

# Table of Contents

	PAGE
<i>Dedication</i> .....	iii
<i>Acknowledgements</i> .....	v
<b>Introduction: Collective Bargaining in Canada .....</b>	<b>1</b>
<b>Chapter One Setting the Stage for Collective Bargaining....</b>	<b>7</b>
Establishing the Collective Bargaining Relationship.....	10
Certification .....	10
Voluntary Recognition .....	11
The Bargaining Obligations and Statutory Freeze .....	12
The Collective Agreement within the Constellation of Workplace Legislation.....	13
<b>Chapter Two The Collective Agreement .....</b>	<b>15</b>
What is a Collective Agreement? .....	15
Changes during the term of the collective agreement .....	16
The Collective Agreement, Workplace Legislation and Management's Rights .....	17
Workplace Legislation.....	17
Management's Rights .....	17
Mandatory Provisions in a Collective Agreement.....	18
Recognition Clause .....	18
Grievance and Arbitration Clause .....	20
No Strikes – No Lockouts.....	28
Duration .....	29
<b>Chapter Three Background to Bargaining .....</b>	<b>31</b>
The Bargaining Framework.....	31

The First Collective Agreement .....	32
Renegotiating an Existing Collective Agreement .....	33
Getting Started – The Union Bargaining Committee .....	35
The Bargaining Committee .....	35
The Bargaining Proposals .....	36
Getting Started – The Employer’s Bargaining Committee .....	40
The Bargaining Committee .....	40
Internal Rules in the Bargaining Process .....	42
Location for Negotiations .....	43
Continuance of Pay for Negotiations.....	44
<b>Chapter Four Preparation for Negotiations .....</b>	<b>47</b>
Ongoing Preparations .....	47
Negotiation Objectives.....	47
Union Negotiation Objectives .....	48
Employer Negotiation Objectives.....	48
Getting Started .....	49
The Current Collective Agreement.....	50
Workplace Issues.....	51
The External Environment .....	51
The Collective Agreement .....	52
Economy .....	55
The Political Environment.....	55
Strategies .....	56
Labour-Management Committees .....	59
Amendments to the Collective Agreement .....	60
<b>Chapter Five Principles of Negotiations.....</b>	<b>63</b>
Identification.....	64
Evaluation .....	64
Resolution .....	66
Rules for Negotiators .....	68
Rule 1: Negotiate Positively.....	68
Rule 2: Be Objective .....	69
Rule 3: Never Assume Knowledge on the Part of Others.....	69
Rule 4: Always Maintain Your Integrity .....	70
Rule 5: Negotiators are Real People .....	70
Rule 6: Watch your language .....	71
Rule 7: Keep Your Perspective .....	71
Rule 8: Don’t Lose Your Sense of Humour.....	72
Rule 9: Remember Why You Are There .....	72
Rule 10: Try to Learn Each Time You Negotiate .....	72

Rule 11: Don't Believe Everything, But Don't Call Them A Liar.....	73
Rule 12: Always Leave Someone a Graceful Off-Ramp .....	73
Rule 13: Keep Records .....	73
Rule 14: Respect Confidentiality .....	73
Rule 15: Respect the Administrative Details .....	74
<b>Chapter Six Negotiation Sessions .....</b>	<b>75</b>
The Bargaining Obligations.....	75
The First Negotiation Session .....	77
The Second Negotiating Session .....	81
Structured Questions .....	81
Deciphering the Context of Proposals .....	83
The Single Spokesperson Rule.....	84
The Note-Taker.....	84
First Contract Negotiations.....	85
Dividing Economic and Non-Economic Issues.....	86
Managing High Volume Negotiations .....	87
Concluding the Second Meeting .....	87
The Third and Subsequent Negotiation Sessions .....	87
Managing the Issues .....	88
Managing the Team .....	90
Breaking the Log-Jam .....	90
Your Draft or Mine?.....	91
Closing the Deal .....	91
Dealing with Difficult People .....	93
<b>Chapter Seven Negotiation Conflict and its Resolution - Systems and Process .....</b>	<b>95</b>
The Negotiation Obligations .....	96
Conflict During the Bargaining Process.....	97
Remedies for Bad Faith.....	98
First Contract Arbitration .....	99
Settlement Impasse .....	100
Freely Negotiated Agreements.....	100
Conciliation/Mediation .....	101
Characteristics of a Successful Conciliator/Mediator .....	101
Appointment of a Conciliator/Mediator .....	102
Conciliation Boards.....	104
Fact-finding.....	105
Industrial Inquiry Commission .....	105
Strike or Lockout .....	106
Interest-arbitration .....	107

