

## CHAPTER 1

# UNIONS: OBJECTIVES, PROCESSES, AND STRUCTURE

### Preface

In this chapter students will begin their exploration of unions in Canada. In particular, students will examine union objectives, processes and structure. Union membership and union operations will also be discussed in relation to how unions function. Unions are key across a prominent business partner in the labour relations system.

### Learning Objectives

- 1.1 Outline the strategic goals of unions.
- 1.2 Describe union membership.
- 1.3 Explain the types of unions.
- 1.4 Outline the objectives and processes of unions.
- 1.5 Appreciate the various union structures and functions.

### Outline/Table of Contents

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### Lecture Outline/Syllabus

#### **I. Union Objectives**

Unionization is based on the principle that employees may have little or no individual power when dealing with their employer, but as a group they can realize their collective power and improve their terms and conditions of employment. Therefore, a union or trade union is an organization, external to and also within a work setting, that has the primary objective of improving the employee compensation and working conditions it represents. These organizations have four main objectives.

**Union** is an organization, external to and also within a work setting, that has the primary objective of improving the employee compensation and working conditions it represents.

Union density is the percentage of non-agricultural workers who are union members. It indicates the percentage of potential union members who have actually joined a union. Union density is

not the same as the percentage of employees covered by a collective agreement. There are situations where more employees are covered by a collective agreement and do not become union members. Although in some situations employees are required to become union members, this is not always the case. This compares to union coverage which is the percentage of employees covered by a collective agreement, including those who do not become union members.

In most Canadian jurisdictions, the law allows for union dues to be deducted from the pay of all bargaining unit employees at the request of the union. Compulsory union membership may also be a stated requirement in a collective agreement. The more favourable union security provisions in Canada may assist unions by providing a secure financial base for their operations and by eliminating the contentious issue of the deduction of dues from the negotiation of first collective agreements. Labour relations legislation is also quickly and strictly enforced in Canada. In Canada, legislation grants bargaining rights to public-sector employees, and a union's right to strike during collective bargaining.

## Union Members

**Employment Status, Full- vs. Part-Time** The organization of part-time employees continues to be a challenge for unions. Many such employees are employed in the private-service sector, where unions have had difficulty organizing in the past. Part-time employees may not be engaged with the same employer for long periods of time, which also can challenge union organizers. Further, the use of part-time employees has been a source of conflict between unions and employers. Unions have sought to establish or continue contract provisions that restrict the use of non-union part-time employees. One example of a long struggle by a union to certify part-time employees was OPSEU's successful campaign to represent 20,000 teaching staff at Ontario community colleges.

**Increase in Female Membership** From 2015 to 2022, the union coverage for Canadian male employees rose slightly from 2,282 to 2,327. While female employees over the same period rose from 2,407.5 to 2,687.4.

One reason for the decline in the unionization rate for young men was the employment shift from industries and occupations with high unionization rates, such as construction and manufacturing, to industries and occupations with lower rates, such as retail trade and professional services. However, employment shifts were not the sole reason for changes in the unionization rate.

Union members may have higher levels of education than is commonly perceived. In particular, 31 percent of union members have a post-secondary certificate or diploma, while 30 percent have a university degree.

Historically, a distinction has been drawn between **craft unions** and **industrial unions**. Craft unions may be traced back to the guild system of the Middle Ages, where skilled craftsmen provided goods and services needed in their community. Blacksmiths, glaziers, carpenters, among many skilled artisans, also trained apprentices to succeed them, set prices for their work and provided financial support to their peers in times of injury or illness. A craft union limits its

membership to a particular trade or occupation such as electricians or airline pilots. The Brick and Allied Craft Union of Canada is an example. Such unions have also been referred to as horizontal unions because they organize employees across different firms. An industrial union, on the other hand, organizes different types of employees in an organization, including skilled and unskilled workers. Unifor is an example of an industrial union.

