

## Index

### ARBITRATORS REFERENCED

Ashley, Susan, 159  
Burkett, Kevin, 158  
Goodfellow, Russell, 155  
Hope, Allan, 155  
Keller, Brian, 156  
Paus-Jenssen, Arne, 144  
Samuels, Joseph, 157  
Teplitsky, Martin, 2, 159  
Verity, Richard, 156  
Weiler, Paul, 3, 106

### ARBITRATION OR LABOUR BOARD AWARDS

*AECL v. Chalk River Nuclear Operators Powerworkers Union, Local 1000*, 156  
*Beacon Hill Lodges of Canada v. H.E.U.*, 156  
*Bridgepoint Hospital v. CUPE*, 155  
*Corporation of the Town of Cumberland and the Cumberland Professional Fire Fighters Association*, 156-157  
*City of Moose Jaw and Moose Jaw Professional Fire Fighters Association, IAFF Local 553*, 144  
*Cochester South Township Police Re*, 157  
*Toronto Professional Fire Fighters Association and the Corporation of the City of Toronto*, 159  
*Newfoundland (Treasury Board) v. N.A.P.E.*, 160  
*U.E. v. De Vilbiss (Canada)*, 77

### COLLECTIVE AGREEMENT LANGUAGE

Bridging clause, 206,  
Call-in pay, 216-217  
Contracting out, 202  
Cost of living adjustments, 268-270  
Duration (term), 16, 18, 29-30, 60, 205-206  
Exclusive bargaining representative, 8, 75  
Hot cargo, 186-187  
Hours of work, 209-212  
Job posting and vacancy, 235-237  
Layoff, bumping and recall, 198-201

**COLLECTIVE AGREEMENT LANGUAGE** — *continued*

- Management rights (or residual rights), 17-18, 47-48, 172
- Overtime, 212
- Probationary employee, 196
- Recognition clause, 18-19, 171
- Reporting time, 216
- Rest periods, 215
- Rules and regulations, 176
- Scope clause, 171
- Seniority, 194-198, 199
- Standby pay, 217
- Vacation with pay, 217-224

**COLLECTIVE BARGAINING / NEGOTIATIONS**

- Agreed-to items, 89
- Alliances, 57
- Bad faith, 96, 97
- Bad faith, remedies, 98-99
- Caucus meetings, 43, 88
- Closing the deal, 91
- Commitments, 138
- Committees, 35-36, 40-42, 90
- Committee rules, 42-43
- Comparability, 155
- Comparator collective agreements, 52-53, 153
- Confidentiality, 43, 73, 80
- Difficult people, 93-94
- Economic and non-economic issues, 86
- Economy, 55
- Evaluating the negotiation problem, 64-66
- Exchange of proposals, 79
- Face-saving, 119, 137
- First collective agreement, 32-33, 78, 85-86
- First sessions, 77-79
- Hard bargaining, 97
- High-volume negotiations, 87
- Identifying the negotiation problem, 64
- Labour-management committees, 59
- Late demands, 78, 80
- Legal framework, 76
- Letter of understanding (see also Memorandum of Agreement), 90
- Limitations on negotiations, 14
- Location, 44

**COLLECTIVE BARGAINING / NEGOTIATIONS** — *continued*

- Log-rolling, 89, 91
- Memorandum of Agreement (see also letter of understanding), 92, 120, 132
- Notes, 73, 84-85
- Notice period, 125
- Notice to bargain, 13, 16, 32, 76, 77
- Objectives (employer), 47-48
- Objectives (union), 48
- Obligations, 12, 32-33, 75-77, 96-97
- Open period, 16, 97
- Opening statements, 79
- Plain language, 162
- Political environment, 55-56
- Power, 57-58
- Preparation, 49
- Productions, 77
- Proposals, 36-40, 47-48, 77, 78, 79
- Ratification, 84, 92, 120, 132
- Replacement collective agreement, 93
- Resolving the negotiation problem, 66-67
- Rules for negotiators, 68-74, 79
- Sessions, 77-79, 80-81, 87
- Settlement, 120
- Settlement package, 90-91, 132
- Settlement timing, 56-57
- Spokespersons, 42, 84
- Statutory freeze, 12, 13, 76
- Strategies, 56-57, 78
- Structured questions, 81-83
- Sub-committees (side-tables), 89-90
- Surface bargaining, 97
- Total compensation, 156, 244, 265
- Wage patterns, 54
- Without prejudice rule, 80-81, 116
- Workplace legislation, 13, 17

