



Canadian Piping Trades® LOCAL 488

Job Steward Course

INTRODUCTION

United Association of Plumbers and Pipefitters, Local 488, would like to thank all members in advance for taking the time to complete this important course. This program is designed to introduce its members to some of the day-to-day requirements that come with being a Job Steward, a challenging and rewarding service that you have agreed to accept on behalf of your Union Brothers and Sisters.

UA Local 488 realizes that as a Job Steward, you are usually the first to hear about and see the incidents/issues which occur in the shops and in the field. We have created this course to let you know that you have the Local's support when dealing with any and all issues that may arise, and to give you a framework to help you investigate issues as they occur.

We will discuss a range of issues, from the simple, such as *"always carry a pencil and paper"* to the more complex, such as the UA **Standard for Excellence**, which the UA has adopted to give our clients the value that they expect from their labour partners.

In closing, pay attention, take notes and ask any questions that occur to you. We are here to learn from each other and your voice matters! It is through our members that we gain our strength.



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The appointment of and some of the duties expected of the Local 488 Job Steward are covered by Article 6 of the Local 488 Working Bylaws & Working Rules:

ARTICLE VI - JOB STEWARD

- 6.01 The Job Steward shall be appointed by the Business Manager and/or Business Agent and the time of appointment or termination of the Job Steward shall be left to their discretion.
- 6.02 Job Stewards must be journeymen members of the Local Union in good standing, and no Foreman shall be a Job Steward.
- 6.03 The Local Union shall provide an appropriate Job Steward's kit to appointed Job Stewards.
- 6.04 All Job Stewards or acting Job Stewards shall wear identification recommended by and supplied by the Local Union.
- 6.05 It shall be the duty of the Job Steward to check all new employees reporting for work to see that they have a referral slip.
- 6.06 Any complaint to the Job Steward, other than jurisdictional, shall be submitted to the Job Steward in writing and signed by the complainant.
- 6.07 If the Job Steward is unable to correct any grievance on the job, he must contact the Business Agent responsible for the job as soon as possible.
- 6.08 Any member or members found guilty of intimidation of the Job Steward in the performance of his duties, or any member refusing to assist the job steward in the performance of his duties, will be subject to disciplinary action.
- 6.09 The Job Steward shall receive an honorarium each month, provided the proper Job Steward Report Form is submitted, and this honorarium shall be the equivalent of one month's dues, for the performance of the duties outlined in this Article.

It is very useful for Job Stewards to have a good understanding and knowledge of the Local's Bylaws & Working Rules. A copy is included in your Steward Tool Kit.



Union Philosophy

The labour movement in Canada dates to the early 1800's, when it was illegal to belong to a Union. Workers banding together referred to each other as "Brother" and "Sister" to keep their identity a secret. These workers realized that they had a better chance of improving their lot in life by being organized and speaking out with one voice. Workers fought for the right to organize and to have better working conditions and universal social programs. In 1866, the *Trade and Labour Congress*, one of the predecessors to the *Canadian Labour Congress*, set out its policies which included the 9-hour working day, nationalisation of the railways, the setting of minimum health and safety conditions and the principles of equal pay for work of equal value. Another important policy was the abolition of child labour and universal access to childhood education.

As we can still see today, our Unions continue the struggle to uphold these values. In our global economy, we can find many companies who profit from the use of child labour in developing nations. In spite of this, many question if there is still a need for organized labour and Unions in the world today?

The answer to this question is clearly **YES!**

Stewardship really means that each member of Local 488 and those working towards membership, are accountable to the organization and to each other. This means that each and every one of us must constantly work towards the goal of promoting a *professional attitude, quality workmanship and productivity*. We, as a Union, must realize that we need to be first out of the gate as the example of how Unions, Contractors and Clients/Owners can successfully work together to increase our market share while still maintaining the quality of life that we presently enjoy.

