

## HRM 307 Labour Relations Winter 2016

University of Waterloo  
Department of Psychology  
Thursdays: 6:30 pm-9:20 pm in AL 124

### Lecturer and T.A. Information

Lecturer: Mark Gernon  
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Extra information on contacting the instructor.

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Office Hours	By Appointment	T.A. 2 Hours	T.A. 3 Hours	T.A. 4 Hour

### Course Description

This course is of critical 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 Ontario's 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, 4th 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 in the text and 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.

Guest Speakers and Videos

\*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, we may not cover everything in class as listed in the course outline – it will depend on how in-class discussions and exercises progress.

<b>Assessment</b>	<b>Date of Evaluation</b>	<b>Weighting</b>
Fact Sheet on a selected Canadian Union	February 4, 2016	5%
Midterm Test	February 11, 2016	20%
Group Bargaining Simulation	March 17, 2016	25%
Final Exam	tba	40%
Participation and Peer Review Evaluation	March 31, 2016	10%
Assessment 6	Date of Evaluation 6	X%
Assessment 7	Date of Evaluation 7	X%
<b>Total</b>		<b>100%</b>

Poor attendance, not participating in group work during class, texting during class, working on other activities during class, etc. are a few examples of what will contribute to a 0/10 participation mark.

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

Each student will be required to research a Canadian union (or an International Union that represents Canadian employees) of their choice, and outline in one page or less, ten facts relating to the union. This is worth 5%. This is an individual assignment. Examples of Unions could include, but not be limited to, UNIFOR, CUPE, CUPW, UFCW, OPSEU, ONA etc. Characteristics of excellent work will 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 etc.

### **Midterm Test**

Covers all material in Chapters 1-6 as well as all material presented in class and materials provided on LEARN.

### **Group Bargaining Simulation**

Students will be assigned to either a Union or Management team. Additional background information will be provided to each team outlining further details of the assignment prior to bargaining. Each team will be required to submit two written group assignments. The first is the Bargaining Proposal which is worth 10% . The Bargaining Proposal will be a group effort outlining the key demands for your team's negotiation of the renewal of a collective agreement.

The second is a Bargaining Outcomes Summary which is worth 15%. The Bargaining Outcomes Summary will contain the Notice of Agreement, the Memorandum of Settlement (with all attached language changes), and an executive summary outlining the team's overall strategy, what team goals were, and were not, accomplished during bargaining, what could have been done differently to achieve a better outcome, as well as a brief personal summary from each team member on their experience as a lead negotiator.

Your group will receive a 'group mark' for each group 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.

Students will not be evaluated on their actual bargaining style, other than as it is described in their written assignments and the peer evaluations. The goal is for each student to experience being the lead spokesperson on issues identified as critical by their team. At least one class will be utilized solely for the purpose of completing negotiations.

Characteristics of excellent work: executive summary, table of contents, use of outside sources of information (appropriately cited), thorough, practical and/or creative strategies and outcomes, logical summary, clear and legally sound language in the collective agreement, absence of grammatical errors and typos, and accurate wage schedules.

The overall assignment (Proposal plus Outcomes Summary) 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%).

**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.

Week	Date	Topic	Reference Reading
1	January 7	Introduction to Labour Relations	Chapter 1
		The Environment	Chapter 2
2	January 14	The Environment (continued)	Chapter 2
		Unions: Objectives, Processes, Structure, and History	Chapter 3
3	January 21	Employers: Objectives, Processes, and Strategy	Chapter 4
		Governments, Labour Relations Boards, and Other Parties	Chapter 5 (Attendance tracking begins for the purpose of participation mark)
4	January 28	Collective Bargaining Rights	Chapter 6  FINAL OFFER MOVIE (deals with Chapter 8 –

Week	Date	Topic	Reference Reading
			Negotiation of the Collective Agreement)  Groups assigned for Group Collective Bargaining Assignment
5	February 4	The Collective Agreement	Chapter 7  Union Fact Sheet Assignment is due  Midterm Review
6	February 11	Midterm Test	Chapters 1-6 plus all lecture material
7	February 15 – 19	READING WEEK	
8	February 25	Negotiation of the Collective Agreement	Chapter 8
9	March 3	Administration of the Collective Agreement	Chapter 9
10	March 10	Contract Dispute Resolution, Strikes and Lockouts (Guest Speaker)	Chapter 10
11	March 17	Bargaining Simulation	Team Bargaining Simulation to be held in class
12	March 24	Public Sector Labour Relations  Effects of Unionization and Employee Relations Programs	Chapter 11  Chapter 12  Bargaining Outcomes Summary Due
13	March 31	Exam Review  Peer Evaluations Due  Instructor Evaluation	Chapters 1-12

### **Late Work**

Late submissions will be penalized 1% per day. 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.

## **Institutional-required statements for undergraduate course outlines approved by Senate Undergraduate Council, April 14, 2009**

### **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.

***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](#).

***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](#).

***Appeals:*** A student may appeal the finding and/or penalty in a decision made under Policy 70 - Student Petitions and Grievances (other than regarding a petition) or Policy 71 - Student Discipline if a ground for an appeal can be established. Read [Policy 72 - Student Appeals](#).

### **Other sources of information for students**

[Academic integrity](#) (Arts) [Academic Integrity Office](#) (uWaterloo)

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

***Note for students with disabilities:*** The [AccessAbility Services office](#), located in Needles Hall Room 1132, 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.

Note: To be fair to everyone the dates for the assignments, tests, and final examination are final. In accordance with UW regulations, supportive documentation is required should you be faced with a medical or compassionate dilemma (see next section).

***Students who are requesting accommodation for course requirements (assignments, midterm tests, final exams, etc.) due to illness should do the following:***

- seek medical treatment as soon as possible and obtain a completed UW Verification of Illness Form
- submit that form to the instructor within 48 hours.
- (preferably) 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 or midterm test, the instructor will either:***

1. 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
2. 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.