediately. They may not remember it later. Having it on paper for ready reference may save them unnecessary leg work to cover the same ground.

Vague answers such as "the foreman is always picking on me," should not satisfy stewards. They should try to get specific answers such as, "Why does the foreman pick on you?" "What does the foreman say while picking on you?" "How often does the foreman do this?" "What are the dates and number of times?" "Did any of the other workers notice the foreman picking on you?"

Workers may take it for granted that stewards know their job, so it may be necessary for them to ask questions about it. It could be an important factor in the settlement of their grievances.

Many workers withhold some part of the story that might weaken their case. The steward should expect it. It's only human. But he should try to get all the facts as soon as possible.

Ammunition For Your Case

Facts are ammunition in winning a grievance. Without facts chances of winning a fair settlement are smaller. Here are some ways to obtain needed information:

- First check-point is the contract and/or local supplement. Locate and read the entire sections which deal with this type of grievance.
- Talk to other workers, either to get their version of what happened, or to see if their problem is similar. The steward might need to talk to workers on other shifts to see if it is a general grievance.
- Check the seniority list, if it involves a grievance on seniority.
- On a rate grievance the steward might need to get rates

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Arbitration

Most union contracts call for arbitration as the final step in the grievance procedure. Arbitration is the process under which an impartial expert is called upon to decide the unresolved grievance.

The arbitrator generally is selected by mutual agreement by management and the union. In some contracts, there is provision for permanent arbitrators known as "umpires" or "impartial chairpersons." Sometimes a special government or non-government panel names the arbitrator if both sides cannot agree upon a name.

The arbitrator calls a meeting at which both the union and the employer present their cases. Witnesses may be called upon to testify and be cross-examined. The arbitrator may question either side or the witnesses. Generally, the arbitrator's decision is final and binding.

If certain matters are not arbitrable under the agreement, the union may sue in court if the contract is violated.

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For Record and Information

A detailed account of the grievance should be written by stewards for their records and information for the union. They should do it while it is still fresh in their and the workers' memory. Included should be all the facts the stewards gather, observations and arguments supporting their case. This will be valuable in building the case for the union if the grievance goes to the next step, or even as far as arbitration.

For Negotiations With the Company

The grievance should be recorded on the grievance form as required by local procedures.

Only the bare-bone facts on the grievance should be written on the form presented to the company—an outline of the five w's and h's—who, what, when, where, how and what remedy is sought.

When stewards come to the part of the grievance form where they state *what* the grievance is about, the language should be as broad as the contract permits. For example, in a dismissal case it should simply say: "Violation of agreement in terminating Jim Jones without just cause." This permits considerable leeway in case other articles and sections of the contract also apply.

If the contract requires a listing of the exact articles of the contract violation, the broadest subdivision possible should be used. For example: Just enter "Article VI," (but not "Article VI, Section 2b"). If the specific article must be listed it should be followed with language such as, "*including but not limited to the following sections.*"

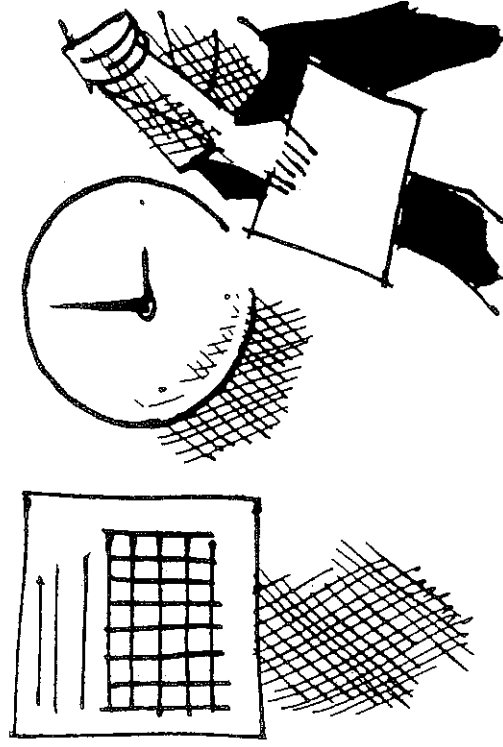
The steward should not write arguments or enter supporting facts on the grievance form. Once entered on the grievance form, his arguments and facts are there to stay. Arguments, figures, and facts should be jotted down beforehand on a separate sheet of paper for reference when talking to the foreman. This permits the steward to adapt his oral presentation to added evidence that comes up during discussion.

