

FOURTH EDITION

LABOUR RELATIONS

LARRY SUFFIELD
LAMBTON COLLEGE

GARY L. GANNON
DURHAM COLLEGE

PEARSON

Toronto

Editor-in-Chief: Claudine O'Donnell
Acquisitions Editor: Carolin Sweig
Marketing Manager: Jessica Saso
Program Manager: Karen Townsend
Project Managers: Madhu Ranadive and
Jessica Hellen
Developmental Editor: Rachel Stuckey

Production Services: Aptara®, Inc.
Permissions Project Manager: Joanne Tang
Text Permissions Research: Phyllis Padula,
Aptara®, Inc.
Interior and Cover Designer: Aptara®, Inc.
Cover Image: © Nicolesa / Shutterstock

Credits and acknowledgments for material borrowed from other sources and reproduced, with permission, in this textbook appear on the appropriate page within the text.

If you purchased this book outside the United States or Canada, you should be aware that it has been imported without the approval of the publisher or the author.

Copyright © 2016, 2012, 2008, 2005 Pearson Canada Inc. All rights reserved. Manufactured in the United States of America. This publication is protected by copyright and permission should be obtained from the publisher prior to any prohibited reproduction, storage in a retrieval system, or transmission in any form or by any means, electronic, mechanical, photocopying, recording, or likewise. To obtain permission(s) to use material from this work, please submit a written request to Pearson Canada Inc., Permissions Department, 26 Prince Andrew Place, Don Mills, Ontario, M3C 2T8, or fax your request to 416-447-3126, or submit a request to Permissions Requests at www.pearsoncanada.ca.

10 9 8 7 6 5 4 3 2 1 [EB]

Library and Archives Canada Cataloguing in Publication

Suffield, Larry, 1949-, author
Labour relations / Larry Suffield, Lambton College, Gary L. Gannon,
Durham College.—Fourth edition.

Includes bibliographical references and index.

ISBN 978-0-13-359367-9

1. Industrial relations—Textbooks. 2. Industrial relations—Canada—Textbooks.
I. Gannon, Gary L. (Gary Lawrence), 1951-, author II. Title.

HD8106.5.S83 2014

331

C2014-906100-5

PEARSON

ISBN 978-0-13-359367-9

Contents

Preface xi

Acknowledgements xv

About the Authors xv

1 Introduction to Labour Relations 1

Defining Labour Relations and Industrial Relations 2

Labour Relations Issue 1-1 Labour Relations Questions 3

Importance of Unionization and Labour Relations 4

Employment Relationship 4

Key Considerations 1-1 Non-union vs. Unionized Workplaces 5

Unionized Employees: Terms and Conditions of Work 6

Employers: Costs and Productivity 7

Non-union Employees 7

Society 7

Framework for Labour Relations 7

Systems Approach 7

Political Economy Approach 8

A Framework for Labour Relations 9

Confrontation or Collaboration 12

Overview of This Book 13

2 The Environment 17

Economic Environment 18

Macroeconomic Environment 18

Government Economic Policy 19

Industry- and Firm-Level Demand 20

Economic Trends and Issues Affecting Labour Relations 22

Technology 25

Social Environment 26

Labour Relations Issue 2-1 What Are Your Values and Beliefs Relating to Unions? 27

Political Environment 27

Divided Jurisdiction 27

Legal Environment 28

Human Rights Legislation 29

Key Considerations 2-1 Possible Measures to Accommodate 31

Key Considerations 2-2 Factors Determining Undue Hardship 32

Labour Relations Issue 2-2 When Is a Discriminatory Requirement a BFOR? 34

The Canadian Charter of Rights and Freedoms 34

3 Unions: Objectives, Processes, Structure, and History 43

Unions in Canada 44

Extent of Unionization 44

Types of Unions 48

Union Objectives and Processes 48

Improving Terms and Conditions of Work 49

Protecting Employees Against Arbitrary Management Action 49

Providing a Process for Conflict Resolution and Employee Input 50

Pursuing Economic and Social Change 50

Union Structure and Functions 50

Union Local 50

Key Considerations 3-1 Functions of a Local Union 52

Independent Local Unions 52

National and International Unions 52

Labour Relations Issue 3-1 Should Unions Be Able to Impose Fines? 53

Key Considerations 3-2 Functions of National and International Unions 54

Labour Relations Issue 3-2 The Relationship Between a National Union, Local Union, and Union Members 55