The distinction between craft and industrial unions is not as important as it was in the late 19th and early 20th centuries. Then, it was one of the factors sharply dividing the labour movement. Craft unions, the first to develop in North America, did not support the development of industrial unions.

In the past, there has also been a distinction between public-sector and private-sector unions. This distinction is breaking down as public-sector unions are now organizing employees in the private sector and vice versa. The Canadian Union of Public Employees (CUPE) has organized employees in the airline industry; Unifor has organized employees in the federal public service; and the United Steelworkers Union (USW) has organized taxi drivers and grocery store employees. In short, the name of a union no longer indicates the type of employees represented. It is possible that several unions could organize workers in the same industry. For example, Unifor, CUPE and other unions have organized casino employees.

## **II. Union Objectives and Processes**

### **Improving Terms and Conditions of Work**

Unions seek to improve wages, benefits, and other terms of work for the employees they represent. Although this is largely an economic role, this objective also includes non-economic issues such as health and safety, work hours and job security. Some of the improvements in working terms that unions are able to achieve will be adopted in the non-union sector. Although organizing employees, contract negotiations, strikes and walkouts and grievance and arbitration processes are the most familiar union methods used to improve terms or conditions of work. Unions also participate with employers in joint labour-management committees focused on workplace issues such as health and safety or layoff redeployment that will benefit employees. Unions may engage in unilateral action, such as providing training to their members relating to harassment, which will improve the employee's workplace experience.

Political activity by unions includes lobbying for changes in legislation that will facilitate the organization of employees. For example, the United Food and Commercial Workers union (UFCW) has lobbied to change legislation that prohibits agricultural workers from organizing in some provinces. Political activity could also involve working to elect a government that will pass legislation that could help a union negotiate more favourable terms of employment, such as a ban on replacement workers during a strike. Some public relations efforts by unions are aimed at convincing members of the community to support particular unions during contract negotiations with employers. This is especially significant in the public sector where unions have used various forms of media advertising to try to obtain public support.

**Protecting Employees Against Arbitrary Management Action**

Unions, through terms that are negotiated in the collective agreement, can protect employees from arbitrary management decisions. For example, the grievance and arbitration process, can be used to challenge rules established by management. A union may be able to protect freedom of speech through the collective agreement and the grievance process. For example, during the COVID-19 pandemic, unions such as the Public Service Alliance of Canada encouraged their members to be vaccinated against the virus, however also protected employees who did not want to vaccinate when required by their employer.

**Providing a Process for Conflict Resolution and Employee Input**

By providing a process for the resolution of conflict and employee input, unions may assist employers and increase productivity. As well, union input may facilitate change to working conditions that, in the past, have caused employees to quit. Unions can play a problem-solving role with employers, which may increase efficiency. The grievance and arbitration process and union-management committees are the key methods used here.

**Pursuing Economic and Social Change**

Unions also have objectives for the wider society beyond the work setting. One such change is the British Columbia Teachers' Union advocating for universities to increase university education degrees to offset the teacher shortage in that province.

**III. Union Structure and Functions**

Unions should be considered a business partner seeking to organize and represent employees regarding their terms and conditions of employment with an employer. Businesses have organizational structures that range from simple to complex in design and function.

**Union Local**

The union local, or simply the local, is an administrative unit of a national or international union organization. The roles and responsibilities of union locals are set out in the required constitution and bylaws of the larger sometimes referred to as parent" union organizational structures. There are over 14,000 locals in Canada.

Many union locals have a membership consisting of those who work for one employer in a municipality. Others have members who work for different employers in a municipality. The latter may be referred to as amalgamated or composite locals; an example is Unifor Local 52A representing hundreds of educational support and administrative employees in schools across northern Alberta.

An employer might work with one or more locals that belong to one or more unions. In the simplest case, an employer might work with one local of a union. An example would be the production employees in an auto parts plant who are represented by a local of Unifor. A college could have employees that belong to two locals of the same union, one for faculty and one for

support employees. Each local would have its own collective agreement with the employer. In a more complex situation, an employer might work with several locals, each belonging to a different union. For example, a large urban hospital might deal with several locals belonging to different unions that represent nursing, clerical, maintenance, and kitchen employees.