**COSTING THE COLLECTIVE AGREEMENT**

- Average annual salary, 258
- Average hourly overtime, 259
- Average hourly wage, 258
- Average pension costs, 262
- Full-time equivalent, 244

**COSTING THE COLLECTIVE AGREEMENT** — *continued*

- Gross pay, 218
- Job rate, 245
- Rollup, 244-245, 262
- Snapshot, 245
- Stub period, 218
- Unit of labour, 244

**DISPUTE / CONFLICT RESOLUTION**

- Arbitral decision-making, 154
- Arbitration, 20, 22, 25
  - Nominees, 26, 107-108, 182
  - Tripartite arbitration panel, 26
- Arbitration-mediation (arb-med), 108
- Back-to-work legislation, 109, 149
- Conciliation, 31, 56, 100, 101, 123, 124
- Committee person, 176, 178
- Cooling off period, 101, 121, 123, 125
- No-board report, 121
- Conciliation board, 100, 103-105
- Conciliator. *See* Neutral third party
- Conflict resolution, 95-122
  - Data conflicts, 112
  - Relationship conflicts, 111-112
  - Structural conflict, 113-114
  - Value conflicts, 114
- Dispute resolution training, 140-141
- Duty of fair representation, 8, 120, 133
- Essential workers, 149
- Fact-finding, 100, 105
- Final offer selection, 109
- First contract arbitration, 99
- Hard bargaining, 97
- Industrial Inquiry Commission, 100, 105-106
- Interest arbitration, 26, 90, 100, 107-108, 124, 151,
  - Ability to pay, 158
  - Chilling effect, 43, 152
  - Comparability, 155
  - Comparator collective agreements, 52-53, 153
  - Essential services, 148
  - Incrementalism, 156
  - Narcotic effect, 152
  - Replication, 155

**DISPUTE / CONFLICT RESOLUTION** — *continued*Interest arbitration — *continued*

- Secondary effect, 153
- Statutory criteria, 158
- Total compensation, 156, 244, 265
- Unwillingness to pay, 158
- Wage patterns, 54
- Interest conflict, 112-113
- Late demands, 78, 80
- Legislated outcome, 100, 109, 110
- Media black-out, 101, 115
- Mediation, 21, 56, 99, 100, 101, 123, 124, 133, 136-139
- Mediation-Arbitration (med-arb), 108
- Mediator. *See* Neutral Third Party
- Minister of Labour, 102
- Neutral third party, 101-102, 103-104, 133-136
- Neutral third-party tactics, 111, 1114, 115-120, 133-135
- Resolving the negotiation problem, 65-67
- Strike and Lockout, 1, 2, 18, 28-29, 31, 56, 100, 106-107, 123-126, 185-186
  - Illegal strike or lockout, 126
  - Secret ballot, 125
  - Picket lines, 128, 140
  - Secondary picketing, 127-129
  - Replacement workers, 129-130
- Unfair labour practices, 96, 126, 128
- Wildcat strikes, 29, 75-76

**GRIEVANCE**

- Duty of fair representation, 8, 120, 133
- Employer grievance, 183
- Expedited grievance and arbitration, 25, 27-28, 183
- Grievance arbitration, 127, 182
- Grievance form, 181
- Group grievance, 22, 180
- Individual grievance, 22, 180
- Policy grievance, 22-24, 180
- Procedure, 18, 20-22, 179
- Steps, 181
- Timelines, 180

**LEAVES OF ABSENCE**

- Bereavement leave, 231-232

**LEAVES OF ABSENCE** — *continued*

- Education leave, 234-235
- Family leave, 235
- Full-time release,, 204
- Illness and disability leave, 238
- Income protection plan, 238
- Jury duty, 233
- Long-term disability, 239-240
- Maternity, parental and adoption, 228-230
- Military and reservist, 233-234
- Paid holidays, 224-227
- Personal leave, 227
- Short-term disability, 238-239
- Sick leave certificates, 240

