

Example of Use of Supplementary Learning Narrative

[Writer is addressing program learning outcome #7 from criteria provided. Writer adapted this format to several learning outcomes as appropriate. Each supplemental narrative is placed directly behind the learning statements to which they relate.]

Program Learning Outcome	Origin of Learning	Learning Statements	Documentation
7. Accurately integrate data, research and insights from other disciplines.	Beginning Accounting course, 1976	Interpreted financial statements of company to help justify monetary bargaining proposals	University transcript Tab 4
	Started having children, 1979	Became responsible for more lives on this earth than my own;this gave me a sense of a duty of responsibility toward society as a whole; I became much more socially conscious	
	Owned and operated bobcat excavator for second job 1989-1997	This gave me a huge sense of accomplishment as it was quite successful in a small way; re-learned that strong application delivers strong results	
	Negotiated contract renewals with company, 2003-2007	Integrated data, research and insights from other disciplines such as ergonomics,sleep studies, pension actuarials, life insurance, and health, among others to justify proposals in logic-based arguments	See Supplement, paged 3-5

Supplementary Narrative to Preceding Learning Statements

(Integrates Knowledge from other Disciplines)

Probably the most important part of a Union executive's duties, and the one which is most visible to the rank-and-file members, is negotiating with the employer for a new or renewed contract. Negotiating a contract is a mixture of knowing your issues, doing your homework, justifying your proposals, and knowing your adversaries. Negotiating successfully is doing these things better than the other side.

Having a working knowledge of **psychology** is a very useful tool in knowing the adversary. It is likely that before negotiating, parties from each side will have dealt with each other in separate matters in the daily course of doing union-company business. Knowing how individuals reacted at these times in certain situations is a fairly good indication of how they will react in similar, future situations. It is very helpful to make mental notes of this.

At the negotiating table, body language is a very good indicator of a person's stress level and watching how they react when something specific is said is also a good predictor of the direction to take a certain issue. A good negotiator will have a good 'poker face' but even the best give away hints of their thoughts from time to time.

A union leader should be up on current affairs. **Politics** is always an important part of being active in the union. Most unions are left-wing in their nature and business is right-wing. Having the ear of government is an important part of how well a union can function. Legislation such as Trade Union acts, Labour Standard acts, Worker's Compensation and various others change with new governments and this legislation is used all the time in labour-business disputes. A good knowledge of these Acts is very important to running a successful union, but just as important is having the ability to talk to

legislators on a personal level to voice concerns for ordinary working people. To do this, a labour leader must be active in politics.

Current affairs will also give a union leader knowledge in the local **social** issues which are most important to the members of his local. If a large percentage of a local's members are women with children, not knowing that day-care is a huge concern to them will render him ineffective and seemingly out of touch to the membership. If he knows, however that the proposed Wal-Mart will drive local merchants out of business and his community could lose jobs and kill the downtown core, a well-led protest to keep it out could be a huge benefit to the union movement in both keeping out a force that drives down wages and gaining community sympathy during any future strike.

A knowledge of **global** issues gives the union leader an idea of how markets and working conditions around the world affect the employment situation at home. Knowing that it is possible for the employer to bring 100 'guest workers' from an impoverished country to do menial labour at a reduced wage should have the union on high alert for such a possibility.

When drawing up monetary proposals for a new contract, it is good to have knowledge of the **finances** of the company you are dealing with. The ability to read a balance sheet and income statement are very important. You can't make monetary proposals which are completely out of reach for the company you are dealing with. Not all proposals make it into the contract, but each one must be deliverable to the membership, as pie-in-the-sky promises lead to a decline in credibility and will hurt negotiations and the union as a whole.

Being a good, clear communicator is essential to being a successful union executive. Public speaking is necessary for presiding over meetings, but **writing** skills are even more important, as a majority of members do not attend regular union meetings. It is very important to get the news of

union activities to those people. Hopefully if a good newsletter interests members, they will come out to more meetings and see the union as an important part of their work-life on an everyday basis, not just at bargaining time or when they need help.