

February 3, 1981

Mr. John Lamers
Vice President
Advertising Posters Company
2240 W. Diversey Boulevard
Chicago, Illinois 60647

Dear John:

I reviewed the final report and it sets forth our recommendations regarding the subject of job posting. It indicates that for the next six months you should continue transferring employees at management discretion as you have been doing in the past. It sets forth the following factors as the ones that should be used in awarding job openings when you in fact decide to formally adopt this system: at basic wage rate for 6 months, skill, attendance, ability, and seniority. If employees ask why you are waiting six months to put the system into effect, tell them that you are waiting for more people to be at their basic wage rate level for six months, which would increase the number of eligible bidders.

If after six months there still are not enough eligible bidders when a job opening occurs, waive this rule on a selective basis, cut the rate to being at the basic wage rate level for 1, 2, or 3 months, or just use management discretion to fill the job.

With respect to what rate to pay a person who has successfully bid into a new job, use the following rules as guidelines:

Employee Fully Experienced in New Classification:

- a) Higher Rated Job - BWR of new job or corresponding position in merit range of new job if employee's current rate is in merit range, whichever is higher.
- b) Equally Rated Job - BWR of new job or corresponding position in merit range of new job if employee's current rate is in merit range, whichever is higher.
- c) Lower Rated Job - BWR of new job or corresponding position in merit range of new job if employee's current rate is in merit range, whichever is higher.

Mr. John Lamers
February 3, 1981
Page two

Employee Not Fully Experienced in New Classification:

- a) Higher Rated Job - Next higher rate in the wage progression of new classification, but in no case a rate higher than Training Rate A.
- b) Equally Rated Job - Training Rate A.
- c) Lower Rated Job - Training Rate A.

The responsibility for determining whether or not an employee is experienced or not in the classification into which he is being transferred will be the responsibility of the Plant Manager and the supervisor receiving the employee

These rules are standard for all our union prevention wage payment plans and considered fair by factory employees.

When an employee bids into a new job and is not fully experienced in it, but must learn some aspects of it to become fully proficient, he is paid a training rate in the new job, and many times it is Training Rate A. In these situations, his supervisor should do all he can to train the person quickly. If the employee doesn't learn the job fully in the 3 month period between Training Rate A and the basic wage rate level, the supervisor has the ability under the Wage Payment Plan to hold up the raise for 1 or 2 additional months. If he doesn't learn the job in this additional 1 or 2 month period, you might give him the benefit of the doubt and bring him up to the basic wage rate level if he looks like he soon will get the complete "hang" of the job, or you can disqualify him and put him back into his old job or lay him off if there are no openings there.

If you have any additional questions on this procedure, please call me.

I would greatly appreciate your prompt attention to our outstanding invoices.

Thank you and all the best to you.

Sincerely yours,

Leonard C. Scott
President

LCS/ep