



A POLYTECHNIC INSTITUTION

School of Business

Program: Occupational Health and Safety

Course Number: HRMG 3220

Course Name: Labour Relations

Start Date: September 4, 2007**End Date:** December 15, 2007**Total Hours:** 45 **Total Weeks:** 15**Term/Level:** **Course Credits:** 3**Hours/Week:** 3 **Lecture:** 1 **Lab:** 2**Shop:** **Seminar:** **Other:****Prerequisites**

Course Number: HRMG 3220

Course Name: Labour Relations

is a Prerequisite for:**Course No. Course Name****Course No. Course Name****v Course Description**

An introductory analysis of the fundamental issues and facts of labour-management relations. Special emphasis is given to collective agreement content and interpretation, bargaining and basic labour economics.

v Detailed Course Description

This course will introduce the practical and legal responsibilities that arise in a workplace where employees have union representation. We will canvass how the union and the employer execute the obligations to negotiate collective agreements, adjudicate grievances, and utilize arbitration in managing their respective obligations. In addition we will discuss the importance of relationship management as one of the keys to success in this unique environment, and the role of OH&S professionals in the unionized workplace. This course will provide students with the practical knowledge and skills that will permit them to successfully integrate the unique union and employee relations characteristics into the delivery of their on the job OH&S responsibilities in unionized settings.

v Evaluation

Mid-term Exam	15	%	Comments: To be given credit for the team assignments, students must achieve at least a 50% average on the combination of the midterm and final exams.
Final Exam	35	%	
Team Paper & Presentation	30	%	
Individual Case Assignment	10	%	
Individual Participation, Attendance	10	%	
TOTAL	100	%	

v **Course Learning Outcomes/Competencies**

Upon successful completion, the student will be able to:

- Outline the rights, duties, and obligations employers and unions have under the Labour Relations Code.
- Review the preparatory and execution elements of collective bargaining and of processes to break impasse such as strikes, lockouts, mediation, and interest arbitration.
- Explain the primary functions and principles of collective agreements and contract administration.
- Discuss the grievance procedure and conduct a grievance hearing
- Recognize the principles of progressive discipline and the determination of appropriate discipline.
- Carry out a discipline interview
- Describe the grievance arbitration process, including the preparatory and execution elements.
- Provide examples of when union-management collaboration is appropriate and discuss how such collaboration can best be achieved.
- Have a strong appreciation of how OH&S issues are managed in a unionized environment

v **Verification**

I verify that the content of this course outline is current.

Ken Kaiser

Authoring Instructor

Date

I verify that this course outline has been reviewed.

Bonnie Milne

Bonnie Milne
Program Head

August 20, 2007
Date

I verify that this course outline complies with BCIT policy.

Chris Jacques

Chris Jacques
Dean/Associate Dean

August 2007
Date

Note: Should changes be required to the content of this course outline, students will be given reasonable notice.

v **Instructor(s)**

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v Learning Resources

Required:

Labour Relations Code (Parts 1-8), Province of British Columbia. Available at: <<http://www.lrb.bc.ca/code/>>

Guide to the Labour Relations Code, Province of British Columbia. Available at: <http://www.lrb.bc.ca/codeguide/>

Additional reading and reference materials will be made available

Recommended:

Newspaper articles and periodicals which focus on labour management and safety issues

Cases and decisions on LRB Website: www.lrb.bc.ca, and BCIT's electronic resources

v Information for Students

(Information below can be adapted and supplemented as necessary.)

Assignments: Assignments must be done on an individual basis unless otherwise specified by the instructor. Late assignments will be penalized 15% per day and will not be accepted after 5 calendar days past the due date. In exceptional circumstances flexibility and discretion will be used implementing this policy, provided the instructor is advised of the circumstances before the due date of the assignment. Assignments must be done on an individual basis unless specified by the instructor.

Team Assignment: Working effectively in teams is an essential skill and a critical part of this course. Students are expected to identify and address any important team issues, concerns or problems as they occur. Seek the assistance of your instructor if the team is not able to resolve the issues on its own. Team members will be graded equally. In exceptional circumstances, where one or more members of a team did not contribute to the assignment, they will receive a grade of zero, provided the team has met with the instructor, discussed and attempted to resolve the problems well in advance of the due date for the project. Students will not be given credit for the marks from team assignments unless they receive an average of a passing grade on the individual components of the evaluation. Individual components are those exams, quizzes, individual papers, and presentations that may be assigned during the term, and the evaluation received for individual participation.

Makeup Tests, Exams or Quizzes: There will be no makeup tests, exams or quizzes. If you miss a test, exam or quiz, you will receive zero marks. Exceptions may be made for documented medical reasons or extenuating circumstances. In such a case, it is the responsibility of the student to inform the instructor immediately.

Ethics: BCIT assumes that all students attending the Institute will follow a high standard of ethics. Incidents of cheating or plagiarism may, therefore, result in a grade of zero for the assignment, quiz, test, exam, or project for all parties involved and/or expulsion from the course.

Attendance: The attendance policy as outlined in the current BCIT Calendar will be enforced. Attendance will be taken at the beginning of each session. Students not present at that time will be recorded as absent.

Participation: Active participation in labs is essential to accomplish the course objectives. All assigned reading must be done before the lab. Criteria for assigning the grade for participation are described elsewhere in the course outline.

Illness: A doctor's note is required for any illness causing you to miss assignments, quizzes, tests, projects, or exam. At the discretion of the instructor, you may complete the work missed or have the work prorated.

Attempts: Students must successfully complete a course within a maximum of three attempts at the course. Students with two attempts in a single course will be allowed to repeat the course only upon special written permission from the Associate Dean. Students who have not successfully completed a course within three attempts will not be eligible to graduate from the appropriate program.

