Local Union
TRAINING GUIDE

Courses offered to Local Unions
by the
United Steelworkers
International Headquarters

UNITED STEELWORKERS
UNITY AND STRENGTH FOR WORKERS
Knowledge is power --

Your union understands this.

The United Steelworkers (USW) has produced this guide to inform you about what training the USW International offers to local unions.

By participating in these training courses, your local can gain knowledge that will make your local stronger so you can get better contracts.

This guide is organized into course listings by department. After the name of the USW International department, you will find a list of courses that the department offers and brief descriptions of the courses.

You will also find a phone number for the department so you can get more information on the courses and how to participate in them.

The courses vary in length from a couple hours to a couple weeks. Some are offered in Pittsburgh and others can be offered in a variety of locations including at your local union hall.

Note that your USW District also offers various types of training. Contact your staff representative or your District office for information on the training it offers.

If you have any more questions, contact the USW Education and Membership Development department at 412-562-2563 or visit the USW education website at www.usw.org/education.
The Alliance for American Manufacturing (AAM) is a unique non-partisan, non-profit partnership forged to strengthen manufacturing in the United States. AAM brings together a select group of America’s leading manufacturers and the United Steelworkers. AAM Action – the field force for AAM – works with Local Unions to present educational/mobilization programs to impact public policy issues. AAM works on issues of job creation, infrastructure investment, international trade, and global competitiveness. AAM also maintains a website www.americanmanufacturing.org that provides very detailed information and up to date news on manufacturing issues.
Developed by the Civil and Human Rights Department, this program is for local union officials and civil rights committee representatives to assist them in the implementation and promotion of the Union’s civil and human rights programs.

Its objectives are to:
- promote and enforce the Union’s civil and human rights policies, programs and procedures in local unions;
- assist local unions to work within the structure of the union;
- build effective and active civil rights committees in local unions or units;
- prevent and eliminate discrimination and discriminatory harassment;
- participate in the union’s activities in the area of civil and human rights;
- and to coordinate with AFL-CIO constituency groups and civil and human rights organizations within the community.

Based on the needs of the local union(s), the program can be constructed for a half or full day training program. The program is facilitated by representatives of the Civil & Human Rights Department and/or District Civil & Human Rights Coordinators.
Developed by the Civil & Human Rights Department, this program helps local union officials and members identify and understand what constitutes discriminatory harassment; includes a review of (respective) state and federal laws that prohibit employment discrimination; serves as a guide to dealing with discriminatory harassment within the union process and structure; includes scenarios of what may or may not be discriminatory harassment; and provides guidance on how to prevent such discrimination.

Based on the needs of the local union (s), this program can be constructed for a half or full-day program. The program is facilitated by representatives of the Civil & Human Rights Department and/or District Civil & Human Rights Coordinators.

Both programs can be presented simultaneously or integrated.

* Similar joint company/union training has been presented for bargaining employees where requested and coordinated with the local union and the company.
Time and Motion Studies  
(and related arbitrations)

Participants are taught the basics of time study-- How to collect data for the elemental times in a standard by digital stopwatch timing. The performance rate (speed) at which an operator is working. How to apply allowances to these times and arrive at a normal time to perform the work involved. After all times are collected and allowances are applied, participants are taught to construct the final standard allowing for the number of pieces per hour, yards or feet per hour, pounds or tons per hour, etc. This class lasts 10 days.

At the advanced school, participants are taught how to prepare a standard issue for arbitration and how to present data in an arbitration. Issues that are going on at each plant are discussed and possible solutions. Time study methods other than stop watch are discussed and their accuracy. The advanced class is for five days.

Job evaluation  
(classification and wages)

Training in reference to job evaluation is useful as many locals are faced with the impact of job combinations, new work place systems and the restructuring of jobs in many work places. Employers are not giving proper consideration to the application of the job description and job classification processes that were negotiated as a part of many collective bargaining agreements and as a result there are disputes over the proper classification and wage rate for new or changed jobs. Local unions are better able to apply “Cooperative Wage Study” principles when attempting to determine proper classification of new or changed jobs and the appropriate wage rates.

