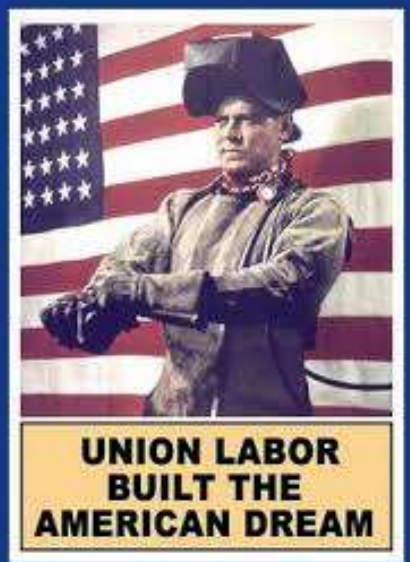
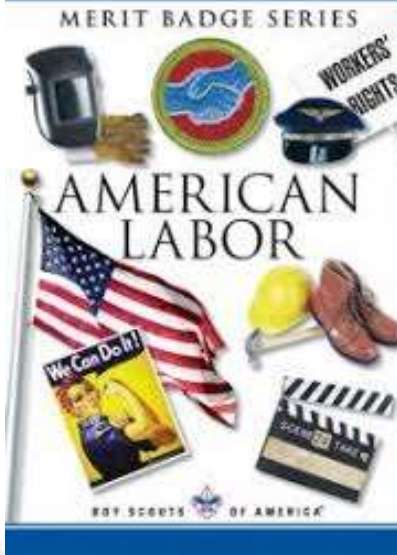




# American Labor Merit Badge





# Department of Labor



## Agencies

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Office of the Secretary (OSEC)

Administrative Review Board (ARB)

Benefits Review Board (BRB)

Bureau of International Labor Affairs (ILAB)

Bureau of Labor Statistics (BLS)

Centers for Faith and Opportunity Initiatives (CFOI)

Employee Benefits Security Administration (EBSA)

Employees' Compensation Appeals Board (ECAB)

Employment and Training Administration (ETA)

Mine Safety and Health Administration (MSHA)

Occupational Safety and Health Administration (OSHA)

Office of Administrative Law Judges (OALJ)

Office of Congressional and Intergovernmental Affairs (OCIA)

Office of Disability Employment Policy (ODEP)

Office of Federal Contract Compliance Programs (OFCCP)

Office of Inspector General (OIG)

Office of Labor-Management Standards (OLMS)

Office of the Assistant Secretary for Administration and Management (OASAM)

Office of the Assistant Secretary for Policy (OASP)

Office of the Chief Financial Officer (OCFO)

Office of the Solicitor (SOL)

Office of Workers' Compensation Programs (OWCP)

Ombudsman for the Energy Employees Occupational Illness Compensation Program (EEOMBD)

Pension Benefit Guaranty Corporation (PBGC)

Veterans' Employment and Training Service (VETS)

Wage and Hour Division (WHD)

Women's Bureau (WB)

**United States Department of Labor (DOL)** is a cabinet-level department of the U.S. federal government responsible for occupational safety, wage and hour standards, unemployment insurance benefits, reemployment services, and some economic statistics; Department of Labor administers and enforces more than 180 federal laws and thousands of federal regulations

[www.dol.gov](http://www.dol.gov)

# Background on the American Worker

The Market Revolution: So what?

LABOR



ENTRY-MARKET SYSTEM



SECOND GREAT AWAKENING



 Khan Academy

...for labor  
...people report to  
...cant take pride  
"deskilling"  
highly-trained

# Requirement 1

Using resources available to you, learn about working people and work-related concerns. List and briefly describe or give examples of at least EIGHT concerns of American workers. These may include, but are not limited to, working conditions, workplace safety, hours, wages, seniority, job security, equal opportunity employment and discrimination, guest workers, automation and technologies that replace workers, unemployment, layoffs, outsourcing, and employee benefits such as health care, child care, profit sharing, continuing education, and retirement benefits.

# 1. Pay keeping up with the standard of living costs

## Maintaining a certain standard of living

- Housing

- Mortgage / Rent
- Utilities (Electric / Gas, etc...)
- Communication / Internet / TV
- Maintaining living space

- Food

- Clothes

- Electronics (Phone, Computer, TV, etc...)

- Entertainment (Streaming services, Movie/Concerts, Sporting events, etc...)

