

Module 8 — Capstone Toolkit

Capstone-Specific Worksheets & Templates (Fillable)

HOW TO USE THIS WORKBOOK

This fillable workbook contains only the tools specific to the Module 8 capstone. Click any field to type directly. Use the tools as you work the evolving Calloway case across Stages 1–6, and reuse them as blank templates on any real grievance.

The course-wide toolkits below are available throughout the course and are not duplicated here — link to them from the lesson resources rather than recreating them:

Existing Course Toolkits (linked, not duplicated)

- **Steward Investigation Toolkit** — intake worksheet, 7 W's guide, witness interview template, evidence preservation checklist, timeline worksheet, investigation log.
- **Drafting Toolkit** — minimalist / moderate / advanced narrative templates, remedy and preservation language examples.
- **RFI Toolkit** — basic and strategic RFI templates, comparator request examples, preservation notice examples, objection response examples.
- **Case Management Toolkit** — case file checklist, Executive Board escalation checklist, timeline tracker, document organization and grievance tracking guides.

Contents of This Workbook

- 1. Evidence Gap-to-Request Mapping Worksheet
- 2. RFI Response Tracker
- 3. Grievance Amendment Template
- 4. Management Defenses & Responses Worksheet
- 5. Leadership Briefing Memo Template
- 6. Capstone Submission Pack

FICTIONAL TRAINING SCENARIO

Any names or facts shown as examples (Grievance 2026-047, Captain Ray Calloway, and related parties) are invented for instructional use and do not represent any actual member, manager, or active grievance.

1. Evidence Gap-to-Request Mapping Worksheet

Purpose: Turn each gap from your investigation into a specific information request tied to a theory. If a gap does not map to a theory, it is probably a fishing expedition — leave it out.

Instructions: One gap per row. Name the Just Cause test or grievance ground it serves, write the request language, and note the likely source. The first row is a worked example.

Evidence Gap	Theory / Just Cause Test	Information Requested	Source / Status
Exact words relied on	Substantial evidence	Each complaint; specific statement attributed; who reported it	Investigation file (RFI)

REMINDER

Relevance, not curiosity. Specificity, not breadth. A precise, theory-linked request is hard to refuse and easy to follow up; a sprawling one invites a “burdensome” objection.

2. RFI Response Tracker

Purpose: Maintain a dated record of every request and what came back. A documented refusal or non-response is itself evidence and supports an adverse-inference argument.

Instructions: Log each requested item, the response status and date, and any follow-up. Renew refused or ignored items in writing.

#	Item Requested	Date Req.	Response (Produced / Partial / Refused / None)	Follow-up / Logged

DEADLINE DISCIPLINE

A pending RFI never pauses a filing or appeal deadline. Track the clock separately and file on time under Article 6.4 regardless of what is still outstanding.

3. Grievance Amendment Template

Purpose: Add now-supported theories to a filed grievance without losing timeliness. Incorporate the original; do not replace it. Keep reserving what you cannot yet prove.

Header

Case Number:	
Grievant:	
Original grievance filed (step / date):	
Amendment filed with (step / date):	

Incorporation Statement

The Union amends Grievance _____ pursuant to its reservation of rights, incorporating the original grievance in full and adding the following based on information now available.

Amended Issue

Added / Sharpened Violations (incorporating the original)

Reserved / Developing Theories

State any theory the record does not yet prove (e.g., improper motive / pretext) as reserved and tied to outstanding information — do not assert it as fact.

Remedy

As stated in the original grievance, unless expanded below:

RESERVATION CLAUSE (reusable)

“The Union files this amendment on the basis of information currently available and reserves the right to further amend, supplement, or expand it — including the facts asserted, the contract provisions cited, and the remedies requested — as the investigation continues and as the Company produces requested information.”

4. Management Defenses & Responses Worksheet

Purpose: Walk into each step meeting with a prepared, contract-grounded answer to every argument the Company is likely to raise. Concede losing points to preserve credibility; spend your leverage where it counts.

Instructions: Pre-filled rows show common defenses for the capstone. Add your own in the blank rows, each with the contract or evidence support for your response.

Company Defense	Your Prepared Response	Contract / Evidence Support
"This was always about a pattern / safety culture, not one comment."	The discipline letter and the step answer state different bases on different dates; a theory that changes after the decision is not the reason for it.	Just Cause — fair investigation; documented basis + dates
"Multiple crew members complained."	The serious version comes from one witness, is contradicted by a neutral direct witness, and is only echoed secondhand. Headcount is not substantial evidence.	Just Cause — substantial evidence; witness analysis
"The Chief Pilot speaks for the Company; you don't need to know who decided."	Agreed he answers on the Company's behalf (Section 6.5). That does not answer the request: identify who decided and produce the decision record. Declining to do so is itself a fair-investigation problem.	Section 6.5 (conceded) + RFI for decision record
"Comparators aren't relevant; every case is different."	Equal treatment is a Just Cause test. The Company's own summary shows employees retained after similar or worse conduct.	Just Cause — equal treatment; comparator production

5. Leadership Briefing Memo Template

Purpose: Give leadership the real case — strengths and weaknesses both — so they can make resourcing, escalation, and settlement decisions. Candor here protects the union from being blindsided later.

To:

From:

Re:

Date:

Summary (2–3 sentences)

Strengths

Weaknesses & Risks

Be candid. If this section is empty, the analysis is not finished.

Outstanding Information

Settlement Posture

Recommendation & Next Step

COORDINATE BEFORE ACTING

On high-risk aviation matters, confirm Executive Board approval of the package, the referral decision, and any settlement parameters before acting. Do not negotiate or refer independently.

6. Capstone Submission Pack

Purpose: Assemble the six required Stage 6 deliverables into one complete, honestly-assessed package. The final grievance comes from the Grievance Amendment Template (Tool 3); the RFI package comes from the RFI Toolkit plus your RFI Response Tracker (Tool 2).

6a. Final Package Checklist

- ☐ **Final (operative) grievance** — original + amendment, consolidated into one clean document
- ☐ **RFI package & refusal log** — requests, what was produced, what was refused/ignored, with dates
- ☐ **Investigation summary** — narrative of facts and Just Cause analysis (template 6b)
- ☐ **Evidence log** — every item: source, theory supported, status (template 6c)
- ☐ **Timeline summary** — full chronology, confirmed vs. disputed/withheld (template 6d)
- ☐ **Leadership briefing memo** — strengths, candid weaknesses, recommendation (Tool 5)

6b. Investigation Summary

Address each point only as far as the record supports. Do not overstate.

- The charge as originally stated, and any shift in the stated basis (with dates).
- What the witnesses actually show (direct vs. secondhand; conflicts; corroboration).
- Comparator / disparate-treatment analysis.
- Just Cause analysis across the applicable tests.
- Outstanding information and its significance (adverse inference).
- Conclusion: why the grievance should be sustained and the remedy sought.

6c. Evidence Log

Item	Source	Supports	Status

Item	Source	Supports	Status

6d. Timeline Summary

Date	Event	Status

BEFORE YOU SUBMIT

Confirm every adverse fact appears in the log and memo with an honest status, every appeal deadline has been met, and the package is complete before the 14-day System Board window can open. Submit and settle only with Executive Board approval.