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STATE OF MICHIGAN
LABOR MEDIATION BOARD

RELATIONS DIVISION
MICHIGAN STATE UNIVERSITY

In the matter of:

CITY OF DETROIT (Herman Kiefer Hospital
and Maybury Sanatorium)

and

Case No. D-66 and E-1524

DETROIT CITY HOSPITAL EMPLOYEES UNION, LOCAL #1

HEARINGS OFFICER'S FACT FINDING REPORT

APPEARANCES:

For the Employer:	James Boynton, Labor Relations Bureau, City of Detroit April 14, 1967	Thomas Budday, Personnel Officer, Herman Kiefer Hospital Dan Demare, Deputy Health Commissioner William Dietrich, Assistant Corporation Counsel Frank Kalivoda, Personnel Officer, Health Department Edward R. Koch, Training Division, Civil Service Commission Betty J. Locke, Head Dietitian, Herman Kiefer Hospital Frank Markowski, Business Manager, Maybury Sanatorium Dorothy B. Shaffer, Director of Nursing, Herman Kiefer Hosp. Maria Tiberti, Nursing Director, Maybury Sanatorium Orlando Vargas, Ass't Personnel Officer, Department of Health
For the Union:	Viola Alexander April 14, 1967	Helen Booth Eugene C. Carlock Benny Guercio Helen Jean Guercio Troy Holland
For the Employer:	James Boynton April 26, 1967	Thomas Budday William Dietrich
For the Union:	Annie Bea Anderson April 26, 1967	Helen Booth Lucille Dennis George W. Garner Benny Guercio Helen Jean Guercio Vera L. Hammonds Troy Holland Christine Hughey
		Juanita Robinson Willie Jane Robinson Clifford C. Rutherford John Sharpley Adda Toney Benjamin Williams Frank Kalivoda Orlando Vargas Nolan Johnson Ola Johnston Vester Payne Juanita Robinson Willie Jane Robinson Clifford C. Rutherford Adda Toney Benjamin Williams

This is a fact finding report under the provisions of Section 25 of Act 176 of the Public Acts of 1939, as amended, which provides in part as follows:

"Whenever in the course of mediation under Section 7 of Act No. 336 of the Public Acts of 1947, being Section 423.207 of the Compiled Laws of 1948, it shall become apparent to the Board that matters in disagreement between the parties might be more readily settled if the facts involved in the disagreement were determined and publicly known, the Board may make written findings, with respect to the matters in disagreement. Such findings shall not be binding upon the parties but shall be made public. . ."

Daniel Kruger

DETROIT
CITY
FF

In accordance with the Board's Rules and Regulations relating to fact finding procedures, the undersigned Hearings Officer was designated to conduct a hearing in the matter and to issue a report in accordance with Article V, Section 1 of Rules and Regulations which provides as follows:

"After a hearing for the purpose of taking evidence upon a petition, the Labor Hearings Officer shall prepare a report. Such report shall contain findings of fact and the reasons or basis therefor. The Labor Hearings Officer shall file the original with the Board and cause a copy thereof to be served upon each of the parties. Within ten days from the date of service of the report, the parties may file written comments with the Board."

Background

In a letter dated March 27, 1967, to the State Labor Mediation Board, Mr. Al Leggat, Director, City of Detroit Labor Relations Bureau, requested the Board to pass this case from mediation into fact finding. He stated that three issues to be resolved through fact finding were (1) the work week, (2) rotation of shifts, and (3) bulletin boards.

In a letter dated March 28, 1967, to the State Labor Mediation Board, Mrs. Helen Jean Guercio, Executive Secretary and Business Representative, Detroit City Hospital Employees Union, Local #1, stated that the Union joins with the City of Detroit in the request for fact finding as a result of recent mediation service on contract negotiations. The three issues cited as being unresolved included (1) work week, (2) rotation of shifts, and (3) bulletin boards.

On the basis of these letters, the Labor Mediation Board concluded that matters in disagreement between the parties might be more readily settled if the facts involved in the disagreement were determined and publicly known. Accordingly, the Board appointed Dr. Daniel H. Kruger as its Hearings Officer and Agent. Meetings of the parties were held in Detroit, Michigan on April 14, 1967, and April 26, 1967.

The Issues

Union's Position

The issues were discussed in the following order: Work week, rotation of shifts and bulletin boards.