Training usually is scheduled for two days and facilitated by Collective Bargaining and Arbitration Services Dept. The Cooperative Wage Study (CWS) Manual is used in the training, along with a training manual that was developed by the Collective Bargaining and Arbitration Department that has been periodically updated.
Arbitration is an indispensable part of the labor-management system. It is a process that results in final and binding decisions in disputes when the Union and the Company disagree over the application or interpretation of the collective bargaining agreement and the matter is not resolved in the grievance procedure. The focal point of the entire arbitration process is the detailed and thorough preparation and effective presentation of the arbitration case to a neutral third party who hears the evidence and arguments of the parties and renders a final and binding decision. As requested we provide training for Staff and Local Union officials in thorough research, preparation and effective presentation of arbitration cases and research and composition of post-hearing briefs.

The amount of training we provide depends upon a number of factors such as, the level of experience which the group possesses and the amount of time designated. Four hour workshops are not unusual; nor are 2 and 3 day programs.
Getting Started: New Editor Training

This week-long course is designed to help new editors to effectively communicate with the membership, and develop local union newsletters. This course includes a full day of computer training to develop newsletters with a desktop publishing program. Course instructors include United Steelworkers (USW) Communications staff and United Steelworkers Press Association (USPA) trainers. Classes are conducted at the request of Districts or Locals, or on an as-needed basis.

Basic Media Relations

This week-long course is designed to help local union leadership and communicators to develop better media relations and gain the necessary tools for dealing with media campaigns. Course instructors include United Steelworkers (USW) Communications staff and United Steelworkers Press Association (USPA) trainers. Classes are conducted at the request of Districts or Locals, or on an as-needed basis.
United Steelworkers Press Association Training Conference

Every three years United Steelworkers Press Association (USPA), under the direction of the United Steelworkers (USW) Communications Department, conducts a training conference to assist local union editors, webmasters and communicators to hone their communication skills. The four day conference allows participants to take a wide variety of courses at beginner, intermediate or advanced levels. The next conference will be held in 2013.

Communication Courses

The United Steelworkers (USW) Communications Department has developed a wide variety of communications courses which can be taught at District or Education Conferences. Some of the courses include: Writing and Editing, Web Design, Photo Resolution, Media Relations and Audiences, and Social Networking.
The USW offers extensive health, safety and environmental education through the Union’s Tony Mazzocchi Center (TMC). If your local is interested in finding out about these opportunities, contact the USW Health, Safety and Environment Department at safety@usw.org or call 412-562-2581. Many health and safety training programs are available to local union members and some for joint union-management groups. A selection of the training programs include the following:

- Achieving Chemical Security Through Prevention
- Systems of Safety Hazard Mapping (English and Spanish Versions)
- Systems of Safety Hazardous Materials
- Emergency Response and Prevention
- Hazardous Materials
- Basic Health and Safety Training for Devastated Communities
- Process Safety Training
- Near-Miss Prevention Project
- Incident Investigation Project
- Mold Remediation Project
- Chemical and Radioactive Hazardous Waste Cleanup
- Annual Refresher Training for Hazardous Waste Operations
- A Union Approach to Health and Safety
- Occupational Safety and Health Standards for General Industry
- USW Triangle of Prevention (TOP) Course
OSHA Training Courses

- Occupational Safety and Health Standards for General Industry
- Update for General Industry Outreach Trainers
- Occupational Safety and Health Standards for the Construction Industry
- Occupational Safety and Health Standards for General Industry
- OSHA Guide to Industrial Hygiene, Hazardous Materials, Machinery and Machine Guarding
- Respiratory Protection
- Principles of Ergonomics Applied to Work-Related Musculoskeletal and Nerve Disorders Permit Required Confined Space Entry
- Disaster Site Worker Train the Trainer Course
- Introduction to Machinery and Machine Guarding
- Evacuation and Emergency Planning
- Health Hazard Awareness
- Understanding OSHA’s Permit-required Confined Space Standard
- Introduction to Accident Investigation

