

# Summary of Contents

## Volume 1

- Chapter 1. Canadian Employment Law and Collective Bargaining
- Chapter 2. The Union and Its Members
- Chapter 3. Management and Its Constituents
- Chapter 4. The Union-Management Relationship
- Chapter 5. Preparation for Collective Bargaining
- Chapter 6. Negotiation
- Chapter 7. Costing of Proposals
- Chapter 8. Duty to Bargain
- Chapter 9. Collective Bargaining Tactics and The Law

## Volume 2

- Chapter 10. Drafting the Collective Agreement
  - Appendix 10A. Master Drafting Checklist
- Chapter 11. Preamble
- Chapter 12. Scope of Agreement and Union Recognition
- Chapter 13. Management Rights
- Chapter 14. Non-Discrimination and Human Rights
- Chapter 15. Union Rights and Responsibilities
- Chapter 16. Hours of Work and Rest
- Chapter 17. Classification of Employees
- Chapter 18. General Holidays and Holiday Pay
- Chapter 19. Vacations and Vacation Pay
- Chapter 20. Leaves of Absence
- Chapter 21. Wages
- Chapter 22. Seniority

## COLLECTIVE BARGAINING AND AGREEMENT

- Chapter 23. Lay-off and Recall
- Chapter 24. Filling Vacancies
- Chapter 25. Technological Change
- Chapter 26. Contracting Out and Transfer of Work
- Chapter 27. Benefits
- Chapter 28. Pensions
- Chapter 29. Attendance
- Chapter 30. Illness and Disability
- Chapter 31. Medicals
- Chapter 32. Alcohol and Drug Testing
- Chapter 33. Clothing, Tools and Equipment
- Chapter 34. Safety
- Chapter 35. No Strike or Lock-out
- Chapter 36. Grievance and Arbitration Procedure
- Chapter 37. Other Clauses
- Chapter 38. Term of Agreement
- Chapter 39. Letters of Understanding
- Chapter 40. Memorandum of Settlement
- Chapter 41. Return to Work Agreement

### **Appendices**

- Appendix IF. Issues in Focus
- Appendix SLL. Selected Legal Literature
- Appendix WP. Words and Phrases

### **Table of Cases**

### **Index**

# Table of Contents

## Volume 1

### CHAPTER 1. CANADIAN EMPLOYMENT LAW AND COLLECTIVE BARGAINING

#### I. GENERAL

- § 1:1 Introduction
- § 1:2 Mutual Gains Bargaining
- § 1:3 The Charter of Rights and Freedoms
- § 1:4 Employment Law and Collective Bargaining in  
Canada

#### II. AN OVERVIEW OF EMPLOYMENT AND LABOUR LEGISLATION

##### A. INTRODUCTION; NATIONAL SOCIAL BENEFIT PROGRAMS; EMPLOYMENT STANDARDS LEGISLATION

- § 1:5 Introduction
- § 1:6 National Social Benefit Programs
- § 1:7 Employment Standards Legislation

##### B. HUMAN RIGHTS LEGISLATION

- § 1:8 Introduction
- § 1:9 Hiring
- § 1:10 Types of discrimination
- § 1:11 Bona fide occupational requirements
- § 1:12 Trade unions and other employee organizations
- § 1:13 Discrimination in employment
- § 1:14 —Sexual harassment
- § 1:15 —Scheduling of work
- § 1:16 —Illness and disability
- § 1:17 —Pay equity
- § 1:18 Termination of employment
- § 1:19 Overview of the human rights process
- § 1:20 —Human rights and the arbitration process

**C. OCCUPATIONAL HEALTH AND SAFETY  
LEGISLATION**

- § 1:21 Introduction
- § 1:22 Minimum health and safety standards
- § 1:23 Employers' obligations
- § 1:24 Workers' obligations
- § 1:25 Enforcement
- § 1:26 Right to refuse unsafe work
- § 1:27 Internal health and safety procedures
- § 1:28 Violence and Harassment
- § 1:29 Workplace hazards
- § 1:30 Workers' compensation

**D. LABOUR RELATIONS LEGISLATION**

- § 1:31 Generally

**III. SUMMARY**

- § 1:32 Generally

**CHAPTER 2. THE UNION AND ITS  
MEMBERS**

**I. INTRODUCTION; GENERAL**

- § 2:1 Introduction
- § 2:2 General

**II. HISTORY OF CANADIAN LABOUR**

- § 2:3 Introduction
- § 2:4 The A.F.L.-C.I.O.
- § 2:5 Canadian Labour Federations
- § 2:6 International Unions
- § 2:7 National Unions
- § 2:8 —Differences between the labour movements in  
Canada and the United States
- § 2:9 The Union Local
- § 2:10 —Union politics
- § 2:11 —Union democracy
- § 2:12 —Labour unions, corruption and organized crime
- § 2:13 Alternative Unions and Employee Organizations