The Work Week

At the hearing on April 14, 1967, Mrs. Helen Jean Guercio, Executive Secretary of the Union, stated the Union proposed that all the employees in

its bargaining unit work five (5) consecutive days with two consecutive permanent off days within the seven (7) day consecutive work week and that the days off (known as the 6th and 7th days) be selected by employees in order of the highest seniority (Union Exhibits #1 and #8). She alleged that many employees work eight, nine and ten days in a row which affects their morale and health. The current work schedule, in her view, has resulted in a very high rate of absenteeism. She maintained that absenteeism could be reduced significantly if the employees worked the work week schedule as proposed by the Union. She pointed out that according to her information, many hospitals in the Detroit area have the same work week schedule which the Union seeks. Furthermore, she introduced in testimony that the New York City Voluntary Hospitals work on a consecutive hourly shift of $7\frac{1}{2}$ to 8 hours per day (Exhibit #3).

She contended that some departments in the hospitals do have a 5-day work week while other departments work on a 7-day operation. She alleges that discrimination exists in that some employees are on a 7-day operation, working 5 consecutive days with 2 permanent consecutive off days while other employees working right along side are forced to rotate their off days and work 6, 7, 8, and 9 consecutive days. The Union stated that, although there is a 5-day work week, it is possible to work 6, 7, 8, or 9 consecutive days because these latter days are in the week immediately following.

The work week of the City begins at 12:01 a.m. Monday and ends at midnight Sunday. Thus, if an employee works the following schedule

<u>1st Week</u>							<u>2nd Week</u>							
M	T	W	T	F	S	S	M	T	W	T	F	S	S	O=off days
O	O	W	W	W	W	W	W	W	W	O	O	W	W	W=work days

he could work eight consecutive days in a two week period.

The Union alleged that the City is violating the 1966 amendments to the Fair Labor Standards Act of 1938, as amended, in that the employer cannot work, under any circumstances, any employee in the 14 day work period without the full consent of the employee in advance and/or without the approval of the Union if there is a bargaining agent representing the employees.

She maintains that the patient census at both Herman Kiefer Hospital and Maybury Sanatorium is not a question or issue. Both hospitals, in her view, have what can be called permanent patients. In the Union's view, this makes it possible to schedule the kind of work week which the Union seeks.

The Union contends that the City has not furnished certain data as requested such as (1) number of employees required to work per day for patient care, (2) average number of employees off sick and/or on vacations per day, (3) breakdown of sections of employees required to operate effeciently the hospitals. Such information, it maintains, is needed to demonstrate that the Union's proposal is workable.

Although the City, according to the Union, did not supply this information, the Union was able to work out a plan of scheduling for a 5-day consecutive work week with two consecutive permanent off days as follows:

Two consecutive permanent off days	M	T	W	T	F	S	S
Monday & Tuesday	5%	5%					
Tuesday & Wednesday		5%	5%				
Wednesday, & Thursday			5%	5%			
Thursday & Friday				5%	5%	(60%)	
	5%	10%	10%	10%	5%	60% =	100

The Union stated that the above schedule can be varied if the total number of hospital employees needed per day for each day of the week is set forth by the City.

The Union contends that the peak days are Monday and Friday and that less employees are worked Tuesday, Wednesday and Thursday; on Saturday and Sunday, less than one-half of the employees are worked; and in some sections of the hospitals only a 15% skeleton crew work on the weekends. According to the Union, 90% of the employees get two consecutive days off each week at the present time. The Union did not indicate, however, if these are permanent days off.

Permanent Shifts

The Union, through Mrs. Guercio, stated that the Union seeks permanent shifts for all members in the bargaining unit and that the Health Department has permitted most employees to have permanent shifts. The Union's position is that the Department wants to be able to use rotation of shifts as a means of reprimanding employees. While agreeing that the Department has the right to set the work schedules in order to maintain proper patient care, the Union does not want rotation of shifts to be used for disciplinary reasons (Exhibit #1).

The Union raised the question - "What is the difference who is working on the shifts, as long as the morale of the employee is satisfied. The total man-hours do not change by rotating employees from shift to shift" (Union Exhibit #1).

The Union maintains that permanent shifts are possible because employees are "fully capable of working in any and all areas of [their] department and/or have the full ability and knowledge to do any and all assignments of [their] classification without exception; [they are] competent and can 'comprehend' any and all instructions of assignments and duties in [their] classification as directed..." (Union Exhibit #14). The Union, therefore, claims that since employees, in their estimation, are of equal ability and skill, the three shifts can be manned without any serious difficulties.