Grievances of Non-Members

The National Labor Relations Board has ruled that under the Taft-Hartley Act when a union has obtained exclusive recognition, it must

handle the grievance of members and non-members alike. As a matter of self-preservation all grievances should be pushed hard. A violation of a contract in regard to a non-union member may serve as a precedent to be used against a union member in the future.

Many unions use the successful prosecution of non-member's grievances as a basic organizing tool. The successful handling of a grievance helps to answer the question "what can the union do for me?" Even though the individual with the grievance may not join the union, some other non-union worker may be persuaded to do so.



File grievance on time.

Enforcing The Contract Steward and Worker Together

Most unions adhere to the policy of the worker and steward processing a grievance together. There are several reasons for that:

- The steward is the trained union representative and therefore, best qualified to present the case to management.
- The steward and worker operating as a team provide an additional witness for the union who may come in handily in a later step in the grievance procedure.

Most important of all, the policy of the steward and worker together builds the collective strength of the union. It shows the company that the membership understands the importance of protecting the contract through official procedure. It also demonstrates that the stewards have the support and confidence of their people.

Worker Alone

Under the Taft-Hartley Act, workers have the legal right to process their own grievances. But because workers may lack experience to organize arguments and facts, they might be talked out of a legitimate grievance or they may be frightened into dropping a case. Further, the workers may accept a settlement which harms their co-workers.

The Taft-Hartley Act also states that the union has the right to have a representative present at any time a worker and the company settle a grievance. It further provides that the settlement be consistent with the contract.

Obviously, if workers are handling grievances on their own, it is absolutely essential that the union demand that it be present at the settlement, otherwise the contract may be severely weakened. The best protection, of course, is to educate the membership on the importance of handling all grievances through the official grievance procedure.

If the contract is being violated, the steward has an obligation to take up the grievance even if the injured worker refuses to file a complaint. Should the foreman seek to deny the steward's right to file a grievance, the steward should cite the contract violations. Lack of a formal complaint by a worker does not give management the right to abridge or violate the contract. It is very important that management's obligation to honor the contract be fully understood since there have been adverse arbitration awards because the union failed to enforce the contract.

The Grievance Meeting

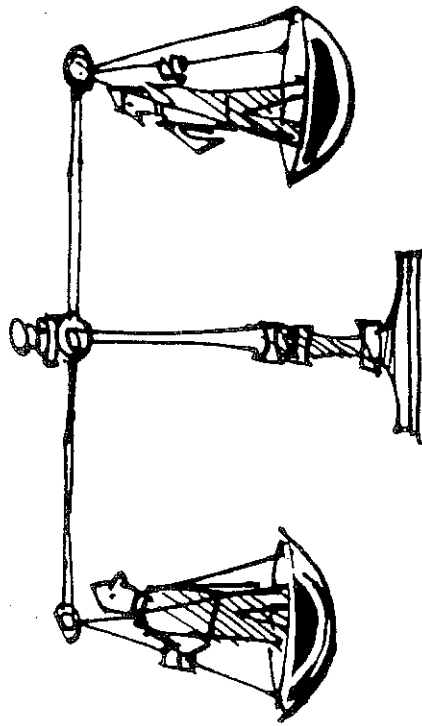
If the grievance procedure permits stewards to take the workers with them, the stewards' knowledge of the workers is important. If the workers fly off the handle too quickly, tend to talk too much or fold under pressure, it may be advantageous to proceed without them.