**III. MODELS FOR COLLECTIVE BARGAINING**

- § 2:14 Introduction

## TABLE OF CONTENTS

- § 2:15 Relationship Between Local and Parent
- § 2:16 Relationship Between Union and Management
- § 2:17 Members' Participation

### **IV. UNION GOALS AND COLLECTIVE BARGAINING**

- § 2:18 Introduction
- § 2:19 Duty of Fair Representation

### **V. SUMMARY**

- § 2:20 Generally

## **CHAPTER 3. MANAGEMENT AND ITS CONSTITUENTS**

- § 3:1 Introduction
- § 3:2 Corporate Organizations in Canada
- § 3:3 The Public Sector
- § 3:4 Quasi-Public Sector
- § 3:5 Construction Companies
- § 3:6 Employers' Organizations
- § 3:7 Human Resources and Labour Relations Department
- § 3:8 Collective Bargaining Team and Its Constituents
- § 3:9 Intra-Organizational Bargaining
- § 3:10 Communications During the Bargaining Process
- § 3:11 Management Goals and Objectives
- § 3:12 —Compensation Objectives
- § 3:13 —Benefits
- § 3:14 —Management Rights
- § 3:15 —Duration and Type of Agreement
- § 3:16 Summary

## **CHAPTER 4. THE UNION-MANAGEMENT RELATIONSHIP**

### **I. ATTITUDINAL RELATIONSHIP**

- § 4:1 Introduction
- § 4:2 Legitimacy
- § 4:3 Trust
- § 4:4 Prevailing Attitude of Friendliness or Hostility
- § 4:5 Prevailing Attitude of Individualism or Co-operation

## **II. ANTECEDENT DETERMINANTS**

- § 4:6 Introduction
- § 4:7 Personality of Key Leaders
- § 4:8 Union-Management Ideology
- § 4:9 External Factors
- § 4:10 Actual Bargaining Experiences

## **III. ATTITUDINAL STRUCTURING ACTIVITIES**

- § 4:11 Introduction
- § 4:12 Newly Certified Bargaining Unit
- § 4:13 Ongoing Relations Between Management and the Union
- § 4:14 Historical Administration of the Collective Agreement
- § 4:15 Threat, Viability and Impact of Strike or Lock-out

## **IV. EMERGENT RELATIONSHIP BETWEEN UNION AND MANAGEMENT**

- § 4:16 Introduction
- § 4:17 Conflict
- § 4:18 Containment/Aggression
- § 4:19 Accommodation
- § 4:20 Co-operation
- § 4:21 Collusion
- § 4:22 Functional Consequences

## **V. IMPROVING UNION-MANAGEMENT RELATIONS**

- § 4:23 Generally

## **VI. SUMMARY**

- § 4:24 Generally

## **CHAPTER 5. PREPARATION FOR COLLECTIVE BARGAINING**

- § 5:1 Introduction
- § 5:2 The Value of Preparation
- § 5:3 Know Your Opponent
- § 5:4 External Data
- § 5:5 Internal Information and Data
- § 5:6 Input From Stakeholders

## TABLE OF CONTENTS

- § 5:7 —Input from Union Stakeholders
- § 5:8 —Identification and Formulation of Management Issues
- § 5:9 —Identification and Formulation of Union Issues
- § 5:10 Strategic Preparations
- § 5:11 —Management Strategic Preparations
- § 5:12 —Union Strategic Preparations
- § 5:13 The Bargaining Team
- § 5:14 —Management Bargaining Team
- § 5:15 —Union Bargaining Team
- § 5:16 —Characteristics of Effective Bargaining Team Personnel
- § 5:17 Collective Bargaining Database
- § 5:18 Check-Lists
- § 5:19 —Management Check-List to Prepare for Collective Bargaining
- § 5:20 —Union Check-List to Prepare for Collective Bargaining

