FOURTH EDITION

LABOUR RELATIONS

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# 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

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

Labour Relations Issue 2-2 When Is a Discriminatory Requirement a BFOR? 34
The Canadian Charter of Rights and Freedoms 34
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 Employers 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 Getting to Yes 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
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

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
Contents

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

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

Endnotes 335
Index 341
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.

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To the memory of my father, Len

—LS

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

—GLG

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