

## HRM 307 Labour Relations Fall 2017

University of Waterloo

Department of Psychology

Thursdays: 6:30 pm-9:20 pm in AL 124

### Lecturer and T.A. Information

Lecturer: Neil Murray

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### Course Description

This course is of importance to those with interests in the field of human resources and labour relations. The course will examine: the human resource management implications of unionization; different frameworks for labour relations; environmental factors influencing industrial relations; the key players in labour relations; the attainment of bargaining rights; the legislative framework governing labour relations (including the Ontario Labour Relations Act & the Employment Standards Act, 2000); the collective bargaining process; key elements of a collective agreement; the administration of the collective agreement; the grievance and arbitration process; and the history and future of labour relations.

### Course Goals and Learning Outcomes

Upon successful completion of this course, students will have an understanding of:

- the key terms relating to labour relations
- the impact of unionization on union and non-union organizations
- the key elements of a collective agreement
- the impact and role of government (including legislation) in labour relations
- the attainment and termination of bargaining rights
- the membership, structure and governance of unions
- the collective bargaining process
- the methods of resolving disputes (interest arbitration, mediation, conciliation)
- the features of labour relations in the public sector

Upon completion of this course, students should be able to:

- A. Understand the impact of unionization on union and non-union organizations
  - Explain the factors impacting labour relations
  - Describe the membership, structure and governance of unions
- B. Describe the impact and role of government (including legislation) in labour relations

- Understanding of the legislation that impacts labour relations
  - Describe the attainment and termination of bargaining rights
- C. Explain the collective bargaining process
- Understanding the steps in collective bargaining from both parties' perspective
  - Understand the dispute resolution processes critical to labour relations
- D. Understand the administration of the collective bargaining agreement
- Understand differences in the union vs the non-union environment
  - Develop a perspective on the future of labour relations

### Required Text

- Labour Relations, Fourth Edition, Suffield and Gannon

Copies of this textbook is also available on the Pearson Canada website - <http://www.pearsoncanada.ca/>

### Readings available on LEARN

- Labour Relations Act of Ontario
- Employment Standards Act of Ontario
- Human Rights Act of Ontario
- Other resources as provided

### Course Requirements and Assessment

Classes will be a combination of the following:

Lecture - you will be guided through the information representing the various chapters in the text. Not all text material will be covered in class. However, you will be responsible for all information contained in the text and all material presented in class, for the midterm test and final exam.

Quizzes – you may be required to complete a short quiz prior to each lecture as part of the participation mark.

Group Exercises - which may involve your group presenting in class and specific example review.

\*Note: This course outline is a guide to give you a general idea of what to expect in the sessions. There may be videotapes or guest speakers that are not listed on the course outline. These items will help to elaborate on the topics and material of the course. Similarly, everything listed in the course outline may not be covered in class depending on how group discussions and exercises progress.

Assessment	Date of Evaluation	Weighting
Fact Sheet on a selected Canadian Union	September 28, 2017	5%
Midterm Test	October 19, 2017	20%
Group Bargaining Simulation	November 16, 2017	25%
Final Exam	tba	40%
Instructor/Course Evaluation	November 30, 2017	10%
Peer Review Assesments		

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Total 100%

## **Fact Sheet on a selected Canadian Union**

Each student will be required to research a Canadian union of their choice and outline ten facts relating to the union. The goal is to familiarize students with Unions, their governance, and purpose in Canadian society. This is an individual assignment and is worth 5%. Examples of Canadian Unions include, but not be limited to, UNIFOR, CUPE, CUPW, UFCW, OPSEU, ONA.

Characteristics of excellent work include professional and clear writing style, absence of spelling or grammatical errors, and accurate and relevant facts, with appropriate citation. Marks will be deducted for spelling errors, poor grammar, inaccurate facts, lack of citation, copying and pasting from a website.

## **Midterm Test**

Covers all material in Chapters 1-6 as well as all material presented in class and materials provided on LEARN. The Midterm test is worth 20% of the final course mark.

## **Group Bargaining Simulation**

Students will be assigned to either a Union or Management team. Teams will be required to set a bargaining strategy and prepare a proposal document outlining their bargaining objectives which are determined by the group through individual and group research. Additional background information will be provided to each team outlining further details of the assignment prior to bargaining which may assist in drafting the final proposal document for submission.

One full class will be devoted to bargaining. Deadlines for completion of the assignment will be provided on Learn and discussed in class.