## Transportation

- Car Payment / Uber, Lift / Public Transportation
- Gas
- Insurance
- Maintenance / Repairs

## 2. Safety in the workplace

Under federal law, you are entitled to a safe workplace. Your employer must provide a workplace free of known health and safety hazards. If you have concerns, you have the right to speak up about them **without fear of retaliation**. You also have the right to:

- Be trained in a language you understand
- Work on machines that are safe
- Be provided required safety gear, such as gloves or a harness and lifeline for falls
- Be protected from toxic chemicals
- Request an OSHA inspection, and speak to the inspector
- Report an injury or illness, and get copies of your medical records
- See copies of the workplace injury and illness log
- Review records of work-related injuries and illnesses
- Get copies of test results done to find hazards in the workplace



# 3. Job Security

Job Security is the probability that an individual will keep their job; a job with a high level of security is such that a person with the job would have a small chance of losing it.

## Threats to Job Security

- Globalization
- Contractors
- Economy



Job security will improve a company’s reputation, their profits, and will keep employees engaged. It will also keep everyone focused on achieving the company’s vision, goals, and mission.



## 4. Advancement / Growth Opportunities

This is one of the top reasons someone will start looking for a new job.

If an employee feels they are not going to move up they will look for a company with a role that will be a step up. Therefore it is important to keep employees engaged and for managers to understand an employee's career, educational goals and personal interests.





## 5. Discrimination / Reverse Discrimination

Discrimination” means being treated differently or unfairly; discrimination in employment is illegal. Employment Discrimination laws seek to prevent discrimination based on race, sex, sexual orientation, religion, national origin, physical disability, and age by employers. Discriminatory practices include bias in hiring, promotion, job assignment, termination, compensation, retaliation, and various types of harassment.

Some have felt they have been reverse discriminated against when someone in a protected class gets hired, a pay raise, or promotion they felt deserving of.



## 6. Communication (direct supervisor, upper management)

Communication problems in the workplace can have a negative impact on morale, productivity and interdepartmental working relationships.

Differences in background or experience cause barriers between some employees. Without some common ground, employees may find relating to or understand what other staff members are talking about difficult. At times communication can be intercepted incorrectly.

It is important to have good communication from all levels of an organization.

Managers who share false information or share information without verifying it first are likely to upset the employees.



# 7. Human Resource responses

- Policy interpretation
- Consistency
- Pay
- Vacation
- Promotion
- Career growth / education
- Issues with other employees or management



## Human Resources Best Practices

- Improve the application and recruiting experience.
- Improve the compliance strategy.
- Get your payroll system worked out.
- Streamline your job posting procedures.
- Set up an eVerify procedure.
- Create an employee business manual.
- Create a plan for legal issues.
- Make a list of research topics.
- Reach out to the professionals.



## 8. Benefits other than pay

- Medical / Dental / Vision
- Retirement / 401K
- Education / Tuition Reimbursement
- Holiday perks (Holiday Hams, Christmas Bonus, Holiday Shut Down)
- Gym
- Child Care
- Company stock



## Requirement 2

With your counselor's and parent's approval and permission, visit the office or attend a meeting of a local union, a central labor council, or an employee organization, or contact one of these organizations via the Internet. Then do EACH of the following:

- a) Find out what the organization does.
- b) Share the list of issues and concerns you made for requirement
  1. Ask the people you communicate with which issues are of greatest interest or concern to them and why.
- c) Draw a diagram showing how the organization is structured, from the local to the national level, if applicable.

**This is a prerequisite**

## Requirement 3

Explain to your counselor what labor unions are, what they do, and what services they provide to members. In your discussion, show that you understand the concepts of labor, management, collective bargaining, negotiation, union shops, open shops, grievance procedures, mediation, arbitration, work stoppages, strikes, and lockouts.