Triangle of Prevention (TOP) Course

USW offers a number of Triangle of Prevention (TOP) Courses, including:

- TOP Representative Leadership Training
- TOP Train the Trainer
- TOP 8-Hour Awareness Training
- TOP Incident Investigation
- 16-Hour
- TOP Refresher Training Series
- Management of Change
- Maintenance and Inspection
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Health and Welfare Fund
(412-562-2279)

Understanding the Steelworkers Health and Welfare Fund

This workshop explains the benefits of participating in the Steelworkers Health and Welfare Fund, a health insurance plan designed to meet the needs of Steelworkers nationwide. The plan covers medical, prescription drug, dental and vision and life insurance plans competitively designed for union members. The workshop will explain coverage options and availability for local unions to consider as an alternative to an employer health plan. This is a 1 to 1.5 hour session.

Information Systems Department
(412-562-2399)

Information Systems is in the process of developing four different courses. More information will be available once the courses are developed:

- Build Your Own Website Information
- SteelWeb
- SharePoint
- Staff Computer User Training (Information)
Duty of Fair Representation

This is a 45 minutes presentation on the Duty of Fair Representation, which is the obligation of labor unions to represent all employees fairly, in good faith, and without discrimination. It is also available on DVD.

Eyes & Ears Program

This is about 45 minutes; there are 3 documents: a Program Outline, “Buzz Words” document and Reporting Form. This presentation explains our current program for gathering information on potential Unfair Labor Practices that occur away from the bargaining table during the bargaining process.

“Law of Collective Bargaining” Presentation

This presentation uses the “Law of Collective Bargaining” Outline prepared by the USW Legal Dept and is the core document in our Linden Hall Level IV class on the same topic. This presentation usually takes 3 hours but can be modified to reduce presentation time.

“Bargaining in Hard Times” Presentation

This presentation has the following segments, each having its own document set: (1) Basic presentation, which now includes an expanded section/discussion on impasse related issues, takes 2+ hours; the basic document is the “Law of Collective Bargaining” Outline mentioned above (2) Eyes & Ears Program summary, usually takes 15/20 minutes and uses the 3 documents mentioned above; (3) Bankruptcy Treatment of Existing CBA and Other Labor Obligations; this is a 15/20 minute presentation with a 3 page document; and (4) Pension Protection Act Issues in Bargaining; this is a 10/15 minute presentation with a 2 page document.

Civil Rights & The Law

In this course, you will learn about the laws forbidding discrimination in the workplace based on race, gender, age, religion and disability, and how to handle complaints of discrimination effectively.
The Education and Membership Development Department provides educational programming for all levels of the union - leadership, staff and local union members. We serve essentially four educational functions.

### Leadership Scholarship

The Department coordinates and teaches in this four-year leadership program. While the program is intended to provide the basic skills for future union leadership, it is also designed to encourage participants to grapple with bigger questions about the future of the union, the role of union leadership and the nature of leadership itself. If you are interested in this program you should contact the department for further information or your District Director for participation.

### Curriculum and Program Support

We work with other departments, districts and locals to create and administer training programs. We can work with you to evaluate your current programming, to make recommendations about materials and presentation or to help you set up a training agenda. We also provide instructor training and support.

### Special Projects Education

We work with other departments, districts and local unions on education around specific issues and legislative mobilization. For example, we created the Taking Back Our Economy presentation and helped create the educational component of the Driving America Forward Campaign.
Curriculum and Training

We have created a wide range of programs that may be requested from the department. Below is a partial list of that training. We are also available to teach in district conferences and educational programs, staff trainings and local unions, if demand warrants. If we are not available to do the training we can help you get the right person.