Your group will receive a 'group/team mark' for the Group Bargaining Simulation assignment. In rare circumstances, should the need arise; these marks could be individually adjusted (lowered) if a group member does not equally contribute to the success of the group. The assignment may be composed of a written submission and/or a group presentation.

Students are not evaluated on their actual bargaining style or success, other than as it is described in their written assignments, oral presentation, and peer evaluations. The goal is for each student to experience being the lead spokesperson on issues identified as critical by their team and to gain an understanding of what is involved in achieving a successful team negotiation.

Characteristics of excellent work: thorough research, practical and creative strategies and outcomes, a logical summary, clear and legally sound language in the collective agreement, evidence of effective teamwork, absence of grammatical errors and typos, and an accurately revised wage schedule.

The overall assignment is worth 25% of your final grade.

## **Participation**

Participation will be assessed through a combination of class attendance and/or quizzes (5%), as well as the Peer Review (5%). Poor attendance, not fully participating in group work, working on other activities during class, are a few examples of what will contribute to a loss of marks for participation.

## **Final Exam**

Covers all chapters in the course textbook (1-12), as well as all material presented in class and on LEARN. The final exam is worth 40% of final grade. It will be held during the University's Final Exam Period. Requests for early sittings and special consideration to accommodate travel plans are typically not

granted. You are strongly advised to not make travel plans until the University has posted the final exam schedule.

## Course Outline

Notes on readings.

Lecture	Date	Topic	Reference Reading
1	September 7	Introduction to Labour Relations	Chapter 1
2	September 14	The Environment	Chapter 2
3	September 21	Guest Speaker – Human Rights  Unions: Objectives, Processes, Structure, and History  **Attendance tracking begins	Chapter 2  Chapter 3
4	September 28	Employers: Objectives, Processes, and Strategy  Governments, Labour Relations Boards, and Other Parties Collective Bargaining Rights  **Union Fact Sheet Assignment is due	Chapter 4  Chapter 5
5	October 5	Collective Bargaining Rights  Midterm Review	Chapter 6
	October 12	No lecture this week	
6	<b>October 19</b>	<b>Midterm Test</b>	<b>Covers chapters 1-6 plus all lecture material and material provided on Learn</b>
7	October 26	The Collective Agreement  Negotiation of the Collective Agreement	Chapter 7  Chapter 8
8	November 2	Administration of the Collective Agreement	Chapter 9
9	November 9	Contract Dispute Resolution, Strikes and Lockouts (Guest Speaker)	Chapter 10

Lecture	Date	Topic	Reference Reading
10	November 16	Bargaining Simulation	Team Bargaining Simulation to be held in class
11	November 23	Public Sector Labour Relations Effects of Unionization and Employee Relations Programs	Chapter 11 Chapter 12
12	November 30	**Bargaining Outcomes Assignment Due  **Peer Evaluations Due  Course / Instructor Evaluation – in class  Exam Review	NB – the final exam covers chapters 1-12 plus all lecture materials and material provided on Learn

### Late Work

Late submissions will be penalized 1% per day unless otherwise indicated. This applies to individual and group submissions.

### Attendance Policy

As part of the overall Class Participation mark, class attendance will be worth 5% of the total mark for the course. Attendance tracking begins in the third week of lectures which leaves 10 class lectures. Students will accrue .5% for each lecture they attend. Missed lectures, for whatever reason, will not be included in the overall accrual.

### Cross-listed course

Please note that a cross-listed course will count in all respective averages no matter under which rubric it has been taken. For example, a PHIL/PSCI cross-list will count in a Philosophy major average, even if the course was taken under the Political Science rubric.

### Academic Integrity

**Academic Integrity:** In order to maintain a culture of academic integrity, members of the University of Waterloo are expected to promote honesty, trust, fairness, respect and responsibility. See the [UWaterloo Academic Integrity webpage](#) and the [Arts Academic Integrity webpage](#) for more information.

**Discipline:** A student is expected to know what constitutes academic integrity, to avoid committing academic offences, and to take responsibility for his/her actions. A student who is unsure whether an action constitutes an offence, or who needs help in learning how to avoid offences (e.g., plagiarism, cheating) or about “rules” for group work/collaboration should seek guidance from the course professor, academic advisor, or the Undergraduate Associate Dean. When misconduct has been found to have occurred, disciplinary penalties will be imposed under Policy 71 – Student Discipline. For information on categories of offenses and types of penalties, students should refer to [Policy 71 - Student Discipline](#). For typical penalties check [Guidelines for the Assessment of Penalties](#).

