

**UNIVERSITY OF WATERLOO
HRM 307 - LABOUR RELATIONS
SPRING 2013**

Lecturer:	Neil Murray, PAS 4009 Email: ngmurray@uwaterloo.ca
Office Hours:	By appointment
Text:	Labour Relations, 3 rd ed., Suffield & Templer
Teaching Assistants:	Samuel Hanig, PAS 4239 Email: shanig@uwaterloo.ca
Lecture Time/Location:	Thursday 6:30 to 9:20 p.m. in PAS 1229
Department Contact:	Theresa Bauer, HRM Advisor, Department of Psychology tbauer@uwaterloo.ca
Course Web Page:	Postings on the course page include: the course syllabus, office hours, lecture handouts and powerpoint slides (usually posted <u>after class</u>), announcements, and so forth.
HRM website:	http://www.psychology.uwaterloo.ca/hrm/index.html

INTRODUCTION:

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.

LEARNING OUTCOMES:

Upon successful completion of this course, students will be able to:

- Understand key terms relating to labour relations
- Understand the impact of unionization on union and non-union organizations
- Outline the key elements of a collective agreement
- Describe the impact and role of government (including legislation) in labour relations
- Describe the attainment and termination of bargaining rights
- Describe the membership, structure and governance of unions
- Explain the collective bargaining process
- Explain methods of resolving disputes (rights arbitration, interest arbitration, mediation, conciliation)
- Describe the features of labour relations in the public sector

THE CLASS:

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 may involve your group presenting in class and specific example review.

Guest Speakers, 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.

APPRAISING STUDENT PERFORMANCE:

20%	Midterm Test	(Chapter 1 to Chapter 6)
40%	Final Exam	(Total course content, including Chapters 1 to 12)
25%	Group Bargaining Assignment	(Due: See Class Schedule Below)
10%	Participation	(Peer Evaluation to be handed in last class)
5%	Fact Sheet of Selected Union Assignment	(Due: See Class Schedule Below)

NOTE: Your group will receive a “group mark” for the 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. Peer evaluations will be handed in at the last class.

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.

ASSIGNMENTS:

Students will be required to submit three assignments as described below. The first is an individual assignment designed to increase awareness of unions and their function in the labour relations landscape. The final two assignments are group assignments and are part of a bargaining simulation exercise.

#1 - Fact Sheet of Selected Union Assignment

Students will be required to research a Canadian union (or an International Union that represents Canadian employees) of their choice and outline ten facts relating to the union. This is worth 5% of your overall mark. This is an individual assignment. Examples of Unions could include ONA, CAW, CUPE, CUPW, UFCW, OPSEU, etc. Characteristics of excellent work will include professional and clear writing style, absence of typos or grammatical errors, and accurate and relevant facts, with appropriate citation. Marks will be deducted for typos, poor grammar, inaccurate facts, lack of citation, etc.

#2 - Group Bargaining Assignment – Bargaining Proposal

Students will be assigned to either a Union or Management team. A handout will be provided outlining further details of the assignment prior to bargaining. The Bargaining Proposal is worth 10% and will outline your team’s key demands in the negotiation of a renewal of a collective agreement. This will require the team to meet prior to the beginning of negotiations to form a strategy and agree on the key demands the team will bargain for. Each group will submit a team Proposal prior to beginning negotiations.

#3 Group Bargaining Assignment – Bargaining Outcomes Summary

This will be submitted after the completion of the bargaining simulation. A handout will be provided outlining further details of the assignment. The Bargaining Outcomes Summary is worth 15% and 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 and why, as well as a personal summary from each team member on their experience as a lead negotiator. The overall assignment (Bargaining Proposal plus Bargaining Outcomes Summary) is worth 25% of your final grade. Due Date: see course schedule.

Students will not be evaluated on their actual bargaining style, other than as it is described by the team in their written assignments and the peer evaluation. At least one class will be utilized solely for the purpose of completing the 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.

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.

The 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.

Accommodations for Students with Disabilities

Access-Ability Services, 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 Access-Ability Services at the beginning of each academic term.