## **CHAPTER 6. NEGOTIATION**

### **I. INTRODUCTION; ESSENTIAL PREREQUISITES FOR BARGAINING**

- § 6:1 Introduction
- § 6:2 Essential Prerequisites for Bargaining

### **II. THE THREE PHASES OF COLLECTIVE BARGAINING**

- § 6:3 Introduction
- § 6:4 Phase I — The Antagonistic Phase
- § 6:5 Phase II — The Search Phase
- § 6:6 Phase III — The Crisis Phase
- § 6:7 Experience and Personality of the Negotiators

### **III. INTER-PARTY BARGAINING**

- § 6:8 Introduction
- § 6:9 Making the First Offer
- § 6:10 Responding to the First Offer
- § 6:11 What Should Your First Offer Be?
- § 6:12 Creating Value in Negotiation
- § 6:13 Investigative Negotiation

### **IV. MAJOR TYPES OF BARGAINING**

- § 6:14 Generally

## V. POSITIONAL BARGAINING

### A. GENERAL

- § 6:15 Introduction
- § 6:16 The Initial Proposal Stage
- § 6:17 Conduct at the Bargaining Table
- § 6:18 Making Proposals and Counter-proposals

### B. POSITIONAL BARGAINING STRATEGIES

- § 6:19 Introduction
- § 6:20 Gradual Commitment Strategy
- § 6:21 Early Firm Commitment Strategy
- § 6:22 Relevant Range Commitment Strategy
- § 6:23 The Three Phases of Positional Bargaining
- § 6:24 Substantive Bias and Positional Bargaining Strategies
- § 6:25 Self-serving Interpretations
- § 6:26 Mythical Fixed Pie
- § 6:27 Non-rational Escalation of Commitment
- § 6:28 Over-confidence
- § 6:29 Overlooking the Perspective of the Other Party
- § 6:30 Overweighting Vivid Information
- § 6:31 Overly Narrow Focus on Information Relevant to the Negotiation
- § 6:32 Avoiding Negotiation Breakdown

### C. IS POSITIONAL BARGAINING INEVITABLE?

- § 6:33 Generally

## VI. MUTUAL GAINS BARGAINING STRATEGIES

- § 6:34 Introduction
- § 6:35 Preparation for Mutual Gains Bargaining
- § 6:36 Overview of Mutual Gains Bargaining
- § 6:37 Pre-Negotiation Meeting
- § 6:38 Meetings
  - § 6:39 —The Opening Statement
  - § 6:40 —Agreement as to Issues and Order of Bargaining
  - § 6:41 Mutual Gains Bargaining Method
    - § 6:42 —Interests
    - § 6:43 —Separate People from the Problem
    - § 6:44 —Dealing with Irrationality
    - § 6:45 —Breakdown in Trust
    - § 6:46 —Dealing with Anger



## TABLE OF CONTENTS

- § 6:47 —Invent Options for Mutual Gain
- § 6:48 —Objective Criteria
- § 6:49 —Best Alternative to a Negotiated Agreement
- § 6:50 —Worst Alternative to a Negotiated Agreement
- § 6:51 —Negotiation Ju-Jitsu
- § 6:52 —Taming the Hard Bargainer
- § 6:53 —Money and Economic Issues
- § 6:54 — —Budget Review Procedures
- § 6:55 — —Creative Search for Solutions
- § 6:56 — —Mutual Definitions and Understandings in Place
- § 6:57 — —Safeguard Provisions Have Been Created
- § 6:58 — —Results Can be Shown to be Legitimate
- § 6:59 — —Constituents Have Been Actively Involved in the Process
- § 6:60 —Reaching Final Agreement
- § 6:61 Problems in Applying Mutual Gains Bargaining

## **VII. THE REALITY OF MIXED BARGAINING; MEDIATION BREAKDOWN AND AVOIDING DEADLOCK; RATIFICATION**

- § 6:62 The Reality of Mixed Bargaining
- § 6:63 Mediation Breakdown and Avoiding Deadlock
- § 6:64 Ratification

## **CHAPTER 7. COSTING OF PROPOSALS**

- § 7:1 Introduction
- § 7:2 Calculation of Costs Associated With Contractual Provisions
- § 7:3 Average Straight Time Wages
- § 7:4 Overtime Costs
- § 7:5 General Holidays Costs
- § 7:6 Wages for General Holidays Worked
- § 7:7 Vacation Pay
- § 7:8 Other Paid Leave
- § 7:9 Statutory Benefits
- § 7:10 Pension Plans
- § 7:11 Benefits
- § 7:12 Calculating Over-All Costs of the Contract
- § 7:13 Hourly Cost of Compensation
- § 7:14 Tables