Unions operate on democratic principles that give their members a direct voice in decision-making regarding union matters. Local members will elect the officers, usually a president, secretary, treasurer and stewards. Some locals may have an executive committee with members serving in leadership positions. In larger locals, some officers may hold their union positions full-time, but in many locals the officers serve on a part-time basis. Larger locals may also have paid administrative staff.

A local can have its own bylaws and constitution; however, these must comply with any constitutional provisions of its national or international union authority. The bylaws set out matters relating to the governance of the local, including election and duties of officers as well as rules regarding meetings and committee structures. The executive of the local usually has the authority to deal with the employer on day-to-day labour relations issues. Some unions require a general membership meeting to be held within specified times, while others allow for general membership meetings to be held when needed.

A key liaison between the parent union head office and its local branches is the **business agent**. This is a resource person who, based on their experience and training, work for one or more union locals handling grievances, assisting with contract negotiation and providing other administrative or consulting services. Union locals obtain their operating funds from union dues. The amount of dues is determined by the parent union or at the union local level. The union and employer may agree to deduct dues on a regular basis from the pay cheques of union members and remit the money to the parent union. Dues are a specified percentage of an employee's earnings, typically 1 to 2 percent, determined through a voting process by the union membership. Unions prefer to base dues on a percentage of earnings to avoid having to go to the membership to have dues increased as earnings rise. A percentage of dues may be allocated to specific areas, such as establishing a strike fund.

The local might be involved with one or more of the functions, depending on its size, the parent union and the industry.

Most locals have a key role to play in contract negotiation with the employer, which is frequently done at the local level. Although there is some variation between unions, the local usually plays a key role in the day-to-day administration of the collective agreement. If an employee thinks the collective agreement has been violated, they contact their steward or the chief steward of the union local to file a grievance.

Union locals may also become involved with the education of their members, often with the assistance of a national or international representative. For example, a local could provide training relating to the filing of a grievance. Some locals engage in charitable work such as the United Way campaign or other community affairs. Union locals may get involved in political issues. Although national unions and other union bodies deal with political questions at the

provincial. Territorial, and national levels, a large local may also get involved in such matters, often through a labour council.

### **Independent Local Unions**

Unions that do not belong to a national or international union, such as faculty associations at some universities, are known as independent local unions. They are different from the previously discussed union local. These unions make up only 3.9 percent (188,609) of union membership in Canada. They do not have access to the kind of support or services that national and international unions provide to their locals. Independent local unions are not affiliated with a parent national or international union.

### **National and International Unions**

The vast majority of union locals in Canada are associated with a national or international union. A generic term for these larger organizational units is parent unions. The term national union refers to a union whose membership is confined to Canada, although it may not have members in numerous provinces and territories. Thus, CUPE and Unifor, but also the British Columbia Nurses Union and the Ontario Secondary School Teachers' Federation, are national unions.

An international union has members in more than one country such as both Canada and the United States with its headquarters in one of the countries. The United Food and Commercial Workers International Union and the United Steelworkers of America are examples of international unions.

At the time of union certification at a workplace, government labour boards require the sponsoring parent union to present evidence that it is a democratically governed organization. The supreme governing mechanism of the union is the convention, a general meeting typically held every one or two years, to which union locals are entitled to send member delegates. In most cases, the number of delegates sent by a local is based upon the size of the local; however, in a few exceptional cases, all locals are entitled to the same representation. At the convention, officers are elected, policy matters are discussed, and resolutions voted upon. Unions also demonstrate their democratic principles through governing documents such as a constitution and bylaws.

