

# Advanced Grievance

Tarrytown Regional Office

August 2023



# Session One

**You will need:**

- **a copy of your contract;**
- **a copy of your Union's Constitution;**
- **something to write/take notes on; and**
- **at least one highlighter in your favorite color.**



# Introductions

## Activity:

*Before we begin I would like to know a bit about you: Not just name and Job, but whether you have had any experience with the Grievance Process. Have you ever filed a Grievance, for instance? What was your experience with the process?*



# Opening Ice Breaker Activity



## *Activity:*

*Make a list of at least ten things you have heard members complain about – this could be anything from incorrect wages to there being no toilet paper in the bathroom.*

*Take a minute to just jot down at least ten complaints that you have heard. We will use this list throughout the workshop, so please take the time now to do this.*



# Grievance Overview

Why is the Grievance Procedure important?





# Complaints vs. Grievances

Not all complaints are grievances. Complaints which are not grievances cannot be resolved through the Grievance Process. However, Building Representatives should investigate and follow-up on all complaints, as appropriate.

# Obey & Grieve

- It is a well-established principle that Employees:
  - Must obey management's orders and carry out assignments even if it is believed that such assignments are believed to violate the agreement; and
  - Then turn to the Grievance Procedure – or some other forum – to resolve the complaint over the assignment.
  - There is a very narrow health & safety exception (the employee may be privileged not to obey a management directive to climb a faulty ladder due to the immediate risk to the employee's safety).

A dark blue background with several 3D-rendered geometric shapes. In the upper left, there is a sphere and a cube. In the lower left, there is a large, thick, curved ring. The text is centered on the right side of the image.

# Everything you need to know about Grievances in 10 Minutes



# What is a Grievance?

Check the definition of “Grievance” in your contract.

See the Grievance Procedure.

The typical definition of a Grievance is “A violation, misinterpretation, or inequitable application of clear language in the collective bargaining agreement.”

# Time Limits

- Filing the Grievance
  - Usually limited to a given number of days after event or knowledge of event.





# Stages of the Grievance Process

Times are provided for moving from one stage to the next as well as receiving responses from the Employer at each stage.

*The Procedure has stages of review. This permits management the ability to review the Grievance at an increasing level of authority within the organization. It also provides time for management to investigate the Grievance to determine whether it has merit.*

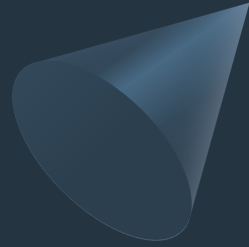


If the Employer does not answer the Grievance by the expiration of the provided time, the Grievance may be moved to the next stage as if a negative answer had been received.

*So, no answer is a No and you move on. While Grievance Procedures can be time consuming, the goal is always to move the Grievance along quickly in the hopes of reaching a resolution sooner rather than later.*

# Timeliness

- Grievances not filed on time or not advanced to the next stage within the provided time limits will be lost at that point. Time limits may, however, be waived or extended by mutual consent.



# Decision

- Grievance procedures are designed to resolve Grievances. This can happen at any point in the process. However, if the parties are unable to reach a resolution together prior to the last stage of the Grievance Procedure, contracts can differ in how a decision is ultimately reached. Does your Grievance Procedure provide for Arbitration as the final stage?

If so, is the decision binding or advisory?



# Distinguishing between “Grievances” and “grievances”

## “Grievances”

1

2

3

4

5

## “grievances”

1

2

3

4

5



# Analyzing Your Grievance Procedure



How does your CBA define a Grievance?



Are there things you cannot grieve?



Can you grieve a past practice?  
Can you grieve Employer policy?



**How many stages are in your grievance procedure? Who, ultimately, gets to make the final decision on a Grievance?**




*Grievance procedures are typically multi-step. This is to allow higher-up supervisors to review the matter to see if it should be resolved before advancing. Whether your procedure ends with arbitration and whether that arbitration is binding is important to know from the beginning.*

**Who can file a Grievance? A member?  
The Union?**




*Who is appropriately the Grievant? Some contracts require the Union to file the Grievance; others require the aggrieved person to file the Grievance.*






## When must a Grievance be filed?



*A Grievance not filed within a certain number of days from the act complained of is considered waived.*


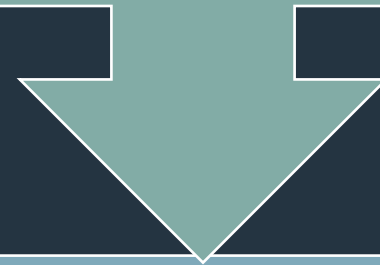


**At what Stage must a  
Grievance be filed?**


*Depending on the nature of  
the Grievance and sometimes  
the identity of the Grievant, a  
Grievance may be filed initially  
at Stage Two or Three instead  
of Stage One.*



