

THE PULLMAN COMPANY

PLAN OF EMPLOYEE
REPRESENTATION
FOR
REPAIR SHOPS
EMPLOYEES

Effective June 1, 1920
Revised, Effective January 1, 1927

METHOD OF HANDLING SUGGESTION
OR GRIEVANCE

Present claim first to
Immediate Supervisory Officer

If not satisfactorily adjusted, claimant
may appeal to

Local Joint Committee

If still not satisfactorily adjusted,
claimant may appeal to

General Joint Committee

If still failing satisfactory adjustment,
claimant may appeal to

**Joint Bureau of Industrial
Relations**

for final decision

THE PULLMAN COMPANY

OFFICE OF THE PRESIDENT
CHICAGO

January 1, 1927

**To the Employes of the Repair Shops of
The Pullman Company:**

The purpose of the Plan of Employee Representation is to promote co-operation between the management and the employes and to provide for handling expeditiously and settling promptly and fairly all questions which arise as to current wages and working conditions and other matters of importance to the welfare of the employes. Therefore, as the Company will deal with its individual employes directly or through committees or representatives selected from those in its employ, the Plan provides for such committees and the selection of such representatives.

Every Repair Shop employe has the right to present his contention on any question growing out of grievances, existing practices, or the interpretation or application of agreements, to his immediate supervisory officer, and failing satisfactory adjustment, he may appeal his case to his Local Committee, and thence, if he desires, to his General Committee; and failing satisfactory adjustment, to the Bureau of Industrial Relations consisting of an equal number of management and employe representatives, for final decision.

I urge every employe to read this pamphlet carefully. It sets out simply and clearly the methods of procedure under this co-operative plan.

E. F. CARRY, President

PLAN OF EMPLOYEE REPRESENTATION

Article 1—Bureau of Industrial Relations:

To aid in the carrying out of the plan of employee representation there has been established at the General Offices of THE PULLMAN COMPANY in Chicago a Bureau of Industrial Relations, consisting of representatives of the Company appointed by the President, and an equal number of representatives of the Employees chosen or designated by and from the Employees.

The scope of the work of the Bureau shall cover matters pertaining to current wages and working conditions, questions of industrial relations, and such other matters as may be of importance to the welfare of the employes, but shall not include the negotiation of new agreements nor the revision of existing agreements governing wages and working conditions.

Article 2—Formation of Committees:

There shall be—

- (a) A Local Committee for each of the Repair Shops consisting of not less than three employe representatives, or one representative for each 200 employes.
- (b) There shall be appointed by the Management representatives to act on each such Local Committee not to exceed the number of employe representatives on each of the respective committees.
- (c) It is intended that any employe or group of employes or the management may at any time present suggestions, requests or complaints to the Local Committees with a certainty of full and fair hearing.

- (d) Employes having suggestions or grievances should first submit such suggestion or grievance to their immediate supervisory officer and, if satisfactory adjustment cannot be made, may then submit same in writing to the Local Committee for consideration.
- (e) There shall be a General Committee for all of the Repair Shops which shall consist of six employe representatives, one selected by and from each of the Local Committees, and an equal number of representatives to be appointed by the management.
- (f) The General Committee and each Local Committee shall select one of its number as chairman, who shall hold office for a period of not more than six months unless re-elected. The chairman will have the same voting privileges as the other representatives on the committee.
- (g) Employe representatives on the Local Committees and on the General Committee shall be elected for a period of one year, provided, however, that if an employes' representative is elected to fill a vacancy he shall hold office only for the balance of the year or until his successor is elected.
- (h) Employes who have been in the service of the Company not less than two years shall be eligible to election as employe representative on a committee.

Article 3—Election of Employee Representatives:

- (a) The employes of each of the Repair Shops shall annually nominate and elect from among their number who are eligible, representatives to act on their behalf on the committees provided for.

- (b) Employe representatives on committees shall be elected to hold office until the next annual election or until their successors are elected.
- (c) Annual elections by employes for election of representatives on committees shall be held simultaneously in the several Repair Shops on the second Tuesday in May of each year. The Supervisor of Industrial Relations, in issuing notices of nominating elections for the nomination of employes as candidates and of final elections of employe representatives on committees, shall state time and place of election and the number of candidates to be voted for. Such notices shall be posted for the information of the employes in the various departments of the Repair Shops.
- (d) Special elections shall be called by the Supervisor of Industrial Relations by similar notice when on account of resignation or other circumstances it becomes necessary to fill vacancies on committees.
- (e) At each annual nomination and final election the retiring Chairman and Secretary of each Local Committee will serve as Temporary Chairman and Temporary Secretary in arranging for the nomination and election of employe representatives for the coming year and such Chairmen will appoint election committees of an adequate number of employes to supervise the nomination and election of candidates for Employe Representatives on the various committees and one representative of the Company shall be appointed by the management to serve with the Employe Representatives on each of such election committees. The Secretary will record these appointments.
- (f) The election committee shall outline, with the approval of the Supervisor of Industrial Relations, the necessary detail procedure in connection with the nominations and elections, and shall act as tellers in the counting of ballots at such elections.
- (g) Each employe shall be eligible to vote for employe representatives on the committees, and may nominate representatives equal to the total number to be elected on the Local Committee for the Repair Shop in which he is employed. However, foremen, assistant foremen and other employes having the power of employment or discharge shall not be allowed to vote for employe representatives. All votes, both for nominations and elections, shall be by secret ballot.
- (h) The nomination election shall be for the purpose of selecting candidates to be voted for at the regular election to the number of twice the employe representatives to be elected to the Local Committees, and the required number who shall receive the highest number of nominating ballots shall be certified to by the election committee and declared to be candidates for employe representatives, and shall be so announced by the chairman.
- (i) Within seven days after the nomination of employe representatives on the Local Committees the election shall take place within the Repair Shops enclosure. Ballots containing the names of the candidates nominated, stating the number to be voted for, shall be distributed to each employe entitled to vote and such employe shall mark the ballot by placing a cross (X) opposite the names of the candidates for whom