Workers should be briefed on what to expect. They should be informed that stewards alone are the union's spokesmen. Stewards should tell the workers how the case will be handled. They'll be less likely to talk out of turn.

Should the workers insist upon talking and answering management's questions, the stewards should request a recess. Privately, the workers should be told that they are hurting their case. If the workers refuse to follow the stewards' advice, the matter should immediately be referred to the chief steward, local president or business agent.

Talking to the Foreman

Just as the steward is the on-the-job representative of the union, the foreman is management's on-the-job representative. Foremen are in a difficult middle position, between the production workers and top



Don't abuse your foreman. Don't let him abuse you.

While it may be necessary for them to confer with higher management, such a request could be a stall. Persistence in seeking a time limit for a first step answer is often required to get a date for a follow-up meeting.

If the foreman says that management must study the problem, the steward must be firm in insisting upon a settlement retroactive to the date the grievance was filed. This protects the worker and discourages management stalling.

Time limits established by the contract should be watched. The steward has no authority to change time limits but if a longer time is needed by the management, the chief steward or local officers should be consulted.

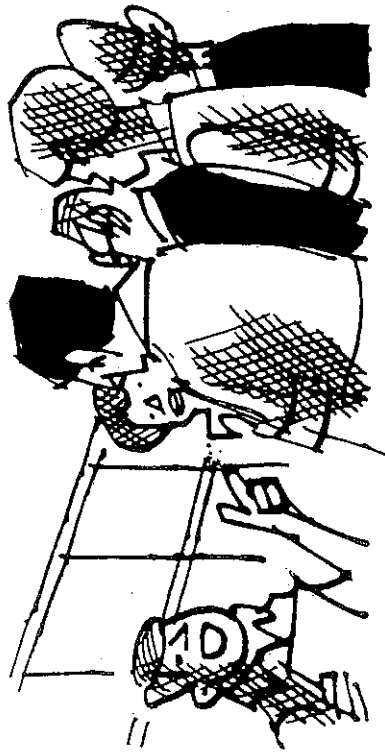
There may be occasions when the steward goes to the foreman with several workers or other stewards or committeemen. At such a time, it's important for everybody to stick together. The union committee should prepare ahead of time for the meeting with the foreman, chances are that they will be together on details and approach to the grievance. However, it's possible for something unexpected to come up. If this happens, call a recess to determine strategy.

Know when to stop talking, particularly when the foremen agree. For to continue to talk could result in the loss of a good settlement. If the foremen won't budge, the stewards should announce their intention to appeal.

Workers who have filed grievances have the right to know what is happening to it. If a long time goes by before they hear anything about it, they may conclude that the union doesn't care.

Periodic checks by the steward or shop chairman may be required if the grievance has been appealed. A report to the worker and other workers in the department is a good way to demonstrate that the union is concerned.

The steward should inform local officers whether the grievance has been settled or is about to be appealed.



Keep the worker informed of the progress on his grievance.

“Keep the Worker . . .”

Summary

Paying attention to the following details will help in the winning of grievances:

1. Don't short circuit the grievance procedure.
2. Stick to the facts.
3. Don't lose your temper.
4. Listen carefully to what others say.
5. Don't bluff or threaten.
6. Don't permit stalling.
7. Don't horsetrade.
8. Attempt to settle grievances at the lowest step.
9. Don't argue with the worker in front of management.
10. Keep the worker informed about the progress of his grievance.

Building And Strengthening The Union

Stewards have the opportunity to build support for the union because they can talk to the members every day—at lunch, during a smoke, often on the job.

The union counts on you to carry the word about union activities to the members and to encourage them to take part.

The members expect you to have more information about the union than they do. They will listen to your opinions on union affairs. They may not always agree, but a lot of what you say will sink in.