Being a good Steward of Local 488 means:

1. Showing up on-time for work each and every day;
2. A day's work for a day's pay- As per Agreement (APA);
3. Respecting your Brothers and Sisters
4. Conducting ourselves in an ethical and moral fashion;
5. Being selfless and giving back to the Union;
6. Mentoring good unionism and leadership with our Apprentices;
7. Develop positive relationships within the Union's Community;

Hierarchy / Structure



UA Local 488 has elected Officers and appointed Representatives working for the membership. The Business Manager and Local President work together to direct policy and procedures for the elected Officers, in conjunction with the elected Executive Board. Job Stewards report to the Agent assigned to their jurisdictional areas. Members report issues to the Stewards who resolve or escalate the issue as appropriate.

Issues which are escalated may be resolved by the Business Manager, Agents, Executive Board, or any of the other Committees and Boards that serve the Local membership. If the issue cannot be resolved at the Local level, it is escalated to the appropriate National (UA Canada) body and may be further escalated to Arbitration, Legal Counsel or the UA International Office if required.

Collective Agreements in part govern the conditions on work sites, and Stewards are often asked to determine if a violation of the Collective Agreement took place. It is therefore important for Stewards to know and understand the CBA applicable to the site at which they are employed. No Collective Agreement terms may override the laws of the land, either provincially or federally.

In all cases, the first contact for issues on job sites that cannot be resolved by the Steward on site must be brought to the attention of the elected Business Agent. The Agent will review the material and determine if a grievance is required and will take it from there.

The Steward will likely be required to assist in the investigation of the issue and should be prepared to act as liaison between the member, contractor and agent assigned to investigate.



Collective Agreements

The purpose of Collective Bargaining Agreements (CBA's) is to govern wages and working conditions to facilitate harmonious relations between the Employer and its Union Employees.

CBA's are generally structured the same; they consist of Articles and Clauses under each Article. Each of the Clauses found in an Article elaborate on the intent of the Article and must be viewed in context with the other related Clauses. If the wording in the CBA is clear and definite, it makes it much easier to understand the intent of the Articles.

It would seem quite obvious, however cannot be overstated: It is imperative that the Job Steward know and understand the Collective Bargaining Agreement "inside-out".

You may not need to memorize every word, but you must be familiar with the CBA which govern the site you are working on, and more importantly, must know how to find the relevant Articles and Clauses pertaining to your member's issue. In most cases, this knowledge and understanding will allow a Job Steward to resolve issues without requiring the escalation to a Business Agent.

The Job Stewards' main focus should be to keep and represent the crew on the job, and to resolve issues using diplomacy and good problem-solving skills. Therefore, an important first step is to know the CBA and correctly interpret it.

UA Local 488 is signatory to several different Collective Bargaining Agreements:

- ICI- Industrial, Commercial, Institutional (CONSTRUCTION Agreement)
- GPMC/NMA (National MAINTENANCE Agreement)
- Fab Shop / Mod Yard
- Refrigeration (Alberta Independent and Refrigeration Maintenance)
- National Road Sprinkler Fitter Agreement
- Commercial and Residential Plumbing Agreements
- Pipeline

Know the Collective Agreement for the Job you are on

KNOW THE FACTS!

Most issues can be resolved by a solid knowledge and review of the CBA applicable to the site.

Jurisdiction and Jurisdictional Disputes



Jurisdiction and Jurisdictional Disputes are covered as follows:

- Recognition of Jurisdiction
- Recognition of Craft Jurisdiction
- Recognition of Jurisdictional Dispute

Typically, the Job Steward is the front runner in monitoring jurisdiction. The Job Steward must be able to obtain and to relay (to the Union office) the necessary information to process the initial stages of a jurisdictional issue.

The jobsite Steward must also have a basic understanding of the handling of a jurisdictional dispute. This will enable him/her to effectively update the other members on site.

Recognition of Jurisdiction

A Jobsite Steward **must** understand the meaning of '*jurisdiction*'. The word itself means scope, domain or what belongs to your local. Another term would be "what is rightfully or legally Local 488 ownership".