# Labor Unions

## THE LABOR MOVEMENT

**H**  
HISTORY



# Labor Unions





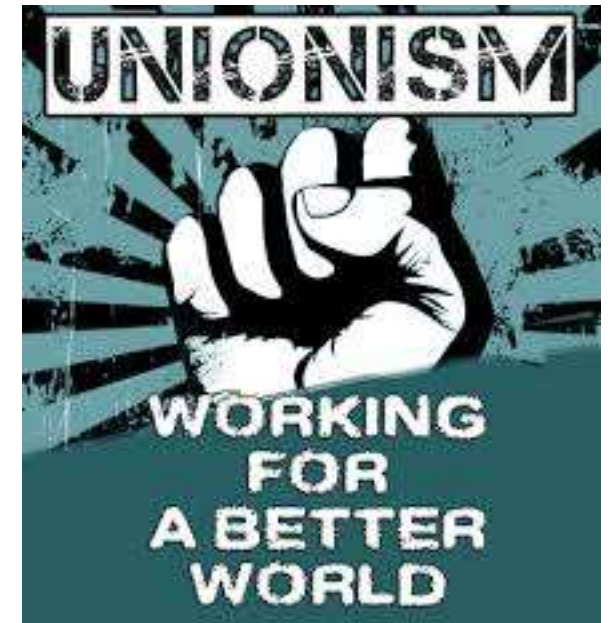
# What is a labor union?

A labor union, also called a trade union or worker's union, is an organization that represents the collective interests of employees



# What does a labor union do?

Labor unions help workers unite to negotiate with employers over wages, hours, benefits, and other working conditions. They are often industry-specific and tend to be more common in manufacturing, mining, construction, transportation, and the public sector.



# What services does a labor union provide?

All workers benefit from unions, because unions set pay standards and workplace protections. Union members — workers like you — benefit most from the union's collective bargaining power to negotiate with employers on their behalf. This basic right gives you as a union member more power than if you tried to negotiate as an individual.

More benefits of union membership.

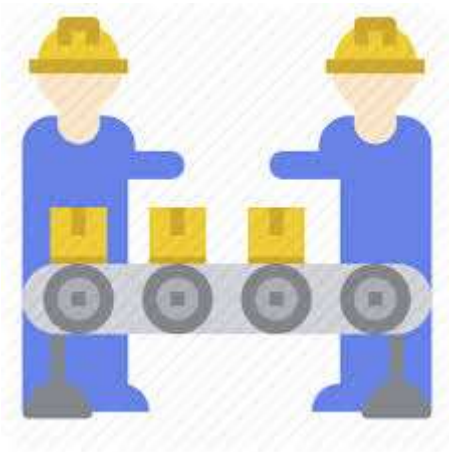
- Union employees make an average of 30% more than non-union workers.
- 92% of union workers have job-related health coverage versus 68% of non-union workers.
- Union workers are more likely to have guaranteed pensions than non-union employees.

Unions help protect employees from unjust dismissal through collective bargaining agreements (CBA). Because of this, most union employees cannot be fired without "just cause." This is unlike many nonunion workers who are considered "at-will" employees and can be fired at any time for almost any reason.

Union members also benefit from having the collective power to go on strike. A strike is when a group of workers stops working either in protest of labor conditions or as a bargaining tool during labor/management negotiations.

# Concept of: Labor

The work an employee does in the workplace is known as labor.  
In some professional environments you are either Labor or Management  
A Laborer is someone who does work.



# Concept of: Management

Management (or managing) is the administration of an organization, whether it is a business, a not-for-profit organization, or government body. Management includes the activities of setting the strategy of an organization and coordinating the efforts of its employees (or of volunteers) to accomplish its objectives through the application of available resources, such as financial, natural, technological, and human resources. Managers make decisions that effect an organization.



# Concept of: Collective Bargaining

Collective bargaining is the process in which working people, through their unions, negotiate contracts with their employers to determine their terms of employment, including pay, benefits, hours, leave, job health and safety policies, ways to balance work and family, and more.

Collective bargaining is a way to solve workplace problems. It is also the best means for raising wages in America. A Collective Bargaining Agreement is a contract good for a set amount of years that both the Union and Management agree upon for the terms of workers employment.



# Concept of: Negotiation

In a Union environment the term Negotiation is what describes the process on developing a Collective Bargaining Agreement.



# Concept of: Union Shops

A union shop, also known as a post-entry closed shop, is a form of a union security clause. Under this, the employer agrees to either only hire labor union members or to require that any new employees who are not already union members become union members within a certain amount of time

