

HRM 307 Labour Relations Fall 2022

University of Waterloo

Department of Psychology

Thursdays: 6:30 pm-9:20 pm in AL 124 (Arts and Lecture Hall) – starting THURSDAY SEPTEMBER 8, 2022

Lecturer and T.A. Information

Lecturer: Mark Gernon

Office: **Virtual appointments – contact via e-mail**

Office Phone: contact by email or by phone

Office Hours: By Appointment

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T.A. Yadurshana Sivashankar

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Office: **Virtual appointments – contact via e-mail**

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 and legal 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, 1995* & 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

AND

- 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
- E. Understand the legal framework of employment contract law and legal aspects of Human Resource and Labour Relations administration

Required Text

LABOUR RELATIONS, 5th. Ed SUFFIELD GANNON (Pearson Canada Inc.)

Suffield, Larry, 1949 - , Gannpn, Gary

Labour Relations / Larry Suffield, Lambton College, Gary L. Gannon, Durham College,
- fifth edition,

Readings available on LEARN

- Ontario Labour Relations Act, 1995 (<https://www.ontario.ca/laws/statute/95l01>)
- Ontario Employment Standards Act, 2000 (<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:

Lectures - 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.

PowerPoint slides for each lecture will be posted before each class.

Videos – links will be provided in the PowerPoint slides

*Note: This course outline is a guide to give you a general idea of what to expect in the sessions. There will be videos to review from on-line sources. 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.

Assessment	Date of Evaluation	Weighting
Fact Sheet on a selected Canadian Union	September 22, 2022	10%
Assessment 1	October 6, 2022 (posted Sept 22)	15%
Assessment 2	October 27, 2022 (posted Oct 6)	20%
Assessment 3	November 17, 2022 (posted Oct 27)	20%
Arbitration Assignment	December 2, 2022	25%
Participation and Attendance	December 1, 2022	10%
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Total		100%
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Assignment 1 - Fact Sheet on a selected Canadian Union (10%)

Each student will be required to research a Canadian union (or an International union that represents Canadian employees, and outline in two pages or less, ten facts relating to the union. This assignment 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.

Assessments x 3

Students will be provided with three (3) assessments to complete and submit to the Course DropBox

Assessment 1 (15%)

Chapters 1 to 4 – including lectures – this assessment will require research into the market conditions and factors that affect labour relations (e.g. Interest Rates, Commodity Markets, inflation, social media)

Assessment 2 (20%)

Chapters 5 and 6 – including lectures and videos – this assessment will require research related to negotiations – influences affecting bargaining

Assessment 3 (20%)

Chapters 7 to 9 – including lectures – this assessment will require research related to the legal influences on employment conditions.

Arbitration Assignment (25%)

Students will be provided case studies and will write an arbitration award as an arbitrator. This assignment requires students to evaluate opposing positions and writing a decision as an impartial third party based on the evidence provided.

Participation / Attendance (10%)

The engagement/participation mark is an important factor for success in this course. This mark is allocated based on a student's contribution to all class discussion and activities. Poor attendance, not participating in group or class discussions, working on other activities during class, texting and inappropriate use of laptop are a few examples of what will contribute to a mark deductions. Attendance will also be taken at the end of each class. The engagement/participation mark will be assigned at end of term.

Important NOTE: The due dates are not negotiable and need to be honoured.

Late assignments will not be accepted and will result in no mark being allocated for that particular assignment.

Course Outline

Notes on readings.

Week	Date	Topic	Reference Reading
1	Sept 8	Introduction to Labour Relations Industrial Relations Labour History Union Assignment issued	Chapter 1
2	Sept 15	Labour History The Environment Economic, Social and Political environment	Chapter 2
3	Sept 22	Employers: Objectives, Processes, and Strategy UNION ASSIGNMENT DUE	Chapter 3
4	Sept 29	Unions: Objectives, Processes and Strategy	Chapter 4
	Oct 6	No Lecture Assessment 1 Due October 6, 2022 at 10:00pm	

Week	Date	Topic	Reference Reading
READING WEEK – October 8 to October 16, 2022			
5	Oct 20	Governments, Labour Relations Boards, and Other Parties [Legal Environment / Legal framework] Union Organizing Drive and Certification	Chapter 5 Chapter 6 FINAL OFFER MOVIE (deals with Chapter 8 – Negotiation of the Collective Agreement)
6	Oct 27	The Collective Agreement Negotiations/ Collective Bargaining Assessment 2 Due October 27, 2022 at 10:00pm	Chapter 7 Chapter 8
7	Nov 3	Strike, Lockouts, and Contract Dispute Resolution	Chapters 9
8	Nov 10	Administration of the Collective Agreement	Chapter 10
9	Nov 17	Administration of the Collective Agreement Contract Dispute Resolution, Strikes and Lockouts Assessment 3 Due November 17, 2022 at 10:00pm	Chapters 9 / 10
10	Nov 24	Public Sector Labour Relations Effects of Unionization and Employee Relations Programs	Chapter 11 Chapter 12
11	Dec 1	Future of Unions Labour and Employee Relations Labour and Employment Trends Arbitration Assignment due December 2, 2022 at 10:00pm	

Late Work

In the case of a missed assignment deadline, or quiz, the student will receive a NIL grade.