## **CHAPTER 8. DUTY TO BARGAIN**

- § 8:1 Introduction

- § 8:2 Obligations of the Union and Management
- § 8:3 Duty to Meet and Make A Reasonable Effort
- § 8:4 Duty to Recognize Union
- § 8:5 Duty to Bargain and Engage in Rational Discussion
- § 8:6 Bargaining Illegal Clauses
- § 8:7 Change in Bargaining Position
- § 8:8 Anti-Union Animus
- § 8:9 Disclosure of Relevant Information
- § 8:10 —Misrepresentation and Deception
- § 8:11 —Solicited Disclosure
- § 8:12 —Unsolicited Disclosure
- § 8:13 Hard Bargaining Versus Surface Bargaining
- § 8:14 Ratification
- § 8:15 Duty to Bargain Following A Strike, Impasse or Lock-Out
- § 8:16 Remedies
- § 8:17 —Bargaining Order
- § 8:18 —Compensation
- § 8:19 — —Interest
- § 8:20 —Reinstatement
- § 8:21 —First Agreement Arbitration
- § 8:22 —Imposing Collective Agreement Terms
- § 8:23 —Business Relocation and Closure
- § 8:24 —Other Remedies
- § 8:25 Ongoing Duty to Bargain
- § 8:26 —Reinstatement of Employees Discharged During Labour Dispute

## **CHAPTER 9. COLLECTIVE BARGAINING TACTICS AND THE LAW**

### **I. INTRODUCTION**

- § 9:1 Generally

### **II. IMPASSE, TERMINATION OF THE COLLECTIVE AGREEMENT AND CHANGING TERMS OF EMPLOYMENT**

- § 9:2 Introduction
- § 9:3 The Collective Agreement
- § 9:4 Bridging Clause and Legislation
- § 9:5 Freeze Period
- § 9:6 Status of Grievance Procedure
- § 9:7 Termination of Collective Agreement

TABLE OF CONTENTS

**III. NATIONAL, INDUSTRY AND LOCAL BARGAINING**

§ 9:8 Generally

**IV. STRIKES AND LOCK-OUTS**

§ 9:9 Types of Strikes

§ 9:10 —Strikes to Change the Pattern or Structure of Bargaining

§ 9:11 —Strikes or Lock-Outs to Change the Relations Between the Principal Negotiator and Constituents in Union and Management

§ 9:12 —Strikes to Change the Budgetary Allotment or the Policy of a Government Agency

§ 9:13 —Strikes to Change the Bargaining Position of the Other Side

§ 9:14 Decline in Strikes

§ 9:15 Definition of “Strike”

§ 9:16 Definition of “Lock-out”

§ 9:17 Legal Strike

§ 9:18 Illegal Strike

§ 9:19 —Labour Board Remedies

§ 9:20 —Grievance and Arbitration

§ 9:21 —Court Action

§ 9:22 —Prosecution Under Labour Relations Legislation

§ 9:23 —Discipline or Discharge of Employees Involved

§ 9:24 Legal Lock-out

§ 9:25 Illegal Lock-out

**V. REPLACEMENT LABOUR**

§ 9:26 Introduction

§ 9:27 Security Concerns

§ 9:28 Strikers’ Right to Employment

**VI. PICKETING AND TRESPASS**

§ 9:29 Introduction

§ 9:30 Illegal Picketing

§ 9:31 Secondary Picketing

§ 9:32 Property Rights and Security

§ 9:33 Remedies

§ 9:34 Discharge of Employees During Strike or Lock-Out

**VII. CLOSURE OR TRANSFER OF BUSINESS**

§ 9:35 Introduction

- § 9:36 Unfair Labour Practice or Bona Fide Business Purpose?
- § 9:37 —Transfers and Relocation
- § 9:38 —Business Closures
- § 9:39 —Subcontracts
- § 9:40 Sale, Lease or Transfer
- § 9:41 Technological Change and Adjustment Plans

## **VIII. COMMUNICATIONS WITH EMPLOYEES**

- § 9:42 Introduction
- § 9:43 Union Communications and Buttons

## **IX. PROPOSAL VOTE**

- § 9:44 Generally

## **X. UNION SOLIDARITY AND DISCIPLINE**

- § 9:45 Introduction
- § 9:46 Union Security
- § 9:47 Statutory Protection from Expulsion
- § 9:48 Natural Justice and Review by the Courts
- § 9:49 Enforcement of Fines