Legislated Outcome/Arbitration.....	109
The Tactics and Strategies of Dispute Resolution	
Neutrals .....	111
Relationship Conflicts .....	111
Data Conflicts.....	112
Interest Conflicts.....	112
Structural Conflicts .....	113
Value Conflicts .....	114
Strategies and Tactics of Neutrals in Trying to Resolve the Parties' Problems.....	114
Practice Tips .....	115
Narrowing the Scope of Issues .....	119
Settlement and Ratification .....	120
No Settlement .....	121
<b>Chapter Eight  Strikes, Lockouts and their Resolution.....</b>	<b>123</b>
What is a Strike .....	124
What is a Lockout .....	125
Remedies for Illegal Strike and Lockout .....	126
Discipline for Misconduct .....	127
Picket Line Activities.....	128
Replacement Workers .....	129
When the Strike is Over .....	131
Settlement & Ratification .....	132
Resolving Strikes and Lockouts Through Mediation .....	133
Mediation Process.....	136
Strike Issues and Dynamics.....	139
Picket Line Behaviour .....	140
Preventative Dispute Resolution Training .....	140
<b>Chapter Nine  Collective Bargaining in the Public Sector.....</b>	<b>143</b>
Legislative Structure of Public Sector Collective Bargaining .....	145
Collective Bargaining Limitations in the Public Sector.....	147
Dispute Resolution in Public Sector Negotiations .....	148
Statutory Interference with Collective Bargaining .....	149
Back-to-Work Legislation .....	150
The Changing Collective Bargaining Landscape.....	150
Compulsory Dispute Resolution – Interest Arbitration .....	151
Criticism of Interest Arbitration .....	151
The Narcotic Effect.....	152
The Chilling Effect .....	152

## TABLE OF CONTENTS

xi

Secondary Effect .....	153
Interest Arbitration Criticisms – An Evaluation.....	153
The Interest Arbitration Process and Arbitral Decision-making .....	154
Comparability .....	155
Replication .....	155
Incrementalism .....	156
Total Compensation .....	157
Statutory Criteria .....	158
 <b>Chapter Ten Why Collective Agreement Language Matters .....</b> <b>161</b>	
Plan the Discussions on Language.....	162
The Value of Plain Language .....	162
How to Achieve an “Easier-to-Read” Collective Agreement .....	163
Consideration No. 1 – Use short, concise sentences.....	163
Consideration No. 2 – Restructure multi-part phrases into subsections.....	164
Consideration No. 3 – Be more organized – use headings .....	164
Consideration No. 4 – Avoid legalese and other multisyllabic words .....	166
Consideration No. 5 – Use your negotiation team to review draft language.....	167
Consideration No. 6 – Use consistent language throughout the agreement .....	167
Consideration No. 7 – When in doubt, get help.....	167
Consideration No. 8 – When a party does not want plain-language.....	168
Consideration No. 9 – Understand grammar and punctuation .....	168
Summary .....	168
 <b>Chapter Eleven Collective Agreement Language - the Essential Framework .....</b> <b>169</b>	
Names of the Parties .....	170
Purpose .....	170
Recognition & Scope Clause .....	171
Management Rights .....	172
Union Representation .....	176
Grievance Procedure and Arbitration .....	179
(i) Defining a grievance.....	180
(ii) Timelines .....	180