Educate Yourself

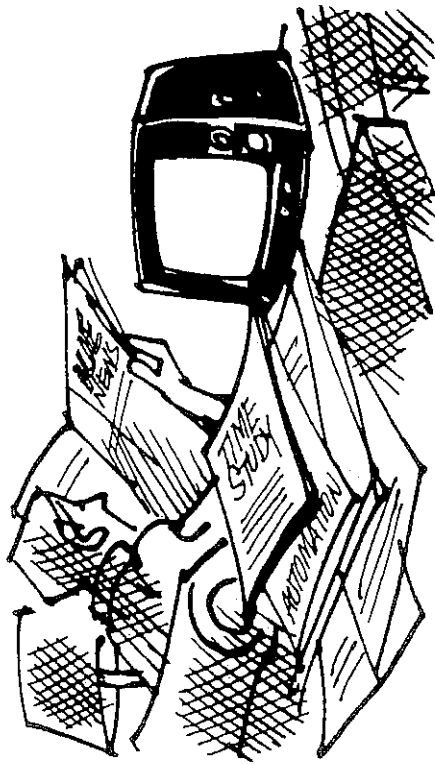
You can't tell the members anything you don't know yourself. Attend union meetings regularly. Make it a point to read the IUE News and the AFL-CIO News.

Go over union pamphlets and other publications soon after they reach you. This will help you act and speak in line with union policy. It will help you answer accurately and convincingly workers' questions about the union.

Study your union contract, union constitution, and by-laws, both local and national.

Know the provisions of your pension plan. Attend classes and schools sponsored by the IUE and the AFL-CIO.

You must know your contract from A to Z. But that is not enough. To provide the kind of leadership required today, a steward should know something about automation, time and motion study, and other factors that affect our industry and our union.



Educate yourself.

They've got to be convinced that is pays to be a member and that the union is a democratic organization they'd be proud to belong to.

There has been so much newspaper propaganda against the union shop that some workers don't understand the reasons for it. The union's thinking on this question is:

Everybody benefits from the union. All the workers get the raises negotiated by the union; they all have the protection of the contract and the right to use the grievance procedure.

Therefore, it's only fair for everyone to belong to the union and help pay for it.

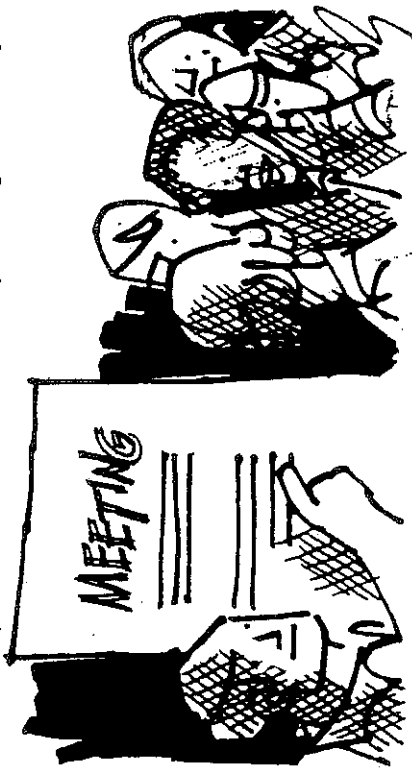
The Role of Free Choice Skill Exercised in Union Shops

Union shops don't eliminate free choice. In general, free choice is exercised at four steps before a union can get a union shop in the plant:

First, the union has to persuade a substantial number of workers (30 percent or more) to sign union membership cards.

Next, a secret ballot election conducted by the NLRB must be held, and a majority of the workers have to vote for the union as its collective bargaining representative.

Either by a direct vote at a membership meeting or in a repre-



Get your members to meetings.

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sentative fashion through a negotiating committee, the union must decide on whether or not it wants a union shop.

Finally, the union must convince the employer to sign a union shop contract. Without the consent of the employer, there is no union shop. A union shop exists only by agreement between labor and management.

Keep a Record of Members

A steward should know names, addresses, badge numbers, seniority, operation, wage rates, and past job experience and grievance records of all those under his jurisdiction.

Keep this information in a pocket notebook with a page or two for each member. This information can be of value on many occasions.

Get Your Members to Meetings, Union Affairs, Classes

Unions are among the most democratic organizations in the world, when members participate actively in union affairs.