In regard to craft jurisdiction the question is 'what belongs to the trade' or specifically, '*what belongs to Local 488 trades*'.

Recognition of Craft Jurisdiction

Article 3 of the *CLR Jurisdictional Memorandum of Understanding* and the UA recognize the craft jurisdiction of the United Association's Pipe Trades. This Article legally binds signatory Employers (Contractors) in the recognition of craft jurisdiction.

NOTE: Employers who are not signatory to the CBA are not legally bound to recognize craft jurisdiction, unless it is through a sub-contracting clause, should one exist.

This Article is very general in its recognition. It identifies field construction, erection, rigging, field fabrication, unloading and work involving assembly, dismantling, and demolition.

*** Very General Indeed!***

Recognition of a Jurisdictional Dispute

If an Employer (Contractor) was signatory to only the United Association agreements, then that Employer would have no issues in recognizing the craft jurisdiction of the trade.



Jurisdiction and Jurisdictional Disputes

Q: What happens when an Employer is signatory to the UA Collective Agreement and another Trade's Collective Agreement involved in the construction Industry?

A: Probably nothing if the other trade's jurisdiction was different than the UA craft jurisdiction.

Q: What if the other trade's Craft Jurisdiction was similar to the UA craft Jurisdiction?

A: One thing for sure, the Employer who is signatory and legally bound to both trades has a dilemma. If the Contractor recognizes, for example, the Boilermakers Craft jurisdiction and not the other trade, it is likely that the other trade will proceed with litigation as the CBA has been breached. This is called a jurisdictional dispute.

Handling of a Jurisdictional Dispute

If the UA and the other trade have a jurisdictional agreement between them, the issue may be able to be immediately resolved. If a dispute cannot be resolved in the above fashion, it will likely be referred to either the jurisdiction dispute plan or a provincial Labour Relations Board for arbitration.

Job Steward responsibilities when dealing with jurisdiction:

- Understand what a jurisdiction is;
- Know what the UA's jurisdiction is, when it doubles over; if in doubt, contact the Business Agent;
- Have the following information ready when contacting your Agent:
 - What does the issue involve (Equipment name, location of work, function of equipment, material that the equipment is made of, etc)
 - Who is the Contractor signatory to?
 - Who is performing the work (another trade, non-union, etc)

As the Job Steward, you will not be involved in the processing of a Jurisdictional dispute. Therefore, the initial information that you can provide is crucial to determining who owns this work. The UA will likely keep you informed as to the progress of the dispute.



The more informed that Job Steward is about their Collective Agreements, the *UA Constitution, the Local 488 Bylaws & Working Rules*, the judicial structure and the process, the better he/she will be to resolve issues and problems at the first stage. Many of the job-site problems that occur can be quickly resolved when proper lines of communication are established and maintained. A simple review of the facts will usually resolve the situation before any escalation is necessary.

It is sad to say, but far too often union members are misinformed or fail to understand the Collective Agreements and our Union Bylaws. The old saying *“it’s not what I don’t know that worries me, it’s what I know that isn’t so, that does”*.

It does not take much to frustrate and confuse a Job Steward who is *not* well informed, and some members will try to use this lack of knowledge to their advantage. However, if the Steward makes it their business to ask questions and stay well informed, including the terms of the *CBA’s* and Local’s *Bylaws*, and refers to them often, they will easily be able to effectively serve the members who rely upon them for job-site representation.

The *Bylaws & Working Rules* are considered the Union’s ‘Operations Manual’.

KNOW THE FACTS!

When in doubt about ANY issue, contact your Business Agent and ask questions. It is a good idea for the Steward to be in frequent contact with the Union Hall. This establishes good lines of communication and keeps relevant information flowing between all parties.



Job Steward Protocol

A Steward is a leader who represents the workers on the job site or in the shop. Stewards are overseers of the rights and benefits which the Union has gained through the collective bargaining process. You are the link between members, Management and the Union.

