

HRM 307 Labour Relations Winter 2017

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

- 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.

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.

Assessment	Date of Evaluation	Weighting
Fact Sheet on a selected Canadian Union	February 2, 2017	5%
Midterm Test	February 9, 2017	20%
Group Arbitration	March 9 and 17, 2017	25%
Final Exam	tba	40%
Participation and Peer Review Evaluation	March 30, 2017	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 5%. 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 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 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 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%).

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%).

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

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.

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 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 5	Introduction to Labour Relations The Environment Union Assignment	Chapter 1 Chapter 2 Groups assigned to Teams for Arbitration Assignment
2	January 12	Group Prep – Arbitration cases Union Fact Data	Meet TA – Group session breakouts
3	January 19	The Environment (continued) Unions: Objectives, Processes, Structure, and History	Chapter 2 Chapter 3 (Attendance Tracking begins for the purpose of participation mark)

Week	Date	Topic	Reference Reading
4	January 26	Employers: Objectives, Processes, and Strategy Governments, Labour Relations Boards, and Other Parties	Chapter 4 Chapter 5
5	February 2	Collective Bargaining Rights	Chapter 6 FINAL OFFER MOVIE (deals with Chapter 8 – Negotiation of the Collective Agreement)
6	February 9	The Collective Agreement	Chapter 7 Union Fact Sheet Assignment is due Midterm Review
7	February 16	Midterm Test	Chapters 1-6 plus all lecture material
8	February 21-24	READING WEEK	
9	March 2	Administration of the Collective Agreement Contract Dispute Resolution, Strikes and Lockouts	Chapters 9 / 10
10	March 9	Arbitration Presentations 3 x 45 mins	
11	March 16	Public Sector Labour Relations Effects of Unionization and Employee Relations Programs	Chapter 11 Chapter 12
12	March 23	TBA – Guest Speaker	
13	March 30	Arbitration Board Presentations 3 x 30 mins Exam Review	Chapters 1-12

Week	Date	Topic	Reference Reading
		Peer Evaluations Due Instructor Evaluation	

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.

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.

Group Assignment Checklist

Please read the checklist below following the completion of your group assignment. Once you have verified these points, hand in this signed checklist with your group assignment.

1. All team members have referenced and footnoted all ideas, words or other intellectual property from other sources used in the completion of this assignment.
2. A proper bibliography has been included, which includes acknowledgement of all sources used to complete this assignment.
3. This is the first time that any member of the group has submitted this assignment or essay (either partially or entirely) for academic evaluation.
4. Each member of the group has read the full content of the submission and is assured that the content is free of violations of academic integrity. Group discussions regarding the importance of academic integrity have taken place.
5. Each student has identified his or her individual contribution to the work submitted such that if violations of academic integrity are suspected, then the student primarily responsible for the violations may be identified. Note that in this case the remainder of the team may also be subject to disciplinary action.

Course: _____

Assignment: _____

Date: _____

Name (print)	Signature	Section Contributed	Mark