Concerns About the Course or Instructor (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 Studies ([Myra Fernandes](#) from July 1, 2012 through June 30, 2014) is available for consultation and to mediate a resolution between the student and instructor. Contact information is as follows:

Myra Fernandes
Email: mafernan@uwaterloo.ca
Ph 519-888-4567 ext 32142

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. See Policy 70 and 71 below for further details.

Academic Integrity, Academic Offenses, Grievance, and Appeals

To protect course integrity, as well as to provide appropriate guidance to students, course outlines in the Faculty of Arts must include the following note on avoidance of academic offenses:

Academic Integrity: In order to maintain a culture of academic integrity, members of the University of Waterloo community are expected to promote honesty, trust, fairness, respect and responsibility.
[Further details: <http://www.uwaterloo.ca/academicintegrity/>]

Discipline: A student is expected to know what constitutes academic integrity [<http://www.uwaterloo.ca/academicintegrity/>], to avoid committing academic offenses, and to take responsibility for his/her actions. A student who is unsure whether an action constitutes an offense, or who needs help in learning how to avoid offenses (e.g., plagiarism, cheating) or about 'rules' for group work/collaboration should seek guidance from the course instructor, 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 [<http://www.adm.uwaterloo.ca/infosec/Policies/policy71.htm>].

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 [<http://www.adm.uwaterloo.ca/infosec/Policies/policy70.htm>].

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 [<http://www.adm.uwaterloo.ca/infosec/Policies/policy72.htm>].

Academic Integrity website (Arts): http://arts.uwaterloo.ca/arts/ugrad/academic_responsibility.html

Academic Integrity Office (UW): <http://uwaterloo.ca/academicintegrity/>

HRPA EDUCATION REQUIREMENT:

Students taking this course for credit towards HRPAs' CHRP education requirement must achieve a minimum grade of 65% as required by the Human Resources Professionals Association (HRPA). See the HRPAs website (<http://www.hrpa.ca/OfficeOfTheRegistrar/Pages/certification.aspx>) for further information.

LABOUR RELATIONS – SPRING 2013 Weekly Schedule

Class	Date	Chapters/ Reading	Topic/Activity
1	May 9	Chapter 1 Chapter 2	Introduction to Labour Relations Trends/Challenges in Labour Relations Review course outline and expectations. Discussion re class administration. The Environment
2	May 16	Chapter 2 Chapter 3	The Environment (continued) Unions: Objectives, Processes, Structure, and History
3	May 23	Chapter 4 Chapter 5	Employers: Management Objectives, Processes, Strategy, Alternative Approaches to HR Management Attendance taking begins for the purpose of participation mark Governments, Labour Relations Boards, and Other Parties
4	May 30	Chapter 6 Chapter 7	Collective Bargaining Rights The Collective Agreement Groups assigned for Group Collective Bargaining Assignment
5	June 6		FINAL OFFER MOVIE (deals with Chapter 8 – Negotiation of the Collective Agreement) Assignment #1 is due Midterm Review
6	June 13	MIDTERM	Midterm is on Chapters 1 to 6

7	June 20	Chapter 8	Negotiation of the Collective Agreement Guest Speaker – To be Announced (please note the date of guest speaker may change depending on the speaker's availability)
8	June 27	Chapter 9	Administration of the Collective Agreement
9	July 4	Chapter 10	Contract Dispute Resolution, Strikes and Lockouts Guest Speaker – To be Announced (please note the date of guest speaker may change depending on the speaker's availability)
10	July 11	Bargaining Simulation	Team bargaining for the renewal of a collective agreement to be held in class.
11	July 18	Chapter 11 Chapter 12	Public Sector Labour Relations Written Assignment - #2 Bargaining Outcomes Due. Summary and Future of Labour Relations
12	July 25	Exam Review	EXAM REVIEW Instructor Evaluation Peer Evaluations Due

Final Exam – will cover the total course content and 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 not to make travel plans until the University has posted the final exam schedule.

*Group Exercises will take place if time permits. Time is allocated for each class to participate in group and class discussions regarding the material being reviewed – this is an important aspect of HRM 307 and will contribute towards your participation mark. Attendance will be taken from the third week of class onwards and will also contribute towards your participation mark.