## **XI. ESSENTIAL SERVICES**

- § 9:50 Generally

# **Volume 2**

## **CHAPTER 10. DRAFTING THE COLLECTIVE AGREEMENT**

- § 10:1 Introduction
- § 10:2 Organizing and Drafting the Collective Agreement—  
Draft the Collective Agreement in Plain Language
- § 10:3 —Plan Before You Draft
- § 10:4 Design of the Collective Agreement
- § 10:5 Descriptive Headings
- § 10:6 Numbering Sections and Subsections
- § 10:7 Defining Key Terms and Concepts
- § 10:8 Do Not Include Wording on Philosophy
- § 10:9 Simple Rules for Plain Language Drafting

Appendix 10A. Master Drafting Checklist

## **CHAPTER 11. PREAMBLE**

- § 11:1 Sample Clauses

## TABLE OF CONTENTS

- § 11:2 Purpose
- § 11:3 Correct Legal Names
- § 11:4 Avoid Reference to General Statements
- § 11:5 Drafting Check-List

## **CHAPTER 12. SCOPE OF AGREEMENT AND UNION RECOGNITION**

- § 12:1 Sample Clauses
- § 12:2 Purpose
- § 12:3 Defining the Bargaining Unit—General Considerations
- § 12:4 —Geographic Limitations
- § 12:5 —Multiple Locations
- § 12:6 —Scope of Employee Included in the Bargaining Unit
- § 12:7 — —Managerial Exclusion
- § 12:8 — —Foremen and Supervisors
- § 12:9 — —Temporary, Casual and Part-Time Employees
- § 12:10 — —Confidential Capacity
- § 12:11 — —Office and Clerical
- § 12:12 —Comparison to Certificate
- § 12:13 —Accretion
- § 12:14 —Successorship
- § 12:15 Voluntary Recognition
- § 12:16 Drafting Check-List

## **CHAPTER 13. MANAGEMENT RIGHTS**

- § 13:1 Sample Clauses
- § 13:2 Purpose
- § 13:3 General Rights and Duties of Management
- § 13:4 Specific Rights of Management—Maintain Order and Discipline
- § 13:5 —Rule-making Power
- § 13:6 —Determine Job Content, Create and Abolish Jobs
- § 13:7 —Determine Work Schedules
- § 13:8 —Hire, Promote, Transfer, Retire, Lay Off, Recall, Reclassify and Demote Without Cause
- § 13:9 —Demote, Discipline, Suspend or Discharge for Just Cause
- § 13:10 —Drug and Alcohol Policies
- § 13:11 —Technological Change
- § 13:12 —Location and Relocation of Business
- § 13:13 —Transfer or Discontinuance of Business Operations

- § 13:14 —Contracting Out
- § 13:15 —Compulsory Retirement
- § 13:16 Drafting Check-List

## **CHAPTER 14. NON-DISCRIMINATION AND HUMAN RIGHTS**

- § 14:1 Sample Clauses
- § 14:2 Purpose
- § 14:3 Obligations of Both the Company and the Union
- § 14:4 Application of Human Rights Legislation
- § 14:5 Prohibition of Discrimination on Various Grounds
- § 14:6 —Age
- § 14:7 —Sex
- § 14:8 — —Equal Pay for Equal Work and Pay Equity
- § 14:9 — —Ability to Perform the Job
- § 14:10 — —Reorganization or Assignment of Work
- § 14:11 — —Maternity and Parental Leave
- § 14:12 —Race
- § 14:13 —Religion
- § 14:14 —Physical or Mental Disability
- § 14:15 —Sexual Orientation
- § 14:16 — —Gender Identity and Gender Expression
- § 14:17 —Marital or Family Status
- § 14:18 —Political Beliefs
- § 14:19 —Union Activities or Membership
- § 14:20 Sexual Harassment
- § 14:21 Harassment
- § 14:22 Prevention of Violence and Harassment in the Workplace
- § 14:23 Drafting Check-List

## **CHAPTER 15. UNION RIGHTS AND RESPONSIBILITIES**

- § 15:1 Sample Clauses
- § 15:2 Union Security Clauses
- § 15:3 —Legal Limits on Security Clauses
- § 15:4 —Religious Exemption
- § 15:5 —Drafting Check-list
- § 15:6 Union Dues Check-Off
- § 15:7 —Drafting Check-list
- § 15:8 Union Officers, Shop Stewards and Union Committees
- § 15:9 Shop Stewards and Shop Committees—Drafting Check-list