Examinations: In order to write exams, students will be required to produce photo ID at exam centres. The ID must be placed on the desk before an exam will be issued to the student and must remain in view while writing the exam for inspection by invigilators. Acceptable ID is a BCIT OneCard or two pieces of identification, one of which must be government photo ID such as a driver's license. Please see BCIT Policy #5300 for formal invigilation procedures.

Course Outline Changes: The material or schedule specified in this course outline may be changed by the instructor. If changes are required, they will be announced in class.

Class Start Time: The instructor will make every effort to commence all sessions at the scheduled start time. Given the nature of the subject area, the emphasis on collegial discussion and exercises, and agenda topics that are communicated at the outset of class, all students are expected to be on time at the start of each lab or lecture session.

v **Assignment Details**

The mid-term exam comprises 15% of the course grade. It will be administered in lecture during the term and will cover all materials from the readings, lectures, and labs prior to the exam.

The final exam comprises 35% of the course grade. It will be written during the scheduled final exam week.

The team term paper comprises 20% of the course grade. Students will form groups of 5-6 members. Each team will be responsible for researching and writing a paper on the current state of labour-management relations in a particular unionized company or other organization (how their last round of collective bargaining progressed; what issues they currently face; etc.). This assignment will involve interviewing union and management representatives knowledgeable about labour-management issues in the same company, in addition to analyzing other relevant factors affecting the company's labour-management relations (such as economic, industry, and demographic trends). The representatives you choose must have a mutual relationship, meaning they are the individuals who communicate with each other on a regular basis about their own union-management issues. A separate handout will be distributed that will provide additional assignment details. This written portion of the team assignment is due when your team makes its presentation.

The team presentation comprises 10% of the course grade. Each team will present the findings of its research into the state of labour-management relations in a particular company or other organization (as described above).

The individual case assignment comprises 10% of the course grade. It will involve the analysis of an arbitration award where an employee has been disciplined for a workplace safety infraction. This assignment asks the student to analyze the rationale for the disciplinary action and how the arbitration award gives weight to the various issues under review – the grievor's actions, the nature of the infraction(s), evidence of safety policies, and mitigating factors. Length will be 6-8 pages, spacing as per this outline. A more detailed description of the content of this assignment will be handed out in class.

Participation (10% of the course grade). Your grade for participation will be determined by regular attendance, the extent to which you are prepared for class, your contribution to class discussions, the extent to which you enable others to participate, and your performance in assigned course exercises and activities. Your ability to demonstrate appropriate workplace behaviours, both in lectures and labs, will also be considered when determining your grade for participation. Grading is summarized below:

Excellent participation (9 – 10): Attends all labs, consistently participates and moves class discussions forward. Volunteers high quality analysis and insights or applications of course content. Assists other class members to understand course objectives. Helps others participate effectively. Punctual, attentive and engaged.

Satisfactory participation (6 – 8): Misses no more than one lab, prepared with good observations and analysis when called upon. Completes assigned readings and able to explain the concepts in the text. Participates in an even manner. Does not distract others.

Unsatisfactory participation (0 – 4): Not prepared when called upon; misses classes or is consistently late; presents poorly reasoned observations and analysis; frequently "off task" in lab activities. Does not contribute to class discussions or small group activities. Lacks respect in interactions with others' and/or does not demonstrate a willingness to hear others' point of view, or their diversity. Demonstrates inappropriate behaviours; distracts others.

Schedule Of Activities – HRMG 3220 - 2007

Week	Date	Outcome/Material Covered	Reference/ Reading	Projects	Notes
Week 1	Sept. 4th	No Classes – Labour Day			
Week 2	Sept. 11th	Introduction To The Course; Canadian And BC System Of Labour Relations	Reference Material	BCIT Library Visit –Labour Law Online	
Week 3	Sept. 18th	Conflicting Roles Of Employers And Unions; Nature And Structure Of Unions; Labour Relations Terminology; Origins Of Certification	Reference Material		
Week 4	Sept. 25th	The Labour Relations Code Of B.C.: Unfair Labour Practices, Union Organization, Certification, And Bargaining Rights And Obligations	BC Labour Relations Code <u>and</u> Guide to the Code		
Week 5	Oct. 2nd	BC Labour Relations Code Continued	BC Labour Relations Code <u>and</u> Guide to the Code		
Week 6	Oct. 9th	Collective Agreement Structure & Key Provisions; Union Security, Management Rights; Hours Of Work; Seniority, OH&S; Mid-term Review	LRB Website CBA Archives	Individual Paper Due October 11th	
Week 7	Oct. 16th	Visit To The Labour Relations Board	LRB Website - Hearing Schedule		
Week 8	Oct. 23rd	Mid-Term Exam; Contract Administration: Grievance Procedure, Discipline, Discharge, Hours Of Work, Safety Issues	Reference Material; Video; Case		
Week 9	Oct. 30th	Collective Bargaining: Preparation; Mock Grievance Exercise	Reference Material; Case		
Week 10	Nov. 6th	Collective Bargaining: Execution; Mock Bargaining Exercise	Reference Material	Team A Presents	
Week 11	Nov. 13th	Workplace Discipline; Interview Preparation & Execution	Reference Material; Case	Team B Presents	
Week 12	Nov. 20th	Mock Discipline Exercise		Team C Presents	

Week	Date	Outcome/Material Covered	Reference/ Reading	Projects	Notes
Week 13	Nov. 27th	Arbitration; Preparation & Execution	Reference Material	Team D Presents	
Week 14	Dec. 4th	Managing Relationships In The Unionized Environment With An Emphasis On OH&S	Reference Material	Review	
Week 15	Dec. 11th to Dec. 14th	Final Exam			