It is a privilege and duty of every member to take part in electing their stewards, committeemen and union officers.

It is at the meetings that the members find out how their dues are spent, who their officers are, and what their union is doing.

When workers fail to vote, or fail to attend their meetings, they weaken their union.

Remind the workers beforehand and tell them what's coming up. If they don't come, try talking about the meeting during lunch the next day, so that they'll know they missed something.

You are never going to get all the members in your department to all the meetings, but a steward's job is easier when there is a group of active members who know the score and can help him out.

And, of course, you should attend every meeting yourself!

Urge members to participate in union affairs and classes. It will stimulate their interest in the union.

Build a Team in Your Department

Stewards have to have the backing of the workers they represent.

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The Steward as a Counselor

Encourage Members to Take Advantage of Union Services

Let your members know what services and opportunities the union offers them outside the plant. The union provides sports, recreation and educational and counseling programs for members and their families.

Perhaps your local has a credit union. Or a blood bank. Do you run picnics? Christmas parties for the kids? Make sure your members know about these activities.

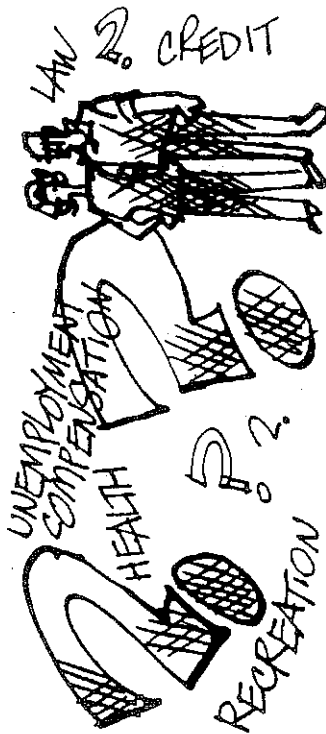
Help Your Members With Problems Outside the Plant

Often workers need help on problems that come up outside the plant.

A member's claim for unemployment compensation may have been denied.

Perhaps a woman can't find a day nursery that has a place for her child.

These out-of-plant problems are just as important to the worker as



Help members with out-of-plant problems take advantage of union services.

a grievance. Often they turn to the steward for help.

The AFL-CIO Community Services program trains union members to understand laws affecting workers and to know what public and private community agencies can do to help people with home and family problems.

These people, called "union counselors," know where to send members for advice or help. If you have union counselors in your plant, it's a good idea to use them whenever necessary.

If a local union does not have a Community Services program with union counselors, the steward or committeemen should take the leadership in pointing out the need for such facilities. Your International Union and the AFL-CIO can provide assistance.

It means keeping alert and keeping our membership aware of these important legislative issues.

It means calling, wiring, writing, visiting our elected representatives and getting the members to do likewise.

Support COPE

COPE stands for Committee on Political Education, the division of the IUE and the AFL-CIO which works to elect good candidates to office in local and national governments.

COPE tries to get members and their families registered, so they can vote. It works for the election of candidates whose records show that they will work for the good of all people, and who will support sound, progressive and humane domestic and foreign policies.

Then, on Election Day, union members go out and get people to the polls to vote.

COPE also keeps IUE and AFL-CIO members, their families, their friends and the general public informed on domestic and foreign issues which vitally affect their lives.

State, Congressional District, County, City and Local Union COPE Committees Carry on Political Activities Such as the following:

1. Political organization.
 - a. Setting up COPE Committees and neighborhood and precinct organizations.
 - b. Keeping these committees alive and working.
2. Political education and training programs.
 - a. Leadership training institutes.
 - b. Information bulletins to leadership; handbills, direct mail, etc., to local union membership.
3. Register-to-vote campaigns.
4. COPE voluntary dollar drives.
5. "Get out the vote on Election Day" campaigns.

If there is no COPE Committee in your local, help organize one.

