

Chapter 14 - The Dynamics of Labour Relations

1. Which of the following administers the *Canada Labour Code*?
 - a. the Supreme Court
 - b. the Federal Human Rights Commission
 - c. Canada Industrial Relations Board
 - d. the federal government

ANSWER: c

2. Sasha Hernandez works for the federal government in the immigration department. Her office is located in Vancouver. Which piece of labour legislation applies to her workplace?
 - a. the *Canada Labour Code*
 - b. the *City of Vancouver Labour Code*
 - c. the *British Columbia Labour Relations Act*
 - d. the *British Columbia Labour Relations Code*

ANSWER: a

3. Gary Walters has applied for a job at a factory. He was told that he has to join the union if he wants the job. What do you call this provision in the collective agreement?
 - a. an illegal clause
 - b. a union shop
 - c. compulsory unionization
 - d. an unfair labour practice

ANSWER: b

4. Which of the following groups do labour boards generally have representatives from?
 - a. third-party representatives and managers
 - b. academia and management
 - c. academia and public servants
 - d. labour and management

ANSWER: d

5. What is the overarching reason why employees unionize?
 - a. to change governments
 - b. to advance social agendas
 - c. to achieve work outcomes that they cannot achieve individually
 - d. to advance their political views

ANSWER: c

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6. Jason Thomas recently joined ABC Inc. to work on the shipping wharf as a loader. He has been told that he must join the union as a condition of employment. What is this employment provision called?
- a union shop
 - a bully provision
 - an agency shop
 - an unfair labour practice

ANSWER: a

7. Which of the following is the strongest reason to join a union?
- personal preference for a union and social pressure to join
 - dissatisfaction with wages, benefits, and working conditions
 - favouritism shown by supervisors in promotions, shift assignments, and transfers
 - the need to fraternize with similar employees and assert personal leadership skills

ANSWER: b

8. Mary works in the basement of her employer's home sewing pants. What is one of the biggest challenges facing workers like Mary in becoming unionized?
- They do not have any political party to help them with organizing.
 - They work in scattered locations.
 - They are not well-educated.
 - They do not work in teams.

ANSWER: b

9. In collective bargaining, what does the term "bread-and-butter issues" reflect?
- wages, benefits, and working conditions
 - inflationary prices in basic commodities
 - the grievance procedure
 - items that complement each other like bread and butter

ANSWER: a

10. Which of the following groups are most likely to initiate organizing campaigns?
- labour relations boards
 - union organizers
 - social activists
 - employees

ANSWER: d

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11. Yorkville Tire Manufacturing Company has been experiencing really bad management–employee relations for almost two years. Jack Pratt, one of the leaders among the employees, wants to help in unionizing the employees. He has met with most of the employees. What should he do next?
- ask the workers to go on strike to put pressure on the company
 - form an in-house organizing committee
 - appeal to a broader community—including academics and international agencies—to put pressure on the employer
 - ask the labour relations board to intervene

ANSWER: b

12. A union was recently certified at ABC Corporation after 55 percent of the employees signed authorization cards for the union to represent them. There was no vote. What is this system called when unions are certified in this manner?
- union shop
 - card-check
 - authorization system
 - mandatory unionization

ANSWER: b

13. In which organizing step does the collection of signed authorization cards play a major role?
- initial organizational meeting
 - application to the labour relations board
 - formation of in-house organizing committee
 - employee/union contact

ANSWER: c

14. In Ontario, what is the minimum percentage of signed authorization cards before the union can apply for a certification election?
- 30 percent
 - 40 percent
 - 50 percent
 - 50 percent plus one

ANSWER: b

15. In certification elections in Canada, how many employees must vote in favour of unions for them to become certified in workplaces?
- 40 percent, plus one
 - 41 percent
 - 50 percent, plus one
 - 51 percent

ANSWER: c

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16. In Canada, who is responsible for administering union certification elections?
- the employer
 - the Human Rights Commission
 - the union
 - the labour relations board

ANSWER: d

17. According to Canadian labour relations legislation, all of the following employer actions are prohibited **EXCEPT** which one?
- threatening to close the business
 - stating the employer is ready to listen to employees and discuss any issue
 - increasing wages during the certification process
 - promising increased vacation if the employees vote for no union

ANSWER: b

18. In organizing campaigns, which tactic can employers use in opposing unionization?
- increasing benefits
 - attending union meetings
 - changing working conditions of employees who work for the union
 - bargaining in good faith