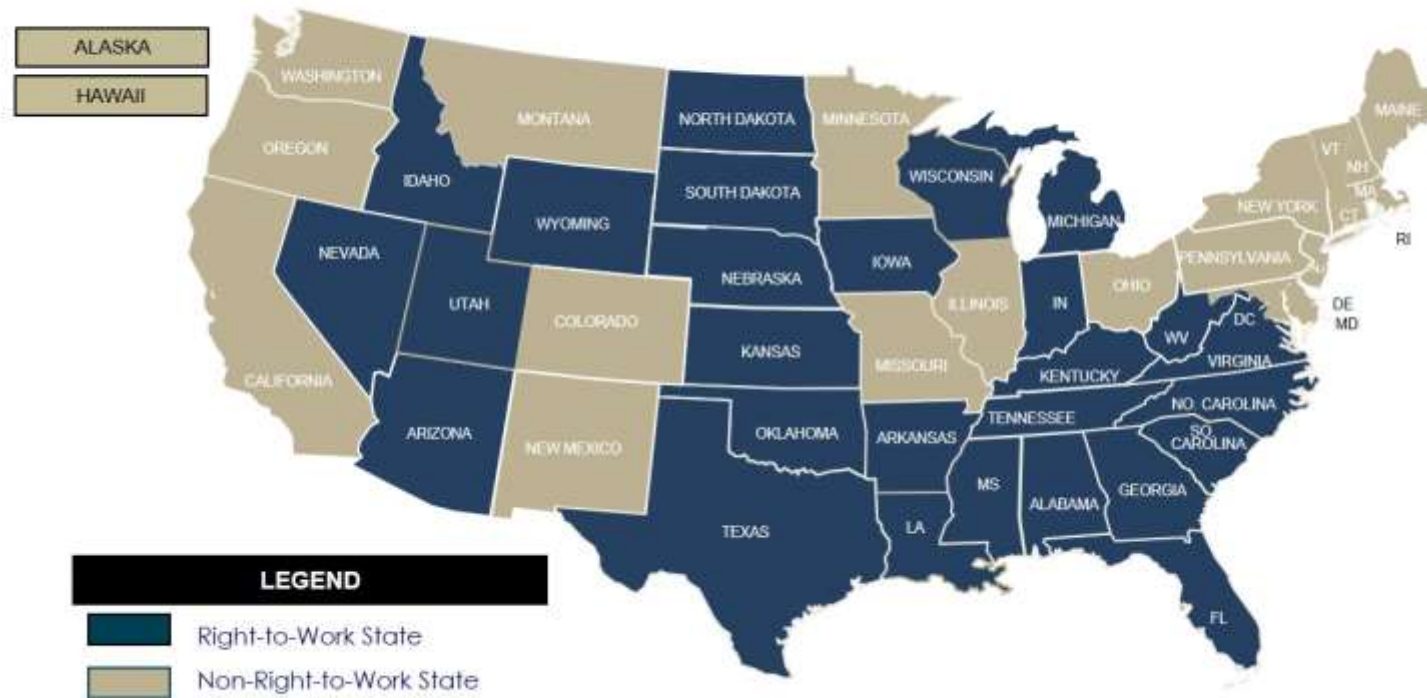




# Concept of: Open Shops

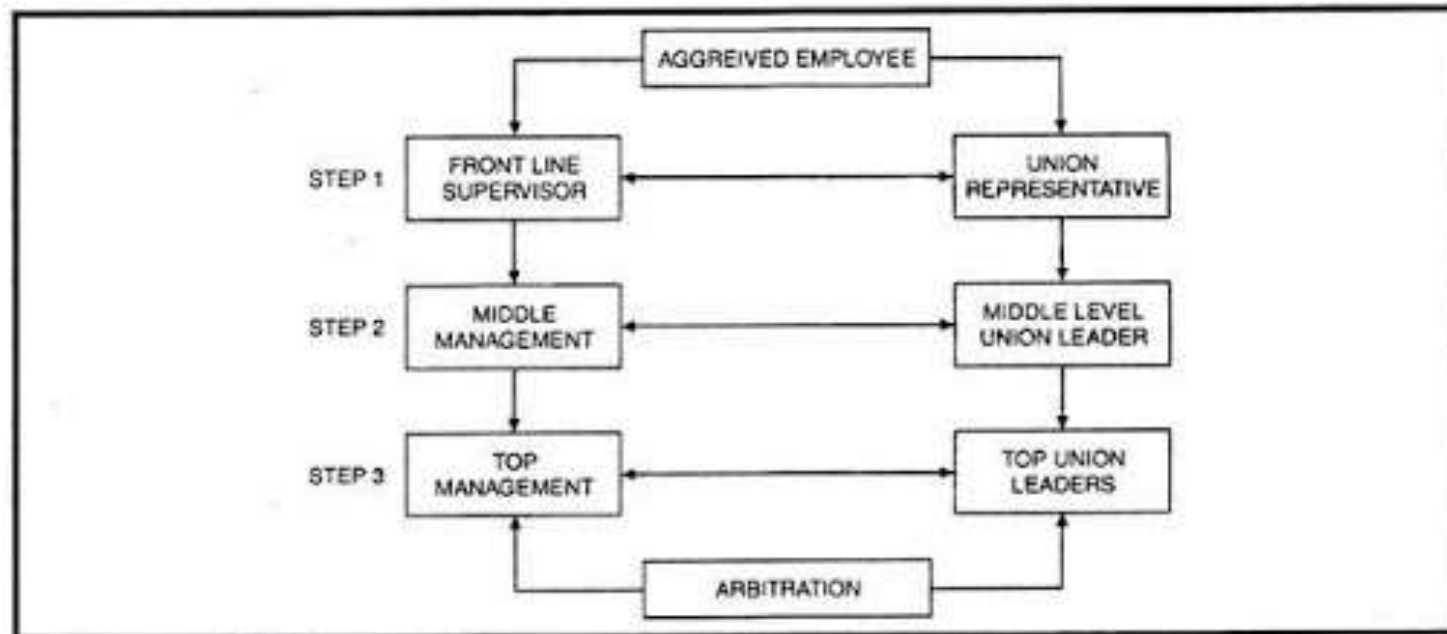
An open shop is a place of employment at which one is not required to join or financially support a union (closed shop) as a condition of hiring or continued employment. In a right to work State all businesses are open shops.