The Steward as a leader—Summary

1. Educate yourself on union matters.
2. Serve as an example to your workers.
3. Get acquainted with new workers.
4. Keep a record of members.
5. Get your members to meetings, union affairs, classes.
6. Give members satisfaction by listening to all problems.
7. Get your department to stick together.
8. Hold department meetings and consult members frequently.
9. Keep workers informed on union policies and activities.
10. Keep personal dislikes or likes and union politics out of grievances.
11. Fight discrimination. Discourage prejudice.
12. Don't stall on grievances.
13. Keep workers informed. Know sources of information and don't fail to get it when the worker seeks it.
14. Inform members of union services. Encourage them to take advantage of such services.
15. Fight anti-union propaganda.
16. Encourage members to register, vote and become active in COPE.
17. Know how to refer to the union contract, by-laws of the local and the International IUE Constitution.

COMPANY UNION—A union organized, dominated and financed by the employer, giving workers no real protection while keeping them from organizing a real union. Outlawed as an unfair labor practice by the National Labor Relations Act.

COST-OF-LIVING INDEX—The commonly used name for the Consumer Price Index, which is prepared by the U.S. Bureau of Labor Statistics. This Index shows, from month to month, and year to year, the change in prices of a number of items which it is assumed that most families buy—food, clothing, rent, furniture, etc. This price index is therefore a rough measure of changes in the cost of living.

DISCRIMINATION—Unequal treatment of workers because of race, religion, nationality, sex or age or union membership. Discrimination may occur in hiring, types of jobs given, rates of pay, promotion, layoffs or other actions.

EQUAL PAY FOR EQUAL WORK—The principle that workers should be paid equally for a job of equal value regardless of sex, race, age, etc.

ESCALATOR CLAUSE—Clause in the union contract which provides for increases or decreases in wages as the cost-of-living goes up or down. The "Cost-of-Living" Index of the U.S. Bureau of Labor Statistics is usually used to measure these changes.

FREE RIDER—A worker in the bargaining unit who refuses to join the union but enjoys all the benefits of his fellow workers.

FRINGE BENEFITS—All non-wage benefits in the union contract, such as paid holidays, paid vacations, insurance, pensions, which are paid in whole or part by the employer.

HOT CARGO—A clause in the agreement that provides that employees cannot be required to handle or use goods from an employer involved in a strike. Such clauses are outlawed under the Taft-Hartley Act.

INCENTIVE PAY—A system of pay based on the amount of production a worker or group of workers turns out.

LOCK OUT—A strike by an employer against his employees. The employer "locks his workers out" of the plant in an attempt to force them to agree to his demands.

MAINTENANCE OF MEMBERSHIP—A union security provision in a contract which says that a worker who voluntarily joins the union must remain a member.

MEDIATION (Conciliation)—Efforts by a neutral third party to get union and management to agree when there is a dispute. The conciliator or mediator acts as a friend of both sides and tries to find a basis on which the union and company can work things out.

MINIMUM WAGE—The lowest rate of pay an employer is permitted to pay by law or the union contract. This term is mostly used in reference to the Federal wage-hour law (Fair Labor Standards Act).

MODIFIED UNION SHOP—A union security provision in a contract which requires all new employees to join the union and requires workers already employed who are union members to remain in the union. The modified union shop is a combination of maintenance of membership for already employed workers and union shop for new workers.

NATIONAL LABOR RELATIONS BOARD—Created by the National Labor Relations Act of 1935, the NLRB administers and enforces the Act. Its functions include: defining appropriate bargaining units, holding elections to determine whether a majority of workers want to be represented by a specific union or no union, certifying unions to represent employees, interpreting and applying the act's provisions prohibiting certain employer and union unfair practices. The Board has five members appointed by the President.

OPEN SHOP—A plant where the employer's policy is not to recognize a union. The term sometimes refers to a plant where union membership is not a condition of employment, such as in a "right-to-work" state.

REAL WAGES—What your wages will buy. Buying power is the amount of goods or services which current money wages can buy. One measure of buying power is the consumer price index.