The way in which the Stewards meet the challenges of Stewardship will have a direct bearing on the reputation of the Union and its basic philosophy of service and support.

The Steward must:

- Be fair, objective and thorough when investigating issues;
- Give advice based on facts and knowledge of the CBA;
- Be approachable and not give the impression that you are too busy. If you do, your tenure as Steward will be unsuccessful;
- Project a friendly attitude so that members and management both feel they can approach you easily.

The Steward's role

Brainstorming activity: _____

NOT the Stewards' Role

Your Employer may ask the Steward to undertake tasks that are NOT in keeping with the role of the Job Steward such as:

- Firing
- Layoff's
- Discipline

It is **not the Stewards responsibility** to do the Supervisor's job in these matters.



What is a grievance?

- A grievance is a difference arising out of the interpretation, application, administration or alleged violation of the terms and conditions of the Collective Bargaining Agreement.
- A grievance presented by a Union is a complaint against the Contractor (Employer) for violating the terms and/or conditions of the Collective Agreement, Labour Laws, regulations, agreed past-practices, agreed rules or matters which the parties have mutually agreed to, subsequent to the official signing of the CBA.

What is NOT a grievance?

Brainstorming activity: _____

- Grievances cannot be filed against a co-worker or for personal issues. However, if a co-worker agreed to work overtime for straight time pay, another employee could file a grievance against the Contractor as this action would be contrary to the terms of the CBA, and would therefore not be action taken against a co-worker, but rather against the Employer.

The most common type of grievance is an individual one. These are grievances involving missing or incorrect pay, discipline, discharge, improper lay-off, or denial of fringe benefits such as *show-up* or *clean-up* time for an individual. A group grievance is a complaint made on behalf of a group of members who are affected in the same way or at the same time by an action or lack of action taken by the Contractor (Employer). Other types of grievances include: Policy grievances, Management grievances, and borderline grievances, among others.



Grievances

KNOW THE FACTS

As a Job Steward, you will receive complaints from members ranging from the frivolous such as: *“I don’t like the way he looks at me”* or *“I don’t like tuna fish in my lunch”*, to the serious ones like threats of violence or the termination / dismissal of members employment.

Your job as Steward is to discern the difference between a complaint and a grievance.

Complaints must be addressed, even if frivolous, as doing so builds understanding and shows respect for the Member and the Employers concerns. Doing so builds an expectation that the Steward WILL listen and helps inform the membership on issues before they become grievances.

And sometimes, a member needs to hear that they must stop complaining and just get back to work. These are not always easy conversations to have; the Business Agent assigned to your area can help you with these conversations.

Complaint or Grievance?

To determine if an issue is a complaint or a grievance, ask yourself the following:

- Does the complaint involve a past practice?
- Does the complaint involve a violation of the Agreement?
- Does the complaint involve a violation of government legislation?
- Does the complaint involve a violation of Company rules?
- Does the complaint involve unjust treatment by the employer?

If you answered “NO” to all these questions, then the issue is a complaint, not a grievance. For most Stewards, the process of handling grievances is fairly routine. When the member comes to us with a problem, we check it out. We do the proper grievance investigation and ask good questions to determine whether the issue is grievable under our agreement.

ASSUME NOTHING!

What happens if the problem presented to you is not an actual grievance? It has happened to all of us; a co-worker asks you to file a grievance on an issue that is not grievable.

What do you do? _____

What you **SHOULD NOT** do:

DO NOT file a complaint or issue as a grievance if you know that it is not really a grievable issue. If you do so, you are sending three poor messages:

1. **The complaining member thinks that you can actually achieve something** with the grievance procedure, thereby raising the member's expectation which you cannot meet, and creating the impression that you or the Union grievance procedure is ineffective.
2. **It damages your credibility with the Employer/Management.** Part of the goal of grievance handling is to resolve problems; grievance resolution needs the cooperation of both sides. If you go to the Employer with frivolous grievances, you will quickly lose the respect and support of the Employer. Your judgment may then be called into question when you do present other, legitimate grievances.
3. **Filing frivolous or poor grievances may make the Employer or management retaliate** and may poison their relationship with our Local Union on larger issues.

