

HRM 307 Labour Relations Winter 2020

University of Waterloo

Department of Psychology

Thursdays: 6:30 pm-9:20 pm in AL 124 (starting Thursday January 9, 2020)

Lecturer and T.A. Information

Lecturer: Mark Gernon

Office: PAS 3237

Office Phone: contact by email

Office Hours: By Appointment

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T.A.	Rochelle Evans
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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 impact of legal concepts on human resources and labour relations
- 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	January 23, 2020	5%
Midterm Test	February 06, 2020	20%
Group Arbitration	March 19, and April 2, 2020	25%
Final Exam	TBA	40%
Participation and Attendance	April 2, 2020	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 prepare, research and argue a grievance before the Arbitration Board in class. The teams will be required to introduce or call evidence; advance their argument to support 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 and as 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 to Mark Gernon of no more than 2 pages outlining their position of their case, along with their case law/statute reference. (5%). (Teams must provide one complete hard copy of the each case they rely on 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%)

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 in-class Participation (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	Jan 09	Introduction to Labour Relations Industrial Relations Labour History Union Assignment	Chapter 1 Chapter 2
2	Jan 16	Labour History (continued)	Chapter 2

Week	Date	Topic	Reference Reading
		Economic, Social and Political environment Unions: Objectives, Processes, Structure, and History	Chapter 3 (Attendance Tracking begins for the purpose of participation mark)
3	Jan 23	Legal Environment Governments, Labour Relations Boards, and Other Parties Legal framework Union Assignment DUE	Chapter 4
4	Jan 30	Union Perspective Collective Agreements /Representation Management Perspective	Chapter 5 Chapter 6 Midterm Review Groups assigned to Teams for Arbitration Assignment
5	Feb 06	Midterm Test	Chapters 1-6 plus all lecture material
6	Feb 13	Negotiations/ Collective Bargaining Collective Agreement Administration	Chapter 7 Chapter 8
7	Feb 27	Administration of the Collective Agreement Contract Dispute Resolution, Strikes and Lockouts	Chapters 9 / 10
8	Mar 05	Impacts of Unionization/Effects of Unionization and Employee Relations Programs	Chapter 11

Week	Date	Topic	Reference Reading
9	Mar 12	Public Sector Unions Arbitration Team preparation	Chapter 12
10	Mar 19	Arbitration Team presentations	
11	Mar 26	Guest Speaker – Greg Long, Deputy Director Dispute Resolution Service, Ontario Ministry of Labour	TBC
12	Apr 02	Arbitration Board Presentations Exam Review Peer Evaluations Due/Instructor Evaluation	Chapters 1-12

Late Work

In the case of a missed assignment deadline, test or quiz, the instructor will either:

1. waive the course component and re-weight the remaining term work as he/she deems fit according to circumstances and the goals of the course, or
2. provide an extension.

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

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 [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 his/her 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 he/she has 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 for Psychology courses.

Policies of the Psychology department pertaining to course requirements are available on the [department website](#).

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.

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.