**HEALTH AND WELFARE BENEFITS**

- Administrative service only, 272
- Brown and Beatty* four-category test, 275
- Collective agreement considerations, 274
- Health care plans, 271-285
- Incorporated by reference, 15, 275-276
- Illness and disability, 238
- Union benefit plans, 273
- Union-operated or joint-trustee plans, 273

**HUMAN RIGHTS**

- Duty to accommodate, 241
- No discrimination, 241-242,
- Sick leave, 241

**PENSIONS**

- 85-factor, 81
- Canada Pension Plan, 144, 278
- Components of retirement income, 278
- Contributory Pension Plan, 280
- Defined benefit plan, 280-281
- Defined contribution plan, 280, 282-283
- Flat rate pension benefit, 282
- Final average earnings, 281
- Group registered pension plan, 283
- Guaranteed Income Supplement, 144, 278
- Joint-trusted plan, 273-274
- Lifetime average earnings, 282

**PENSIONS** — *continued*

- Multi-employer pension plan, 284
- Non-contributory pension plan, 280
- Old Age Security, 144, 278
- Pension portability, 284
- Pension structures, 279
- Pension trustee, 277
- Quebec Pension Plan, 278
- Union-operated pension plans, 273
- Unreduced pension plan, 281

**STATUTES REFERENCED**

- Anti-Inflation Act* (Federal), 3, 149
- Canadian Charter of Rights and Freedoms*, 110, 287
- Canada Labour Code* (Federal), 125
- Criminal Code of Canada* (Federal), 2
- Employment Standards Act* (Ontario), 96, 218
- Expenditure Restraint Act* (Federal), 150
- Fire Protection and Prevention Act, 1997* (Ontario), 145
- Hospital Labour Disputes Arbitration Act* (Ontario), 14
- Income Tax Act* (Federal), 279
- National Labor Relations Act of 1935* (United States - Federal), 75
- Labour Relations Act* (Ontario), 20, 27, 32, 33, 96, 145, 148, 188
- Occupational Health and Safety Act* (Ontario), 96
- Police Services Act* (Ontario), 12, 145, 176
- Public Service Employee Relations Act* (Alberta), 145
- Public Sector Labour Relations Act* (Federal), 14, 147
- Public Service Staff Relations Act* (Federal), 147
- Social Contract Act* (Ontario), 149
- The Trade Union Act* (Saskatchewan), 145
- Wagner Act* (United States - Federal), 75
- Wartime Labour Relations Regulations* (Federal), 75

**SUPREME COURT OF CANADA**

- Dayco (Canada) Ltd. v. CAW-Canada*, 179
- Dickson, Mr. Chief Justice Brian, 287
- Health Services & Support-Facilities Subsector Bargaining Assn. v. British Columbia*, 110
- Pepsi-Cola Canada Beverages (West) Ltd. v. R.W.D.S.U., Local 558*, 128
- Rand, Mr. Justice Ivan, 188
- Reference re Public Service Employee Relations Act (Alberta)*, 294
- Weber v. Ontario Hydro*, 180

**TRUDEAU, PRIME MINISTER PIERRE E., 2****UNION**

Constitution, 92, 120, 132-133, 178, 193  
Constitutional division of powers, 10, 145  
Council of trade unions, 15  
Density, 3, 4  
Duty of fair representation, 8, 120, 133  
Membership in good standing, 192  
Public sector, 9, 12, 143  
Raiding, 103  
Representation, 176, 203  
Steward, 176, 178, 204

**UNION CERTIFICATION**

Certification, 10, 96  
Construction industry, 15  
Decertification, 8, 98, 103  
Exclusion from bargaining unit, 19  
Voluntary recognition, 11

**UNION ORGANIZATIONS**

American Federation of State, County and Municipal Employees, 291  
Canadian Auto Workers, 291  
Communications, Energy and Paperworkers Union of Canada, 291  
Ontario Nurses Association, 146  
Service Employees International Union, 291  
UNIFOR, 291

**UNION SECURITY**

Agency shop, 189, 190  
Check-off, 188  
Closed shop, 189  
Maintenance of membership, 189, 190  
Rand formula, 188, 190  
Rand, Mr. Justice Ivan, 188  
Union shop, 189, 190  
Religious exemption, 194  
Voluntary check-off, 189, 192