

Important Phone Numbers

CSEA/AFSCME ADVANTAGE MEMBER PROGRAMS

AFSCME Advantage Mastercard	
CSEA Member Benefits Dpt.....	800-342-4146
	800-522-4000
AFSCME Advantage Loan Program	
Information.....	800-343-7097
TTY.....	800-541-6905
Hertz.....	800-654-2200 (Union ID# 205666)
Walt Disney World Hotel Discount.....	800-248-7890
Theme Park Discount.....	800-238-2539
Union Member Flower Service.....	888-667-7779
Union YES Checks and Return Address Labels.....	888-864-6625
National Ear Care Plan (NECP).....	800-766-3363
Union Driver & Traveler	
Information.....	800-547-4663
Roadside Assistance.....	800-747-2128
Mortgage & Real Estate Programs.....	800-848-6466

CSEA MEMBER ONLY PROGRAMS

CSEA Cellular Phone Program	
CSEA Member Benefits Dpt.....	800-342-4146
Buyer's Edge	
CSEA Member Benefits Dpt.....	800-342-4146
Quest Program.....	800-782-9450
Royal Carribean Cruise.....	800-666-3404

EMPLOYEE BENEFIT FUND

1 Lear Jet Lane, Latham, N.Y. 12110.....	518-782-1500
	800-323-2732

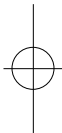
JARDINE INSURANCES

CSEA Security Life Plan, Hospital Income Insurance Plan & Family Protection Plan.....	
	800-697-CSEA (2732)
New Business.....	800-833-4657
Payroll Deduction Questions.....	800-760-3848
Customer Service/Policy Changes.....	800-833-9041
CSEA Disability Income Insurance Coverage.....	800-230-2422
CSEA Long Term Care Health Care Program.....	800-366-5273
Jardine Retirement Counseling Service.....	800-366-5273

NEW YORK STATE & LOCAL RETIREMENT SYSTEMS

Alfred E. Smith State Office Bldg., Albany, N.Y. 12244

General Member Info.....	518-474-7736
Member Registration Inquiries.....	518-474-3524
Member Accounts.....	518-474-8178
Loans.....	518-474-7621



CSEA Headquarters

CIVIL SERVICE EMPLOYEES ASSOCIATION, INC.

143 Washington Avenue, P.O. Box 7125, Capitol Station
Albany, New York 12224
(518)257-1000
Fax (518) 462-3639
1-800-342-4146

Region Offices

LONG ISLAND REGION 1

3 Garet Place
Commack, N.Y. 11725
(516)462-0030
F(516)462-0039

METROPOLITAN REGION 2

40 Fulton Street, 22nd floor
New York, N.Y. 10038
(212)406-2156
F(212)406-2296

SOUTHERN REGION 3

735 State Route 52
Beacon, N.Y. 12508
(914)831-1000
F(914)831-1117

CAPITAL REGION 4

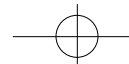
1 Lear Jet Lane
Latham, N.Y. 12110
(518)785-4400
F(518)785-4595

CENTRAL REGION 5

6595 Kirkville Road
East Syracuse, N.Y. 13057
(315)433-0050
F(315)433-0915

WESTERN REGION 6

482 Delaware Avenue
Buffalo, N.Y. 14202
(716)886-0391
F(716)886-0397



Satellite Offices

BINGHAMTON
Suite 207, Exec. Office Bldg.
Binghamton Plaza
33 W. State Street
Binghamton, N.Y. 13901
(607)772-1750

CANTON
P.O. Box 488
Canton, N.Y. 13617
(315)386-8131 (or 8132)

MAYVILLE
P.O. Box 162
Mayville, N.Y. 14757
(716)753-5290

PLATTSBURGH
6 Booth Drive
Plattsburgh, N.Y. 12901
(518)563-0761

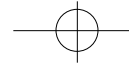
PENN YAN OFFICE
297 West Lake Road
Penn Yan, N.Y. 14527
(315)536-0110