will be furnished to the Supervisor. Meetings of Local Committees may be held from time to time on call of the chairman or on the request of the management or of a majority of the employes which the committee represents. The committees may consider and make recommendations concerning any matters pertaining to employment, working conditions, questions arising out of existing industrial relations, and such other matters as they may deem important to the welfare of the employes.

- (b) The General Committee will consider promptly all matters referred to it by Local Committees for decision and where agreement cannot be reached by the General Committee the matter will be submitted to the Bureau of Industrial Relations for final decision. All grievances or statements must be submitted to the Local Committees, General Committee and to the Bureau of Industrial Relations in writing. Copies of all minutes of the General Committee meetings will be certified to by the Secretary of the General Committee and delivered to each of the representatives on the General Committee for report to the Local Committees and employes.
- (c) Meetings of the General Committee will be held in Chicago at intervals of not more than six months. All grievances and other matters which are not settled by the Local Committees shall be submitted to the Supervisor in writing with full report of the contention and result of the conference held by the Local Committee. The Supervisor shall transcribe this report to show all of the circumstances of the case and the contention of the employe representatives and

of the management representatives for submission to the General Committee at its next meeting. On such matters as require decision before the next meeting of the General Committee, he shall submit a copy to each member of the General Committee with request that such member state in writing his views on the contention.

On receipt of replies the Supervisor shall tabulate them and submit the result to the Bureau of Industrial Relations for final decision.

- (d) The purpose of General Committee meetings will be to endeavor to settle all matters that have not been disposed of by the Local Committees and to discuss freely matters of mutual interest and concern to the employes and the Company, including consideration of the enforcement of discipline, avoidance of friction, and to promote in every way possible friendly and cordial relations between the Company and its employes.
- (e) The Pullman Company will provide appropriate places of meetings for the General Committee and will defray the necessary expenses of the representatives on the General Committee in attending meetings.
- (f) The Supervisor may appoint from the representatives on the General Committee subcommittees to investigate special conditions throughout the Company's activities.

Article 5—Duties of the Supervisor of Industrial Relations:

- (a) It shall be the duty of the Supervisor to respond promptly to any request from employes, Local Committees or the General Committee, for his, or his representative's, presence at con-

ferences or any meetings to be held, and to advise all parties interested in regard to decisions of the management or findings of the Bureau of Industrial Relations or of the General Committee in relation to matters under consideration. Before any question is referred from a Local Committee to the General Committee the Supervisor must investigate promptly and obtain complete information in regard to the case under consideration and if, in his judgment, it seems desirable, he or his representative should meet with the Local Committee and arrange a settlement if possible. Whenever it is impossible for a Local Committee to reach an agreement and appeal is made to the General Committee, it shall be the duty of the Supervisor to see that a statement of the facts in the case is prepared and furnished to the General Committee and to advise the Local Committee of the date on which the General Committee will act upon the question involved.

- (b) The Supervisor shall arrange the necessary routine in order that there may be no delay in presenting matters to Local Committees, the General Committee and the Bureau of Industrial Relations for prompt action, and shall keep himself informed of all matters coming before the several committees and see that complete records are kept and that decisions reached are put into effect as promptly as possible.

Article 6—General Principles Which Are Recognized by the Company and the Employees in the Adoption of this Plan:

- (a) That all Federal and State laws respecting the conduct of the Company's business and the Company's rules and regulations will be observed.

- (b) The Company's rules and regulations pertaining to their employment shall be given the employees either by posted notice or personal communication of the same.
- (c) There shall be no discrimination by the Company or by any of its employes on account of membership or non-membership in any fraternal society or union.
- (d) The right to hire and discharge, the management of the properties, and the direction of the working forces shall be invested exclusively in the Company, but grievances arising in relation thereto shall be considered as in this plan provided.
- (e) Should a reduction in working forces become necessary consideration will be given to efficiency, length of service and employes having families, in selecting those to be retained in the service.
- (f) The Company will not permit its employes to be discriminated against because of any action taken by them in performing their duties as committeemen, and employes who consider that they are subjected to such discrimination will have the right to appeal direct to the Bureau of Industrial Relations.