Labour Congresses and Federations 55

Key Considerations 3-3 Functions of the Canadian Labour Congress 56

Labour Councils 57

Key Features of Union Structure 58

The Development of Unions and Labour Relations 58

Key Considerations 3-4 Events in the Development of Labour Relations 59

Early Unions 59

Entry of International Unions and

Development of Labour Federations 60

Industrial Unions 62

Public Sector Unionization 63

Unions and Politics 64

Implications for Present-Day

Labour Relations 66

4 Employers: Objectives, Processes, and Strategy 72

Management Objectives and Processes 73

Efficiency or Productivity 73

Control 75

Employer Labour Relations Strategy 76

Factors Affecting an Employer's Labour

Relations Strategy 76

Possible Employer Strategies 78

Strategies of Canadian Employers 79

Importance of Labour Relations Strategy 79

Alternative HR Strategies or Approaches to HR Management 79

High-Performance Work Systems 80

Key Considerations 4-1 Policies and Practices for a High-Performance Work System 80

5 Governments, Labour Relations Boards, and Other Parties 86

Government Objectives and Processes 87

Regulation of Labour Relations Processes 87

Regulation of Labour Relations Outcomes 88

Protection of the Public Interest 89

Regulation of the Economy 90

Assistance to Industry 90

Regulating Market Practices and Results 90

Government Employers: Objectives 92

Maintaining Office 92

Labour Relations Boards 93

Composition of Labour Relations Boards 93

Board Responsibilities 93

Procedure and Remedies 93

Key Considerations 5-1 Labour Relations Board Responsibilities 93

Other Parties 94

Arbitrators 94

Courts 94

6 Collective Bargaining Rights 96

The Unionization Decision 97

Why Employees Unionize 97

Why Employees Do Not Join a Union 100

How Bargaining Rights Are Obtained and Their Significance 101

Certification of a Union 101

Organizing Campaign 102

Application for Certification to

Labour Relations Board 103

Framework of Fairness: An Alternative Approach to Obtaining Bargaining Rights 113

Conduct During Organizing and Certification Process 114

Employer Unfair Labour Practices 114

Key Considerations 6-1 Employer

Unfair Labour Practices 115

Permissible Employer Conduct 116

Key Considerations 6-2 Permitted Employer

Conduct During an Organizing Campaign 116

Labour Relations Issue 6-1 What Employers Have Said in Response to a Union

Organizing Campaign 117

Union Unfair Labour Practices 118

Remedies for Unfair Labour Practices 118

Labour Relations Issue 6-2 Should

Certification Without a Vote Be Available as a Remedy for Unfair Labour Practices? 121

Decertification 121

Decertification Application by Employees 122

Certification of a Different Union 124

Additional Grounds for Decertification 124

Successor Rights 125

Appendix to Chapter 6: Collective

Bargaining Rights Appendices 132

7 The Collective Agreement 145

Importance of Collective Agreements 146

Legal Requirements for Collective Agreements 147

Mandatory and Voluntary Terms 147

Collective Agreement Terms 148

Recognition 148

Key Considerations 7-1 Recognition

Article 148

Grievance and Arbitration Procedure 149

Labour Relations Issue 7-1 Can the Collective Agreement Prevent Probationary Employees from Challenging Dismissal? 152

Bargaining Unit Work 153

Key Considerations 7-2 Grievance and Arbitration Procedure 153

Key Considerations 7-3 Protection of Bargaining Unit Work 154

Strikes and Lockouts 154

Duration or Term of the Agreement 154

Union Security 155

Key Considerations 7-4 Union Security 158

Management Rights 158

Labour Relations Issue 7-2 Does Management Have to Act Reasonably? 159

Contracting Out 160

Discipline and Discharge 160

Key Considerations 7-5 Contracting Out 160

Key Considerations 7-6 Discipline and Discharge 161

Discrimination 161

Seniority: Establishment and Termination 162

Key Considerations 7-7 Seniority Definition, Establishment, and Termination	163
Labour Relations Issue 7-3 Can the Collective Agreement Deny Seniority and Benefits to Disabled Employees?	164
Seniority: Application to Layoffs, Recalls, and Job Vacancies	165
Key Considerations 7-8 Seniority Application to Layoffs, Recalls, and Job Vacancies	165
Health and Safety	167
Wages	167
Key Considerations 7-9 Health and Safety	167
Holidays and Holiday Pay	168
Vacations	168
Benefits	168
Key Considerations 7-10 Holidays and Holiday Pay	168
Key Considerations 7-11 Vacations	169
Key Considerations 7-12 Benefits	169
Hours of Work and Scheduling	170
Key Considerations 7-13 Hours of Work and Scheduling	171
Overtime	171
Technological Change	171
Key Considerations 7-14 Overtime	171
Key Considerations 7-15 Technological Change	172
Leave	172
Key Considerations 7-16 Leave	173
Union Business	174
Key Considerations 7-17 Union Business	174
Other Possible Terms	175