ANSWER: d

19. Which of the following conditions and/or actions may result in labour relations boards imposing a union on an employer in some Canadian jurisdictions, even with as few as 5 percent of the authorization cards signed?
- threats by other unions to go on strike if the workplace does not get its own union
 - unfair labour practices committed by the employer in the organizing process
 - the need by government for labour relations peace in workplaces
 - advice from the International Labour Office

ANSWER: b

20. Wilem Corporation is considering strategies to remain union-free. Which of the following is NOT a useful strategy in this respect??
- offering competitive wages and benefits
 - allowing supervisors to adopt their own approaches to employee motivation and job design
 - giving attention to employee growth and development needs
 - instituting formal procedures to resolve employee complaints

ANSWER: b

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21. Which of the following is a key difference between unionized and nonunionized work in Canada?
- a. Nonunionized workers get higher wages and benefits.
 - b. Unionized workers get higher wages and benefits.
 - c. Unionized workers get more benefits but less in wages.
 - d. Unionized workers get better pay but less in benefits.

ANSWER: b

22. ABC Inc. has exclusive rights, as reflected in the collective agreement, to hire senior staff. What is the term used for such exclusive rights?
- a. management rights
 - b. human rights
 - c. management power
 - d. collective bargaining rights

ANSWER: a

23. Within a bargaining unit, how many workers must vote against the union so as to decertify it?
- a. 40 percent, plus one
 - b. 41 percent
 - c. 50 percent, plus one
 - d. 51 percent

ANSWER: c

24. What type of unions do carpenters and masons usually belong to?
- a. industrial unions
 - b. regional unions
 - c. central unions
 - d. craft unions

ANSWER: d

25. The full-time professors at McMaster University are usually represented by a group of nonunionized faculty in wage negotiations with management. What is this group of faculty called?
- a. a certified union
 - b. a craft union
 - c. an employee association
 - d. a negotiations association

ANSWER: c

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26. Which of the following groups may represent professional and white-collar employees?
- an employee association
 - the Canadian Labour Congress
 - a professional agency
 - a management rights association

ANSWER: a

27. In the United States, the key central federation of unions is called the AFL-CIO. In Canada, what is the name of the organization that does similar work?
- the Canadian Auto Workers Union
 - the Canadian Labour Congress
 - the Labour Organization
 - the Trades Union Congress

ANSWER: b

28. Unlike many unions in Europe, most of the bargaining and decision making for unions in Canada occurs at which of the following levels?
- the international level
 - the national level
 - the sectoral level
 - the local level

ANSWER: d

29. Which of the following labour organizations is most likely to provide professional and financial assistance during organizing drives and strikes, help negotiate labour agreements, and train union leaders?
- a local union
 - the Department of Labour
 - Human Resources and Skills Development Canada
 - the Canadian Labour Congress (CLC)

ANSWER: d

30. Lee Chen works is an employee of the national union. He is involved with negotiating the collective bargaining agreement with the employer for Local 1240. What is Mr. Lee's most likely job title or role?
- a business agent
 - a union agent
 - a mediator
 - a union steward

ANSWER: a

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31. Omar Mohammed represents the interests of union members in their relations with their immediate supervisors and other members of management. What is Mr. Mohammed's most likely job title or role?
- a. a mediator
 - b. a union steward
 - c. a union leader
 - d. a conciliator

ANSWER: b

32. Unions try to ensure that unionized employees get similar wages and benefits across unionized organizations. What is the effect of this strategy?
- a. Pay equality is ensured for all male and female jobs.
 - b. Higher wages are removed as a source of competitive advantage.
 - c. Pay bands are increased.
 - d. Turnover increases.

ANSWER: b

33. Approximately what percentage of Canadian public employees are unionized?
- a. 25 percent
 - b. 50 percent
 - c. 70 percent
 - d. 90 percent

ANSWER: c

34. Assume that the Canadian Union of Public Employees (CUPE) is representing essential workers in a hospital. The hospital's administration and the union are deadlocked in negotiations. What is a likely solution to this impasse?
- a. decertification of CUPE
 - b. compulsory binding arbitration
 - c. a strike
 - d. counselling

ANSWER: b

35. ABC Corporation and the union are locked in a dispute that they cannot resolve by themselves. Ms. Reza Shah, a third party, has been asked to help them with a binding decision. She has informed them that the final settlement will be one that either ABC Corporation or the union offers. What is this settlement an example of?
- a. binding conciliation
 - b. compulsory binding arbitration
 - c. final offer arbitration
 - d. compulsory conciliation