## TABLE OF CONTENTS

- § 15:10 Union Business
- § 15:11 —Drafting Check-list
- § 15:12 —Union’s Right to Information
- § 15:13 Compensation and Leave for Union Activities
- § 15:14 —Drafting Check-list
- § 15:15 Bulletin Boards and Union Literature
- § 15:16 —Drafting Check-list
- § 15:17 Office Space
- § 15:18 —Drafting Check-list
- § 15:19 Supply of Employees
- § 15:20 —Drafting Check-list

## **CHAPTER 16. HOURS OF WORK AND REST**

- § 16:1 Sample Clauses
- § 16:2 Purpose
- § 16:3 Employment Standards Legislation
- § 16:4 —Standard Hours of Work
- § 16:5 Standard Work Week
- § 16:6 Shifts and Changes
- § 16:7 Emergencies
- § 16:8 Call-in Pay
- § 16:9 Rest Period
- § 16:10 Clean-Up Time
- § 16:11 Overtime
- § 16:12 Drafting Check-List

## **CHAPTER 17. CLASSIFICATION OF EMPLOYEES**

- § 17:1 Sample Clauses
- § 17:2 Classification of Employees and Probation
- § 17:3 Probationary Employees
- § 17:4 Temporary, Casual and Part-Time Employees
- § 17:5 Apprentices
- § 17:6 Temporary Assignments
- § 17:7 Dependent and Independent Contractors
- § 17:8 —Status
- § 17:9 Foremen and Supervisors
- § 17:10 Office and Clerical
- § 17:11 Reorganization of the Workplace
- § 17:12 Drafting Check-List

## **CHAPTER 18. GENERAL HOLIDAYS AND HOLIDAY PAY**

- § 18:1 Sample Clauses

- § 18:2 Purpose
- § 18:3 Employment Standards Legislation
- § 18:4 —Payment for Statutory Holidays
- § 18:5 —Employees Who Work on a Statutory Holiday
- § 18:6 General Considerations
- § 18:7 Drafting Check-List

## **CHAPTER 19. VACATIONS AND VACATION PAY**

- § 19:1 Sample Clauses
- § 19:2 Purpose
- § 19:3 Employment Standards Legislation
- § 19:4 Vacation Pay
- § 19:5 Accrued Vacation
- § 19:6 Drafting Check-List

## **CHAPTER 20. LEAVES OF ABSENCE**

- § 20:1 Sample Clauses
- § 20:2 Purpose
- § 20:3 Employment Standards Legislation
- § 20:4 —Maternity, Parental and Adoption Leave
- § 20:5 —Family Medical or Compassionate Care Leave
- § 20:6 Jury and Witness Leave
- § 20:7 Bereavement Leave
- § 20:8 Maternity and Parental Leave
- § 20:9 Other Leaves of Absence
- § 20:10 Drafting Check-List

## **CHAPTER 21. WAGES**

- § 21:1 Sample Clauses
- § 21:2 Purpose
- § 21:3 Minimum Wage Legislation
- § 21:4 Pay Levels by Classification
- § 21:5 Shift Differentials
- § 21:6 Temporary/Part-Time Employees
- § 21:7 Temporary Assignments
- § 21:8 Pay Adjustments
- § 21:9 —Roll-backs
- § 21:10 —Legislation Restrictions on Wage Increases
- § 21:11 Drafting Check-List

## **CHAPTER 22. SENIORITY**

- § 22:1 Sample Clauses



## TABLE OF CONTENTS

§ 22:2	Purpose
§ 22:3	Seniority Date
§ 22:4	Work Interruptions
§ 22:5	Loss of Seniority
§ 22:6	Sale, Transfer Or Merger of Business
§ 22:7	Plant-Wide Or Skill-Related Seniority
§ 22:8	Geographical Limitations
§ 22:9	Super Seniority
§ 22:10	Transfer in and Out of Bargaining Unit
§ 22:11	Seniority List
§ 22:12	Drafting Check-List

## **CHAPTER 23. LAY-OFF AND RECALL**

§ 23:1	Sample Clauses
§ 23:2	Purpose
§ 23:3	What Is Lay-Off?
§ 23:4	—Temporary Lay-off
§ 23:5	—Permanent Lay-off
§ 23:6	—Business Shut-down
§ 23:7	Notice and Severance Pay
§ 23:8	—Employment Standards Legislation
§ 23:9	—Group Termination and Statutory Requirements
§ 23:10	—Notice of Termination of Employment
§ 23:11	—Statutory Severance Pay
§ 23:12	Seniority and Lay-Off—Order of Lay-off
§ 23:13	—Skill and Ability
§ 23:14	Bumping
§ 23:15	Recall
§ 23:16	—Order of Recall and Seniority
§ 23:17	— —Company-wide Seniority
§ 23:18	— —Recall Based on Position and Qualifications
§ 23:19	—Same or Different Position
§ 23:20	—Notice of Recall
§ 23:21	—Failure to Respond to Recall
§ 23:22	Drafting Check-List