## Right to Work States



# Concept of: Grievance Procedures

Grievance procedures are a means of dispute resolution that can be used by a company to address complaints by employees, suppliers, customers, and/or competitors. A grievance procedure provides a hierarchical structure for presenting and settling workplace disputes. The procedure typically defines the type of grievance it covers, the stages through which the parties proceed in attempting to resolve matters, individuals responsible at each stage, the documentation required, and the time limits by which the grievance must be presented and dealt with at each stage.



Grievance Procedures



# Concept of: Mediation

Mediation is a dynamic, structured, interactive process where an impartial third party assists disputing parties in resolving conflict using specialized communication and negotiation techniques. All participants in mediation are encouraged to actively participate in the process. Mediation is a "party-centered" process in that it is focused primarily upon the needs, rights, and interests of the parties.



# Concept of: Arbitration

Arbitration, a form of alternative dispute resolution (ADR), is a way to resolve disputes outside the courts. The dispute will be decided by one or more persons (the "arbitrators", "arbiters" or "arbitral tribunal"), which renders the "arbitration award". An arbitration award is legally binding on both sides and enforceable in the courts. Arbitration may be mandated by the terms of employment or commercial contracts and may include a waiver of the right to bring a class action claim. Mandatory arbitration can only come from a statute or from a contract that one party imposes on the other, in which the parties agree to hold all existing or future disputes to arbitration, without necessarily knowing, specifically, what disputes will ever occur. Arbitration is a proceeding in which a dispute is resolved by an impartial adjudicator whose decision the parties to the dispute have agreed, or legislation has decreed, will be final and binding.

## Arbitration by Definition

### Legal Definition

- The settling of disputes between two parties by an impartial third party, whose decision the contending parties agree to accept.



# Concept of: Work Stoppages

A work stoppage refers to the temporary cessation of work as a form of protest initiated by employees. When initiated work stoppages refer to a single employee or group of employees ceasing work purposefully as a means of protest



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# Concept of: Strikes

An official strike is a work stoppage by union members that is endorsed by the union and that follows the legal requirements for striking, such as being voted on by most union members. Workers engaging in official strikes have better protections against being fired. An official strike is usually undertaken by employees as a last resort in response to grievances. Striking workers refuse to go to work and may instead form a picket line outside the place of work in order to hinder the employer's normal business or stop strikebreakers from crossing the picket line to go to work.



## What is a General Strike?

**"General Strike"**

**"Raise the minimum wage!"**

**"35-hour Week!"**

*A general strike may occur for many reasons.*

*Workers may demand more pay, better working conditions, fewer hours, pensions, minimum annual vacations, free health care, etc.*

**Total withdrawal of labor from all or many industries that paralyzes a city, region, or country.**

An illustration of a large, diverse crowd of people represented by stylized human figures in various colors (yellow, orange, red, pink, purple, blue, green). The figures are arranged in a dense group, symbolizing a large-scale collective action.

