

HRM 307 Labour Relations Fall 2019

University of Waterloo

Department of Psychology

Thursdays: 6:30 pm-9:20 pm in AL124 (starting Thursday September 5, 2019)

Lecturer and T.A. Information

Lecturer: Mark Gernon

Office: PAS 4212

Office Phone: contact by email

Office Hours: By Appointment

Email: mgernon@uwaterloo.ca / Mark.Gernon@bell.net

Cell: 416-347-6875

T.A.	Roxy Merkand
Email	rmerkand@uwaterloo.ca
Office	PAS 4229
Office Hours	By Appointment

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

- Industrial Relations in Canada, Third Edition, HEBDON BROWN

Copies of this textbook is also available on the Nelson Canada website - <http://www.nelson.com/>

Readings available on LEARN

- Ontario Labour Relations Act (<https://www.ontario.ca/laws/statute/95l01>)
- Ontario Employment Standards Act (<https://www.ontario.ca/laws/statute/00e41>)
- Ontario Human Rights Code
- 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.

Group Exercises - which will 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 will be video to review from on-line sources and there may be 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.

Assessment	Date of Evaluation	Weighting
Fact Sheet on a selected Canadian Union	September 19, 2019	5%
Midterm Test	October 3, 2019	20%
Group Arbitration	Nov 14, and Nov 28, 2019	25%
Final Exam	TBA	40%
Participation and Attendance	Nov 28, 2019	10%
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Total		100%

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, and outline in one page or less, ten facts relating to the union. This is worth 10%. This is an individual assignment. 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 late submissions, spelling errors, poor grammar, inaccurate facts, lack of citation, copying and pasting from a website etc.

Students must be able to defend their facts.

Midterm Test

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

Group Arbitration

Students will be assigned into three groups – Arbitration Board, Union or Management team. Additional background information will be provided to each team outlining further details of the assignment. The Union and Management Teams will argue a grievance before the Arbitration Board in class. The teams will be required to introduce or call evidence; advance their argument for their positions, research and provide case law/statute (no more than 5 submissions per team) to the Arbitration Board (15%).

The Arbitration Board will provide a written ruling/decision (15%)– based upon the facts they have heard presented and they may use the case law presented to them in support of their decision, or they may use additional case law they researched.

The teams will be given a collective agreement, a grievance referred to arbitration. The Union or Management teams will provide a brief summary of no more than 2 pages outlining their position of their case, along with their case law/statute. (5%). (Must provide one complete copy of the each case to the arbitration board).

Each Team member must present a portion of their case/decision and in the time allotted.

The arbitration board will present their written decision and orally present to the class the reasoning for their decision (5%).

Students will not be evaluated on their presentation 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.

Students will provide a peer review of their team members –(5%) – which will be become a “Group Mark”.

Characteristics of excellent work: executive summary, use of outside sources of information (appropriately cited), thorough, practical and/or creative strategies and outcomes , logical summary, clear and legal sound argument, absence of grammatical errors and typos.

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

Participation

Participation will be assessed through a combination of class attendance (5%), as well as the Participation (5%). 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.

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	Sep 05	Introduction to Labour Relations	Chapter 1
		Industrial Relations	
		Labour History	Chapter 2
		Union Assignment	

Week	Date	Topic	Reference Reading
2	Sep 12	Labour History (continued) Economic, Social and Political environment Unions: Objectives, Processes, Structure, and History	Chapter 2 Chapter 3 (Attendance Tracking begins for the purpose of participation mark)
3	Sep 19	Legal Environment Governments, Labour Relations Boards, and Other Parties Legal framework Union Assignment DUE	Chapter 4
4	Sep 26	Union Perspective Collective Agreements /Representation Management Perspective	Chapter 5 Chapter 6 Midterm Review Groups assigned to Teams for Arbitration Assignment
5	Oct 03	Midterm Test	Chapters 1-6 plus all lecture material
6	Oct 10	Negotiations/ Collective Bargaining Collective Agreement Administration	Chapter 7 Chapter 8
7	Oct 24	Administration of the Collective Agreement Contract Dispute Resolution, Strikes and Lockouts	Chapters 9 / 10
8	Oct 31	Impacts of Unionization/Effects of Unionization and Employee Relations Programs	Chapter 11

Week	Date	Topic	Reference Reading
		Public Sector Unions	Chapter 12
9	Nov 07	Arbitration Team preparation	
10	Nov 14	Arbitration Team presentations	
11	Nov 21	Guest Speaker – Greg Long, Deputy Director Dispute Resolution Service, Ontario Ministry of Labour	TBC
12	Nov 28	Arbitration Board Presentations Exam Review Peer Evaluations Due/Instructor Evaluation	Chapters 1-12

Late Work

Late submissions will be penalized 5% 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.

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; 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.

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.

If you are using Turnitin® in your course

Turnitin.com: Text matching software (Turnitin®) will be used to screen assignments in this course. This is being done to verify that use of all material and sources in assignments is documented. Students will be given an option if they do not want to have their assignment screened by Turnitin®. In the first week of the term, details will be provided about arrangements and alternatives for the use of Turnitin® in this course.

Note: students must be given a reasonable option if they do not want to have their assignment screened by Turnitin®. See [guidelines for instructors](#) for more information.

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.

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/PSYCH cross-list will count in the Philosophy major average, even if the course was taken under the Psychology rubric.

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

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.