8 Negotiation of the Collective Agreement 183

Bargaining Structure	184
Possible Bargaining Structures	184
Centralized vs. Decentralized Bargaining	185
Informal Bargaining Structure	186
Sub-processes in Negotiation	186
Distributive Bargaining	186
Integrative Bargaining	187
Attitudinal Structuring: Shaping the Parties' Attitudes and Relationship	187
Intraorganizational Bargaining	187
Implications of Sub-processes in Negotiation	188
Union-Management Relationship	188
Types of Union-Management Relationships	188
Factors Determining the Union-Management Relationship	189
Negotiation Process	190
Notice to Bargain	190
Bargaining Teams	191

Preparations for Negotiation	191
Meetings of the Bargaining Teams	192
Duty to Bargain in Good Faith	193
First Contract Arbitration	196
Strategies and Tactics in Distributive Bargaining	196
Bargaining Power	200
Labour Relations Issue 8-1 Should Labour Relations Legislation Prohibit the Use of Replacement Workers During a Strike?	201
Conciliation and Mediation	202
Memorandum of Settlement and Ratification	202
Interest-Based or Mutual Gains Bargaining	203
Principles for Interest-Based Bargaining from <i>Getting to Yes</i>	203
Interest-Based Bargaining: An Illustration	204
Adoption of Interest-Based Bargaining	205

9 Administration of the Collective Agreement 210

Labour Relations Issue 9-1 Can Unionized Employees and Employers Sue?	211
Significance of the Grievance and Arbitration Process	212
Functions of Grievances and Arbitration	212
Benefits of Grievances and Arbitration	213
Potential Employer Concerns Regarding the Grievance Process	214
Grievance Procedure	214
Informal Issue Resolution	215
Ownership of the Grievance	215
Procedural Matters	215
Settlement Agreements	216
Arbitration	216
Rights vs. Interest Arbitration	216
Arbitrators	217
The Arbitration Hearing	217
Arbitration Decisions	218
Arbitrability	219
Cost of Arbitration	219
Labour Relations Issue 9-2 When Is a Dispute Arbitrable?	219
Remedies	220
Review of Arbitration Decisions	220
Management Rights	221
Limitations on the Exercise of Management Rights	221
Labour Relation Issue 9-3 Should Random Drug Testing Be Allowed?	223
Discipline and Discharge	224
Possible Grounds for Discipline or Discharge	224
Procedural Matters	225
Possible Discipline	226
Arbitration Issues and Outcomes	226
Labour Relations Issue 9-4 Is Surreptitious Videotape Admissible as Evidence?	227

Key Considerations 9-1 Factors Arbitrators Consider When Reviewing Discipline Imposed by the Employer	228
Last Chance Agreements	229
Implications for Employers and Unions	229
Key Considerations 9-2 Considerations for Employers When Imposing Discipline	229
Key Considerations 9-3 Considerations for Unions Responding to Discipline	230
Seniority	230
Accumulation and Termination of Seniority	230
Job Posting and Selection Process	230
Layoffs	231
Recalls	231
Assessing Skill and Ability	231
Remedies at Arbitration	232
Key Considerations 9-4 Ways to Increase the Validity and Fairness of Employment Interviews	232
Human Rights Issues in the Administration of the Agreement	233
Employer and Union Obligations	233
Employee Obligations	235
Non-disciplinary Measures for Innocent Absenteeism	235
Culpable vs. Innocent Absenteeism	235
Non-disciplinary Discharge	235
Responses Other Than Discharge	236
Duty of Fair Representation	236
Nature of the Union's Duty of Fair Representation	236
Implications for Employers and Unions	237
Problems with Arbitration	238
Expedited Arbitration	238
Grievance Mediation	238

10 Contract Dispute Resolution, Strikes, and Lockouts 245

Contract Dispute Resolution	246
Types of Third-Party Assistance	246
Key Considerations 10-1 Contract Dispute Resolution Policy Issues	246
Other Dispute Resolution Methods	251
Strikes and Lockouts	252
Strikes and Lockouts Defined	252
Significance of Strikes	253
Labour Relations Issue 10-1 What Are the Effects of Strikes and Lockouts?	253
Functions of Strikes	254
Factors Affecting Strikes	254
When Can the Parties Strike or Lock Out?	256
Labour Relations Issue 10-2 Should a "Hot Cargo" Clause Be Enforceable?	258