# Concept of: Lockouts

Lockouts, which is a temporary denial of employment by an employer during a labor dispute with the aim of making it financially impossible for employees to protest. (Work Stoppage initiated by the employer)



# Requirement 4

Explain what is meant by the adversarial model of labor-management relations, compared with a cooperative-bargaining style.

## Adversarial Model

- Management will be looking out for their best interest
- Union Reps will be looking for the employees' best interest
- Negotiations are a little hostile or adversarial.

## Cooperative-Bargaining Style

- Management and Union Reps are working toward a common goal.
- Negotiate terms that's beneficial to everyone.
- Both parties cooperate with each other.





# Requirement 5

Do ONE of the following:

- a) Develop a timeline of significant events in the history of the American labor movement from the 1770s to the present.
- b) Prepare an exhibit, a scrapbook, or a computer presentation, such as a slide show, illustrating three major achievements of the American labor movement and how those achievements affect American workers.
- c) With your counselor's and parent's approval and permission, watch a movie that addresses organized labor in the United States. Afterward, discuss the movie with your counselor and explain what you learned.
- d) Read a biography (with your counselor's approval) of someone who has contributed to the American labor movement. Explain what contribution this person has made to the American labor movement.

1770's–Present	American Labor Significant Events Timeline
1770	Boston Massacre began as a labor dispute between an off-duty British Soldier seeking a job to supplement his wage and a Colonial rope maker who resented having to compete with the soldier for employment opportunities. Yet this event ignited a long fuse leading to the American Revolution, independence and individual rights.
1787	The founding fathers wrote the U.S. Constitution and avoided addressing issue of slavery in the document. The plantation system produced important cash crops for export, but it depended on slavery.
1793	Eli Whitney invented the cotton gin, which removed cottonseeds quickly and cheaply. This encouraged planters to acquire more land by moving westward.
1820's	Political labor parties brought attention to social and economic problems with workers. Factory workers often included children, who worked long hours under unsafe conditions and were paid very little, sometimes nothing
1850's	Slaves produced most of the raw cotton for textile mills in Great Britain & in the United States

1770's–Present	American Labor Significant Events Timeline
1877	Baltimore & Ohio Railroad Strikes, 100 people died, U.S. President called in Federal Troops to protect the interests of big business. Railroad strike polarized social classes and forced American to side with either labor or management. Led to unity of workers and revitalization of labor movement.
1886	Unions organized the American Federation of Labor
1894	Congress passed a bill that made Labor Day a National Holiday, used to have parades, family fun and speeches
1894	American Railway Union strike against Pullman Palace Car Company, George Pullman raised rents in his “company town” and reduced wages. Union members would not work on any train with a Pullman car, the strike resulted in shutting down 11 railroad lines. A Federal Court issued order to stop strike, based on obstruction of postal service. President sent federal troops. Union leader was jailed for 6 months for refusing the order.

1770's–Present	American Labor Significant Events Timeline
1902	5 month strike against Coal Companies. President Roosevelt ordered arbitration. Compromise led to increased wages.
1914	Anti-Trust Act: Pro-labor law states that union activities are not illegal
1926	Railway Labor Act: Pro-labor act protects rights of railway employees
1931	Davis-Bacon Act: Pro-labor law requires contractors on federal construction projects to pay benefits
1932	Norris-LaGuardia Act: Pro-labor act that outlawed forced statements that workers wouldn't join unions
1936	Anti-Strikebreaker Act: Pro-labor law, prohibits employers bringing in people from other states to break up strikes
1936	Walsh-Healy Public Contracts Act: Pro-labor with basic labor standards for wages, overtime, child labor, health, safety
1936	Strike against Goodyear Tire in Ohio. Used first sit-down strike tactic.
1936–37	Sit-down strike against General Motors and Chrysler.

1770's - Present	American Labor Significant Events Timeline
1945-46	44 States strike against General Motors, largest and longest strike, demanded wage increase, 1 <sup>st</sup> cost of living clause
1964	Civil Rights Act: Law prohibits unions and employers from discriminating against workers or clients
1965	Filipino grape workers strike, national grape boycott, led to ban on toxic pesticides, and a new union contract with growers gave workers better working conditions and benefits.
1970's	New York postal workers, 1 <sup>st</sup> national walkout strike by federal employees. President Nixon called in the National Guard to move mail. Ended with pay increase
1981	Air Traffic Controllers strike due to stress, lack of staff & new equipment. President Reagan ordered them to return to work. They did not so he fired them. With in a month he hired replacement and 75% or air service was restored. President Reagan's actions signaled an anti-labor position.
1997	The United Parcel Service strike of 1997, led by International Brotherhood of Teamsters (IBT) President Ron Carey, started on August 4, 1997, and involved over 185,000 teamsters (IBT members). The strike effectively shut down United Parcel Service (UPS) operations for 16 days and cost UPS hundreds of millions of dollars. The strike was a victory for the union, resulting in a new contract that increased their wages, secured their existing benefits and gave increased job security

Present

In the 21<sup>st</sup> century, unions are trying to find ways to adapt to changes in the economy, political environment, workforce, and labor-management relationship and to revitalize the labor movement.