**What are the time limits at each stage?**



*You must be mindful of the time limits at each stage – the failure to timely file or advance a Grievance will mean it is waived.*




**Are time limits  
measured in  
workdays or  
calendar days?**



*If the contract does  
not specify, always  
assume the shortest  
time period possible.*

**What does the CBA say can be done if the Employer fails to reply to a Grievance at any particular stage?**



*The typical Grievance Procedure allows a Grievant to advance the Grievance to the next stage if there is no timely response at any given stage.*


**Can time limits be waived? If so, how?**

*Parties can agree to stop-the-clock to allow for more time. Such agreements should be reduced to writing.*






**Are group grievances permitted? If so, how are they defined? Are they processed differently than individual Grievances?**



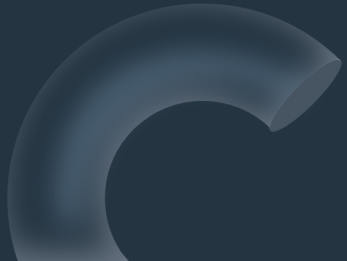

*Some contracts allow for “group grievances” meaning that there is more than one Grievant and the act complained of affects a large group. It is typical to allow such Grievances to be filed at an advanced stage of the Grievance Process.*





## **Who files for arbitration?**

*Most contracts allow any member to file a Grievance. However, most contracts provide that at some point in the process the Grievance becomes the Union's obligation. When this happens it is only the Union that can decide to file for arbitration. This is an important consideration because there are circumstances where one Member's grievance can adversely affect the entire membership.*



# What We Have Covered in Session One?

- *Let's just look back and see how much we have covered so far. You know where to find your Grievance Procedure and you know how your procedure may differ from someone else's. You know that a Grievance must be pursued in a timely manner and may be waived if not timely pursued. You also should know now that not every complaint is a Grievance and what it takes to follow your own Grievance Procedure. Finally, you know that Members are obligated to follow the general rule: "Obey Now, Grieve Later."*

# Session Two

## **You will need:**

- **a copy of your contract;**
- **a copy of your Union's Constitution;**
- **something to write/take notes on; and**
- **at least one highlighter in your favorite color.**





# Duty of Fair Representation

# There are generally 3 types of DFR claims related to Grievances:

That the Union failed to process a Grievance or did so incompetently.

That the Union acted inappropriately to protect one member over another where there is a conflict between two (or more) members.

Non-union members who claim that the Union failed to process their Grievances or did so incompetently.



# To avoid a DFR, the Union must do the following:

**Consider all Grievances solely on the merits presented.**

**Investigate the Grievance thoroughly.**

**Process the Grievance promptly – do not miss time limits for filing and advancing the Grievance.**

**Take notes and keep written records.**

**Keep the Grievant informed.**

**Treat all members of the bargaining unit the same. This includes union members and non-members.**

**Have a valid reason for any action taken on a Grievance.**

**If the Grievance clearly lacks merit and cannot be won at the lower stages, or in arbitration, drop it.**

**The settlement of Grievances.**

**Establish an internal appeals procedure.**

# 01

Look to the facts underlying the member's complaint in determining whether a Grievance has occurred;

# 02

If a Grievance has been committed, determine whether to pursue the Grievance through the Grievance Procedure;

# 03

You may not refuse to process the Grievance because you do not like the Grievant. Forget the Grievant!

*Consider all Grievances solely on the merits presented.*






# Investigate the Grievance thoroughly.



The Union has a responsibility to investigate the complaint thoroughly; a superficial investigation is not enough;




Interview the Grievant; locate and interview witnesses; ask for statements in writing;




Do not accept without questioning anything which is said; check it out!



The Union has a responsibility to investigate a complaint before deciding whether the complaint has merit as a Grievance.



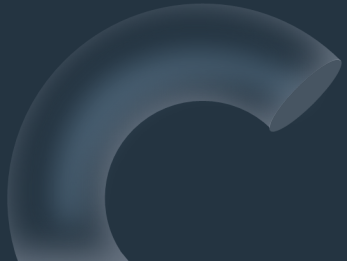
Process the  
Grievance  
promptly – do  
not miss time  
limits for filing  
and advancing  
the Grievance.



The Union has a responsibility to file and advance Grievances within the time limits established in the Grievance Procedure;

Failure to comply with the time limits can result in having a grievance 'die' and leaves the Grievant with no recourse against the Employer;

If the Union needs more time to investigate, make a written request to management to extend the time limit; No agreement to extend? File the Grievance anyway.



Notes should be accurate, understandable & complete since the decision made with respect to the member's Grievance will be based on these notes;

Keep a record of every conversation with the Grievant (member);

Maintain copies of all correspondence, emails and documents;

This written record will be essential to defend the Union against a DFR.