Strike Activity and the End of a Strike	259
Appendix to Chapter 10: Third-Party Assistance in Contract Disputes	265

11 Public Sector Labour Relations 274

The Public Sector: Size and Importance	275
Definition of the Public Sector	275
Scope of the Public Sector	275
Importance of the Public Sector	275
Development of Collective Bargaining in the Public Sector	276
Why Public Sector Employees Were Not Allowed to Unionize	277
Employee Associations	277
Collective Bargaining Rights Extended to the Public Sector	277
Distinctive Features of Public Sector Labour Relations	277
Employers	277
Labour Relations Issue 11-1 Should Teachers Be Allowed to Strike?	278
Employees and Unions	279
Legislative Framework	279
Establishment of Bargaining Rights	279
Scope of Contract Negotiation	279
Contract Dispute Resolution	280
Key Considerations 11-1 Advantages and Disadvantages of Alternative Contract Dispute Resolution Mechanisms	282
Recent Developments in Public Sector Labour Relations	283
Economy	283
Political and Social Environment	284
Public Sector Compensation	285

12 Summary and Future of Labour Relations 289

Effects of Unionization	290
Compensation	291
Productivity	292
Profitability	292
Investment	293
Employment	293
Employer Recruiting and Selection Practices	293
Training	294
Managerial Control and Decision Making	294
Overview of Traditional Labour Relations	294
Key Considerations 12-1 Features of Job Control Unionism	294
Employee Relations Programs	295
Employee Communications	295
Key Considerations 12-2 Best Practices in Employee Communications	296

Staff Recognition Programs	296
Employee Involvement	297
Forms of Employee Involvement	297
Implications of Employee Involvement	298
Employee Involvement Under the Collective Agreement	298
Employee Involvement Outside of the Collective Agreement	299
Employer Freedom of Action and Union Reaction	299
Outcomes of Employee Involvement	300
Implementing an Employee Involvement Program	301
Key Considerations 12-3 Barriers to Employee Involvement	301
Key Considerations 12-4 A Progressive Discipline Framework	302
Diversity Management	303

Labour Relations Issue 12-1 Canadian Labour Congress Policy Paper: “Setting the Stage for Union Renewal: Changing Demographics in the Workforce”	304
Confrontation or Collaboration?	304

<i>Appendix A Cases</i>	310
<i>Appendix B Grievance and Arbitration</i>	320
<i>Appendix C Contract Negotiation Simulation</i>	322
<i>Appendix D Canadian Council of Human Resources Associations’ Required Professional Capabilities</i>	333

<i>Endnotes</i>	335
<i>Index</i>	341

Preface

Labour Relations, Fourth Edition, is intended to provide a practical text for labour relations, industrial relations, and collective bargaining courses. The book is based on the premise that employers, unions, and governments are all key players in labour relations and are affected by a challenging environment. Globalization, demographics, technological innovation, societal views, and other environmental factors pose threats and opportunities for the parties in the labour relations system. To deal with this challenging environment, a book on labour relations should be practical and applied, and should not lose sight of the context.

To meet the need for the practical, this book contains more of the “day-to-day” material required to: understand sources of employee discontent in union work settings; correctly respond to events in a union organizing campaign; grasp the nuances seen in collective bargaining behaviours; negotiate new or renewed collective agreements; and provide leadership in the day-to-day administration of a union contract. Common and unique terms seen in a collective agreement are outlined. The factors affecting the critical union–management relationship are also reviewed.

It is known that there are differences between the Canadian and American labour relations systems; however, the differences between Canadian jurisdictions may not have received the attention they deserve. Significant differences in labour relations policy have developed among Canadian provinces. In some jurisdictions, a union can be certified on the basis of membership cards; in others, a representation vote is mandatory. In some jurisdictions, the labour relations board has the authority to certify a union without a vote as a remedy for employer unfair labour practices. Most jurisdictions allow employers to use replacement workers during a strike; however, some restrict the use of replacement workers. Some jurisdictions prevent a union from terminating an employee’s union membership for any reason other than failure to pay dues. Students do not need to know what the rules are for all jurisdictions, but it will help them to understand and appreciate the policy options that have been adopted in their jurisdiction if they are aware of the alternatives. Policy options are referred to throughout the text. In the final chapter, there is a new emphasis paid to employee relations. It must be remembered that one in three employees in Canadian work settings are union members. Human resources professionals in such work environments must also provide advice and counsel to line managers in areas related to the needs and demands of both management and non-unionized employees.