ANSWER: c

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36. Developing likely union proposals, lists of demands, and a contingency plan for operating in the event of a strike are part of which of the following?
- compulsory binding arbitration
 - an employer's bargaining strategy
 - a union's bargaining strategy
 - good faith bargaining

ANSWER: b

37. In the collective bargaining model, what is the area within which the union and employer are willing to concede when bargaining?
- bargaining scope
 - bargaining range
 - contingency operating plan
 - bargaining zone

ANSWER: d

38. What type of bargaining is characterized by a "give-and-take" philosophy, where one side receives the "short end of the stick"?
- interest-based bargaining
 - adversarial bargaining
 - results-oriented bargaining
 - cooperative bargaining

ANSWER: b

39. What is interest-based bargaining based upon?
- the area within which union and management are willing to concede
 - a give-and-take philosophy
 - adversarial bargaining
 - the identification and resolution of mutual interests

ANSWER: d

40. The creation of a relationship for the future based on trust, understanding, and mutual respect is the basis of which of the following?
- good faith bargaining
 - traditional bargaining
 - interest-based bargaining
 - adversarial bargaining

ANSWER: c

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41. Unions tend to hold strike votes to assess whether members are willing to go on strike for their demands. What does a high vote in favour of a strike (e.g., 95 percent) mean?
- Management will most likely have to lock out the union.
 - The union will definitely go on strike because it has an overwhelming mandate to do so.
 - Management will lose in the bargaining.
 - The union will have strengthened its bargaining power.

ANSWER: d

42. How can the bargaining power of an employer be exercised during collective bargaining?
- through lockout of employees
 - through organizing a strike vote
 - through raising wages
 - through legal injunction

ANSWER: a

43. Why might pickets prevent trucks and railcars from entering a struck business?
- because picketing during a strike carries a legal obligation on the part of the employer to cease operations, including delivery of goods and materials
 - because unions often refuse to cross another union's picket line
 - because the union has a legal right to obstruct the business of the employer the union is striking against
 - because operators of trucks and railcars must get permission from the picketing union to enter the premises

ANSWER: b

44. Which of the following is NOT a strategy a union can use to increase its bargaining power?
- picketing exercises
 - a strike
 - a boycott of products produced by the firm
 - a lockout

ANSWER: d

45. What do we call the actions of a third party who has the power to impose a settlement when the issue relates to the administration of the collective agreement?
- mediation
 - rights arbitration
 - interest arbitration
 - conciliation

ANSWER: b

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46. What do we call a neutral third party who resolves labour disputes by issuing a final decision that the parties must accept?
- a. an arbitrator
 - b. a conciliator
 - c. a mediator
 - d. a chief executive officer

ANSWER: a

47. Which clause holds that “management’s authority is supreme in all matters except those conceded in the collective agreement or in those areas where its authority is restricted by law”?
- a. the supreme rights clause
 - b. the defined rights clause
 - c. the management rights clause
 - d. the explicit rights clause

ANSWER: c

48. Tim James is allowed choose whether he wants to become a member of the union or not but still has to pay union dues. What is this type of union security arrangement called?
- a. agency shop
 - b. union shop
 - c. undemocratic unionism
 - d. unfair labour practice

ANSWER: a

49. In which of the following situations is grievance handling most successful?
- a. when union stewards are selected by management
 - b. when supervisors are formally trained in the terms of the labour agreement and counselling skills
 - c. in paternalistic management systems
 - d. in nonunionized businesses

ANSWER: b

50. What is a key benefit of the grievance procedure in unionized organizations?
- a. It allows for the settlement of a dispute without strikes and lockouts.
 - b. It reduces turnover.
 - c. It is usually completed within one or two weeks.
 - d. It is usually used by management to settle issues related to the management rights clause.

ANSWER: a

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51. What is the arbitrator's responsibility in a dispute?
- to interpret the intent of the labour agreement
 - to get the parties to work together to solve their differences
 - to mandate how the grievance will be resolved
 - to decide the case without passing judgment

ANSWER: c

52. The factors that arbitrators use when deciding cases are the wording of the labour agreement, the submission agreement, the testimony and evidence offered, and which of the following?
- the truthfulness of witnesses
 - the preferences of the grievant
 - arbitration criteria or standards
 - the concept of reasonable doubt

ANSWER: c

Scenario 14.1

Boat Xpress, a Canadian shipping firm, has been treating employees unfairly for decades. Employees work full-time hours but are hired as part-timers with no benefits other than 4 percent vacation pay. Health and safety standards are nonexistent, and the list goes on. Employees have tried to organize before, but management fired them and threatened the remaining workers. A new employee decided that the working conditions are intolerable and wants to get other employees organized in order to obtain union representation. All employees now believe that their interests will be better served with collective agreements.