The due dates are not negotiable and need to be honoured.

Late assignments will not be accepted and will result in no mark being allocated for that particular assignment.

Information on Plagiarism Detection

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. Check the [Office of 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 their actions. Check [the Office of Academic Integrity](#) for more information. 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; 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 they have a ground for an appeal should refer to [Policy 72 - Student Appeals](#).

Note for Students with Disabilities

The [AccessAbility Services](#) office, located on the first floor of the Needles Hall extension (NH 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 assignment deadline, midterm test, or quiz, the instructor may 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.

Chosen/Preferred First Name

Do you want professors and interviewers to call you by a different first name? Take a minute now to verify or tell us your chosen/preferred first name by logging into WatIAM. Why? Starting in winter 2020, your chosen/preferred first name listed in WatIAM will be used broadly across campus (e.g., LEARN, Quest, WaterlooWorks, WatCard, etc.). Note: Your legal first name will always be used on certain official documents. For more details, visit Updating Personal Information.

Important Notes:

- If you included a preferred name on your OUAC application, it will be used as your chosen/preferred name unless you make a change now.
- If you don't provide a chosen/preferred name, your legal first name will continue to be used.

Mental Health Support

All of us need a support system. The faculty and staff in Arts encourage students to seek out mental health support if they are needed.

On Campus

Due to COVID-19 and campus closures, services are available only online or by phone.

- Counselling Services: counselling.services@uwaterloo.ca / 519-888-4567 ext. 32655
- [MATES](#): one-to-one peer support program offered by the Waterloo Undergraduate Student Association (WUSA) and Counselling Services

Off campus, 24/7

- [Good2Talk](#): Free confidential help line for post-secondary students. Phone: 1-866-925-5454
- Grand River Hospital: Emergency care for mental health crisis. Phone: 519-749-4300 ext. 6880
- [Here 24/7](#): Mental Health and Crisis Service Team. Phone: 1-844-437-3247

Full details can be found online on the Faculty of Arts [website](#)

Download [UWaterloo and regional mental health resources \(PDF\)](#)

Download the [WatSafe app](#) to your phone to quickly access mental health support information.

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 ten kilometres on each side of the Grand River.

Academic freedom at the University of Waterloo

Academic freedom at the University of Waterloo Policy 33, Ethical Behaviour states, as one of its general principles (Section 1), “The University supports academic freedom for all members of the University community. Academic freedom carries with it the duty to use that freedom in a manner consistent with the scholarly obligation to base teaching and research on an honest and ethical quest for knowledge. In the context of this policy, 'academic freedom' refers to academic activities, including teaching and scholarship, as is articulated in the principles set out in the Memorandum of Agreement between the FAUW and the University of Waterloo, 1998 (Article 6). The academic environment which fosters free debate may from time to time include the presentation or discussion of unpopular opinions or controversial material. Such material shall be dealt with as openly, respectfully and sensitively as possible.” This definition is repeated in Policies 70 a

Text Book

The printed book can be ordered online from wstore.ca, as well as the access code. You can log in to UWaterloo_BookLook, using your UWaterloo email and password, to view your personalized booklist and add items directly to your shopping cart. **Please note that access codes ordering through the MyBookLook are filled manually, and can take up to 3 business days to process.**

****We are no longer offering in store shopping for textbooks. All textbooks must be ordered online to be picked up at the W Store, Shipped, or delivered via Campus Housing Delivery. Campus Housing Delivery is ONLY available if you currently live there****

A common list of online questions, such as shipping rates and returns, can be found on our website at wstore.ca/help.

If you need assistance with your online order, please email wstore@uwaterloo.ca. A member of our team will reach out as soon as possible.

SPECIAL NOTES REGARDING THE FALL 2022 TERM:

Should a short term (e.g., one-week) cancellation of in-person classes, whether for the particular course or University wide occur during the term, the following will occur:

- The weekly PowerPoints will be posted, and I which will include a voice narrative.
- I will also be available for virtual appointments to address any inquires you have in regard to course material. Your group will be required to work remotely to ensure all group deadlines are adhered to.
- Should this short-term cancellation of in-person classes occur during your presentation week the presentation will be delivered virtually on TEAMS/WebEX during the regular scheduled time. All class members are required to attend.

Should a longer-term cancellation of in-person meetings, whether for this course or University-wide occur during the term, the following will occur:

- PowerPoints will continue to be posted weekly as per the course agenda. The PowerPoint presentations will include a voice narrative.
- I will deliver the lecture virtually during class times and respond to any inquiries regarding course material.
- In worst case scenario, and only if the University is locked down, the engagement/participation mark will be deleted.

NOTE: The above is only if there is a short term or long-term cancellation of in-person classes.

All University policies for students who cannot attend class due to self-isolation will be followed. Please partner with another student in the class for note taking in case you are required to self-isolate. Virtual appointments can also be booked with me to respond to your inquiries regarding course content. Please make me aware of any self-isolation which occurs so that I can appropriately manage the engagement/participation marks.