The relationship between the parent national or international union and its union locals may affect an employer. The constitution of a provincial or territorial union may prevent or limit the authority of union local officers in dealings with an employer. For example, a national representative's signature may be required on all grievance settlements. The national or international union may also influence the demands negotiated by the union local. Or, in contract negotiations, the national representative may warn union local negotiators not to agree to any language in the renewed agreement that endorsed contracting out practices by the employer. Other parent unions may provide more discretion to their local executive leaders in these and other matters. Although it rarely occurs, the constitution of a union will provide for the possible trusteeship of a local—that is, the national or international union may take control of the local's affairs if it fails to comply with the union's constitution, directives or financial affairs. National and international unions have several key functions, most of which relate to providing assistance to their union locals.

**Trusteeship** refers to a parent union temporarily taking direct control of one of its union locals. The parent union serves as a key resource centre to its union locals. As noted earlier, the business agent from the parent union office advises the union local executive members of available resources and services to assist in the day-to-day administration of the collective agreement and other labour relations needs. It may assist locals with the grievance process by providing one or more of the following: advice on the interpretation of the collective agreement, a database of previous arbitration decisions interpreting the collective agreement, research on related arbitration decisions and a grievance officer or lawyer to appear for the local at an arbitration hearing. Parent union staff may be called on to assist locals with contract negotiations by providing research information on collective agreements in the industry and by sending a representative to be part of the bargaining team negotiating with the employer. It may also offer training in various subjects to union local stewards, including the health and safety inspections, human rights complaints, media relations and return-to-work planning for injured workers.

Unions also seek to influence government legislation and policy directions through lobbying, advertising and appearances before parliamentary and legislative committees. Parent unions have also turned to the courts to achieve their objectives. National and international unions also provide financial assistance and expertise to locals on strike action and attempts to organize non-unionized workers.

### **Labour Federations and Congresses**

Labour relations history has shown a desire of unions to form umbrella organizations to represent their interests to governments and to serve their membership on other matters of importance. In Canada, such contemporary union organizations include labour federations and labour congresses. Every province and territory except Nunavut has a labour federation, belonging to a national umbrella body known as the Canadian Labour Congress (CLC).

Provincial and territorial labour federations are involved in lobbying the provincial and territorial governments regarding employment and labour relations legislation, pursuing provincial economic and social policy favourable to employee, conducting research related to workplace issues, educating members, and supporting unions on strike.

Oversight of Canadian employment and labour relations is divided between federal, provincial, and territorial jurisdictions, with provinces and territories regulating 90 percent of employers. A key role performed by labour federations is lobbying provincial governments regarding changes to employment standards and labour legislation and policy directions. When a province or territory is considering amendments to workplace legislation, the provincial federation of labour will put forward a union position. For example, in early 2018, the Ontario Federation of Labour (OFL) supported new provincial legislation, the Pay Transparency Act, requiring employers to disclose their wages to demonstrate compliance with their existing legal obligations under Ontario's Human Rights Code and the Pay Equity Act. Employers in the Ontario Public Service will first be required to adhere to the pay transparency obligations. Subsequently, following consultations, the obligation will then be extended to employers with more than 500 employees and finally, to those with more than 250 employees. The OFL endorsed the recommendations put

forth by the Equal Pay Coalition to strengthen the Pay Transparency Act, including that it must apply to all private- and public-sector employers with more than 10 employees to match the Pay Equity Act. The OFL argued that although all Ontario employers are required to deliver discrimination-free pay under the Pay Equity Act, the reality is that more than half of employers have created and perpetuated the gender pay gap. As a result, on average, Ontario women earn approximately 76.2 cents for every dollar that men earn. <https://canadianwomen.org/the-facts/the-gender-pay-gap/> This gap is significantly more pronounced for Indigenous, racialized and immigrant women as well as women with disabilities.

An example of advocacy and educational work performed by labour federation is seen at the British Columbia Federation of Labour (BCFED). The Young Workers' Committee (YWC) is a standing committee of the BCFED dedicated to encouraging union participation among young people. The committee discusses inequity that young workers face as a result of discriminatory beliefs, policies and legislation. The Young Workers' Committee (YWC) fights on behalf of all working people in British Columbia for better employment standards and safer working conditions. The YWC educates students in high schools about employment standards and workers' rights, as well as the role unions play in improving our society. Young workers' committee meetings are open to any union member 30 years old and younger, with monthly meetings at the BC Federation of Labour office.