53. Refer to Scenario 14.1. Which step is **NOT** part of the organizing process before Boat Xpress employees can choose to become unionized?
- employee/union contact
 - initial organizational meeting
 - formation of an in-house bargaining committee
 - application to a labour relations board

ANSWER: c

54. Refer to Scenario 14.1. Management does not have the right to fire employees for organizing. The right of workers to join unions was established back in 1948 by which of the following?
- the Industrial Relations Disputes and Investigation Act
 - Ontario Labour Relations Act
 - Canada Labour Code
 - Labour Relations Board

ANSWER: a

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55. Refer to Scenario 14.1. Employees are very concerned about the repercussions of the company finding out that they are seeking union representation. Which of the following can Boat Xpress legally do?
- attend union meetings and spy on employees
 - threaten or terminate employees because of their union affiliation or beliefs
 - change the working conditions of employees because they actively work for the union
 - voluntarily recognize and accept a union

ANSWER: d

56. Refer to Scenario 14.1. Why do workers at Boat Xpress want to organize in a union?
- for economic reasons
 - for political reasons
 - for social reasons
 - for ideological reasons

ANSWER: a

Scenario 14.2

Calendar “R” Us Ltd. produces calendars for middle and high schools in Ontario. Calendar started back in 2006 and today has over 60 employees. About two years ago, the employees organized and obtained union certification. To date, the union has not successfully negotiated a collective agreement. Employees are not happy with the progress the union has made, and much of the concerns they have had (wages, benefits, training, etc.) have not been addressed. Calendar “R” Us employees feel that the union is more interested in serving the needs of the company and are looking to find a replacement.

57. Refer to Scenario 14.2. Calendar “R” Us employees want to change their union. Before they can decertify, all of the following must be in place **EXCEPT** which one?
- determine whether bargaining was done in good faith
 - determine whether the union has failed to bargain
 - determine whether employees want to be represented by another union
 - decision by the majority of bargaining unit members that they do not want to be represented by the union

ANSWER: a

58. Refer to Scenario 14.2. What are the steps in the collective bargaining process that the union and Calendar “R” Us need to go through?
- union proposals, management responses, management demands, limits of concessions
 - prepare for negotiations, develop strategies, conduct negotiations, formalize agreement
 - union demands, database to support management proposals, union responses
 - prepare for negotiations, review proposals, determine counteroffer

ANSWER: b

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59. Unions influence labour legislation and HR policies and practices.

- a. True
- b. False

ANSWER: True

60. If a manager or supervisor violates a labour law, an appropriate defence is that he or she was not familiar with labour legislation.

- a. True
- b. False

ANSWER: False

61. Labour relations boards are responsible for administering labour law.

- a. True
- b. False

ANSWER: True

62. The Canada Industrial Relations Board administers and enforces the Canada Labour Code.

- a. True
- b. False

ANSWER: True

63. The first step in the labour relations process is a union organizing campaign.

- a. True
- b. False

ANSWER: False

64. Employees might consider organizing and joining a union an effective alternative to quitting a job in which they feel they are being treated unfairly.

- a. True
- b. False

ANSWER: True

65. Employees are most likely to seek unionization if they believe that doing so will achieve results they cannot achieve acting individually.

- a. True
- b. False

ANSWER: True

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66. If an employee personally decides that the benefits will outweigh the costs of joining the union, then she or he is likely to join.
- a. True
 - b. False

ANSWER: True

67. Joining a union is a way for employees to put leadership skills to use.
- a. True
 - b. False

ANSWER: True

68. As a manager of XYZ Company, you would most likely expect an organizing drive to be started by your employees rather than a union organizer.
- a. True
 - b. False

ANSWER: True

69. The first step in organizing begins when employees and union officials meet to explore the possibility of unionization.
- a. True
 - b. False

ANSWER: True

70. In Canada, a majority of unions are certified without a vote if the labour relations board finds that at least 50 percent of employees have signed authorization cards.
- a. True
 - b. False

ANSWER: True

71. Canadian employers tend to be supportive of union organizing drives.
- a. True
 - b. False

ANSWER: False

72. As long as employers do not object to unionization, they can influence employees to vote for one union rather than another.
- a. True
 - b. False

ANSWER: False

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73. If employers interfere with the union certification process, the labour relations board can recognize a union regardless of the percentage of employees that have signed authorization cards.