ROCHESTER
332 Jefferson Road
Rochester, N.Y. 14623
(716)272-0800

WYOMING OFFICE
79 Main Street
Wyoming, N.Y. 14591
(716)495-6514

Contents of the Steward Handbook

Message from Danny Donohue, CSEA President	2
How To Use This Handbook	3
Communicating with Your Members	
Keeping Your Members Informed	4
Keeping Your Officers and Labor Relations Specialists Informed	9
Grassroots Political Action	10
Organizing Workers Around Issues	
Introduction to Organizing and Servicing	13
Mapping Your Workplace	14
Analyzing Your Workplace	16
Recruitment of New Union Members	18
Recruitment of Agency Shop Fee Payors	22
Surveying the Membership	30
Choosing An Issue	34
Developing Strategies and Using Tactics	38
Representing Workers In the Workplace	
Public Employees Fair Employment Act (Taylor Law)	41
National Labor Relations Act (NLRA)	47
Duty of Fair Representation (DFR)	48
Determining a Grievance	55
How to Investigate the Grievance	60
Your Right to Information	73
How to Prepare and File the Grievance	77



Presenting a Grievance at the First Step	81
What to Do When a Worker is Disciplined	82
Rights of Worker/Steward in Interrogations	88
American with Disabilities Act (ADA)	99
Civil Service Law (CSL)	102
Family and Medical Leave Act (FMLA)	107
Fair Labor Standards Act (FLSA)	121
Occupational Safety and Health Act (OSHA)	123
Public Employee Safety and Health Act (PESH)	124
Right to Know Law	125
Educating Workers About CSEA	
CSEA, Local 1000 - Who We Are!	129
CSEA, Local 1000 - Where We Are!	130
CSEA - What We Are!	135
Appendix	
CSEA Grievance Fact Sheet	143
CSEA Grievance Tracking Sheet	144
CSEA Time and Attendance Interview Checklist	145
CSEA Grievance Investigation Checklist	146
Important Telephone Numbers	148



Danny Donohue, President

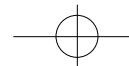
This Manual Belongs To:

Steward's Name: _____
 Local/Unit #: _____
 Address: _____
 Phone: _____



Local 1000, AFSCME, AFL-CIO • Danny Donohue, President

1998 • 1998 • 1998 • 1998 • 1998 • 1998 • 1998





As a CSEA Steward, you do one of the most essential and challenging jobs in our Union. You are the one Union activist workers see every day, communicating their needs and concerns, organizing them in collective action, representing their issues and grievances, and educating them about CSEA.

Workers develop their opinions about CSEA and how well we protect and defend workers' rights from your performance and effectiveness as a Steward. Members of the bargaining unit view YOU as the Union.

Even though you have this critical responsibility, you are not alone. You now have this handbook as a resource to learn about information and techniques necessary to make effective decisions in the workplace. You can discuss problems and issues with other Stewards and your Local or Unit Officers. Stewards, working together, create a solid foundation for building a strong, dynamic Union. Collective bargaining becomes a living process that is constantly working on behalf of our members through your actions in the workplace.

I urge you to thoroughly read this guide, understand your contract, attend Education and Training Workshops and take well deserved pride in participating in your Local or Unit's Steward Program. Let's work together for our members!

In solidarity,

Danny Donohue
CSEA President

How to Use the Handbook

This manual is designed to give you the CORE tools you will need to be an effective CSEA Steward. Subjects are broken down into short sections and checklists that you can use to help build and strengthen your Local or Unit. In using this manual, keep in mind a few points:

- Adapt the materials to fit your needs. It describes basic principles, but you will have to apply the ideas to your particular situation.
- Start as soon as you can. Many of the responsibilities of the Steward take time and practice. Communicating your Union message takes planning, organizing a group of workers takes planning, representing a worker in a grievance hearing takes planning, and educating workers about our Union takes planning.
- Remember that all the responsibilities of a Steward are related to the others. In order to avoid repetition, the handbook is divided into four sections:

Communicating to the Members of the Bargaining Unit
 Organizing the Workplace
 Representing the Workers' Grievances
 Educating the Workers about the Union

If you need help, contact your Local/Unit officers or the CSEA Labor Relations Specialist at the CSEA Region Office. CSEA can help you with training, research, communications, legal questions and other needs.