The Union maintains that many hospitals in the Detroit area are on permanent shifts (Union Exhibit #19). Furthermore, it introduced a statement that indicated that employees of the Voluntary Hospitals in New York City are hired on a permanent shift and are not required to rotate from the afternoon to day to night shifts (Union Exhibit #4).

The Union's position is that the employees shall select their work shifts by seniority and that the work shifts shall be permanent. The Union maintains that the question of selection of work shifts by seniority is not an issue. In its view, seniority has been agreed and settled by the City's Labor Relations Board and its acting director, Mr. Al Leggat (Exhibit #11). It noted that the joint request for fact finding deals with rotation of shifts with no mention of seniority (Union Exhibits #9 and #10).

Bulletin Boards

The Union's position is that bulletin boards shall be placed in all sign-in stations and that the size of these boards will be agreed upon between the Union and the City. Furthermore, bulletin boards will be placed in all other regularly stationed bulletin board areas for Union use as agreed upon between the Union and the City (Union Exhibit #12). The Union objected that the City permits another Union which is not the legal bargaining agent to place its materials on the bulletin boards (Union Exhibits #15, 16, and 20).

The Union contends that "for the past 20 years, the bulletin boards at the sign-in (clock) stations have been used as the location for distributing information to employees about union activities. . . . Other organizations

and unions used these bulletin boards without any distraction by supervisors and administration" (Union Exhibit #20). The sign-in stations are not areas, according to the Union, where patients or visitors are permitted to come in. The Union maintains that it must make available literature to its members and therefore seeks bulletin board areas which are readily accessible.

City's Position

Work Week and Rotation of Shifts

As defined by Civil Service and Personnel Regulations (City Exhibit #3), the normal service day shall consist of eight hours of service, exclusive of the lunch period. The standard service week shall consist of five regularly scheduled eight hour shifts within a seven consecutive day period, commencing at 12:01 a.m. Monday and ending 168 hours thereafter. The two remaining days of the seven day period shall be known as off days. The first day off within the seven day period shall be the sixth work day and the second day off within the above seven day period shall be the seventh work day (City Exhibit #5).

The Department's position (the words Department and City are synonymous and interchangeable) is that it favors a work schedule of 5 consecutive work days and two consecutive days off within a work week and has encouraged administrators to plan their schedules in this direction. While noting that the majority of the employees are on such schedules, it contended that "the problem of placing every employee on such schedules has not been solved as yet because of certain conditions which must be met. First, the schedules must be able to meet the varying needs of the different wards and services due to type and number of patients as well as to provide special services. Second, the personnel staffing of the schedules must come within the present formulae provided for budgeting nursing services and without reducing the present time allocated for patient care" (City Exhibit #1).

The Health Department maintained that it has the legal responsibility to specify the duties of all its employees and to assign such employees in a manner which will best serve to carry out the functions assigned by Charter to it (City Exhibit #1).

The Health Department repeatedly stated that if employees have two permanent consecutive days off, some employees would never receive Saturday and Sunday off or some other day they may desire. In its view, permanent days off (and permanent shifts to be discussed later) would drastically effect the

recruitment of new personnel. Miss Maria Tiberti, Director of Nursing at Maybury Sanatorium, in her testimony stated that one of the first questions asked by prospective employees is the number of weekends they will have off. She stated that she has recruited 90 to 95 percent of all new employees in her division since coming to Maybury three years ago.

The City called attention to the testimony of a Union witness who stated that some practical nurses take the Medication Course so that can have Saturday and Sundays off.

The City also claimed that the retention of employees would suffer if there were permanent days off and permanent shifts. The employees who would be affected, according to the City, would leave and would go to other hospitals where they would receive weekends off and such jobs are available.

The City introduced a survey of hospitals in the Detroit Area which it purports to show that the City follows the prevailing practice of giving a certain number of weekends off.

The City contended that the scheduling of permanent days off and permanent shifts is complicated because of the variance in patient conditions and the wide discrepancy in skill, ability, assumption of responsibility in individual employees in the same classification. Witnesses for the City - Miss Dorothy Shaffer, Director of Nursing at Herman Kiefer, and Miss Tiberti, and Mrs. Esther Benjamin, Director of Nursing, Wayne County General Hospital and Infirmary - stated that based on their experiences in their capacity as directors of nursing, employees in their divisions are not equal in skills and abilities and as such cannot be assigned to shifts, assignments and days off without considering individual differences.