### Concerns About a Course Policy or Decision

**Informal Stage.** We in the Psychology Department take great pride in the high quality of our program and our instructors. Though infrequent, we know that students occasionally find themselves in situations of conflict with their instructors over course policies or grade assessments. If such a conflict arises, the Associate Chair for Undergraduate Affairs (Richard Eibach) is available for consultation and to mediate a resolution between the student and instructor: Email: [reibach@uwaterloo.ca](mailto:reibach@uwaterloo.ca); Ph 519-888-4567 ext. 38790

**Grievance:** A student who believes that a decision affecting some aspect of his/her university life has been unfair or unreasonable may have grounds for initiating a grievance. Read [Policy 70 - Student Petitions and Grievances](#), Section 4. When in doubt, please be certain to contact Richard Eibach, the Associate Chair for Undergraduate Affairs who will provide further assistance; [reibach@uwaterloo.ca](mailto:reibach@uwaterloo.ca).

**Appeals:** A decision made or penalty imposed under Policy 70 - Student Petitions and Grievances (other than a petition) or Policy 71 - Student Discipline may be appealed if there is a ground. A student who believes he/she has a ground for an appeal should refer to [Policy 72 - Student Appeals](#).

### **Accommodation for Students with Disabilities**

**Note for students with disabilities:** The [AccessAbility Services](#) office, located on the first floor of the Needles Hall extension (1401), collaborates with all academic departments to arrange appropriate accommodations for students with disabilities without compromising the academic integrity of the curriculum. If you require academic accommodations to lessen the impact of your disability, please register with the AS office at the beginning of each academic term.

### **Accommodation for course requirements**

- Students requesting accommodation for course requirements (assignments, midterm tests, final exams, etc.) due to illness should do the following:
  - Consult the University's [examination regulations](#) for information about procedures and policies for requesting accommodations
  - seek medical treatment as soon as possible
  - obtain documentation of the illness with a completed uWaterloo [Verification of Illness Form](#)
    - submit that form to the instructor within 48 hours. Students in Centre for Extended Learning (CEL) courses must submit their confirmation of the illness to CEL.
    - (if possible) inform the instructor by the due date for the course requirement that you will be unable to meet the deadline and that documentation will be forthcoming.
- In the case of a missed final exam, the instructor and student will negotiate an extension for the final exam, which will typically be written as soon as possible, but no later than the next offering of the course.
- In the case of a missed assignment deadline, midterm test, or quiz, the instructor will either:
  - waive the course component and re-weight remaining term work as he/she deems fit according to circumstances and the goals of the course, or
  - provide an extension.
- In the case of bereavement, the instructor will provide similar accommodations to those for illness. Appropriate documentation to support the request will be required.
- Students who are experiencing extenuating circumstances should also inform their academic advisors regarding their personal difficulties.

- Elective arrangements such as travel plans are not acceptable grounds for granting accommodations to course requirements per the [uWaterloo Examination Regulations and Related Matters](#).

### **Official version of the course outline**

If there is a discrepancy between the hard copy outline (i.e., if students were provided with a hard copy at the first class) and the outline posted on LEARN, the outline on LEARN will be deemed the official version. Outlines on LEARN may change as instructors develop a course, but they become final as of the first class meeting for the term.

### **Territorial Acknowledgement**

We acknowledge that we are living and working on the traditional territory of the Attawandaron (also known as Neutral), Anishinaabe and Haudenosaunee peoples. The University of Waterloo is situated on the Haldimand Tract, the land promised to the Six Nations that includes six miles on each side of the Grand River.

### **Mental Health Services**

[Mental Health Services](#) aim is to provide holistic programming and services to help you lead a healthy and balanced life. We strive to provide a secure, supportive environment for students of all orientations and backgrounds.

Students suffering from problems with anxiety, depression, problems with sleep, attention, obsessions or compulsions, relationship difficulties, severe winter blues, etc., may make an appointment by phone or in person. Appointments are usually available within two days of initial contact with one of our medical doctors. All contacts are completely confidential.

### **Contact Health Services**

#### [Health Services Building](#)

Call 519-888-4096 to schedule an appointment  
Call 1-866-797-0000 for free 24/7 advice from a health professional

### **Contact Counselling Services**

#### [Needles Hall Addition, NH 2401](#)

Call 519-888-4567 x 32655 to schedule an appointment  
[counserv@uwaterloo.ca](mailto:counserv@uwaterloo.ca)