# Take notes and keep written records.

# Keep the Grievant informed.



Many DFR's are filed because the Grievant believes the Union is keeping something from the Grievant; avoid the appearance of this by sharing all information with the Grievant as it develops;



Once the Union decides not to file or advance a Grievance to any particular stage, communicate this to the Grievant *in writing*;



In denying to file or advance a Grievance, the Union must also inform the Grievant of her right to appeal the denial.




It is unlawful to refuse to process, or to give superficial treatment to, the Grievance of a member of a person who is not a member of the Union;





Additionally, a Union cannot discriminate based on certain factors (race, gender, etc.)

Treat all members of the bargaining unit the same.  
This includes union members and non-members.



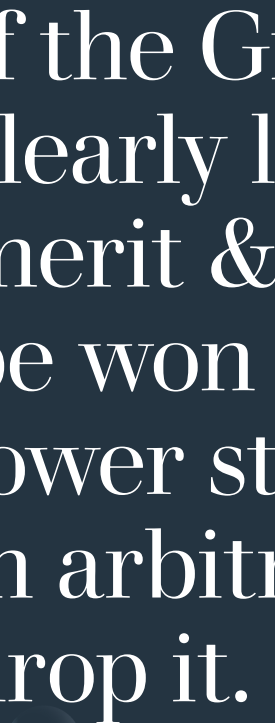
Have a valid  
reason for any  
action taken on  
a Grievance.



Decide whether and how far to process a Grievance based on the investigation, past success or failure in similar Grievances, and the importance of the Grievance to the entire membership;



Document this decision and the reasons for  
*the decision in writing.*



If the Grievance clearly lacks merit & cannot be won at the lower stages, or in arbitration, drop it.

Do not let a member's attorney or the threat of a DFR influence the Union's judgement on the merits of a Grievance;

Courts recognize a Union's right and obligation to avoid meritless grievances;

The Union Rep can speak with the Member and explain what more is needed to determine whether there is a Grievance to be filed or to explain why the Member has not presented a Grievance that can be pursued;

However, the decision must be made in writing and the Union should record the objective reasons why it did not file or advance the Grievance;

"I have reviewed your allegation(s) that \_\_\_\_\_. I have also reviewed the written statement you provided on (date) and the contract provision you allege has been violated (Article \_\_\_\_, Section \_\_\_\_).

"Unfortunately, I have determined that your complaint is not a grievance that can be pursued through the contractual Grievance Procedure. I reached this decision because: (explain reason and rationale for the denial).

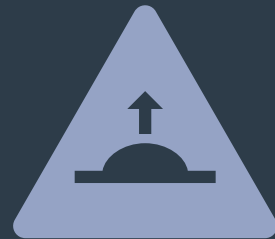
"You may appeal this decision by notifying \_\_\_\_\_ in writing that you wish to appeal. Your appeal must be received no later than \_\_\_\_\_."



A Union has the right to resolve a Grievance as it sees fit;



There should be a written record supporting the resolution made;



Once a resolution is reached, the Grievant should be notified in writing, immediately.

# The settlement of Grievances.



# Internal appeals procedure.

- The Union should have a Standing Grievance Committee;
- The Grievance Committee makes determinations that a Grievance has merit and should be pursued, or this can be done by the Grievance Chairperson;
- If the Committee makes each decision, then the Union's Executive Board can serve as the appellate body that hears a member's appeal (or, if the Grievance Chairperson made the initial determination, the Grievance Committee can hear the appeal);
- The Member must be permitted to present her appeal to the appellate body; the Grievance Chairperson (or the person who made the determination not to pursue the Grievance) presents the opposing position;
- The appeal must be made, and a decision reached, within the time allotted to file or advance the Grievance.




# The Grievance Committee

Formation & Purpose/Proceedings





# The Grievance Committee's Tools



The contract

Employer policies

Employer  
memoranda/emails

Building/Employee  
Handbook

Employer Meeting  
Agenda/Minutes

Law and Regulations

Prior negotiations  
notes, particularly  
those that contain  
proposals from both  
sides

Earlier  
Grievance/Arbitration  
decisions

Employee/Member List  
(address & phone)

Employee work  
schedules

Important telephone  
numbers

Grievance forms

Grievance investigation  
documents

# Key Criteria in Avoiding DFR Claims



- Be honest.
- Act in good faith.
- Be non-discriminatory.
- Be informed and communicative.
- Have a rational basis for making decisions.
- Have an internal review procedure.
- In distinguishing between Grievances and grievances remember that even where the complaint does not rise to the level of a Grievance, or cannot be pursued for some reason, the Union should still advocate on behalf of its members to resolve grievances (complaints).

