

UNDERSTANDING EMPLOYEE- MANAGEMENT ISSUES AND RELATIONS

Understanding Canadian Business 7th
Edition

EMPLOYEE-MANAGEMENT ISSUES

- ◉ Management has the responsibility of producing a profit through maximum productivity.
- ◉ Labour is interested in fair and competent management, human dignity, decent working conditions, a reasonable share in the wealth that its generates, and assurances that the conditions of the contract and government labour laws will not be ignored.

THE NEED FOR TRADE UNIONS

- ◉ Union - an employee organization that has the main goal of representing members in employee-management bargaining over job related issues.

THE EARLY HISTORY OF ORGANIZED LABOUR

- ◉ Craft union - is an organization of skilled specialists in a particular trade or craft. These unions were formed to address fundamental work issues of pay, hours, conditions and job security.
- ◉ Industrial union is one that consists of unskilled and semi-skilled workers in mass-production industries such as automobile production and mining.

SIZE OF TRADE UNIONS IN CANADA

- ◉ Union density - a measure of the percentage of workers who belong to unions
- ◉ CUPE (Canadian Union of Public Employees) - the union represents workers in sectors that include health care, education, municipalities, transportation, emergency services, and airlines.
- ◉ 590, 000 members

CANADIAN AUTO WORKERS (CAW)

- ◉ 225,000 workers
- ◉ Largest private sector union in Canada
- ◉ Auto and vehicle manufacturing represent 24 percent of union membership.

LABOUR LEGISLATION

- Today we have laws establishing minimum wage, paid minimum holidays and vacation, maximum hours, overtime pay, health and safety conditions, worker's compensation, employment insurance, the CPP and a host of other rights.
- These items were pushed by unions and fought by employer and governments

WORKPLACE LAWS

- ◉ There are various workplace laws in Canada that protect all workers.
- ◉ Right to know about workplace hazards.
- ◉ Right to refuse unsafe work
- ◉ Example of Bomb Search at Walmart in Quebec

LABOUR RELATIONS BOARDS

- A labour relations board is a quasi-judicial body consisting of representatives from government, labour, and business.

THE COLLECTIVE BARGAINING PROCESS

- ◉ Collective bargaining - the process whereby union and management representatives negotiate a contract for workers.
- ◉ Certification - is the formal process whereby a union is recognized by the Labour Relations Board as the bargaining agent for a group of employees
- ◉ Decertification - process by which workers can take away a union's right to represent them.

OBJECTIVES OF ORGANIZED LABOUR

- 1970's - obtain additional pay and benefits for members
- 1980's - job security and union representation
- 1990/2000's job security - NAFTA
- Labour contract - agreement that clarifies the terms and conditions and sets the tone under which management and labour agree to function over a period of time.

TRADE UNIONS

- ◉ Union security clause - provision in a negotiated labour - management agreement that stipulates that employees who benefit from a union must either officially join or at least pay union dues.
- ◉ Closed Shop - a workplace in which all new hires must already be union members
- ◉ Union Shop - a workplace in which the employer is free to hire anybody, but the recruit must then join the union within a short period, perhaps a month.

TRADE UNIONS CONTINUED

- ◉ Agency shop - a workplace in which a new employee is not required to join the union but must pay union dues.
- ◉ Open Shop - a workplace in which employees are free to join or not join the union and to pay or not pay union dues.
- ◉ Check-off clause - a contract clause requiring the employer to deduct union dues from employees pay and remit them to a union

RESOLVING LABOUR-MANAGEMENT DISPUTES

- ⦿ Grievance is a formal protest by an individual employee, with the support of the union, when they believe that management is not abiding by or fulfilling the terms of a labour contract.
- ⦿ Shop stewards - union officials who work permanently in an organization and represent employee interests on a daily basis.

CONCILIATION, MEDIATION, AND ARBITRATION

- ◉ Bargaining zone - range of options between the initial and final offer that each party will consider before negotiations dissolve or reach an impasse.
- ◉ Conciliation - a process by which a trade union or an employer must use the government services for help in resolving their differences so that they can reach a collective agreement.

MORE TERMS

- Mediation- the use of a third party, called a mediator, who encourages both sides in a dispute to continue negotiating and often making suggestions for resolving the dispute.
- Arbitration - an agreement to bring in a impartial third party to render a binding decision in a labour dispute.

NEGOTIATION TACTICS

- ◉ **Union Tactics**
- ◉ Strikes - a strike occurs when worker collectively refuse to go to work after a strike vote.
- ◉ Wildcat strike - an unauthorized work stoppage while a labour contract is still in effect. Eg TTC

MORE NEGOTIATION TERMS

- Primary Boycotts - when a union encourages both its members and the general public not to buy the products of a firm involved in a labour dispute.
- Secondary boycott - an attempt by labour to convince others to stop doing business with a firm that is the subject of a primary boycott. Eg strike this summer

MORE NEGOTIATING TERMS

- Picketing means that the union members walk around the outside of the organization carrying signs and talking with the public and media about the issues in the labour dispute.
- Work to rule - where they follow the operating rules of the workplace in every detail to slow down work.

MANAGEMENT TACTICS

- ⦿ Lockouts - is an attempt by managers to put pressure on union workers by temporarily closing the business. NHL lockout 2004-2005
- ⦿ Injunctions - is a court order directing someone to do something or to refrain from doing something. Eg limit number of pickets

MORE TACTICS

- ◉ Strikebreakers - are workers who are hired to do the jobs of striking employees until the labour dispute is resolved.
- ◉ Back-to-work Legislation-orders an end to a labour management dispute that has escalated to a strike or lockout, in an industry that the government decides is essential to the economy.

THE FUTURE OF UNIONS AND LABOUR - MANAGEMENT RELATIONS

- Givebacks - concessions made by union members to management; previous gains from labour negotiations are given up to help employers remain competitive and thereby save jobs.