The City submitted work schedules to show that its employees do not consistently work 10 days in a row (City Exhibits #13 and 15). In practice, it claimed that such long stretches of consecutive work days occur very seldom and is discouraged by the Health Department. Furthermore, it stated that such work schedules occur as a result of employee requests.

According to the City, its scheduling procedures do not result in a high rate of absenteeism (City Exhibit #19). It contended that the figures for the main classifications involved (Medical Attendants, Practical Nurses and Institutional Attendants) compare favorable with department averages. It explained

that there is a high percentage of women in these classifications and women traditionally take more sick days. Furthermore, these women are off more often because they are the parent who usually stays home when children are sick. The City maintained that absenteeism would increase if there were permanent days off since weekends are the desirable days off.

With respect to the Union proposal on a percentage schedule for days off (see page 4), the City replied that it would adversely affect the recruitment of new employees and the retention of old. Furthermore, in the City's view, high seniority employees would tend to select Saturday and Sunday as their days off and this would result in a concentration of low seniority unexperienced employees on the weekends with no balancing of experienced employees. The City's position is that without the discretion to assign employees by skills and experience, patient care would vary and invariably suffer on some days.

The City also stated that the percentage schedule does not take into account that the duties of employees vary on different days. For example, therapy and diagnostic examinations are conducted during week days. If there were permanent days off, some employees will not be in a position to become well-rounded employees. According to the City, this is especially critical for practical nurses, medical attendants and institutional attendants. In these three classifications, there have been 1334 employee transactions (involving 1305 employees) on and off the employee rolls since July 1964. The City does not show how many of these transactions involved Herman Kiefer Hospital and Maybury Sanatorium.

Regarding the Union's charge that it has not supplied all necessary information on work shifts and assignments, the City's position is that the information it has supplied is the best that can be obtained and is that with which personnel functions are evaluated. Furthermore, if all the information which the Union has requested was produced, it would involve hundreds of records which are kept at various places throughout the City and would include abated records for employees who left the City's employment. In addition, the computation and correlation of the information into manageable form would be an impossible task.

In response to the Union's contention that employees at Maybury Sanatorium work a sixth consecutive day without premium pay which is a violation of the Fair

Labor Standards Act of 1938, as amended, the City replied that no employee is worked more than 5 days in a work week (defined as commencing at 12:01 a.m. Monday and ending 168 hours thereafter). The method of scheduling is called the forward rotating and will be discussed below. The City stated that it is committed to adhere to the Fair Labor Standards Act and feels that there are no violations. It indicated that it is willing to litigate its position in any proper forum.

As noted above, the Union contended that the Health Department uses rotation of shifts as a disciplinary measure. The City stated that this is a misconstruing of a statement made early in negotiation sessions that often times, employees who are not performing as necessary are changed to a shift where patients will not suffer by the employees poor performance. According to the City, good patient care is related to employee performance and by changing an employee to another shift, he can be placed in situations where his work is closely reviewable and subject to immediate correction.

The position of the City on the preference for shifts and off days was summarized as follows (City Exhibit #6). It agreed that senior employees will be given consideration in assignment of shifts and two consecutive off-days. It estimated that at least 75 percent of the work force will be assigned on the basis of seniority and furthermore, it will endeavor to implement this principle on the remaining employees in all normal service situations. It called attention that "the exercise of preference for shifts and two consecutive off days should not impair the efficient operation of the hospital and that seniority alone cannot be the determining factor in the assignment of shifts and two consecutive off days." It further proposed that employees will be permitted to indicate their preference in assignment of shifts and two consecutive off days and whenever possible the City will honor such individual preference on the basis of the employee's seniority. With regards to shift preference, the City stated that this privilege shall not be exercised by an employee more often than once in each 12 month period. Furthermore, the only way in which an employee may change shifts and/or two consecutive off days, other than the ones to which he is entitled to through either work assignment or seniority, will be due to a real personal emergency and only after the request has been cleared through the Chief Union Steward and the hospital Personnel Officer.

Bulletin Boards

The Department maintained that the Union has requested far more bulletin boards than has ever been provided to any employee organization in the past and specifically at all sign-in stations (City's Exhibit #1).