# What We Have Covered Thus Far?

- The Importance of the Grievance Procedure
- How to Analyze Member Complaints
- How to Determine Whether You Have An Actual Grievance
- What It Means to “Obey Now, Grieve Later”
- Technical Elements of a Grievance:
  - Time Limits
  - Stages
  - Timeliness
  - Decision
- Gained Familiarity with Your Grievance Procedure
- How to Analyze a Potential Grievance
- How to Investigate Member Complaints
- How to Treat Members Throughout the Process
- Duty of Fair Representation:
  - What is a DFR and How do I protect the Union?
- The Grievance Committee: Formation, Purpose & Proceedings

# Session Three

## **You will need:**

- **a copy of your contract;**
- **a copy of your Union's Constitution;**
- **something to write/take notes on; and**
- **at least one highlighter in your favorite color.**



# KNOW YOUR CONTRACT

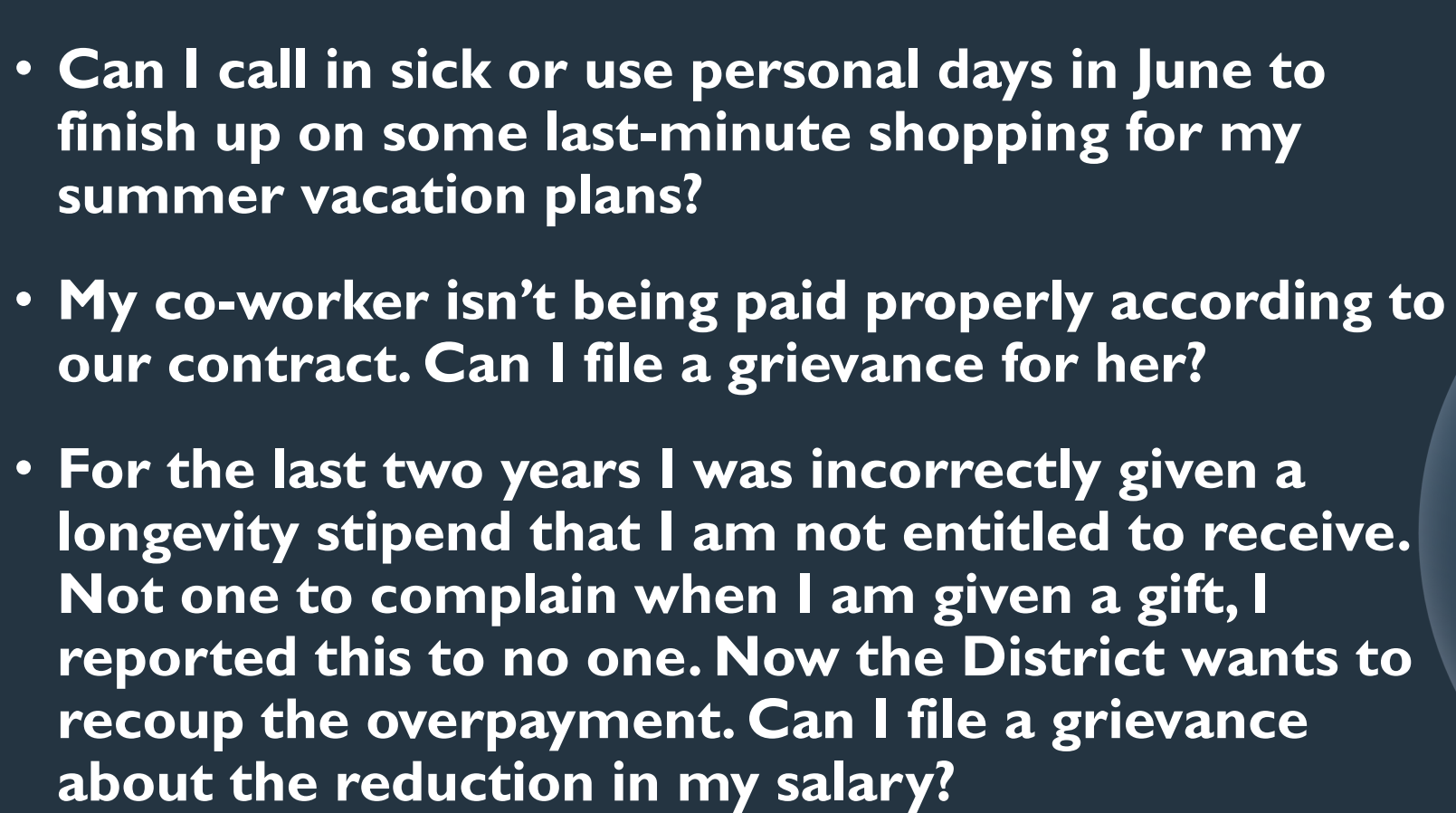
As a Union Leader you should actually read your contract. Most members won't!