- a. True
- b. False

ANSWER: True

74. Both employers and unions can be accused of an unfair labour practice.

- a. True
- b. False

ANSWER: True

75. It is possible for a union to be decertified if the majority of bargaining unit members decide they would rather be represented by another union.

- a. True
- b. False

ANSWER: True

76. The minimum term of the first collective agreement after certification is three years.

- a. True
- b. False

ANSWER: False

77. Unionization may restrict the freedom of management in many areas.

- a. True
- b. False

ANSWER: True

78. Unionization restricts the freedom of management to formulate HR policy unilaterally.

- a. True
- b. False

ANSWER: True

79. Management rights are those decisions over which management claims exclusive rights.

- a. True
- b. False

ANSWER: True

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80. Unions that represent skilled craft workers are called craft unions.

- a. True
- b. False

ANSWER: True

81. Unions that represent various groups of professional and white-collar workers are called industrial unions.

- a. True
- b. False

ANSWER: False

82. Labour organizations are diverse in type and in structure; therefore, each may have its own mode of governance and objectives.

- a. True
- b. False

ANSWER: True

83. National unions retain most of the decision-making authority over local unions.

- a. True
- b. False

ANSWER: False

84. Union stewards are full-time employees at the workplace and generally are not paid by the union.

- a. True
- b. False

ANSWER: True

85. More than 70 percent of all public employees are unionized.

- a. True
- b. False

ANSWER: True

86. The largest union in Canada is the Canadian Union of Public Employees (CUPE).

- a. True
- b. False

ANSWER: True

87. Public employees unionize for very different reasons than their private-sector counterparts.

- a. True
- b. False

ANSWER: True

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88. Public-sector unions contend that denying their legal right to strike reduces their power during collective bargaining.
- a. True
 - b. False

ANSWER: True

89. Compulsory binding arbitration is often available in the public sector as an acceptable way to settle collective bargaining deadlocks.
- a. True
 - b. False

ANSWER: True

90. The collective bargaining process may include activities such as strikes and boycotts.
- a. True
 - b. False

ANSWER: True

91. A bargaining book is a case history used by an arbitrator to decide a grievance.
- a. True
 - b. False

ANSWER: False

92. During collective bargaining, each side normally places only their primary negotiator at the table.
- a. True
 - b. False

ANSWER: False

93. Employers are obligated to negotiate in good faith with the union.
- a. True
 - b. False

ANSWER: True

94. Good faith bargaining requires that employers and union counterparts be willing to meet at any time and reasonable place to discuss proposals.
- a. True
 - b. False

ANSWER: False

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95. Interest-based bargaining usually leads to suspicion and compromise.

- a. True
- b. False

ANSWER: False

96. Bargaining power consists of economic, political, and social influence to achieve demands.

- a. True
- b. False

ANSWER: True

97. A strike vote by union members does not always mean a strike will take place.

- a. True
- b. False

ANSWER: True

98. Pickets may further disrupt an employer's business because one union member, such as a truck driver, may refuse to cross the other's picket line.

- a. True
- b. False

ANSWER: True

99. A boycott is a refusal to cross a union picket line.

- a. True
- b. False

ANSWER: False

100. An employer's bargaining power may rest on its ability to continue its operations despite a strike by its workers.

- a. True
- b. False

ANSWER: True

101. Mediation is the only form of third-party resolution that results in binding recommendations.

- a. True
- b. False

ANSWER: False

102. Compulsory membership provisions and dues checkoff are forms of union security.

- a. True
- b. False

ANSWER: True

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103. Agency shops provide for voluntary union membership, but require all bargaining unit members to pay union dues and fees.

- a. True
- b. False

ANSWER: True

104. Most labour relations activity comes from the day-to-day administration of the collective agreement.

- a. True
- b. False

ANSWER: True

105. A grievance procedure is a formal process that is often considered the heart of a bargaining agreement.

- a. True
- b. False

ANSWER: True

106. Grievance handling is more successful when supervisors are trained formally in resolving grievances.

- a. True
- b. False

ANSWER: True

107. A union will not usually take a weak case to arbitration for fear of losing member support.

- a. True
- b. False

ANSWER: False

108. Arbitration hearings are formal court proceedings, held in a court of law.

- a. True
- b. False

ANSWER: False

109. It is the arbitrator's responsibility to ensure that each side receives a fair hearing.

- a. True
- b. False

ANSWER: True

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110. An arbitration award should include not just a decision, but the rationale for it, in order to provide guidance for future interpretation.
- True
 - False

ANSWER: True

111. What are the primary reasons for employee unionization?

ANSWER: Some employees join unions because of the union-shop provisions of the collective agreement, which specify that union membership is a condition of employment. Studies have generally concluded that those who unionize voluntarily do so for three key reasons: economic needs, dissatisfaction with management practices, and/or as a way to fulfill social and affiliation needs.