- Steward Training
- FMLA Training
- ADA Training
- Sexual Harassment Training
- Collective Bargaining Training
- You Are the Union
  (an overview of the structure and functioning of the USW)
- Building a More Effective Local Union
- Ten Tips for Trainers
- New Officer Training
- Arbitration Training
- Diversity Training
- Economics, Politics and Change
- Strategic Planning for Locals
- Labor History
- Public Speaking
- Employee Free Choice Act
- Continuous Bargaining Over Workplace Change
This course is designed for both local union members and organizers in training to learn basic fundamentals of an organizing campaign. Major topics are sorted into five broad stages of an organizing campaign: starting a campaign, building an organizing committee, building majority support, winning recognition and winning a first contract.

Although this course touches on many of the potential aspects of an organizing campaign, unfortunately, there are no easy answers to organizing workers and helping them to overcome intense employer opposition. Because in most instances there are no hard-fast rules to ensure success, the goal of the class is to provide ideas and present some of the “best practices” available to us.

Each organizing campaign is different – with different issues and different workplaces. By better understanding all of the options available to use, we can use the best tactics for each stage of a specific campaign.

We can tailor fit a training to meet the specific needs of a local or district. This training can be condensed to fit into a workshop session during a conference, a stand alone one day workshop or a program that can last for a few days with field experience added.
The USW Associate Member Program (AMP) strengthens the union by building membership outside of the traditional collective bargaining process. This program has been successfully used as a tool to build strategic alliances with a number of groups initiating union organizing efforts in their workplaces. The program expands the union’s role in society and reinforces the union’s work both in collective bargaining and in the legislative and political arenas. Building our membership beyond our local unions builds power within communities where we have a base. This presentation is geared toward local union members who understand the importance of reaching out to allies in the community, on university campuses, within non-profit organizations, and in their own backyards. When our communities join AMP they become empowered and informed about the issues that matter to working people.

Associate Member Program is a 30 minute presentation facilitated by the Organizing Department.
In 2010, the Affordable Care Act became law, and will result in significant change in the way health care and health insurance is delivered in the United States. Over the next several years, as the new law is implemented, USW Local Unions will need to be prepared to respond to employer proposals to make changes to their health care plans. USW staff are available to provide training to Local Unions so that they can be prepared for these changes.

USW staff are also available to provide training on pensions and other retirement plans, including the significant differences between traditional defined benefit pension plans and defined contribution plans (such as 401(k) plans).

These trainings can be customized to address the specific needs of the Local Union(s) and the time available for training.
Rapid Response is a non-partisan, grassroots education and mobilization program that allows Steelworker members to stay informed of legislative issues that impact our working lives. Through this education, we have a direct way of knowing what is taking place in Washington and in our state capitols – and what that means to us. Once we have this knowledge, we can act to make a real difference in shaping policy to benefit workers rather than corporate interests.

Training for the Rapid Response program is carried out through each District’s Rapid Response Coordinator working in concert with local union presidents. To schedule a training session to either start a new program or rebuild an existing program, contact the District Rapid Response Coordinator through the District Office or call the USW Rapid Response Department at 412-562-2291.

Training lasts approximately two hours. See www.uswrr.org
The Steelworkers Organization of Active Retirees (SOAR) is dedicated to providing a vehicle for retirees and their spouses to remain active and involved in the union and in their communities; through community groups, and labor bodies as well as their own Chapter activities.

SOAR serves as a source for activists to participate in legislative and political activities related to issues of concern to retired workers, as well as active workers. Some of their activities include rallies in support of striking workers, rallies in D.C. and at state capitals, and working on campaigns for labor friendly candidates. This organization is not affiliated with any political party, but works to support candidates based on the issues that they support.

SOAR currently offers two training programs for USW Local Unions: How to Establish and Organize a SOAR Chapter and How to Effectively Work with Local SOAR Chapters.