CHANGES TO THE FOURTH EDITION

A number of changes have been made to this edition to provide key concepts to human resources professionals and better prepare students for the National Knowledge Exam (Comprehensive Knowledge Exam in Ontario). The following are some of the more noteworthy updates and revisions:

- *Opening vignettes.* Several new vignettes have been written to introduce the reader to the topical content in each chapter. These short accounts draw on recent topical items that reflect the interplay between unions, employers, workers and society.
- *Review and discussion questions.* Based on user feedback, these end-of-chapter activities have been revised and updated to facilitate student understanding and application of key concepts and principles related to labour relations.
- *Collective bargaining rights.* Chapter 6 has been slightly revised to update and clarify external factors affecting unionization and the reasons why individuals consider seeking union representation. Content related to certification has been updated to take advantage of student access to online information.

- *Collective agreements.* In addition to a new opening vignette, Chapter 7's comprehensive outline of collective agreement structure and language has been enhanced with clarifications of topics related to union membership and union security.
- *Contract negotiation.* Chapter 9 has been updated in its perspectives on external factors that may influence union–management relationships as well as management bargaining team composition. Discussion questions have been reframed to facilitate more in-depth exploration of key topics and concepts.
- *Contract administration.* In Chapter 9, the section dealing with grievance procedures has been revised and updated. Enhancements to the Web-research section at the end of the chapter will facilitate further exploration of grievance-related resources available on union websites.
- *Public sector labour relations.* Chapter 11 has been revised to reflect developments in key external forces challenging unions in this sector.
- *Employee relations focus.* In keeping with the HR credentialling body's interest in balancing knowledge resources toward both labour relations and employee relations, Chapter 12 reflects an introduction to key aspects of employee relations that most HR practitioners in a unionized work setting face in their professional lives.

FOR THE STUDENT

This book was written to help you understand an interesting and dynamic aspect of human resources management. Even if you do not intend to work as a HR professional in a unionized setting, an understanding of the labour relations process will increase your awareness of how companies that do not have good HR programs and practices may suddenly find themselves in the midst of union certification drives, collective bargaining, and contract administration. The following features are intended to make learning about labour relations easier and more interesting:

- *Required Professional Capabilities (RPCs).* A list of RPCs from the Canadian Council of Human Resources Associations has been provided in Appendix D. The table of learning objectives at the beginning of each chapter have been referenced to this list to show where the RPCs are covered.
- *Learning objectives* clarify the outcomes expected.
- *Contemporary labour relations vignettes*, which illustrate labour relations issues and processes, are provided at the beginning of each chapter.
- *Key terms* are bolded and defined in margin notes. A list of these terms with page references is provided at the end of each chapter.
- *Numerous examples* are used to illustrate important concepts.
- *Numbered “Key Considerations” boxes* summarize essential points.
- *Numbered “Labour Relations Issue” boxes* highlight questions of interest and importance.
- *Websites* listed in the margins and in research activities at the end of chapters refer you to illustrations and sources of information. Labour relations is a changing field, and these sites will help you monitor developments.
- *Case incidents, review questions, and discussion questions* at the end of each chapter help you put the chapter material into practice.

FOR THE INSTRUCTOR

In Chapter 3, which discusses unions, the topics are presented in an order that may be unique: the structure and functions of union bodies are presented before their history. This is because the history of unions and the development of labour relations refer to structural

concepts such as the local union, national unions, and international unions. Problems have been encountered when the history has been considered before the student understands the concept of union locals and the distinction between national and international unions. Instructors who wish to follow a more traditional order might refer to the history component of Chapter 3 first.

Appendix A provides cases that could be used in classroom discussion or assignments. A grievance and arbitration exercise is provided in Appendix B, and a contract negotiation simulation is provided in Appendix C. Appendix C could be used to analyze a collective agreement and engage in a negotiation simulation. Additional instructions, which can be provided to union and management teams, are provided in the Instructor's Resource Manual that accompanies this text. The collective agreement in Appendix C is for a casino, and it is based on actual contract language and pricing in the industry. New contract terms have been added to the collective agreement, and new union and management bargaining team instructions are provided in the instructor's manual. The material is set up in a modular fashion so that instructors may choose which issues to cover, and whether to include the financial information provided.