Provincial federations of labour do not become directly involved in the negotiation or administration of collective agreements. Union locals handle the negotiation and administration of collective agreements with the assistance of their national or international union.

**NATIONAL LABOUR CONGRESSES** The largest Canadian national labour congress is the Canadian Labour Congress (CLC), which more than 3 million Canadian employees across national, international and directly chartered unions in the country. <https://www.equalpayinternationalcoalition.org/members/the-canadian-labour-congress/> A directly chartered union is a local union that has received a charter directly from a labour congress and is not part of a national or international union. There are only a few such unions, and their membership amounts to only about 1.9 percent of total Canadian union membership, mostly chartered by one of several Quebec labour congresses

Directly chartered union receives a charter from a labour congress and is not affiliated with a national or international union.

The constitution of the Canadian Labour Congress sets out how the CLC is organized and governed). Unions that belong to the CLC send delegates to a convention that is held every two years. The conventions elect officers who are responsible for the operations of the CLC between conventions.

One of the key responsibilities of the Canadian Labour Congress is pursuing changes that are favourable to employees and unions in federal employment and labour relations legislation. For example, the CLC advocates in Parliament and in the courts to advance legislation that improves the work lives of Canadians, such as workplace safety, collective bargaining rights and employment equity. The Canadian Labour Congress comments on numerous social and



economic issues that impact Canadians. In a news release in early 2018, the CLC called on the federal government to address 11 key issues in its annual budget, including: a commitment to universal pharmacare; funding for a public education campaign on gender-based harassment and violence; and a “Just Transition” training and adjustment fund for workers affected by climate change and the transition to a low-carbon economy, automation and the digitization of work and job losses caused by trade agreements.

The CLC has a code of ethical practices in its constitution, which provides for adequate membership meetings in union locals, democratic elections and honest financial management. A union that fails to adhere to this code can be suspended. The CLC also utilizes a disputes protocol, the purpose of which is to prevent raiding between affiliated unions and to establish a procedure for employees to change unions. Labour Relations 4-2 describes an incident on the subject of raiding involving the Canadian Labour Congress. Raiding refers to one union persuading members of another union to change unions. The practice is generally discouraged in the labour movement, but if the raiding union successfully applies to represent the employees, a situation that is elaborated upon in Chapter 6, it replaces the first union and becomes the bargaining agent for the employees. The CLC also represents Canadian unions in international labour organizations regarding issues on employee rights and social justice.

It should be noted that the CLC does not become directly involved in contract negotiation or the grievance process. It holds workshops and provides materials relating to topics such as union organization, legislation, and contract negotiation. Although employers may have contact with national or international union representatives, they are unlikely to have any dealings with CLC staff.

## **Labour Councils**

A labour council is an association of unions in a municipality or region, such as the Vancouver and District Labour Council. These councils work to improve their communities as well as to advance the interests of unions at the regional or municipal level. Their functions include community and charity work, political activity at the local or regional level, training and education on union topics and assisting union locals on strike. An example of the range of community and labour relations issues of interest to a labour council may be seen at the Toronto and York Region Labour Council's website. Labour councils do not become directly involved with employers in the negotiation or administration of collective agreements.

Union locals belonging to a labour council pay a levy based on the size of their memberships and are represented by delegates who elect officers to do most of the council's work. The council will have a constitution and bylaws. The constitution of the Canadian Labour Congress requires its affiliated unions to join the labour council in their region; however, some CLC-affiliated locals have not done so.

