



Interoffice Communication

To Harry Garrison
From Charles Kroske
Date February 19, 1978
Subject AMR Seminar on "Supervising Union Free"

Speakers: 1st Day: - Robert Maddox - Consultant on Development of Human Resources

2nd Day - Richard A. Wittmeyer - Consultant on Development of Human Resources, specializing in management and supervisory development, employee relations, policies, and practices which create trust between management and employees.

3rd Day - Mike Lotilo - An attorney representing management with respect to labor laws.

1st Day: "Reasons for Supervising Union Free"

Mr. Maddox gave a good talk on the costs both for the company and employees when a union is represented. He pointed out that a union also told management how to manage. Mr. Maddox said that the good 1st line supervisors make unions unnecessary. He said that in order to have good 1st line supervisors they need to be treated as good as employees; in other words, is employee treated better than supervisor with regard to time off, pay increases, benefits, and recognition. He said there should be some difference in benefits between employees and supervisors.

Mr. Maddox gave a good talk on selecting supervisors which I feel can be used in selecting new employees. In the interview of a new employee, it was brought out that the interviewer should state the company's views towards unions. Find out if applicant is connected in any way with a union. Some unions have paid organizers hired into non-union plants. A list was compiled of what to look for in hiring new employees.

- a. Union environment, degree of activity, positions held in union.
- b. Belief in ability and desire to progress.
- c. Evaluate his value system.
- d. Can he progress in your plant.

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- e. Employment history.
- f. His needs and goals.
- g. His skills.

The next topic that I enjoyed and realized I did not understand was Orientation of New Employees and how important this function is to new employees. There was a list given that pointed out things to be covered in an orientation.

It was brought out the need of a Performance Standard. I feel it should be something like our Maintenance Standards in our Policy Guide.

I was given guidelines on how to write a Performance Standard.

It was pointed out that when discipline is needed, the cause should be checked out thoroughly before handing it out.

It was pointed out that an informed group over a disruptive move by the company will hold together a lot better than when employees receive it secondhand. I was also given an outline on how to handle a grievance.

2nd Day: "How a Supervisor Should Operate"

I feel that on the 2nd day I received more training for my particular job than the other two days. Mr. Wittmeyer pointed out there has to be a trust or credibility built up between an employee and his supervisor. Then he went on to explain how it was done. He gave a lot of help on subjects such as:

- a. Supervisor's image
- b. Listening techniques
- c. Establishing an environment to where supervisors can get a feedback from employees not only on their job, but how they feel about management as well.

It was brought out that your openness or a person's stance could lead a supervisor to know if he was getting through or not. Mr. Wittmeyer is a great believer in what he called Transactional Analysis. There was a test he gave to each of us whereby we could see what our related motivation was. I thought it was quite interesting and plan to use it on myself from time to time. Mr.

Wittmeyer pointed out the need for a supervisor to keep a file on each of his employees for documentation. I am going to set this up. On this document it will have the date, situation, action taken, and by whom. I mean to include helpful as well as bad situations.

Mr. Wittmeyer gave us a test on picking what we thought our employees wanted the most. He showed us the results of a survey taken of quite a number of non-union, non-supervisory personnel. This was the outcome of said survey with most important to least.

1. Full appreciation of work well done
2. Feeling "in" on things
3. Job security
4. Interesting work
5. Higher wages
6. Understanding and help on job problems
7. Promotion and growth
8. Better working conditions
9. Loyalty to fellow workers
10. Tactful disciplinary

3rd Day: "An Interpretation of Labor Law"

Mr. Lotjlo spoke on what to do if union cards are passed around, from then to an election. He explained parts of the "Labor Relations Act." He pointed out how the act has benefited unions a whole lot more than management. He brought out a lot of things management could do. Like getting the financial reports of a certain union so that employees can be aware of what they would be getting into.

Summary: What I got out of the school was that a trust should be build up between a supervisor and his employees. That a good supervisor will receive feedback from the orders he gives and that he will listen closely to what an employee tells him. A supervisor should be gracious even if he is handed a petition on grievance. He should look it over and try to figure out the hidden reasons as well as what is stated.