# What Does the CBA Provide?

- **I am a substitute or part-time worker. Am I entitled to health insurance?**
- **I applied to fill a vacancy in my tenure/certification/work area but did not get the position. Have my rights been violated?**
- **T/F? I have the right to attach my comments to an evaluation report.**
- **A community member sent a letter of complaint to my supervisor. Can the supervisor place that letter in my personnel file without my knowledge?**
- **The Employer posted that starting September 1 the workday will be 15 minutes longer than this year. Can we file a Grievance?**
- **Before I started working here I did the same type of job in the City of New York for 15 years. All my experience is verifiable. Is my employer obligated to give me any salary credit for my prior experience?**

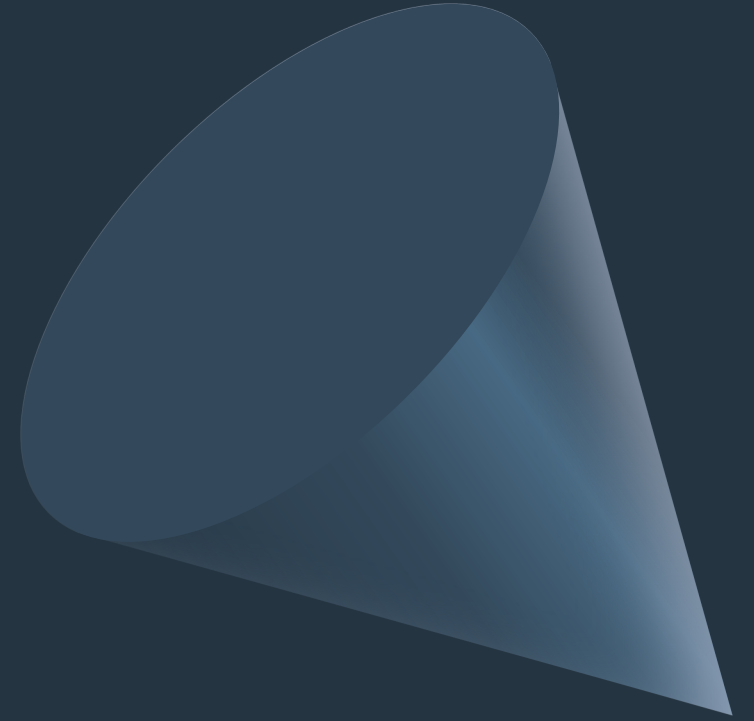


- 
- **Whew! I made it! This is my 30<sup>th</sup> year of working for our Employer. I earn \$45,316. Am I entitled to any other compensation?**
  - **Can I call in sick or use personal days in June to finish up on some last-minute shopping for my summer vacation plans?**
  - **My co-worker isn't being paid properly according to our contract. Can I file a grievance for her?**
  - **For the last two years I was incorrectly given a longevity stipend that I am not entitled to receive. Not one to complain when I am given a gift, I reported this to no one. Now the District wants to recoup the overpayment. Can I file a grievance about the reduction in my salary?**



# Grievance: Investigation & Preparation

How to work through  
members' issues.



**Treat every person who comes to you with a complaint or a question with dignity.**

**Try to meet with the Member in a private setting.**

**Devote enough time to give the matter a full hearing.**

**Be supportive, by make no judgements or promises until you know all the facts. Remember – when you speak with the Member all you know is what the Member knows.**

**Secure this minimum amount of information in this first interview:**

**WHAT** action/inaction is the person complaining about?

**WHO** is involved, on both sides?

**WHEN** did it first occur?

**WHERE** did it first occur?

**WHY** does the member think this is a “grievance”?

**HOW** should the problem be remedied?

**BASIC** work history of the potential Grievant.

**Take notes.**

**Collect all relevant correspondence, records, and/or documents.**

**Ask the Member to do something – i.e., draft a letter, write up the incident, write an explanation, etc.**

**Ask the Member to review the contract and identify the provision violated.**

**Tell the Member what steps you are going to take and when you are going to get back to them. Then be sure to do both!**