Economic needs. Dissatisfaction with wages, benefits, and working conditions appears to provide the strongest reason to join a union. It is these traditional issues on which unions are built.

Dissatisfaction with management. Employees may seek unionization when they perceive that managerial practices regarding promotion, transfer, shift assignment, or other job-related policies are administered in an unfair or biased manner. Favouritism is particularly resented when it concerns the HR areas of discipline, promotion, and wage increases.

Failure to give employees an opportunity to participate in decisions affecting their welfare may also encourage union membership.

Social and affiliation needs. Employees whose needs for social affiliation and recognition are being frustrated may join unions as a means of satisfying these needs. Through their union, they have an opportunity to fraternize with other employees who have similar desires, interests, problems, and complaints. Joining the union also enables some individuals to put leadership talents to use. The limited studies conducted on employee unionization in the public sector generally find that public employees unionize for reasons similar to those of their private-sector counterparts. The only difference is that other issues, such as professional development and participation in decision making, are also perceived as important.

In the final analysis, the extent to which employees perceive that the benefits of joining a union outweigh the costs associated with membership is likely to be the deciding factor.

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112. Briefly describe the six steps in the organizing process.

ANSWER: **Employee/union contact.** The first step begins when employees and union officials make contact to explore the possibility of unionization. Employees investigate the advantages of labour representation, and union officials begin to gather information about employee needs, problems, and grievances. Labour organizers also seek information about the employer's financial health, supervisory styles, and policies and practices. To win employee support, the organizers must build a case against the employer and for the union.

Initial organizational meeting. As the organizing campaign gathers momentum, the organizer schedules an initial union meeting to attract more supporters. The organizer uses the information gathered in step one to address employee needs and explain how the union can meet them. The organizational meeting also enables the organizer to identify employees who can help run the campaign and to establish communication chains that reach all employees.

Formation of an in-house organizing committee. The in-house committee is composed of employees who are willing to provide leadership to the campaign. Their role is to interest other employees in joining the union and supporting its campaign. An important task of committee members is to have employees sign an authorization card indicating their willingness to be represented by the union. The number of signed authorization cards demonstrates the potential strength of the union. The number of cards required for automatic certification and the number required in order to qualify for a representation vote varies by jurisdiction.

Application to the labour relations board. After the required number of authorization cards have been signed, application for certification is made to the applicable labour relations board. Depending on the number of cards signed, the labour relations board may grant automatic certification or hold a secret-ballot vote. If 50 percent of those casting ballots vote in favour of the union, the union is certified.

Issuance of certificate by the labour relations board. A certificate is then issued granting the union the right to represent the employees as a recognized union under the applicable labour relations legislation.

Election of a bargaining committee and contract negotiations. Once the certificate has been issued, a bargaining committee is elected by the union membership. A national or international union representative generally works with this local union committee to negotiate a collective agreement with the company. Bargaining committees are often assisted by specialists in benefits and health and safety.

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113. Explain the impact of unionization on managers.

ANSWER: The unionization of employees can affect managers in several ways:

- Can affect management's prerogatives in making decisions about employees.
- Restricts management's freedom to formulate HR policy unilaterally.
- Typically, unions will try to achieve greater participation in management decisions that affect their members (e.g., productivity standards, job content, etc.). Employers may claim these decisions are management rights; however, these rights are subject to challenge and erosion by the union.
- Terms of the collective agreement determine how employees can be directed and how they can be disciplined.
- Specific content language of the collective agreement can reduce the manager or supervisor's ability to manage in such areas as scheduling, training, transfers, performance evaluation, promotions, etc.

114. How do unions and management employ bargaining power in negotiations?

ANSWER: The bargaining power of the union may be exercised by striking or picketing, boycotting the employer's products and by obtaining strike authorization from their members to strengthen the position of union leaders in negotiations.

The employer's power rests largely on being able to continue operations in the face of a strike or to shut down operations entirely. Methods include operating using supervisory and non-striking personnel, utilizing technology and automation, transferring operations to other locations, outsourcing, and hiring replacement workers where permitted by law.