## Other Features of Union Structure

**UNION FRAGMENTATION** By international standards, Canada has a large number of small unions, even though the trend has been toward unions with a membership of 50,000 or more. Eight of those unions—five of which were national and three international—represented 100,000 or more workers each and comprised 45.1 percent of all unionized workers in Canada. At the other end of the spectrum, 282 unions had less than 1,000 members each and 140 unions each had between 1,000 and 9,999 members. Small parent unions with small local membership may lack sufficient resources to fully support union-wide or union local-specific needs such as new member organizing drives, contract negotiation and the grievance and arbitration consultations.

**CANADIANIZING OF UNIONS** In Canada, unions can be divided into four main types: national, international, independent local organization and directly chartered locals (those directly chartered by a labour congress). In the early 1900s, 95 percent of Canadian union members belonged to US-based international unions. In 2015, a strong majority (69.7%) of unionized workers in this country were affiliated with national unions. International unions accounted for almost 25 percent of unionized workers, followed by independent local organizations (3.9%) and directly chartered locals (1.5%).

There are several reasons for this increase in national union membership relative to international union membership. Some Canadian union branches broke away from their international unions in recent decades after disagreeing on policy matters. The establishment of unionization in the Canadian public sector also increased national union membership relative to international membership. Canadian unions appear to have been more active than American unions in organizing employees. There does not appear to be any research examining whether national unions have made greater efforts to organize than the Canadian branches of international unions. However, there is evidence that international unions are not as effective in organizing campaigns as Canadian national unions.

**UNIONS AND POLITICS** Unions, and their umbrella organizations, are involved in political activity for a number of reasons. One is to influence labour relations legislation, which extensively regulates union–management relations and can make it more or less difficult for a union to obtain the right to represent employees. In some jurisdictions a union can obtain the right to represent employees on the basis of signed membership cards without a vote of employees.

Unions are also interested in issues that affect employees away from their jobs, such as the privatization of health care, the environment and access to education. They can involve themselves in a number of ways: electing independent labour representatives to parliament; supporting a political party that adopts pro-labour policies; working within and supporting one political party such as the NDP; or using more radical methods such as a general strike. However, they have at times disagreed over what political objectives to pursue and how to pursue them. Legislative changes, the economy and employer policies and practices have all posed challenges. Governments have restricted bargaining outcomes and weakened the position of unions. The economic environment has included periods of recession and the threats posed by free trade. Some employers have fought union certification, and others have engaged in hard bargaining.

## IV. Review Questions

### 1. What are some of the characteristics of Canadian union membership and what is the significance of these features?

Union membership is more prevalent for full-time employees as opposed to part-time employees. Union density for part-time employees is only 23 percent. The low union density amongst part-time employees indicates a weakness of unions. Union membership is now equally divided between males and females. The growth in female membership has increased the importance of issues relating to harassment, childcare, and flexible hours.

Union density for younger employees (persons between 15 and 24) remains low. Almost one quarter of union members have a university degree. These members are more likely employed in professional areas including teaching and nursing. These groups may be interested in issues in addition to money, including workload and a voice in policymaking.

### 2. What are examples of unions objectives and processes in today's workplaces?

Union objectives and processes are summarized in Figure 1-6.

### 3. What are the key functions of a union local?

The functions of a union local are summarized in Figure 1-8.

### 4. What is a key distinguishing characteristic between national and international unions?

Both national and international unions are composed of affiliated locals and have their own officers. The distinguishing feature is that a national union such as the CAW only has members in Canada, whereas an international union such as the UFCW has members in both Canada and the United States.

### 5. What are two functions of a parent union in relations to their union locals?

The functions of national and international (parent) unions are summarized in Figure 1-9.

### 6. How is the Canadian Labour Congress different from a national or international union?

The Canadian Labour Congress should be viewed as an association of unions instead of a union. A national or international union assists local unions in connection with contract negotiation and administration. The Canadian Labour Congress does not become involved in these day-to-day union activities.

**7. What is a labour federation? Name two key functions provided to its member unions.**

Labour federations are “umbrella organizations” that represent their interests to governments and to serve their membership on matters of importance. They typically lobbying provincial governments on employment standards legislation, pursue provincial economic and social policies, and support unions while on strike.