**Accept nothing as fact until you can verify it.**

**Try to identify specific contract provisions that may apply to this situation**

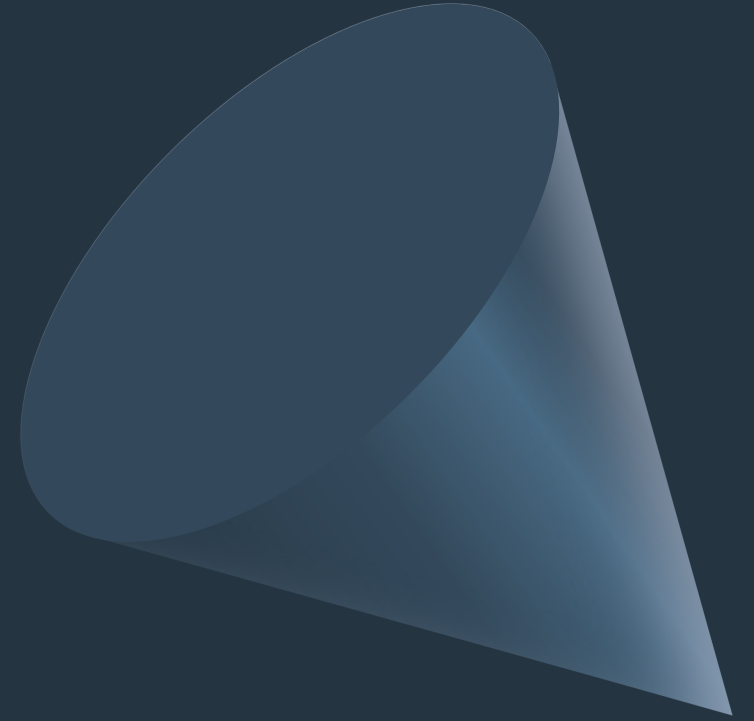
**Investigate and keep notes. Interview all concerned parties and potential witnesses on both sides.**






# IS THE COMPLAINT A GRIEVANCE?

What do you need to know?



# What Do You Need To Know To Determine Whether A Member's Complaint is a Grievance?

Is there CBA language that addresses the issue or problem?

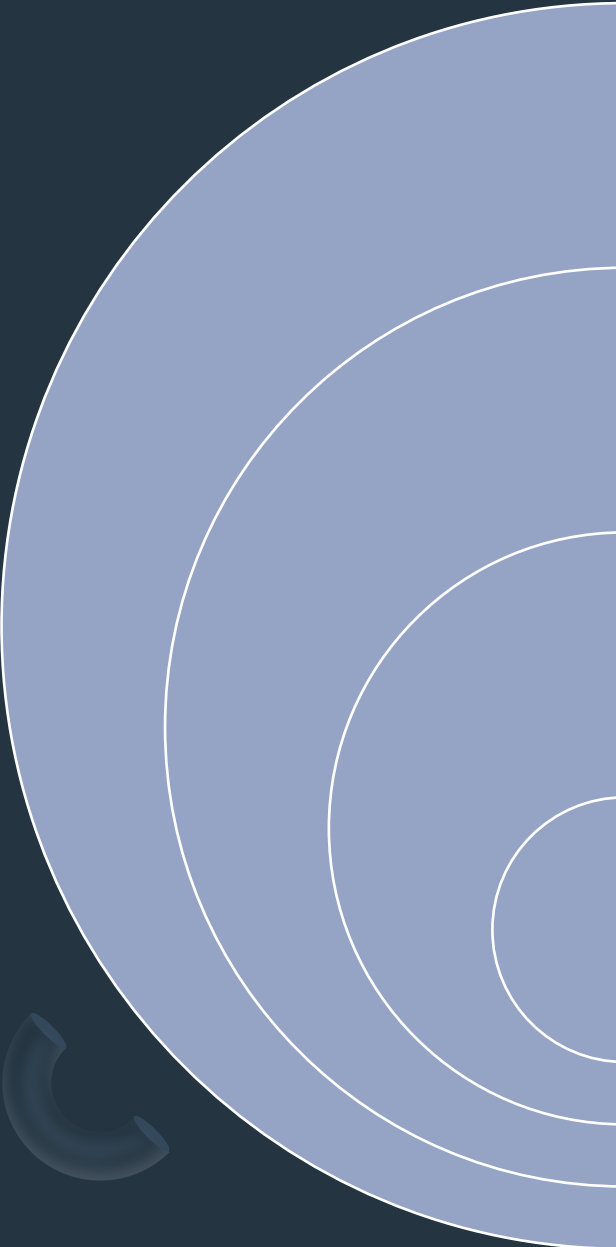


Is there a law or regulation that governs the issue?



Is there a 'past practice' that controls?

Does the action complained of (or inaction) violate any of these?



If you cannot answer the above, what information do you need before you can determine how to proceed?  
Complete the investigation.

If the action/inaction complained of violates express language of the CBA, are there ways of trying to resolve the problem before filing a grievance?

If the action/inaction complained of violates both the CBA and some other law or regulation, how should you proceed?

If the action/inaction complained of does not violate the contract, a law or regulation, how will you help this member? How do we advocate?

