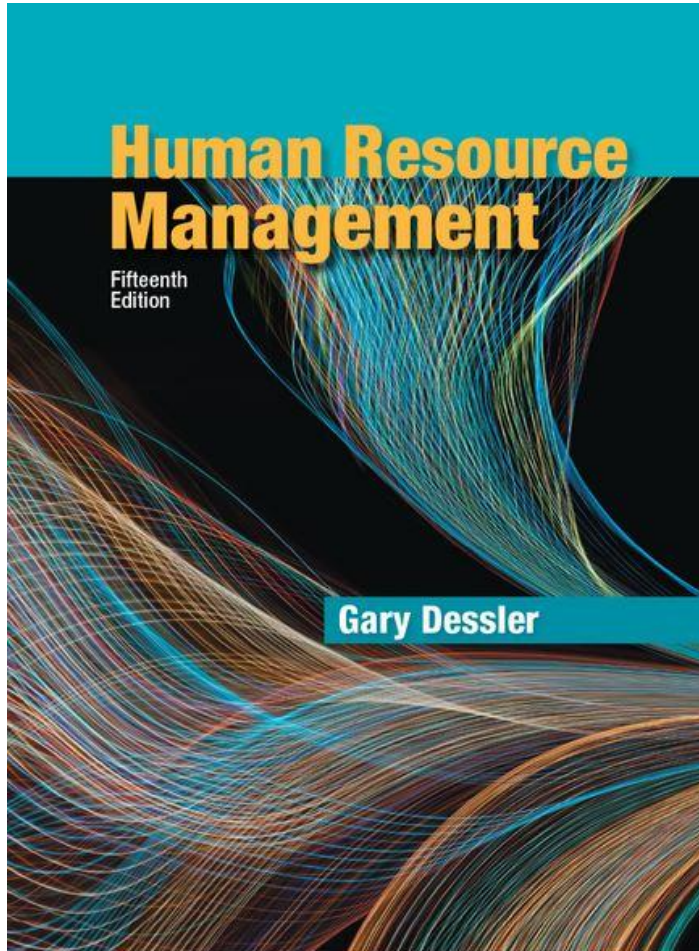


Human Resource Management

Fifteenth Edition



Chapter 15

Labor Relations and Collective Bargaining

Learning Objectives (1 of 2)

- 15-1. Give a brief history of the American labor movement.
- 15-2. Discuss the main features of at least three major pieces of labor legislation.
- 15-3. Present examples of what to expect during the union drive and election.



Learning Objectives (2 of 2)

- 15-4. Illustrate with examples of bargaining that is not in good faith.
- 15-5. Develop a grievance procedure.
- 15-6. Describe a strategy for cooperative labor relations.

I.

**Give a brief history of the
American labor movement.**

The Labor Movement

- Union membership is down, about 14 million U.S. workers belong to unions.
- Workers still belong to unions—around 11% of the total number of men and women working in America.

Improving Performance: The Strategic Context

The “Anti-Walmart’s” Revenues

Let’s talk about it...

Why Do Workers Organize?



Employee Engagement and Unionization

Engaged vs. Dis-Engaged Employees



What Do Unions Want?

- Union Security
- Improved wages
- Hours
- Working Conditions
- Benefits



Why Do Workers Organize

- Why do workers organize?
 - The bottom line
- What do unions want?
 - Union security
 - Improved wages, hours, and benefits
- The AFL-CIO and the SEIU

The AFL-CIO and the SEIU

1. Local - Single Chapter
2. National Union
3. Federation - The AFL-CIO and the SEIU



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II.

Discuss the main features of at least three major pieces of labor legislation.

Unions and the Law



Period of Strong Encouragement

- **The Norris-LaGuardia (1932)**
 - Right to Collective Bargain
 - Yellow Dog Contract unenforceable
 - Limited Courts abilities on Stop Orders
- **National Labor Relations (or Wagner Act) 1935**
 - Unfair Labor practices
 - Secret – Ballot Elections
 - National Labor Relations Board (NLRB)

Period of Modified Encouragement

- **Taft-Hartley Act of 1947 (or Labor Management Relations Act)**
 - Prohibit unfair union labor practices
 - Enumerating the Rights of the Employee as a Union Member
 - Enumerating the Rights of Employers
 - Allowing the President of the United States to bar temporarily National Emergency Strikes

Period of Detailed Regulations

- **The Landrum-Griffin Act (1959)**
(Labor Management Reporting and Disclosure)
 - Bill of Rights
 - Right to Sue
 - Due Process
 - Union Elections



Labor Law Today



III.

Present examples of what to expect during the union drive and election.

The Union Drive and Election (1 of 5)

Step 1: Initial contact

- Labor relations consultants
- Union salting



The Union Drive and Election (2 of 5)

Step 2: Obtaining authorization cards

Figure 15-2 Sample Authorization Card

SAMPLES UNIONS of AMERICA
Authorization for Representation

I hereby authorize Local 409 of the SAMPLES union to be my exclusive representative for the purposes of collective bargaining with my employer. I understand that my signature on this card may be used to obtain certification of Local 409 as our exclusive bargaining representative without an election.