(iii) Form of Grievance.....	181
(iv) Steps in the Grievance Process .....	181
(v) Arbitration .....	182
(vi) Employer Grievance.....	183
(vii) Expedited Policy Grievances .....	183
<b>Chapter Twelve Collective Agreement Language Defining the Parties' Relationship.....</b>	<b>185</b>
No Strike, No Lock-outs.....	185
Union Security .....	188
(i) Closed Shop.....	189
(ii) Union Shop.....	190
(iii) Agency Shop .....	190
(iv) Maintenance of Membership .....	191
(v) Voluntary check-off.....	192
Union membership "in good standing" .....	192
Seniority .....	194
Four Parts of Seniority .....	195
(i) Defining Seniority .....	195
(ii) Accruing Seniority.....	196
(iii) Applying Seniority .....	197
(iv) Losing Seniority .....	197
Lay Off, Bumping and Recall .....	198
Contracting Out .....	202
Union Representation .....	203
Duration and Renewal of Collective Agreement .....	205
<b>Chapter Thirteen Collective Agreement Language Defining Employee Rights &amp; Entitlements .....</b>	<b>209</b>
Hours of Work .....	209
Overtime .....	212
Rest Periods .....	215
Reporting Time.....	216
Call-in Pay .....	216
Standby Pay .....	217
Vacation with Pay.....	217
Paid Holidays .....	224
Leaves of Absence.....	227
1. Personal leave.....	227
2. Maternity, Parental and Adoption leave .....	228
4. Bereavement leave.....	231
5. Jury Duty .....	233

6. Military or reservist leave .....	233
7. Education leave .....	234
8. Family leave .....	235
Job Posting & Filling Vacancies .....	235
Absence due to illness or disability .....	238
Human Rights Considerations.....	241
<b>Chapter Fourteen Costing the Collective Agreement.....</b>	<b>243</b>
Getting Started .....	244
What is Included in Total Compensation.....	244
What is Rollup? .....	244
Factors of Total Compensation Found in the Collective	
Agreement .....	245
Bringing Information Together .....	256
Table 1: Total Weekly Wage per Classification.....	256
Table 2: Average Annual Salary per Full Time	
Equivalent .....	257
Table 3: Average Hourly Wage per Full-Time	
Equivalent .....	258
Table 4: Average Hourly Cost of Overtime per	
Full-Time Equivalent .....	259
Table 5: Total Pension Contributions .....	261
Table 6: Average Pension Costs per Full-Time	
Equivalent.....	262
Bringing it all together .....	262
Table 7: Summary of Total and Average Full-	
Time Employee Costs .....	264
Using Costing Information in Negotiations .....	265
Table 8: Cost Implications of Union's 5%	
Proposals .....	266
Table 9: Cost Implications of Union's 5%	
Proposals on Rollup Averages.....	267
Some General Comments about Costing .....	268
Automatic Cost-of-Living Adjustments (COLA) .....	268
<b>Chapter Fifteen Employee Benefit and Pension Plans.....</b>	<b>271</b>
Health Care Benefit Plans .....	271
Union Operated or Joint-Trustee Plans .....	273
Unions and Benefit Plans .....	273
Employers and Benefit Plans.....	274
Benefits and the Collective Agreement.....	274
Pension Plans .....	277
Evolution of Pensions in Canada.....	278

The Components of Retirement Income .....	278
Pension Structures.....	279
Defined Benefit Plans .....	280
Variations on the Defined Benefit Plan .....	282
Defined Contribution Plans.....	282
The Allure of DC Pension Plans .....	283
Group & Individual Registered Plans .....	283
Multi-Employer & Union Pension Plans .....	284
Pension Portability .....	287
Collective Agreement Examples of Pension Plans .....	284
Some Concluding Thoughts on Pensions and Benefits .....	285
<b>Chapter Sixteen What's Ahead for Collective Bargaining in Canada .....</b>	<b>287</b>
The Process .....	288
The Unions .....	290
The Employers .....	292
Conclusion .....	293
<i>Index.....</i>	295