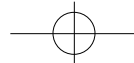
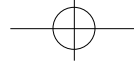
CSEA has also produced a variety of materials which might be helpful. These are listed in the appendix.

You are the key link in the Union's communication system. Your job is to keep the members informed about everything and listen carefully to their concerns. This includes explaining Union policies and programs to the members as well as discussing your co-workers' concerns to the Union leadership and to management. Both of these responsibilities can be accomplished through effective written and verbal communication that takes many forms: bulletin boards, CSEA publications, 1-800 numbers, contract(s), CSEA events/activities, leaflets, lunch 'n learn sessions, and one-on-one conversations.

Keeping Your Members Informed

The members at your work site depend on you for information when it comes to news from or about the Union or the employer. If you aren't aware, up-to-date, or absolutely sure about the latest news, contact your Local or Unit Officers or your Labor Relations Specialist at the Region Office. Then go back and clarify or confirm what you've been told.

Bulletin boards. Almost all workplaces or worksites are equipped with a CSEA bulletin board, where you can post business cards, Union buttons, flyers, bulletins, notices and other materials of importance you received in the mail or at a meeting. If you find an item about the Union or something of interest to the members, feel free to share it by posting this as well.



The bulletin board is for Union business only; management and members should not place anything on it without the expressed permission of you and/or your Officers. No one should remove anything you've posted without you or your Officers' approval. Keep the bulletin board(s) neat, well organized, and attractive for the members with current information. Discard outdated items. If the board becomes damaged or is stolen, contact your employer for a prompt replacement.

CSEA Publications. The official CSEA newspaper, is published every month and is mailed to the homes of all active CSEA members. In addition to the newspaper, CSEA mails specialized newsletters to Local and Unit Officers, and activists on designated mailing lists during certain times of the year: The CSEA Advocate (Legal), Canary (Safety and Health), Essentially Women, and the CSEA Retirees Newsletter.

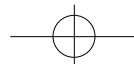
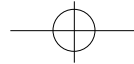
The P.S. highlights the most important news of CSEA in advance of the newspapers' mailing. Alerts, a large postcard format, are sent out to provide important information or to direct some type of membership action. These are great to post on the bulletin board. Leadership mailings are regularly sent to Local and Unit Officers and other activists on an as needed basis. This information should be reviewed as soon as you receive it and distributed throughout the Local or Unit, as appropriate.



Address changes. Getting information to the membership is only as good as the addresses to which it is sent. Be sure to send in address changes on the green comment postcard immediately. It does take a few weeks to process this information in our Membership Records Department.

1-800 Number and the Current Issues Update. To hear a recording of the current issues affecting CSEA members, call the toll-free 1-800-342-4146 telephone number. You will hear a menu of choices about services, benefits and information and the current issues update. Take time to familiarize yourself with this telephone system. It is an easy and convenient resource to getting your questions answered. In addition, many of CSEA's Region Offices also have 1-800 numbers for direct access to a Labor Relations Specialist.

Contracts. If possible, you should deliver a copy of the current contract to each member of the unit. This important document is a legal and binding agreement negotiated between CSEA and your employer that specifies individual member's rights, responsibilities and privileges at your workplace. Each contract contains a series of provisions usually stating the member's working conditions, wage rates, vacation and holiday policies, seniority rights, disciplinary and grievance procedures, and other key benefits negotiated by the Union.



CSEA events/activities. Many Locals and Units are active and energetic. Membership involvement makes an enormous positive difference in how workers feel about or perceive our Union. Since you are our link to the members, it is important that you are aware of all Union activities. You should do your very best to be prepared to answer any questions that the members might have regarding CSEA's involvement with grassroots political action and other endeavors.

Leaflets. The leaflet is a quick, inexpensive way to reach your membership. It expresses a sense of urgency and usually covers only one point. It is handed out to individual members or posted in the workplace by the CSEA Steward.

Preparing a leaflet is simple, but you must follow basic principles of writing and design or the leaflet may not communicate your message. Here are some guidelines to help:

1. Make the leaflet easy to read and its message sharp.
2. Get interest by starting with a headline or cartoon.
3. White space sets off the type and makes the message stand out.
4. Be brief about one point and write only the essentials.
5. Balance the leaflet between the top and the bottom.
6. Choose a color identifiable with CSEA.

