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# United States Steel Corporation Irvin Works and United Steelworkers of Americ Local Union 2227

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BOARD OF ARBITRATION

Case No. USC-1827

June 4, 1965

SUPPLEMENTAL AWARD

UNITED STATES STEEL CORPORATION  
Irvin Works

and

Grievance No. A-62-144

UNITED STEELWORKERS OF AMERICA  
Local Union No. 2227

Subject: Incentive Administration

Statement of the Grievance: "The incentive earnings under  
Incentive Application #686 are not equitable."

This grievance was filed in  
the First Step of the grievance procedure August  
20, 1962.

Contract Provision Involved: Section 9 of the April 6, 1962  
Agreement.

Statement of the Award: The adjustment of Incentive  
Application No. 686 as set forth in Change No.18,  
and the application of its adjusted standards to  
payroll periods from the one including August 20,  
1962, until the one of September 15, 1962, and from  
the one of January 19, 1963, until the one of  
August 17, 1963, complies with the Board's Award  
of August 6, 1964.

BACKGROUND

Case USC-1827

This case had its origin in a grievance asking for an adjustment of Incentive Application No. 686 in the Tin Finishing Department of Irvin Works. As set forth in greater detail in marginal paragraph 4 of the Board's Award of August 6, 1964, the disputed incentive application had single standards for the assembly of Nos. 1, 2 and 3 Tin Temper Mill back-up rolls and No. 4 Tin Temper Mill back-up rolls respectively, established with the expectation that only one out of four back-up rolls would be completely inspected. For a period of time, almost every back-up roll on No. 4 Mill was completely inspected, and the Board found that this was accomplished by utilizing an off-standard crew; the record of the case was insufficient to fashion a final award, and, in its Findings of August 6, 1964, the Board stated as follows:

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"Since the Board has received no guidance from the parties as to the amount of adjustment which should be made for the periods of operations grieved in this case, the case is returned to the parties for further consideration in light of this Opinion. The problem is one which the parties presumably should have no trouble settling on a practical basis, now that the need for some adjustment is settled."

To comply with the Award, the Company computed separate values for the work of unchocking and chocking the back-up rolls, and that of unchocking, disassembling, assembling, and chocking the rolls, the latter being the more time consuming complete inspection. Formerly the

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"assembly" of back-up rolls of No. 4 Tin Temper Mill was covered by a single standard of 11.5 hours; the Company now established a standard time value of 8.8 hours for unchocking and chocking, and a standard time value of 19.6 hours for unchocking, disassembling, assembling, and chocking. In addition, the maximum number of men per calendar day was revised from one to four Bearing Repairmen (Back-up Rolls) and from one to three Bearing Repairmen (Work Rolls). Since the new standards reflect the calculations made for arriving at the old single standard, they were expected by the Company to yield earnings equal to those attained previously.

To compute its back pay liability, the Company assumed that, during the pay periods ending September 1, 1962, and September 15, 1962, and from January 19, 1963 until and including August 17, 1963, all back-up rolls which were unchocked were completely inspected. (The Company had no detailed work reports available showing the specific tasks performed on unchocked back-up rolls for the period in dispute.) The resulting retroactive earnings increased the weighted average IMP from 127% to 133% for the enumerated pay periods.

Since a more intensive inspection program was instituted for work rolls early in 1965, the method of adjustment followed by the Company to comply with the Board's Award in this case was also adopted for work roll standards, and installed as Change No. 18 on February 28, 1965, retroactive to January 31, 1965. In the first five payroll periods after Change No. 18 became effective, the weighted average IMP climbed to 139%. For the period from August 31, 1963 until January 30, 1965, the incentive showed a weighted average IMP of 135%, as compared to 130% prior to the grieved changes.

The Union insisted at the compliance hearing that an adjustment of the incentive is not required under the Board's Award; instead, the Company should have just "backed out" from the computation of the incentive, hours exceeding those worked by the maximum number of Back-up Repairmen then listed in the Incentive Brochure, and treated such hours as unmeasured. 5

The Company replied that the use of unmeasured hours would not comply with the Board's Award. Unmeasured hours are those spent performing tasks which either are not covered by standard time values or performed in a manner deviating temporarily from expected conditions. Since in this case the inspection program of back-up rolls ceased to be a temporary exception and became an extended procedure, the proper way to comply with the Board's mandate was followed by the Company by adjusting the incentive. 6

### FINDINGS

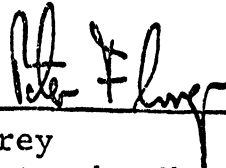
Where an adjustment of an incentive is required under Section 9-C-2-a of the Basic Agreement, the Board will examine whether the earnings yielded by the adjusted incentive preserve its integrity. It will not concern itself with the method adopted by the Engineering Department unless it is in violation of the Basic Agreement. In this case, the adjusted standards netted earnings in excess of the average IMP of 130% yielded by the incentive before. For this reason, the Company's action complied with the Board's Award of August 6, 1964. The record in this case also supports the Company's selection of payroll periods for which retroactive payments have to be made. 7

AWARD

The adjustment of Incentive Application No. 686 as set forth in Change No. 18, and the application of its adjusted standards to payroll periods from the one including August 20, 1962, until the one of September 15, 1962, and from the one of January 19, 1963, until the one of August 17, 1963, complies with the Board's Award of August 6, 1964.

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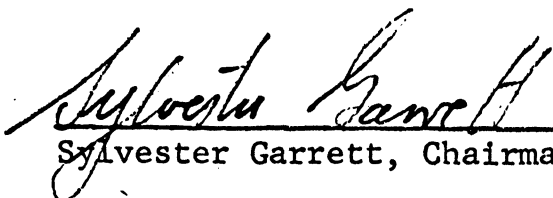
Findings and Award recommended pursuant to Section 7-J of the Agreement, by



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Peter Florey  
Assistant to the Chairman

Approved by the Board of Arbitration



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Sylvester Garrett, Chairman