# Interim Summary





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# Drafting the Stage One Grievance



**[UNION LETTERHEAD]**

**Grievance Form**

**Grievance No.** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Grievant:** \_\_\_\_\_

**Date of Violation:** \_\_\_\_\_

**Nature of Violation: (cite CBA Article)**

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**Signature of Grievant:** \_\_\_\_\_



**Employer Response:** \_\_\_\_\_

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**Date:** \_\_\_\_\_

**Signature of Employer Representative/Title:** \_\_\_\_\_

# Drafting the “Nature of the Violation” Section

## *Activity:*

- *Use one of the complaints you wrote on your list when we started the first session.*
- *Select one that you have decided is, in fact, a Grievance – uppercase “G”.*
- *Locate the contract provision that has been violated and draft the “Nature of Violation” section.*



# WHO is grieving?

List the name or names of all the Grievants. If you do not know or are unsure, list the names of those affected that you do know and add the statement “including all others who may be similarly situated or affected.”

If you have a large number of Grievants, then the Union may want to file a “group grievance”. In such a case, you need to find out as much information about “the group” – i.e., who may be affected by this grievance. Also, check your Grievance Procedure to see at what stage you should file the Grievance. Typically, group grievances are brought forward by the Union on behalf of the group and sometimes directly to a Director or other higher up management level person.

# WHEN did the grievance occur?

Or, when did the Member(s) first realize there was a problem?

# WHAT happened?

Describe the specific event or action complained of. Clearly list what the Union/Member claims the Employer did or failed to do that gives rise to the complaint (Grievance).

# WHY is it a Grievance?

What are the specific sections of the contract alleged to be violated? If the action complained of also violates a past practice or Employer policy, then also include the specific practice or policy that the Union is alleging was violated. Be specific! If you fail to cite a particular section of the contract in your initial grievance filing, you may be precluded from adding it to the Grievance later. You should also include the phrase “including but not limited to” as in “This violated the collective bargaining agreement, including but not limited to Article \_\_\_\_, Section \_\_\_\_.”

# WHAT remedy is requested?

Be sure to include in your remedy everything that the Member might be entitled to receive, even if you think it is a long shot. In grievances that involve monetary compensation, always request that the Member “be made whole” and that she should get “backpay with interest” from the time that the problem first occurred, even if that goes back to before you filed the Grievance. You should also work into your requested remedy the statement “and any other appropriate remedy”.

# What We Have Covered in Session Three?

- Know Your Contract
- Member's Complaint → Grievance: Listening, Investigation & Preparation
- Gathering Information/Conducting an Investigation
- Drafting the Stage One Grievance
- Drafting the Nature of the Violation:
  - WHO is grieving?
  - WHEN did the grievance occur?
  - WHAT happened?
  - WHY is it a Grievance?
  - WHAT remedy is requested?



# Session Four

*And now for something totally different ...*



# Subjective Considerations

Role of the Union Representative

Grievances and Relationships: Why take this Grievance?

Presenting the Grievance to the Administration

When the Member Doesn't Have a Grievance

How Best to Rely on Your NYSUT  
Labor Relations Specialist



# Role of the Union Representative

Develops the trust of those she represents.

Develop two-way communications in order to be aware of possible contract violations.

Determine how problems can best be handled – as **g**rievances or **G**rievances.

Prepare Grievances for presentation to the supervisor.

Present Grievances and be present at other steps in the Grievance Process, as required.

Preserve confidentiality of personal Grievances.

Act as liaison between the Grievant and the Union's resources.

Maintain records of all Grievances.



Why take the  
Grievance?

What do we  
hope to  
accomplish?

Why pursue  
arbitration (a  
costly and time-  
consuming  
process)?



# Presenting the Grievance to Administration

## How To Present a Grievance

- Know Your Facts – Be Confident
- Stick To The Point – Be Businesslike
- Settle The Grievance At the First Step
- Take a Positive Position – Not a Defensive One
- Present as Though The Burden of Proof In On The Supervisor
- Disagree With Dignity
- Maintain a United Position
- Be Prompt – Follow The Grievance Through



## *Know Your Facts! Be Confident.*

When you are going into the conference with the supervisor, do not try to outsmart her.

Don't carry a chip on your shoulder and don't anticipate being outsmarted or outwitted.

Know your contract – your rights under it – and stick to them.

State the facts plainly.

Avoid opinions and hearsay (rumor).

Too many Grievances are lost because the Union Rep did not have the facts.

Rarely does the presentation win the Grievance – it takes Facts!

If you have done the investigation properly, this should be easy.

During the conference have a designated note-taker. Let the supervisor see that someone is writing her words.

A dark blue background with decorative elements on the left side: a sphere at the top, a cube in the middle, and a large ring at the bottom.

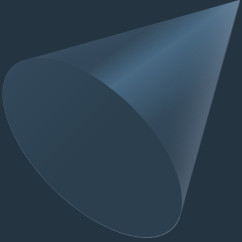
## Stick To The Point! Be Businesslike.

As the discussion progresses, the supervisor may try to sidetrack the real issue and lead you into a discussion of other, irrelevant issue, or inject additional complaints against the employee. Insist on discussing the issue raised by the Grievance – Only! And nothing else.