The Department stated that it would permit bulletin boards in locations which will be readily accessible to any employee who is interested in reading Union notices. No union bulletin boards will be located in areas open to the public, in patient areas, including nursing stations. According to the Department of Health, bulletin boards will be located near employee entrances, locker rooms, adjacent to cafeterias or such other places agreeable to the hospital administrator so that no employee would have to go more than a short distance to read posted union bulletins (City's Exhibit #1).

In a letter dated July 21, 1966 from Dr. John J. Hanlon, Health Commissioner, to Mr. Robert Dalton, Superintendent, Herman Kiefer Hospital, he stated "bulletin boards are to be placed in order that (a) they are accessible to the employees and (b) they are in a location where they will not interfere with the normal appropriate primary legal responsibilities and functions of the Department of Health " (City's Exhibit #21).

In a letter from Al Leggat, Director, City's Labor Relations Bureau, to Mrs. Helen Jean Guercio, Business Representative, Detroit City Hospital Employees Union, dated August 5, 1966, he stated that "the authority for control of all buildings and equipment in the Health Department rests with the Department and the final say as to the number and location rests with the Health Commissioner" (City's Exhibit #22).

In this same letter, Mr. Leggat proposed the following locations which "very few, if any, members of your organization will find it inconvenient if they are interested in reading such posted material:

"At the William H. Maybury Sanatorium, because of the number of buildings and the fact that they are spread out over an exceedingly large area, eight locations have been provided.

"At Herman Kiefer Hospital, in view of the fact that the vast majority of employees are located within the main building, four locations have been provided. These are in areas where your interested members would rarely have to go out of their way more than 50 yards, at the extreme, and the majority would be passing by within a few feet either coming to work, during lunch periods or coffee breaks."

Subsequently, the City offered bulletin boards at 14 locations throughout the basement and first floor of Herman Kiefer Hospital - 10 in the basement and 4 on the first floor (City's Exhibit #23). Prior to certification of the Union there was only one bulletin board designated for union use.

The City maintained that the proposed 14 bulletin boards are strategically located. They are near the cafeteria and locker rooms, certain sign-in stations and main elevators, locations which the City contended are heavily traveled by employees. In the City's view, employees could not go to the cafeteria for coffee breaks or lunch periods without passing at least one of the proposed bulletin boards. The City stated that employees are not allowed to eat lunches at nursing stations and therefore must leave the nursing floors. Infractions of this rule are corrected when brought to the attention of supervisors.

Discussion and Recommendations

The Union seeks a work schedule in which every employee in the bargaining unit works five consecutive days and has two permanent consecutive days off. The City, on the other hand, stated that it does have a normal service week of five days and two consecutive off days. The off days, however, are not permanent. As noted above, it is possible to work six or seven consecutive days but these are spread over two normal service weeks.

In scheduling its shifts, the Department uses what is called the forward schedule method and the backward schedule method. Under the forward schedule, the days off in an eight week cycle would be as follows:

Week	M	T	W	T	F	S	S
1	O	O	X	X	X	X	X
2	X	O	O	X	X	X	X
3	X	X	O	O	X	X	X
4	X	X	X	O	O	X	X
5	X	X	X	X	O	O	X
6	X	X	X	X	X	O	O
7	O	X	X	X	X	X	O
8	O	O	X	X	X	X	X

O = off days

X = days worked

Thus the employee would work six consecutive days for six weeks and five consecutive days for two weeks. He would have two periods of three consecutive off days during this eight week cycle.

Under the backward schedule, the days off in an eight week cycle would be as follows:

Week	M	T	W	T	F	S	S
1	0	0	X	X	X	X	X
2	0	X	X	X	X	X	0
3	X	X	X	X	X	0	0
4	X	X	X	X	0	0	X
5	X	X	X	0	0	X	X
6	X	X	0	0	X	X	X
7	X	0	0	X	X	X	X
8	0	0	X	X	X	X	X

0 = off days
X = days worked

Thus, under this method, the employee would work five consecutive days for four weeks, four consecutive days for two weeks, three consecutive days for two weeks. There is one week during which there is a split day off. This means that in a 17 day period, there are two off days which are split.

The Health Department stated that it plans the work schedule on a three month - 12 week cycle.