To schedule a training session for your local, contact the SOAR Director, Jim Centner at 412-562-2575.
This workshop helps local unions make informed decisions about their pension options. Participants will understand how the Steelworkers Pension Trust functions and how it can be an alternative to a current employer defined pension or 401K plan. Pension accrual rates, eligibility and survivor protection are explained so that participants can compare their current plan with the Steelworkers Pension Trust plan to determine their best option for pension commitments.

This training course is approximately one hour and should compliment an introductory pension course so that participants can understand basic pension issues.
Building Power

Given the array of challenges we now face at the bargaining table, it is more critical than ever that we keep our members informed, engaged, and ready to fight back against employers that may decide to attack our hard-earned benefits.

Building Power, therefore, is a comprehensive program designed to help local unions prepare for a successful contract campaign.

The program consists of an initial course – usually spaced out over two to three days – that outlines key strategies and tactics for mobilization, communication, and research. Members work with Strategic Campaigns to develop custom plans for their local union’s contract campaign, including solidarity actions, bargaining newsletters, and community outreach.

By helping us to think strategically about the strengths and weaknesses of our employers, as well as our own local unions, Building Power has helped numerous locals to strengthen their unions and win better contracts for members.

Member Researcher

While shop floor activism is an irreplaceable component of our resistance to employer attacks, we also need to cultivate a comprehensive understanding of our employers to build strategic contract campaigns. This course will train you to understand how the employer operates and how it makes decisions, to understand the environment the employer lives in and how the company is growing.
More than just understanding all of these business factors, we need to find a clear and effective way to communicate all this information to union leadership and activists. Participants will be coached through developing strategic and leverage research on their employers to build collective bargaining campaigns.

Member Researcher is a three to five day training program facilitated by the Strategic Campaigns Department.

**Strike Preparation**

It is often said that, “The best way to avoid a strike is to prepare for one.”

When most people think of a strike, they think of a picket line. But the reality is that a successful strike, particularly in today’s challenging economic environment, must involve more action and more preparation.

The Strike Preparation course typically lasts about 4 hours and is designed to prepare local unions for a strike or lockout. Local unions learn about committees that should be formed, as well as other actions that should be taken before and during a potential labor dispute.

The training – and visible strike preparation actions – should occur in the weeks leading up to contract expiration: That’s how we show employers that we are organized, engaged, and ready to fight back if they refuse to back down on unfair demands.
The Women of Steel Leadership Course

The Women of Steel Leadership Course is a four-day session taught annually in each USW District by trained Facilitators. History shows us that industrial based unions were traditionally dominated by men therefore union sisters didn’t see themselves reflected in activist or leadership positions. This Course is designed specifically for women to assist them in becoming more active in their local union. Once a union sister has completed the course, she may not attend again as the opportunity is passed on to others.

Subjects included in the Course are:

- History of Women
- Obstacles and Challenges
- Stepping Outside Your Comfort Zone
- Images of Women in Society
- How the Union Works
- Exercising Leadership
- Becoming an Activist
- Health and Safety
- Communications and Public Speaking
- Work and Family Balancing Act
- Stopping Sexual Harassment and Discrimination
- Strategies for Getting Things Done
- Forming Women’s Committees
- Making Change Outside the Union
- (Rapid Response and other Current Actions)
- Organizing
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Additional benefits from the Course: union sisters have a better understanding of their responsibility as union members, participants become a part of a larger network of women activists, and local unions become stronger as more members step-up their activities.

To find out when the Course is being offered in your District, visit WOS on the USW Website, click the interactive map to locate contact information for your District WOS Coordinator and she can give you Course information, assistance in forming your Local Union Women’s Committee, and add you to the WOS information network. “Forming a Local Union Women’s Committee” booklet is available from Women of Steel.
Alliance for American Manufacturing
Civil/Human Rights
Collective Bargaining and Arbitration Services
Communications
Health and Safety
Health and Welfare Fund
Information Systems
Education and Membership Development
Organizing
Pension and Benefits
Rapid Response
Steelworkers Organization of Active Retirees
Steelworkers Pension Trust
Strategic Campaigns
Women of Steel