What you **SHOULD** do:

1. Tell the member straight-out that the issue is not grievable under the CBA;
2. Explain why: do not take for granted that members understand the Unions role in handling grievances and what the repercussions are for filing a frivolous one;
3. Explain what the process can achieve and what it cannot. Speak about the bottom-line issue of justice for all members;
4. Do not delay these conversations and deliver the news directly and sympathetically. You can expect some emotional heat with these discussions, but if you listen sympathetically, you can allay concerns.
5. Keep good notes as to your decisions and make these part of your report;
6. See in what other ways you can help resolve the issue. There may be other negotiates procedures that can help with issues that are not grievable; Check with your Business Agent if unsure.
7. If the issue is a personal problem, direct the member to contact the Union office. There are many other avenues and resources available that the Union can offer to help members with personal situations.



Grievances

Remember:

Saying NO to a member about filing a grievance is one of the toughest and most difficult responsibilities of a Job Steward. Some members will not be satisfied with your answer. For most members, some demonstration of concern or presenting other possible resolutions and suggestions to resolve the problem will go a long way towards building and maintaining trust in the Local Union and you, as its' member representative.

Grievance Notes: _____



To help the Steward perform their duties well, the Local Union provides a “Tool Kit”; this material should be kept in a secure place where the Steward can access it easily when needed. This tool kit should contain, but is not limited to, the following items:

1. Copy of the Local Union Bylaws & Working Rules
2. Copy of the UA Constitution
3. UA Standard For Excellence
4. Copy of the Collective Agreements
5. Job Steward Handbook
6. Copies of Job Steward Reports
7. Member Concern Forms
8. Dispatch Policies & Procedures
9. Pen and Calendar style notebook
10. Union stickers, Local 488 Contacts Business Cards
11. Local Union department phone directory numbers
12. Local Union forms

It must be understood that the information contained in the Job Steward Kit needs to be kept in a secure place accessible only by the Steward. This tool kit is for the sole use and convenience of the UA Steward, and must be protected from possible misuse by others.

As well, any personal information gathered by the Steward in the course of his/her duties about any member or non-member, must be treated in confidence and kept private to comply with the *Personal Information & Privacy Act*.



Communication

The Job Steward's first line of defense:

It cannot be overstated that good communication skills and techniques used by Supervision and the Job Steward will go a long way in keeping the job running smoothly. Many issues can be resolved by using good listening and problem-solving skills to find solutions as soon as possible.

Any problem or issue that is left to fester or is not resolved because of misunderstandings, will only come back again in one form or other. If not, the crews will have the perception that the job is poorly managed, and the members will feel that they are in a constant fight rather than working together as a team to get the job done effectively.

Supervisors and Job Stewards must realize that their ability to communicate will have a direct bearing on the outcome of the job-related issues. It is important that Stewards understand the relationship between Union representatives and Management. Although the Foreman exercises certain authority over the Steward as a worker, the Steward acts as an official representative of the Local Union when they meet to discuss job issues and therefore has equal status.

The work of the UA, especially shut-down work, often creates environments where good communication skills on the part of the Job Steward will help keep a job running as smoothly as possible. The Job Steward is a key link between the Union and Management. Their ability to calmly raise issues and seek resolutions while keeping the workers on the job will be a key factor in the progress of the job.

The result, if handled properly, will be the Client (Owner) and Contractor (Employer) being left with the opinion that the job was completed on-time and on-budget because of the professionalism of the UA and its' membership.

Good Listening Skills:

In general, good listening skills are developed over time and once learned, become part of your natural method of communicating. However, when job-site issues arise, the Steward must be able to demonstrate good listening skills to get to the root of the problem.