The desire of the Union for a work week of five consecutive work days and two permanent days off is understandable. However, the scheduling of work in hospitals, especially in the nursing division, involves problems that are met in few other professions or occupations. Nursing is a 24 hour-seven day responsibility. The Health Department has the legal responsibility to provide quality patient care. This means that all shifts have to be adequately manned. As was pointed out by the three directors of nursing - Shaffer, Tiberti and Benjamin - all employees do not possess equal skills and abilities. Although the Union presented statements (Union Exhibit #14) which were signed by its members attesting that they are fully capable of working in any and all areas of their department and/or have the full ability and knowledge to do any and all assignments of their classifications without exception, it is the Commissioner of Health, through his subordinates, who must make the judgments as to whether an individual employee can perform satisfactorily on the job. It is the supervisor who evaluates the employee. Of course, employees can and do evaluate themselves, but it is the supervisor's evaluation which is of paramount importance in the assignment of work.

The Union has not persuaded the Hearings Officer that all employees possess the same level of skill and ability. Accordingly, the first consideration is the providing of quality patient care for all shifts. The Department should therefore consider both ability and seniority in the making of assignments which will assure quality patient care. Consequently, the Union's demand for permanent days off and permanent shifts needs to be reexamined.

Whereas the Union did submit certain information on the prevailing practices in Detroit area hospitals with respect to both permanent days off and permanent shifts (Union Exhibit #19), the Hearings Officer in personal conversation with several of the larger hospitals found some discrepancies. Time did not permit an exhaustive study of all the hospitals in the Detroit area.

In addition, the information obtained by the City through its mail questionnaire on staffing patterns for area hospitals was in some instances not all together clear. As one hospital administrator stated, the form and the questions could have been framed in a more meaningful manner. The Hearings Officer concurs in this observation.

Thus, the Hearings Officer did not have an accurate picture of the prevailing practices as to permanent days off and permanent shifts. He is, however, of the opinion that there are variations in the practices of hospitals, depending on size, type and kinds of patients.

The City has indicated that it will give consideration to senior employees in the assignment of shifts and two consecutive days off. Furthermore, it stated that at least 75 percent of the work force can be assigned on the basis of seniority and that it will endeavor to implement this principle for the remaining employees in all normal service situations. The City, in the view of the Hearings Officer, has demonstrated a willingness to establish a goal and to work towards setting a higher one; namely, assignment of shifts for all members of the bargaining unit on the basis of seniority. The parties are now engaged in negotiating their first contract. A start has to be made. In future negotiations, improvements in contract provisions will undoubtedly be sought.

The type of patients of the two hospitals - Herman Kiefer and Maybury - and the relatively stability of patient census (City's Exhibit #16) suggest that once the parties are willing to experiment, improvements in scheduling can be effectuated. During the experimentation, if employees feel that they are not being treated fairly in the scheduling of shift assignments and days off, there is available recourse through the grievance machinery.

Turning to the issue of bulletin boards, the City has indicated it's willingness to locate 14 bulletin boards in the basement and first floor of Herman Kiefer and 8 in Maybury. Previously in Herman Kiefer, there was only one bulletin board.

It is of paramount importance for members of the Union to have information available on union matters. By the same token, Union members must demonstrate an interest in wanting to obtain information on Union matters. The criteria in establishing locations for bulletin boards for union use should include the following (1) reasonable accessibility, (2) reasonable convenience, and (3) adequate size. The City, in the view of the Hearings Officer, has met these criteria. Bulletin Boards need not be located in every section of the building, but in those places most heavily travelled.

In summary, the Hearings Officer, after careful consideration of the entire record finds and recommends:

1. The Union modify at this time its demand for two permanent consecutive days off and permanent shifts for all employees in its bargaining unit and begin to experiment in cooperation with the City in working towards this objective.
2. The Union and the City agree on the assignment of shifts and two consecutive days off on the basis of seniority for at least 75 percent of the work force with the understanding that the City will work towards assigning all employees on such a basis.
3. The Union and the City establish a joint study committee to seek more effective ways of scheduling and at the same time to provide quality patient care.
4. The Union and the City agree to locate adequate bulletin boards for Union use at convenient and accessible locations in the basement and first floor of Herman Kiefer Hospital and at the 8 locations at Maybury Sanatorium. Furthermore, the City should police more carefully the materials which other employee organizations place on the bulletin boards.

May 27, 1967

Daniel H. Kruger
Daniel H. Kruger, Hearings Officer