

The Evergreen State College
Masters Program in Public Administration
Labor Relations in the Public Sector
Winter 2013 Syllabus 10/6/12

Labor Relations in the Public Sector

Instructor: David Halverstadt

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CRN 20185 (2 credits)

MEETS: 1 Weekend: Jan 11-13

LOCATION: Evergreen Campus

Description

Managers in the Public Sector are frequently operating in a public unionized environment. To successfully manage in this environment, it is critically important that managers/administrators understand the key elements that influence and govern the labor- management relationship.

We will cover such topics as a brief history of how unions have evolved in the last 100 years, the legal basis for labor organizations, how unions organize for an election campaign, the collective bargaining process, contract administration, and behaviors managers need to avoid to prevent grievances and other related conflicts.

Learning Objectives: In this course students will learn:

1. The legal basis for unions
2. How unions are formed: the union organization and election process:
Union organizing to form a bargaining unit
Union election process
Certifications of Union Elections
3. Future trends in the labor movement
4. Essentials Skills to successfully work with public sector labor organizations.
5. How to make labor organizations an ally when managing employees.
6. Behaviors to avoid when managing in a public sector unionized environment
7. The ability to review and reexamine a manager's attitude toward public sector labor organizations based on new knowledge.
8. How to work with unions for best results.
9. An understanding of the collective bargaining process: strategies for negotiation and bargaining, mandatory subjects of bargaining and the process to bargain these subject areas.
10. Knowledge of how labor contracts are administered including becoming knowledgeable about grievances and unfair labor practices.
11. An understanding of how to resolve labor disputes at the lowest possible level.

Credit and Evaluation

Students will receive 2 credits at the completion of the course if all course requirements have been successfully completed. Plagiarism (using other people's work as your own), failing to complete one or more assignments late (without having made arrangements before the due date), or multiple absences may be grounds for credit denial. Consistent with MPA program requirements, a self-evaluation and Instructor evaluation will be required for credit.

Within two weeks of the beginning of the course or sooner if possible, the Instructor will e mail all students with additional information about all of the following course content.

Course Content: Students will read and be prepared to discuss the following content documents:

1. The legal basis for unions:

Read Chapter 17 from Employment Law for Business, Pages 638-686
Read the following material: Developing Labor Law, Pages 3-73

2. How unions are formed: union organization and the election process:

Read Understanding Unionization and Collective Bargaining
Pages 577-592

Fordham Law Review Article: Determination of Appropriate Bargaining Unit by NLRB:
Principles, Rules and Policies

3. Collective Bargaining in the Public Sector:

Collective Bargaining: Santa Fe Fire Department

SHRM Article: Negotiating and Administering Collective Bargaining Agreements.

Structuring Collective Bargaining in the Public Sector, Ralph K. Winter, Yale Law School
Review

4. A Collective Bargaining Agreement

AFSCME Collective Bargaining Agreement

5. Contract Administration

<http://dspace.library.cornell.edu/bitstream/1813/2594/1/Paul%20Hayes%20Thesis%20Draft%20II%20formatted%20edited.pdf>

<http://pages.uoregon.edu/lerc/public/pdfs/percpastpracmittenhall.pdf>

6. Current and future trends in Labor Organizations

New Organizing and Organizational Strategies toward a reinvented Labor Movement. (Future works)

Public Sector Union Bargaining Rights: Does Public Sector Union Bargaining Rights Reform Portend a General referendum on Organized Labor? Jackson Lewis.
Rethinking Union Structures; Rebuilding Union Capacity
Wisconsin Public Sector Labor Dispute by Paul Secunda, Marquette University

7. Essentials Skills to Successfully work with Public Sector Labor Organizations:
See emailed articles

SHRM Article: Rebirth of Labor Relations
SHRM article: Preparing for the Possibility of Union organizing
Working with Unions on a Daily Basis, Jerry Armstrong, City of Bloomington Minnesota.
How to Improve Working Relationships with the Employee Union

8. How Companies are Changing Approaches to Working with Unions

HR Management Practices and Worker desires for Union Representation
by Jack Fiorito,

Union Management Cooperation: Can a Company Move from Adversarial to Cooperation using Interest Based bargaining (IBB)? Jane Ostrowsky, University of Rhode Island.

<http://search.proquest.com/docview/431173897/13A22BCC85B2CA84A41/1?accountid=36264>

Assignments:

1. Read all material referenced in the syllabus prior to the class weekend which is January 18-20, 2013. Be prepared to discuss this material by the class dates in January, 2013
2. Write an 8 to 12 page research paper on a labor relations topic approved by the Instructor in advance. Hard copy of this paper is due March 15, 2013.

Expectations

Students

_ Attend every class; be on time. Participation includes speaking in class, listening to others, taking notes, completing class interactive exercises, and listening to and dialoging with the guest speakers. If an absence is unavoidable, seminar Instructor must be notified prior to a class and/or seminar absence. After one absence per quarter, make-up work may be assigned at Instructor discretion, on a case-by-case basis. Makeup work must be completed by the end of the quarter in question to ensure full receipt of course credit.

Comply with TESC Student Conduct Code: [student conduct code](#).

Writing is expected to be of the highest quality, clear with accurate grammar and spelling.

Students are encouraged, and may be required, to work with the Graduate Writing Assistant.

Students will receive 2 graduate credits at the completion of each quarter if all course requirements have been satisfactorily completed to meet course objectives. No partial

credit will be awarded. Incompletes will not be offered. Credit denial decisions will be made by the Instructor. Denial of credit for two terms of core may result in expulsion from the MPA program. Plagiarism (i.e., using other peoples' work as your own), failing to complete one or more assignments, completing one or more assignments late (without having made arrangements *before* the due date), or multiple absences may constitute denial of total credit. Unexcused absences or lack of academic work may result in no credit at the discretion of the Instructor. Students will also be evaluated based upon their progress towards the learning goals that will be assessed from classroom, seminar, and assignment performance. The Instructor makes decisions for no credit when necessary, based on absence or failure to meet academic course requirements.

Students are required to have an Evergreen e-mail account for communication about class work and to participate in program list serves.

Computer and Internet access are required to complete course work outside of class.

Cell phones may be on but ringers need to be off during seminars and presentations.

Hard copies of all assignments should be submitted on respective due dates.

Students are expected to take advantage of College resources to maintain academic standards.