

## Minicases

### 1. The Case of Henry Jennings

After Henry R. Jennings, a stockroom employee who only last week celebrated the tenth anniversary of his coming to the Kruger Corporation, hits his supervisor, he is discharged and, having spent his fury in the single blow, he accepts this consequence with understanding.

"I don't know what got into me, Mr. Reilly," he tells the divisional labor relations manager. "But I deserve to be fired, and I accept my punishment like a man. Just tell me where I should go to collect my 4 weeks' vacation pay,

though. I'm due it because the collective bargaining agreement here says that 'the standard annual vacation allowance for 10 years and more of continuous active employment is 4 weeks (20 business days) of vacation.' I don't deserve a recommendation from the company after what I've done, but I am entitled to my vacation money."

*Assuming that his reading of the relevant language is accurate and that there is nothing else in writing concerning vacation pay, is he entitled to what he is requesting, or is he not? ■*

### 2. The Case of Timmy Aldrich

Exactly 1 year ago this week, Timothy ("Timmy") Aldrich was hired by the Smedley Bottled Gas Company to come in each Friday afternoon at 2 P.M., following his day of classes as a senior at Andover High School, and spend 2 hours sweeping out the back rooms of the employer's warehouse.

He now asks Human Resources Vice President Louise Perlmutter where he should go to get his 2 weeks' vacation pay, for he has decided—he says—to take his paid

vacation over the next fortnight. Informed that he is entitled to no vacation at all, much less a paid one, he becomes irate and produces a copy of the labor agreement. From the latter, he reads aloud a provision that says, "All employees shall be entitled to 2 full weeks of paid vacation after 1 year of employment." Informed that the language is not applicable to him, he replies, "It says all employees. What do you think I am, the company mascot?"

*Would you give Timmy the 2 weeks' pay? ■*

## Notes

1. Bureau of National Affairs, *2007 Source Book on Collective Bargaining* (Washington, DC: Bureau of National Affairs, 2007), pp. 41-42.

2. *Ibid.*, p. 42.

3. *Ibid.*, p. 39.

4. Except as noted, all statistics in this chapter are based on data furnished by the Bureau of Labor Statistics, U.S. Department of Labor.