First of all, the Steward will want to *listen attentively* to make sure they understand the problem and associated facts. Then the Steward will want to *listen actively*, to communicate in such a way as to get feedback from the member to verify that they understand the issue. These actions will help the Steward to differentiate between a legitimate issue and a complaint.

Generally, *active listening* means that you try to capture the content, feeling and underlying message of the speaker by verbalizing back what you believe is being stated. If you have successfully captured the content feeling and underlying message said by the speaker, they will respond by confirming that you have heard them and understand what they are saying and what the issue is. If you have not understood correctly, this will be the chance for the member to restate their issue with the hope that understanding will take place.

Engaging the speaker in this way also has the added benefit or effect of calming someone who is upset. Many people who have poor communications skills can easily get worked up as they are frustrated by their inability to express themselves well. These folks may have had bad experiences in the past, and your active listening in a calm manner will make them feel heard, creating a (often visible) sense of relief. Sometimes the act of simply listening to them can resolve the decision as they just need to 'vent' or get something off their chest. Your active listening may even empower them to handle a problem differently, simply because they feel that their concerns have been understood and acknowledged.

Good *active listening* skills do not just 'happen'. Your ability to be a good listener, one who can distinguish the "chaff from the facts", will improve as you continue to evaluate yourself and continue to practice this valuable skill. As stated earlier in this section, *Active Listening* is a skill that can be developed over time and will aid you in all areas of your work and personal life. Over time, people will get to know you as someone who knows how to listen and resolve problems. You will even find that people approach you and treat you differently.

Important:

Take Notes! If the issues proceed through to the Grievance phase, it can be enormously helpful for you to be able to provide notes of your initial conversations regarding the grievable issue. These notes can capture important details and 'first impressions' that may be lost in a re-telling of the issue. Body language is important, and many people give non-verbal clues regarding their emotional state when speaking about stressful issues. Watch for these.

Keeping a record of these conversations and impressions also allows you to spot patterns on both Member and Contractor issues and concerns and could be very useful in Union policy development in the future.

Remember:

ALWAYS CARRY A PAD OF PAPER/NOTEBOOK AND A PEN/PENCIL TO TAKE NOTES.



Communication

Helpful Techniques to develop *Active Listening Skills*:

- ✓ **STOP TALKING:** You cannot listen while you are talking;
- ✓ **EMPATHIZE WITH THE OTHER PERSON:** Try to put yourself in his/her place so you can see what he/she is trying to tell you.
- ✓ **ASK QUESTIONS:** If you are not sure what the other person is trying to say, ask for clarification.
- ✓ **DO NOT GIVE UP TOO SOON:** Do not interrupt and give the other person time to say what they have to say. Don't assume that you know what they are going to say.
- ✓ **CONCENTRATE ON WHAT IS BEING SAID:** Focus your attention on their words, ideas, body language and impressions related to the subject.
- ✓ **LOOK AT THE OTHER PERSON:** Facial expressions, eyes, hands and body language all communicate. Paying attention to these cues helps you to concentrate and makes the other person feel like you are listening.
- ✓ **LEAVE YOUR EMOTIONS AND PREJUDICES BEHIND:** It is easy to jump to conclusions or to project your own feelings on someone else's issue. Be aware of this and try to avoid doing so.
- ✓ **CONTROL YOUR ANGER:** Anger may prevent you from understanding what the issue is and may further rile the other person.
- ✓ **GET RID OF DISTRACTIONS:** Have your discussions in quiet, private areas.
- ✓ **GET TO THE POINT:** Concentrate on the main ideas and don't get lost on the illustrative material; Stories and statistics can be important but are not usually the main issue. Consider them only if they prove, support or define that main issue.
- ✓ **REACT TO THE IDEAS, NOT THE PERSON:** Do not allow your reactions to the situation influence your interpretation of what is being said. The idea may be valid, even if you do not like the person saying it.
- ✓ **LISTEN TO WHAT IS NOT BEING SAID, AND HOW SOMETHING IS BEING SAID:** Body language and omissions can tell as much about a situation as actual words spoken.
- ✓ **DON'T ANTAGONIZE THE SPEAKER:** These conversations can be difficult for some people, so be kind and try to avoid confronting or antagonizing a person. Doing so will cause them to conceal their issues and will create disharmony on the job-site.