## **CHAPTER 24. FILLING VACANCIES**

§ 24:1	Sample Clauses
§ 24:2	Purpose
§ 24:3	Creating New Jobs
§ 24:4	Restructuring and Changing Jobs
§ 24:5	Postings
§ 24:6	Selection
§ 24:7	Inability of Successful Candidate to Perform Job

§ 24:8 Drafting Check-List

## **CHAPTER 25. TECHNOLOGICAL CHANGE**

- § 25:1 Sample Clauses
- § 25:2 Purpose
- § 25:3 What Is Technological Change?
- § 25:4 Legislated Standards
- § 25:5 Notice of Technological Change
- § 25:6 Preventing Technological Change
- § 25:7 Rights of Affected Employees
- § 25:8 Remedies
- § 25:9 Drafting Check-List

## **CHAPTER 26. CONTRACTING OUT AND TRANSFER OF WORK**

- § 26:1 Sample Clauses
- § 26:2 Purpose
- § 26:3 What Is Contracting Out?
- § 26:4 Prohibition Against Contracting Out
- § 26:5 Notice of Contracting Out
- § 26:6 Economic Considerations
- § 26:7 Transfer of Work to Other Plants Owned by the Same Employer
- § 26:8 Successorship
- § 26:9 —Agreed Provisions
- § 26:10 Drafting Check-List

## **CHAPTER 27. BENEFITS**

- § 27:1 Sample Clauses
- § 27:2 Purpose
- § 27:3 Common Benefits
- § 27:4 Third Party Provides Benefits
- § 27:5 Claims for Benefits
- § 27:6 Continuance of Benefits—Lay-off, Leave of Absence or Suspension
- § 27:7 —Strike or Lock-out
- § 27:8 —Illness or Disability
- § 27:9 —Discharge
- § 27:10 Eligibility for Benefits
- § 27:11 Benefits for Retirees
- § 27:12 Drafting Check-List

## **CHAPTER 28. PENSIONS**

- § 28:1 Sample Clauses

## TABLE OF CONTENTS

- § 28:2 Purpose
- § 28:3 Types of Plans
- § 28:4 Multi-Employer Plans
- § 28:5 Union Plans
- § 28:6 Administrator and Pension Committee
- § 28:7 Plan Documents and Information to Employees
- § 28:8 Part of Collective Agreement
- § 28:9 Payments to the Plan
- § 28:10 Pension Contributions During Temporary Absence,  
Strike Or Lock-Out
- § 28:11 Employee's Rights Upon Termination
- § 28:12 Full Or Partial Wind-Up of Plan
- § 28:13 Sale Or Transfer of Business
- § 28:14 Drafting Check-List

## **CHAPTER 29. ATTENDANCE**

- § 29:1 Sample Clauses
- § 29:2 Purpose
- § 29:3 Tardiness
- § 29:4 Absence Without Authorization
- § 29:5 Reasonable Excuse
- § 29:6 Notice of Absence
- § 29:7 Attendance Plans
- § 29:8 Drafting Check-List

## **CHAPTER 30. ILLNESS AND DISABILITY**

- § 30:1 Sample Clauses
- § 30:2 Purpose
- § 30:3 Human Rights Legislation
- § 30:4 Canadian Charter of Rights and Freedoms
- § 30:5 Employment and Labour Standards Legislation
- § 30:6 Proof of Illness Or Disability
- § 30:7 Notification of Employer
- § 30:8 Illness and Disability Benefits
- § 30:9 —Short and Long-term Disability Benefits
- § 30:10 —Workers' Compensation Benefits
- § 30:11 —Canada Pension Plan and Employment Benefits
- § 30:12 Non-Culpable Dismissal
- § 30:13 Return to Work
- § 30:14 Modified Work and Rehabilitation
- § 30:15 Deemed Termination and Loss of Seniority
- § 30:16 Drafting Check-List

## **CHAPTER 31. MEDICALS**

- § 31:1 Sample Clauses

- § 31:2 Purpose
- § 31:3 Pre-Employment Medicals
- § 31:4 Annual Medicals
- § 31:5 Medicals Upon Illness Or Disability
- § 31:6 Medicals Upon Return to Work
- § 31:7 Human Rights Legislation
- § 31:8 Release of Medical Information
- § 31:9 Drafting Check-List