**11. What is a labour council? How does it serve unions in its service area?**

A labour council is an association of unions in a municipality or region. Labour Councils become involved in political activity at the municipal or regional level, training and education of union members, community and charity work, and assisting locals on strike.

**V. Discussion Questions****1. What is a key demographic trend you believe is influencing national or international unions?**

Students will identify a variety of trends depending on their discussions or online searches.

**2. Labour congresses in Canada reach out to international union structures such as the International Labour Organization on various issues. Why is such action relevant today?**

The CLC also represents Canadian unions in international labour organizations regarding issues on worker rights and social justice. The text cites the example of the Canada–Colombia Free Trade Agreement (CCOFTA) has been criticized by unions in both countries over incidents where employee expressing interest in joining a union were terminated. This is an example where the CLC has lobbied the Canadian government to adopt social justice policies with a foreign country.

**VI. Web Research**

Students should observe that Liuna is an International Union with affiliated Canadian unions. They were also historically a craft union that is now more industrial in nature. Both the websites should identify current socio-political issues facing workers in the current environment.

**VII. Vignette****How Do Labour Relations and Human Resources Management Fit Together?**

Labour relations is concerned with managing the relationship between employees and their employer in a unionized environment. Labour relations is ultimately focused on employee welfare—rights, working conditions, wages, and benefits. This would include the certification process, negotiating a collective bargaining agreement, strikes, lockouts, and dispute resolution. Human resources management (HRM) involves managing the employee–employer relationship cradle to grave—from when the employee joins the organization until they depart. HRM

professional responsibilities include labour planning, human capital strategy, employee recruitment and selection, training and development, compensation, occupational health and safety, employee relations, and labour relations.

Labour relations can be held within the HRM department or a separate department in other organizations. While the HRM business partners include the employees, employer, government, and the broader community, labour relations has an additional business partner of the union. Some organizations work with one union; other organizations work with multiple unions.

Further, labour relations is tasked with ensuring a healthy and safe work environment, discouraging unfair labour practices, and reducing labour disputes and disruptions, while HRM ensures that the human capital is in place to achieve the organizational goals and objectives. Importantly, labour relations and HRM share the responsibility of ensuring an inclusive, diverse, and equitable work environment.

### Sources

Davoran, Julie. "Labour Union vs. Human Resource Management Functions." AZCentral (n.d.), accessed February 2022, <https://yourbusiness.azcentral.com/labor-union-vs-humanresource-management-functions-12870.html>

## VIII. Case Incident: A Raise in Pay, But....

### 1. What are the different roles played by federations of labour and labour councils?

In this case, the labour federation called for a National Day of Action in protest of the actions of the employer with some success. This is an effort to bring to the attention of legislators the need to protect workers from unilateral actions of the employer when legislation is changes. The local Labour Council arranged protest in Windsor where union representatives indicating that if a union was in place steps would be taken to resolve their concerns. This is done to make unionizing for these employees more attractive.

### 2. How could the respective roles of these two labour organization influence action by other parties to address the concerns raised by affected Tim Horton's employees?

In this case, the other two parties are the provincial or territorial government, Tim Horton's franchise owners, and Tim Horton's corporation. Their actions could influence the provincial or territorial government to enact additional legislation to protect employees. Local franchise owners may also not implement similar cost containment strategies in order to avoid similar negative public relations. Tim Horton's corporation may adopt policies to guide franchise owners for future legislative changes.

**3. As an HRM professional at Tim Horton's corporate office, what steps would you suggest to senior management to handle this situation and hopefully avoid the employees joining a union?**

This case highlights the sensitive nature of the relationship between corporations and their franchise owners. From a legal perspective, the franchise owner is independently responsible for meeting the employment standards legislation and the company wishes to keep a hands length relationship with respect to any liability. The corporation could take a union avoidance strategy and suggest to franchise owners not to transfer costs of legislative changes to the employees.