- ✓ **CONSIDER PERSONALITY CONFLICTS:** Not everyone gets along well with others. Be careful to not allow personality conflicts to taint your impression of an issue. Be objective and leave personalities out of the equation.
- ✓ **AVOID ASSUMPTIONS:** Don't assume you know how the issue has affected the other person. Allow them to complete their story and ask questions once they are done.
- ✓ **AVOID HASTY JUDGEMENT:** Wait until all the facts are in before making decisions.
- ✓ **EVALUATE FACTS AND EVIDENCE ONLY:** Leave any speculation or assumptions out of your decision making. Focus only on the presented facts and actual evidence, and consider these in relation to the issue at hand.

Keeping these points in mind and reviewing them often will help you to be a better listener, which in turn will help you to be a better representative for your Local Union.

The position of a Job Steward can be some of the most rewarding or most stressful work that you do. Much depends on what you bring to the job. Active Listening skills will allow you to build and project trust with your co-workers and will make your role easier.

GET IT IN WRITING:

We live in a 'talking' culture; this means we often rely on memory of our conversations and sometimes that memory is flawed. When dealing with another person's issues, it is important to keep notes and put the facts in writing. This allows you to control "the record" of the issue from its earliest identification through to a potential resolution. Remember that the Employer will likely have several persons who record information relating to any issue- your record can become the supporting documentation that allows for a mutually satisfactory resolution to the issue. Do not discount the importance of your first conversations and impressions, and also be sure to add to your notes as new information comes to light. A consistent recording method and comprehensive time-line of events will allow you to present relevant facts in a clear and orderly manner should you be required to do so in future.

Additionally, the very act of taking good notes conveys a professional image of your role to both the member and the Employer. Just as importantly, a member will likely be more truthful and consistent in their statements if they know an accurate record is being kept.



Handling Disagreements

As a Union Job Steward, you may be called upon to intervene between Union members in matters of personal conflicts or disagreements. A reliable way to understand and deal with job-site disagreements is to determine the source of the conflict. Disagreements generally have their roots or source in four categories. Asking these questions and identifying the causes will allow you to mediate a solution to the disagreement.

There are some tools to help you with this; make notes on the following to assess the situation and reach a resolution:

1. Conflicting GOALS: _____

2. Conflicting METHODS: _____

3. Conflicting FACTS: _____

4. Conflicting VALUES: _____



KNOW THE FACTS:

As Job Steward, part of your role is to try to understand and solve problems between parties and to try to come up with effective and achievable solutions. This will require practice and skill on your part.

Asking questions to get to the source of the conflict will help you keep the involved parties focused on the issues and not get sidetracked or involved in 'personalities'. This is often more difficult than it seems. You may end up in a position where you have to tell both parties to "back off" as they may be taking an issue personally when it is not intended to be.

A Job Steward should be able to get the involved parties to agree to discuss the issue, with the Steward acting as facilitator to help the process. Ideally, this will allow all to come up with a collaborative solution. If you stick to the facts and evidence, and present them as conflicting goals, methods, values or work, it may be easier to find a solution that works for all parties.

Know the facts and do not allow personalities to override the issue at hand!



Expectations Of Job Stewards

The following is a general description of what your Local Union needs you to be informed of and considering in your work as Job Steward.

