**Introduction**

Introduce the instructor(s) and, time permitting, have stewards introduce themselves.

Discuss why unions are valuable and how stewards are the backbone of the union movement.

**Duties and Responsibilities of Stewards**

What should stewards be doing?

The duty of fair representation. What do unions owe their members?

**Legal Rights of Stewards**

Right to speak freely, right to protection from retaliation, and the right to information

Steering clear of trouble as a steward

**Rights of Rank and File Members**

Weingarten rights

Other non-contractual rights: FLSA, FMLA, OSHA, Title VII of the Civil Rights Act, ADA, Veterans rights, etc.

**Arbitration and Mediation X**

Definition of arbitration and mediation

How arbitrators are chosen

How a hearing proceeds and evidence is introduced

**Basic Skills for Stewards**

Listening and interviewing

Identifying Issues

Investigations

Dealing with different types of cases

Grievances

Contracts and evidence.

Contract interpretation rules.

Discipline

Guilt and Penalty, the seven tests, & just cause

Prohibited Practices & Unfair Labor Practices

MLRB (NLRB, NMB & FLRA) rules for filing ULPS

Prohibited Personnel Practices and Civil Rights Complaints (Federal Sector) **X**

Scope and jurisdiction of MSPB and the Office of Personnel Management

Formal Complaints **X**

Gripes

**Direct Action and Organizing X**

Scenarios exercise

**Telling a Story and Developing the Theory of Your Case**

Who is your audience?

Writing Complaints, Grievances, and Unfair Labor Practices.

**Burdens of Proof**

Different levels or burdens of proof from probable cause to beyond a reasonable doubt

**Review & Closing Exercise**

The closing exercise tests the stewards’ ability to address, and differentiate between, different kinds of cases including gripes, grievances, unfair labor practices, discipline, and complaints. The two-day course covers preparing for arbitration and the three-day class addresses arbitration and administrative hearing procedure and ends with a mock arbitration. The goal is not necessarily to prepare stewards for formal hearings but to help them understand how the most serious cases end, in arbitration or court, and the foundation that needs to be laid to win in the minority of cases that might end up there.