This card will verify that I have applied for union membership and that effective _____ I hereby authorize you to deduct each pay period from my earnings an amount equal to the regular current rate of monthly union dues and initiation fee.

Employer: _____ **Worksite:** _____

Date: _____ **Name:** _____

Street Address: _____ **City:** _____ **Zip code:** _____

Home Phone: _____ **Cell Phone:** _____ **Home E-mail:** _____

Department: _____

Job Title/Classification: _____

Signature: _____

You must print and mail in this authorization card for it to be recognized. Only original cards are valid and should be submitted. Mail to:

SAMPLES Unions of America, Local 409
301 Samples Way
Miami, FL 33101

The Union Drive and Election (3 of 5)

Step 3: Hold a hearing

- Enough evidence
- Determine the Bargaining Unit



The Union Drive and Election (4 of 5)

Step 4: The Campaign

- Union efforts to win votes
- Management efforts to win votes



The Union Drive and Election (5 of 5)

Step 5: The Election

- Occurs within 30 to 60 days
- Secret Ballot

Figure 15-3 Sample NLRB Ballot

UNITED STATES OF AMERICA
National Labor Relations Board
OFFICIAL SECRET BALLOT
FOR CERTAIN EMPLOYEES OF

Do you wish to be represented for purposes of collective bargaining by —

MARK AN "S" IN THE SQUARE OF YOUR CHOICE

YES	NO
<input type="checkbox"/>	<input type="checkbox"/>

DO NOT SIGN THIS BALLOT. Fold and drop in ballot box.
If you spoil this ballot return it to the Board Agent for a new one.

How to Lose an NLRB Election

1. Asleep at the switch
2. Appointing a committee
3. Concentrating on money and benefits
4. Delegating too much to divisions



What to Expect the Union to Do to Win the Election

- Data analyzed from 261 NLRB elections to boost unions' chances they'll win an election



The Supervisor's Role

- T.I.P.S.
- F.O.R.E.



Know Your Employment Law

Rules Regarding Literature and Solicitation

Let's take a look...

Decertification Elections: Ousting the Union

- The law grants employees the right to terminate (decertify) their union's right to represent them.
- Decertification campaigns are similar to certification campaigns.

Improving Performance: HR Practices Around the Globe

France Comes to the Worker's Aid

Let's talk about it...

IV.

Illustrate with examples of bargaining that is not in good faith.

The Collective Bargaining Process (1 of 2)

- What is collective bargaining?
- What is good faith?
- The Negotiating team



The Collective Bargaining Process (2 of 2)

- Costing the Contract
- Bargaining items
 - Mandatory items
 - Voluntary items
 - Illegal items
- Bargaining hints



Impasses, Mediation, and Strikes



Stacy Walsh Rosenstock/Alamy

Trends Shaping HR: Digital and Social Media

Unions Go Digital

Let's take a look...

The Contract Agreement

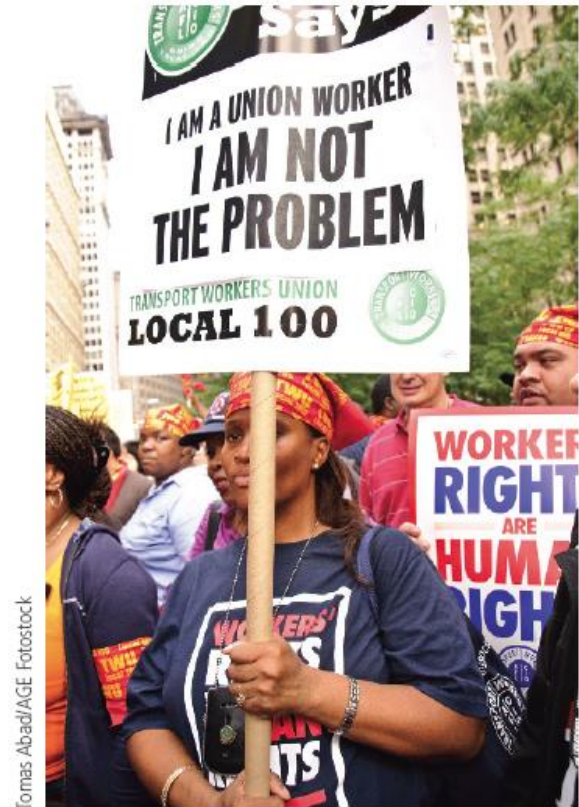


V.

Develop a grievance procedure.

Dealing with Disputes and Grievances

- Grievance Process
- Sources of Grievances
- The Grievance Procedure
- Guidelines for Handling Grievances



IMPROVING PERFORMANCE: HR Tools For Line Managers and Small Businesses

How to Handle a Grievance Situation

Let's talk about it...

VI.

Describe a strategy for cooperative labor relations.

The Union Movement Today and Tomorrow

- Why union membership is down
- What Are Unions Doing About It?
 - Aggressively Organizing
 - Pushing Congress
 - Class Action suits
- Cooperative Clauses

Chapter 15 Review

What you should now know....

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