Supplements

The following instructor supplements are available for downloading from a password-protected section of Pearson Education Canada's online catalogue. Navigate to your book's catalogue page to view a list of those supplements that are available. See your local sales representative for details and access.

Instructor's Resource Manual with Test Item File Questions. The Instructor's Resource Manual contains a summary of key points; answers to in-text questions; commentary on questions and cases; and a test item file containing short-answer, true-false, and multiple-choice questions.

PowerPoint Slides. The PowerPoint Slides include over 20 slides per chapter with tables and figures used in the text. This supplement provides a comprehensive selection of slides highlighting key concepts featured in the text to assist instructors.

CourseSmart for Instructors

CourseSmart goes beyond traditional expectations—providing instructors with instant, online access to the textbooks and course materials they need, at a lower cost for students. And even as students save money, instructors save time and hassle with a digital eTextbook that allows them to search for the most relevant content just when they need it. Whether it's evaluating textbooks or creating lecture notes to help students with difficult concepts, CourseSmart can make life a little easier. See how at www.coursesmart.com/instructors.

CourseSmart for Students

As mentioned above, CourseSmart gives the student instant, online access to the textbooks and course materials they need at significant savings over the price of the printed text. With instant access from any computer and the ability to search the text, students will find the content they need quickly, no matter where they are. And with online tools such as highlighting and note-taking, they can save time and study efficiently. See all the benefits at www.coursesmart.com/students.

Learning Solutions Managers

Pearson's Learning Solutions Managers work with faculty and campus course designers to ensure that Pearson technology products, assessment tools, and online course materials are tailored to meet your specific needs. This highly qualified team is dedicated to helping schools take full advantage of a wide range of educational resources, by assisting in the integration of a variety of instructional materials and media formats. Your local Pearson Education sales representative can provide with more details on this service program.

Pearson Custom Library

For enrollments of at least 25 students, you can create your own textbook by choosing the chapters that best suit your own course needs. To begin building your custom text, visit **www.pearsoncustomlibrary.com**. You may also work with a dedicated Pearson Custom editor to create your ideal text—publishing your own original content or mixing and matching Pearson content. Contact your local Pearson Representative to get started.

Acknowledgements

We wish to acknowledge those who helped make this book possible. We thank the reviewers who offered constructive and valuable suggestions for the book. The book is stronger because of their comments:

Stan Arnold, *Humber College*
Bob Barnettson, *Athabasca University*
Richard P. Chaykowski, *Queen's University*
Leanne Floden, *NAIT*
William Mathieson, *BCIT*
Basu Sharma, *UNB*

Thanks to Claudine O'Donnell at Pearson Canada who piqued my interest in becoming involved in this project, and Rachel Stuckey, developmental editor for this edition, whose patience and guidance was greatly appreciated in steering this edition to its completion.

To the memory of my father, Len

—LS

To my wife, Deborah, who is an endless source of encouragement

—GLG

ABOUT THE AUTHORS

Larry Suffield received his B.A. (Economics) and LL.B. from the University of Western Ontario. After practising law for five years, he received an M.B.A. from the University of Windsor.

Larry is a professor at Lambton College in Sarnia, Ontario, where he teaches in the Business Administration and postgraduate Human Resources Management programs, and where he has served as the coordinator of the Marketing and Management department. His areas of special interest are employment law and labour relations. Larry has also taught human resources management and labour relations at the University of Windsor.

Larry has served as the vice-president and chief steward of the union local representing faculty and counsellors at Lambton College, and he is a member of the Human Resources Professionals Association, where he serves on the Educational Standards Committee. Larry enjoys hiking and you may see him on a trail—he will be the one carrying a recent labour arbitration decision.

Gary Gannon received his B.A. (Social Sciences) from York University. He also holds a Master in Health Sciences (Health Administration) and a Master of Arts (Higher Education) from the University of Toronto. In 2013, he completed his Ph.D. at the University of Toronto/OISE (Leadership, Adult and Higher Education).

Gary is currently the program coordinator and full-time professor in the Human Resources Management programs at Durham College in Oshawa, Ontario. Prior to coming to Durham College in 2001, he worked for 18 years in progressive HR management roles in the health care and higher education sectors. He is recognized as an expert in building and revitalizing HRM services in medium and large organizations in order to fulfill strategic business objectives.

Dr. Gannon is a certified member of the Human Resources Professional Association (HRPA) and is currently active in the Association's local chapter in Durham Region. He has also advised several not-for-profit organizations on HRM-related matters as part of his involvement in the local community.