## Requirement 6

Explain the term globalization. Discuss with your counselor some effects of globalization on the workforce in the United States. Explain how this global workforce fits into the economic system of this country.



ECONOMIC  
GLOBALIZATION



**Advantages and disadvantages  
of globalization**



# Explain the term globalization

Globalization is the process by which ideas, goods and services spread throughout the world. The term globalization became popular in social science in the 1990s. It derives from the word globalize, which refers to the emergence of an international network of economic systems. The term 'globalization' had been used in its economic sense at least as early as 1981, and in other senses since at least as early as 1944.



# Effects of Globalization on the U.S. workforce

**Fewer manufacturing jobs** – between 2001 and 2013 US lost 3.2 million manufacturing jobs overseas. Of those 2.4 million went to China

**Lower Wages for Unskilled Workers** - when jobs move overseas, it's because workers in other countries are willing to do those jobs for lower pay

**Higher Wages for skilled Workers** - Workers with a college degree or technical training have always earned more than those without, and that premium has been rising.

**Cultural Savvy as a Job Requirement** - workers who want to be future-proof need to know what's happening in the world, feel comfortable working with people from a variety of cultures, and realize that cross-cultural differences may be the key.



# How does a global workforce fit with the U.S. Economy

**Global workforce** refers to the international labor pool of workers, including those employed by multinational companies and connected through a global system of networking and production, immigrant workers, transient migrant workers, telecommuting workers, those in export-oriented employment, contingent work or other precarious employment. A global workforce has started to reshape the American workplace, and this evolution will become more pronounced in the next decade. Some occupations will shrink, others will grow, and the tasks and time allocation associated with every job will be subject to change. The challenge will be equipping people with the skills that will serve them well, helping them move into new roles.



## What is the Global Economy?



*The economy of our planet. All the economies added up.*

*The world today consists of economies that are entwined and interdependent.*

*The economy of the world seen as a whole.  
A world comprising economically interdependent nations.*



## Non-Union: COVID-19 scenario

Good news your company meets the states essential business requirements and will not be shut down. But to remain open employees must follow strict cleanliness and social distancing rules. To meet the customers needs and maintain distancing requirements employees will go from a 3 shift 8-hour day to a 12-hour rotating shift. Production has been split into 2 groups each group has an AM shift and a PM shift. AM shift works from 5am to 4:30pm, they clean the work area and leave by 5pm; at 5pm the PM shift comes on and works till 4:40am and cleans and leaves so the next shift can start at 5am. Group A works Monday and Tuesday, is off Wednesday and Thursday, then works Friday Saturday and Sunday. The next week Group A will be off Monday and Tuesday, work Wednesday and Thursday, and have Friday, Saturday and Sunday off. When group A is off Group B will be working. This will be the schedule till after the pandemic. One of the workers who is on the PM shift has let HR and management know this shift is putting stress on his family.

# Requirement 8

Discuss with your counselor the different goals that may motivate the owners of a business, its stockholders, its customers, its employees, the employees' representatives, the community, and public officials. Explain why agreements and compromises are made and how they affect each group in achieving its goals.



# Goals that Motivate the Owners of a Business

- Meeting business expectations
- Expanding a business
- Being recognized by other Business Owners
- Positive employee feedback

## 5 TIPS FOR SUCCESS

@younghstlrs



1. VISUALIZE THE END FIRST  
KNOWING WHAT YOUR GOAL IS, AND VISUALIZING  
IT IN YOUR MIND, WILL HELP LAYOUT A STRATEGY



2. SET UP DEADLINES  
ESTABLISHING DEADLINES WILL  
ENSURE THE GOAL IS FINISHED ON TIME



3. IDENTIFY YOUR HIDDEN STRENGTHS  
LIST ALL THE THINGS THAT YOU ENJOY DOING,  
AND IDENTIFY WHY YOU LIKE DOING THEM



4. FOLLOW YOUR PASSIONS  
FINDING THAT ONE THING YOU CAN POUR YOUR HEART INTO  
WILL MAKE REACHING A GOAL EASIER AND REWARDING



5. START NOW!  
WHAT ARE YOU WAITING FOR?

# MOTIVATION

(n.) mo-ti-va-tion [mo tə vāysh'n] THE DRIVING FORCE BY WHICH HUMANS ACHIEVE THEIR GOALS.