## **CHAPTER 32. ALCOHOL AND DRUG TESTING**

- § 32:1 Sample Clauses
- § 32:2 Purpose
- § 32:3 Human Rights Legislation
- § 32:4 Arbitration Cases—Drug Testing in the Unionized Workplace
- § 32:5 —Discipline and Dismissal
- § 32:6 Pre-Employment Testing
- § 32:7 Random Testing
- § 32:8 Reasonable Cause Testing
- § 32:9 Testing As A Condition of Return to Work
- § 32:10 Consent to Test
- § 32:11 Express Provisions in Collective Agreement Or Rule-Making Power
- § 32:12 Discharge for Cause
- § 32:13 Drafting Check-List

## **CHAPTER 33. CLOTHING, TOOLS AND EQUIPMENT**

- § 33:1 Sample Clauses
- § 33:2 Purpose
- § 33:3 Provision of Clothing, Tools and Equipment
- § 33:4 Cleaning and Maintenance
- § 33:5 Loss and Abuse of Company Property
- § 33:6 Storage
- § 33:7 Drafting Check-List

## **CHAPTER 34. SAFETY**

- § 34:1 Sample Clauses
- § 34:2 Purpose
- § 34:3 Occupational Health and Safety Legislation
- § 34:4 Joint Occupational Health and Safety Committee
- § 34:5 Responsibility for Safety

## TABLE OF CONTENTS

- § 34:6 Incentives
- § 34:7 Drafting Check-List

## **CHAPTER 35. NO STRIKE OR LOCK-OUT**

- § 35:1 Sample Clauses
- § 35:2 Purpose
- § 35:3 What Is A Strike?
- § 35:4 What Is A Lock-Out?
- § 35:5 Remedies for An Illegal Strike Or Picket
- § 35:6 Remedies for An Illegal Lock-Out
- § 35:7 Refusal to Cross Picket Line
- § 35:8 Hot Cargo Or Struck Work Clause
- § 35:9 Refusal to Perform Unsafe Work
- § 35:10 Drafting Check-List

## **CHAPTER 36. GRIEVANCE AND ARBITRATION PROCEDURE**

- § 36:1 Sample Clauses
- § 36:2 Purpose
- § 36:3 Grievance and Arbitration Process
- § 36:4 Jurisdiction of the Courts—Initial Jurisdiction
- § 36:5 —Judicial Review
- § 36:6 Labour Board Review
- § 36:7 Time-Limits
- § 36:8 Carriage of the Grievance
- § 36:9 Unfair Representation
- § 36:10 Resolution
- § 36:11 Selection of Arbitration Board
- § 36:12 —Ad Hoc Appointments
- § 36:13 —Agreed List
- § 36:14 —Standing Arbitration Board
- § 36:15 Powers of Arbitration Board
- § 36:16 Expedited Arbitration
- § 36:17 Drafting Check-List

## **CHAPTER 37. OTHER CLAUSES**

- § 37:1 Sample Clauses
- § 37:2 General
- § 37:3 Cost of Living Allowance
- § 37:4 —Drafting Check-list
- § 37:5 Termination by Reasonable Notice
- § 37:6 —Drafting Check-list

## **CHAPTER 38. TERM OF AGREEMENT**

- § 38:1 Sample Clauses

- § 38:2 Term and Termination
- § 38:3 Automatic Renewal
- § 38:4 Notice of Termination
- § 38:5 Bridging
- § 38:6 Termination of Collective Agreement
- § 38:7 Impact of Termination
- § 38:8 Drafting Check-List

## **CHAPTER 39. LETTERS OF UNDERSTANDING**

- § 39:1 Sample Form
- § 39:2 Purpose
- § 39:3 Enforceability
- § 39:4 Drafting Check-List

## **CHAPTER 40. MEMORANDUM OF SETTLEMENT**

- § 40:1 Sample Clauses
- § 40:2 Purpose
- § 40:3 Drafting Check-List

## **CHAPTER 41. RETURN TO WORK AGREEMENT**

- § 41:1 Sample Clauses
- § 41:2 Purpose
- § 41:3 Drafting Check-List

## **APPENDICES**

- Appendix IF. Issues in Focus
- Appendix SLL. Selected Legal Literature
- Appendix WP. Words and Phrases

### **Table of Cases**

### **Index**