## Settle Grievance At The First Step!

The most desirable result is to have the Grievance resolved at the first step. The next step is an appeal step and it usually becomes more formal. (Some Grievance Procedures even allow for verbal Stage One grievances.) The next step will involve additional time and does not lend itself to a resolution as easily as the first step.


# Take A Positive Position – Not A Defensive One



Don't be timid or convey the feeling to the supervisor that you are presenting the Grievance because it is an obligation on your part. Avoid being apologetic – impress upon the supervisor that there is no doubt in your mind that the Grievance has merit and should receive an equitable settlement.



## Present as Though the Burden of Proof is on the Supervisor



Let the supervisor try to justify & prove that the action taken was the correct action. Don't try to show her where she is wrong. Let her carry the burden of proof in showing you how right she was in the first place.

A word of caution here: It is not wise to place the supervisor in a position where she cannot retreat from without a great deal of embarrassment to herself. If possible, leave the door open with an easy way out.





## Disagree With Dignity

Disagree with the supervisor in a calm, firm, positive manner. Avoid pounding the table, blowing up, or making empty threats. Declare your intention of taking the Grievance to the next step. As a rule, supervisors prefer to settle complaints before the complaint is carried to the higher management level.


## Maintain A United Position

Make sure you and the Grievant are both in accord on the facts and issues before you enter the conference with the supervisor. Make sure you have an opportunity to speak with the Member in private prior to the conference. If you have a difference of opinion during the conference, take a recess and work the problem out in private; present a united front to the supervisor.






## Be Prompt – Follow The Grievance Through



Refer the Grievance to the Grievance Chairperson when the matter is not resolved at the first stage. Give her all the facts, the entire investigation, all related emails, correspondence and documents. Provide the notes from the conference with the supervisor. Do not allow the Grievance to lay around. Keep a constant check on the progress of the Grievance. Report back to the Member and the other Members at the worksite – they are concerned, too!





## **When the Member Doesn't Have A Grievance**

For most Union Representatives the process of handling Grievances is, or becomes, routine. And when a Member comes to us with a problem, we check it out. But what happens when we do everything we can but there is no live Grievance? (A live Grievance is referred to as “viable.”)

**What Not To Do →**

**File A Grievance  
Mislead The Member**

**What You Should Do →**

**Communicate With Your Member  
Empathize & Brainstorm**



If you do file a non-viable grievance, you leave the Member with the impression that you can achieve something with the Grievance Procedure that it is not designed to do. You also raise the Member's expectations when you already know you cannot fulfill them. Filing a non-viable grievance damages your credibility with management. If you file Grievances for every complaint you will quickly lose the Employer's respect and, more importantly, your judgement will be called into question when you present other issues which might very well be legitimate Grievances.



Tell the Member right out that the problem is not a Grievance under the contract. If, when you first listen to the Member's complaint you asked her to review the contract and locate the provision that is violated, this will help you communicate the news to the Member that she has no viable Grievance. In fact, she may have come to this conclusion herself. At this point, depending on the nature of the complaint, you can brainstorm other potential solutions.

## How Best to Use Your NYSUT Labor Relations Specialist

Notify your LRS at the earliest possible date and discuss the nature of any complaint. Consider her advice in proceeding during the investigation and through the formal Grievance Procedure.

Provide a duplicate file for the LRS's use and forward new material as it becomes available.

Normally, the LRS should not be asked to present the Grievance at any stage except at the arbitration hearing for the simple reason that her presence automatically creates a more formal climate at any preliminary stage. This more formal climate makes settlements far more difficult, particularly with an 'outsider' present. There are exceptions, of course.

The LRS typically prepares and files the “Demand for Arbitration” with the American Arbitration Association or PERB, as appropriate, but only after consultation with the Local Union President.

Allow the LRS to select the Arbitrator from the list provided by the AAA or PERB.

The LRS should present all grievances at Arbitration Hearings.

The LRS should prepare and file all Briefs and/or Memoranda of Law related to the case.

Finally, after the Arbitrator issues an award, forward a copy of the Arbitration Costs (filing fee, arbitrator’s invoice, stenographer) to the LRS for reimbursement dur from NYSUT.

A dark blue background with decorative geometric shapes on the left side: a sphere at the top, a cube in the middle, and a large ring at the bottom.

## Conclusion

In this final session, we have discussed the importance of listening to a Member's complaint and establishing relationships with Members – the Grievant, any involved witness, non-Members, etc. Solid relationships improve the outcomes for any investigation.

We also reviewed how Grievances are presented to the Employer and outlined best practices for dealing with a Member whose complaint is not a Grievance.

Finally, we reviewed ways in which your LRS should be relied upon during the Grievance Process.