## THEORY + IDEAS:

Daniel Pink says that once someone is paid sufficiently, three things impact Motivation:

**MASTERY:**  
We want to get demonstrably better at what we do.

**AUTONOMY:**  
We want to do our job free of micromanagement and add our own personal flair.

**PURPOSE:**  
We want to do work that we find personally meaningful.

## M=ExIxV

M = Motivation

E = Expectancy; Will my hard work result in measurable progress toward the goal?

I = Instrumentality; How likely is it that I will be rewarded (or punished)?

V = Valence; What is the size of the reward?

30% OF EXECUTIVES SAY THAT MOTIVATING THEIR EMPLOYEES IS THEIR TOUGHEST JOB

## ACTION STEPS:

Ask your team what you can do to ensure that their hard work results in measurable results with a minimum of wasted effort (Expectancy).

Reflect on how those you lead are rewarded for excellence. Are you consistent and fair in your praise of those who have done exemplary work (Instrumentality)?

Ask a team member what non-monetary rewards they might find motivational.

## QUOTES:

"Motivation is what gets you started. Habit is what keeps you going."

– Jim Rohn

"People often say that motivation doesn't last. Well, neither does bathing – that's why we recommend it daily."

– Zig Ziglar

"Success is not final, failure is not fatal: it is the courage to continue that counts."

– Winston Churchill

## QUESTIONS TO LEAD BY:

Do you provide opportunities for people to get better at their job in measurable ways? Do you communicate and recognize this improvement? (Mastery)

Are those you lead free from unnecessary managerial oversight? What do you do to remove impediments to progress from their paths? (Autonomy)

Aside from a paycheck, why do the people you lead come to work in the morning? (Purpose)

49% OF EMPLOYEES LIKE VERBAL PRAISE

70% OF EMPLOYEES RECEIVE VERBAL PRAISE



THE AVERAGE AMERICAN EMPLOYEE WASTES 2HRS+5MIN OF AN EIGHT HOUR DAY



\$759 BILLION COST OF TIME WASTED EVERY YEAR

COURTESY OF INCBLOT  
Organizational Psychology  
incblot.org



# Goals that Motivate Stockholders

- Growing stock value (return on investment)
- Money received from dividends
- Having as voice in company decisions (each share equals 1 vote)
- When a person or group owns 51% or more shares in a company they are looked at as a majority share holder.





# Goals that Motivate its Customers

- Have a need or want for a company's products or services
- Feeling they got a deal or there is value in what they are buying
- Buying from a company with a good reputation
- Customer service (understanding the customer)

## Customer Buying Decisions

### Rationale Motives

- Product dependability
- Time or monetary savings
- Convenience
- Comfort
- Recreational value



### Emotional Motives

- Social approval
- Recognition
- Power
- Love / Attachment
- Prestige



CTAE

DO YOU KNOW WHAT  
**MOTIVATES YOUR  
CUSTOMERS?**

In a world where customers can use mobile phones to find the best price for anything, from sirloin steak to a vacation, **why should they choose you?**



# Goals that Motivate employees

- Feeling secure in their job
- Having a career path
- Learning opportunities
- Pay and benefits in line with the current market
- Unique benefits that not all companies have



# Goals that Motivate employee representatives

- Good relations with employees and company management
- Being able to resolve grievances at the lowest level (or before it escalates into a grievance)
- Negotiating good pay and benefits for the employees



# Goals that Motivate the community

- Company involvement in community events
- Good relations with local places of education
- Sponsoring improvements within the community
- Promoting the use of local businesses



# Goals that Motivate Public Officials

- Growing business (paying taxes)
- Campaign support
- Having a voice at local council meetings (city, township, county)



## Requirement 9

Learn about opportunities in the field of **labor relations**. Choose one career in which you are interested and discuss with your counselor the major responsibilities of that position and the qualifications, education, and training such a position requires.

**This is a prerequisite**