1. Monitor lay-offs, quits, dismissals, transfers, name hires and apprentice ratio on site.
2. Communicate weekly with the workforce; a short meeting at lunch is preferred.
3. Communicate regularly with your assigned Business Agent
4. Prepare and submit your monthly Steward Report and attend Union Meetings when possible.
5. Encourage Members to attend Union Meetings.
6. Be the Unions eyes and ears on job sites.
7. Be your Union's Safety representative on site.
8. Be the Union member's first contact for wellness related issues. Know where to refer someone who may need assistance in other areas of their life. Know and promote the use of the Morneau Shepell.
9. Always work to keep Local crews on site.
10. Make contact with new Hires, collect Dispatch Slips.
11. Represent yourself in a professional manner.
12. Know the Employer and Owner expectations and policies regarding work site rules and disciplinary action. You are the Employee (member's) advocate at disciplinary meetings, so it is important that you know the FACTS.
13. Make sure that the paperwork is complete.
14. Do not underestimate the value of addressing a foreman or worker about or with a problem.
15. **ALWAYS mentor Unionism and Solidarity.**

Personal Information & Privacy Protection Act



There are several laws in Canada that relate to privacy rights. Enforcement of these laws is handled by various government organizations and agencies. Additionally, the UA and Local Union have a responsibility to protect and keep private the information of our members.

Generally, a Job Steward is not required to collect and maintain personal information on members or non-members. However, in the course of their duties, Job Stewards may see or be exposed to personal details, such as information on incident reports, dispatch slips or disciplinary records.

Stewards are advised not to include personal information in their correspondence with the Hall and others. Members have a right to expect that their personal information remain so, and there may be serious consequences to failing to protect such information.

Additionally, Stewards may not share another members' contact information with anyone, including other Union members. If in doubt, have the enquiring party contact the Union Hall for information. If the Hall requests information from you regarding a member on site, ask the Employer to provide this information from their records directly to the Hall. This will help you avoid being placed in a conflict situation where someone's privacy rights may be compromised.

A more comprehensive review of Privacy Rights In Canada can be found here:

https://www.priv.gc.ca/en/privacy-topics/privacy-laws-in-canada/02_05_d_15/



UA Standard For Excellence

The United Association *Standard For Excellence* policy is a Labour-Management commitment to uphold the highest industry standards for quality in the workplace and ensure Customer satisfaction

MEMBER AND LOCAL UNION RESPONSIBILITIES:

To ensure the *UA Standard for Excellence* platform meets and maintains its goals, UA Business Managers, Business Agents, Shop Stewards and local memberships shall ensure all members:

- ✓ Arrive on time. Adhere to lunch and break times. (Personal cell phones are **only** used at this time). Absenteeism and tardiness will not be tolerated.
- ✓ Be prepared with required tools. Respect tools and equipment supplied by employer.
- ✓ Adhere to the zero-tolerance substance abuse policy.
- ✓ Eliminate work disruptions.
- ✓ Ensure safe on-time completion of projects.
- ✓ Respect property. Vandalism is not tolerated.
- ✓ Be productive and dress appropriately. Keep inactive time to a minimum.
- ✓ Respect and adhere to employer and customer rules and policies.
- ✓ Follow safe, reasonable and legitimate management directives.
- ✓ Enhance skill level by using local and international training classed and take advantage of the certification system.

EMPLOYER AND MANAGEMENT RESPONSIBILITIES

MCAA / CLRa and its signatory contractors have the responsibility to manage their jobs effectively. They have the following responsibilities under the *UA Standard for Excellence*:

- ✓ Ineffective management, superintendents, journey-workers and apprentices will be returned to the referral hall.
- ✓ Provide worker recognition.
- ✓ Ensure all materials needed are available.
- ✓ Provide storage for tools.
- ✓ Provide leadership to jobsite supervisors.
- ✓ Ensure leadership takes responsibility for mistakes created by management decisions.
- ✓ Be consistent and fair with disciplinary action.
- ✓ Create and maintain a safe work environment.
- ✓ Promote and support continued education and training
- ✓ Have properly manned projects.
- ✓ Treat employees with respect
- ✓ Cooperate and communicate with job steward.