

UNIVERSITY OF WATERLOO
HRM 307 - LABOUR RELATIONS
Winter 2011

Lecturer:	Kathryn Meehan Email: thru UW-ACE
Office Hours:	By appointment
Text:	Larry Suffield, <u>Labour Relations</u> (Second Edition).
Teaching Assistant:	Jayna Mitchell Email: j5mitchell@uwaterloo.ca Office Hours: PAS 4232. Fridays 11:30 to 12:30 p.m.
Lecture Time/Location:	Monday and Wednesday 4:30 to 5:50 p.m. in Arts Lecture 124
Department Contact:	Theresa Bauer, HRM Advisor, Department of Psychology tbauer@uwaterloo.ca
Course Web Page:	Postings on the course ACE page include: the course syllabus, office hours, lecture handouts and powerpoint slides (usually posted after class), announcements, and so forth. On your browser, type in: http://uwace.uwaterloo.ca . Provide your Quest/UWdir userid and password, and then click on HRM-307.
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; environment 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:

- 1) 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 this information for the mid term test and final exam.
- 2) Group exercises, which may involve your group presenting in class and specific example review.
- 3) 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 outlined. These items will help to elaborate on the topics and material of the course. Similarly, it may be that we do not have time

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: January 26 2011)

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, working on other activities during class are a few examples of what will contribute to a 0/10 participation mark.

#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 in one page or less, ten facts relating to the union. This is worth 5%. 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.

#2 Group Bargaining Assignment

Students will be assigned to either a Union or Management team by the fourth week of classes. A handout will be provided outlining further details of the assignment. Each team will be required to submit two written assignments. The first is the Bargaining Strategy of their negotiation team. This is worth 10% . The second is an essay or memorandum outlining the Bargaining Outcomes (describing what was achieved by the end of negotiations). This is worth 15%. The second written assignment will contain all of the achieved collective agreement language. Students will not be evaluated on their actual bargaining style, other than as it is described by the team in their written assignments. Two classes will be utilized solely for the purpose of completing the negotiations.

- The assignment is worth 25% of your final grade.
- Due Date: see course schedule
- Characteristics of excellent work: executive summary, table of contents, use of outside sources of information, thorough, practical and/or creative strategies and outcomes , logical summary, clear and legally sound language in the collective agreement.

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: http://www.healthservices.uwaterloo.ca/Health_Services/verification.html
- 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 ACE, the outline on ACE will be deemed the official version. Outlines on ACE may change as instructors develop a course, but they become final as of the first class meeting for the term.

Students with Disabilities

The Office for Persons with Disabilities (OPD), 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 OPD 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 Affairs (Dr. Colin Ellard) is available for consultation and to mediate a resolution between the student and instructor. Dr. Ellard's contact information is as follows:

Email: cellard@uwaterloo.ca
Ph 519-888- 4567 ext 36852

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.

Discipline: A student is expected to know what constitutes academic integrity, 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 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, <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 HRPA website (<http://www.hrpa.ca/OfficeOfTheRegistrar/Pages/certification.aspx>) for further information.

LABOUR RELATIONS – WINTER 2011 Weekly Schedule

Class	Date	Chapters/Reading	Topic/Activity
1	Jan 5	Chapter 1	Introduction, Review course outline and expectations Discussion re class administration Trends/Challenges in Labour Relations
2	Jan 10	Chapter 1/2	Introduction to Labour Relations
3	Jan 12	Chapter 2/3	The Environment
4	Jan 17	Chapter 3	Unions: Objectives, Processes, Structure, and History Attendance taking begins for the purpose of participation mark.
5	Jan 19	Chapter 4	Employers: Management Objectives, Strategy, Alternative Approaches to HR Management Groups assigned for Group Collective Bargaining Assignment
6	Jan 24	Chapter 5	Governments, Labour Relations Boards, and Other Parties
7	Jan 26	Chapter 6	Assignment #1 is DUE. Collective Bargaining Rights
8	Jan 31	Chapter 6	Collective Bargaining Rights
9	Feb 2	Chapter 7	The Collective Agreement
10	Feb 7	Chapter 7	The Collective Agreement
11	Feb 9	MIDTERM	Midterm is on Chapters 1 to 6
12	Feb 14	Chapter 8	Negotiation of the Collective Agreement
13	Feb 16	Chapter 8 /9	Negotiation of the Collective Agreement Administration of the Collective Agreement
READING WEEK		NO CLASS	
14	Feb 28	Chapter 9	Administration of the Collective Agreement
15	Mar 2	Chapter 8	Final Offer Movie - Negotiation of the Collective Agreement
16	Mar 7	Chapter 9/10	Administration of the Collective Agreement Contract Dispute Resolution, Strikes, and Lockouts
17	Mar 14	Topic -TBA	Guest Speaker – To be Announced
18	Mar 16	BARGAINING	IN CLASS BARGAINING – GROUP ASSIGNMENT Written Assignment - #1 Bargaining Strategy Due
19	Mar 21	BARGAINING	IN CLASS BARGAINING – GROUP ASSIGNMENT
20	Mar 23	Topic - TBA	Guest Speaker - To be announced
21	Mar 28	Ch 11	Public Sector Labour Relations Written Assignment - #2 Bargaining Outcomes Due, including agreed upon collective agreement clauses.
22	Mar 30	Ch 12	Summary and Future of Labour Relations
23	Apr 4	All Chapters	EXAM REVIEW Peer Evaluation Due

Final Exam – total course content worth 40% of final grade 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.