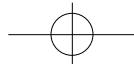
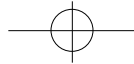


Lunch 'n Learn Sessions. This is a technique that you can use with issues to reach members, agency shop fee payors, and non-members alike. It provides good visibility for the Union and makes keeping track of the membership on an ongoing process. Determine the target group of workers you wish to speak with, plan an inexpensive pizza/soda lunch and hold a meeting during the lunch break to increase your chances of a good turnout. (Be sure to get permission from your officers before having a lunch n' learn session.)

Draft a leaflet announcing the luncheon and distribute it three days ahead of the event throughout the worksite or just to a targeted audience. Walk through the worksite on the morning of the meeting to remind workers of the event.

Make sure that the meeting space is set up in advance in such a way to allow workers to eat and review the Union materials you may distribute. Get everyone seated and served as soon as possible so not to waste any time.

Begin the meeting with a short (seven minute) overview of the Union's activities, information or concerns. Have workers complete a survey or sign-up sheet if you determine that to be important. Ask agency shop fee payors or non-members to join you in your cause and try to sign them up as CSEA members. Try to answer as many questions as possible, keeping your responses short and to the point. Set up time to see individuals later in the workday or plan a follow-up phone call.



One-on-one conversations. As a Steward you need to practice the art of active listening. Workers with whom you are communicating will get a sense that you really care about what they are saying and you will get both the most accurate information possible and a greater understanding of their problem.

By actively listening, you take responsibility for understanding both the feeling and the content of the worker's message. Three components of active listening are: empathy — seeing the situation from the worker's point of view; repeating what was heard using different words, showing that you are attentive and care; reflecting feelings or your perceptions of feelings.

When you speak with workers, keep in mind that we all come from diverse backgrounds, with economic, religious, educational, social, ethnic and gender differences. We must respect these differences and remember that our Union represents all types of workers. Look for the similarities among workers and learn to appreciate and respect differences among workers.

Keeping Your Officers And Labor Relations Specialist (LRS) Informed

Staying in touch with your Local/Unit Officers makes good sense. If faced with a new and challenging



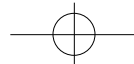
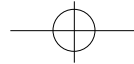
problem, don't hesitate to contact your Local/Unit Officers or your Labor Relations Specialist. Contact them about the latest news at your worksite, incidents that you believe they should know about, or to confirm that all is going well. They appreciate hearing from you and will be contacting you also.

As you become more experienced you will rely less on phoning or meeting with others about common inquiries or problems. You will know how to deal with a variety of situations, which frees your Officers and Labor Relations Specialist to focus on more difficult problems.

Grassroots Political Action

From time to time, CSEA will count on you to promote, support and educate your members about pending labor legislation, as well as, endorse politicians who side with key workers' issues. As a 250,000 member Union, we have the capability to make positive changes in our political system.

Through grassroots campaigning, we help elect candidates who endorse and support legislation that favors working people. But to achieve this goal, CSEA needs the collective voice of our entire membership. You have the power to spark political action among our members. Here are ways you can get the membership involved in the political process:



1. Keep your Union bulletin board up-to-date on current political issues. Post political articles; cut out newspaper editorials on issues that affect your members politically; or call your CSEA Communications Associate to receive a current mailing of flyers, brochures or cartoons that depict important political issues.

2. Talk about the importance of getting involved in the political process with your members. The best time to do this is during the members' break times. Explain to your members why we support certain candidates and why we conduct campaigns to pass or defeat a particular legislative bill. Remember, if you don't have the answers, call your CSEA Political Action Coordinator (PAC) at the Region Office.

3. During an election year, remind members and their families to register to vote. Coordinate a voter registration drive in your workplace with the PAC Coordinator.

4. Once registered, encourage your members to get out the vote (GOTV). Labor's voice at the ballot box should never be underestimated. Remind the membership to support CSEA's endorsed candidates and to call CSEA if they have specific questions relating to the candidates.