

## Contingency, Fit and Flexibility of HRM in Nonprofit Organizations

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This paper focuses on two issues. First, it analyses the relationship between contingencies, strategy and HRM practices of NPOs. Through two case studies of NPOs that have deployed HRM as part of their adaptive strategy, the paper examines the contingencies that underlie the HRM practices. In other words, what are the contingencies and how do they shape the formation and deployment of strategy and HRM practices. Second, it draws on Wright and Snell (1998) fit/flexibility model of strategic HRM to examine the dimensions of fit and flexibility in the actual HRM practices implemented by the case organizations to facilitate strategy. The second purpose of the article also examines the extent to which the focus of HRM balance the goal of achieving fit with the need to facilitate flexibility by developing employees with variety of skills and implementing adaptable practices that will provide the organization with alternatives in order to adapt to change in the environment.

The research findings provide evidence of the linkage between contingencies, strategic choices and the HRM practices deployed by managers of the case organizations. It shows the determinants of horizontal and vertical fit between strategy and HRM practices and indicators of flexibility-focused HRM practices designed to provide strategic alternatives in there is need adapt to change in the environment. The study provides insight into how the case organizations are attempting to position themselves to balance the need to achieve fit with flexibility to cope with change in the environment. However, while the strategic management processes were clearly linked to HRM, the evidence of link between fit and flexibility-focused HRM practices in the case organizations was inconclusive. This suggests that strategic HRM is yet to be fully developed in the case organizations and point to the issue of level of sophistication of HRM practices which has been raised in nonprofit management literature.

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## SALAIRE MINIMUM ET INEGALITES DE REVENU EN TURQUIE

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Ces dernières années, on observe un accroissement de l'intérêt du salaire minimum (SM) dans les politiques économiques et sociales tant dans les pays industrialisés que dans les pays en développement face à l'accroissement des inégalités (BIT, 2009). En Turquie, la croissance réelle du SM pendant la période 1994-2005 a été de 82%. Au cours de cette même période, les inégalités de revenu ont diminué de façon continue (l'indice de Gini a enregistré une baisse de 29%). La simultanéité entre la croissance réelle du SM et l'amélioration de la distribution des revenus au long de cette période soulève hypothèse que le SM serait l'un des facteurs ayant contribué à la réduction des inégalités de revenu entre 1994 et 2005. Le but de cette étude est d'évaluer le potentiel du SM pour l'amélioration de la distribution des revenus.

Nous montrons d'abord à l'aide d'un modèle logit-probit « qui est touché par les hausses du SM ». Afin d'estimer l'effet de l'augmentation du SM sur les changements de la distribution des revenus, nous effectuerons ensuite un ensemble de simulations de la distribution des revenus en utilisant les données de l'enquête nationale auprès de ménages. Les résultats montrent le rôle joué par le SM dans la distribution du revenu individuel et familial par tête, confirment dans le système turc qui dispose de politiques de redistribution faibles et inefficaces, l'importance du SM pour la réduction des inégalités de revenu. Cependant, si le SM peut diminuer les inégalités de revenu, il peut aussi entraîner des destructions d'emplois. L'effet ultime du SM dépend donc aussi de ses effets sur l'emploi. Nous mobiliserons une gamme des élasticités plausibles de la demande de travail afin d'évaluer l'effet du SM sur l'emploi.

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## Private Sector Union Coverage Decline: Examining the Causes

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Over the last several decades, the proportion of employees covered by a collective bargaining agreement in Canada has experienced a steady decline, mainly driven by the decline in the private sector. This decline is affecting all jurisdictions in Canada and has broad policy implications. Factors behind the union coverage decline include structural changes in the economy and labour force (e.g., the decline in traditional manufacturing jobs and certain occupational types), the adoption of a mandatory vote system by several Canadian jurisdictions, and more successful union resisting strategies utilized by employers.

The objective of this paper is to identify and discuss strategic policy implications of the private sector union coverage decline. First, we evaluate unions' impact on workers. Using pooled Workplace and Employment Survey (WES) data, we carry out multiple regression analysis (both probit and log-linear) to identify the precise impact of unions on variables such as wages, non-wage benefits, and working time arrangements. In addition, we examine the role that unions play in society, focusing on wage inequality and the development of Canada's social safety net. Given what we know about unions' effects, we discuss the long-term implications of the private sector union coverage decline from the point of view of workers and public policy.

## INTERNSHIPS FOR YOUTH IN CANADA AND SPAIN: A COMPARATIVE ANALYSIS FROM UN AND EU RECOMMENDATIONS

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United Nations' support for youth employment has been shown once again during the celebration of The International Year of Youth from 12 August 2010 to 11 August 2011. UN commemorates with this event the 25th anniversary of the first IYY, which marked the beginning of a series of performances, organized mainly around the World Programme of Action for Youth. Among its priority objectives lies the increasing of decent work for young people, mainly through education and vocational training. However, despite the efforts made since then, the International Labour Organization report 2010 and the Joint ILO-IMF Conference, held in Oslo in September 2010, stressed that the crisis and the consequent mass unemployment have affected the youth population seriously. Therefore, the study says the current crisis may leave behind a "lost generation".

This leads to a special emphasis on job training and skills acquisition based on closer cooperation between the field of education and the world of companies. In this sense, internships are great for gaining professional experience. The problem is that such traineeships, done in public or private corporations, sometimes replace real jobs and evade duties owed to young workers, such as minimum wage and social security. The lack of a clear legal framework makes it difficult to know whether someone is a worker or not. This is a common issue in Spain and Canada. Written agreements are useful but in the end being a worker depends on the facts of each individual case instead of the name given. The aim of my paper is to develop a comparative analysis of each country and how they can launch the recommendations of UN (and the European recommendations in the case of Spain) in order to increase decent work for young people. The IYY is the best framework for researchers to do this important task for youth.

### **Discrimination in Job Applicant Screening Procedures**

Although it is well documented that Aboriginals are still not proportionately represented in Canadian workplaces, to the authors' knowledge there are no research studies examining the potential discrimination that may occur against this group during the applicant screening process. Furthermore, no studies examine the simultaneous impact of gender (male, female), race (Aboriginal, Caucasian) and qualification level (high, low) at the same time. Our study examines the extent to which these variables play a role in determining whether certain applicants are discriminated against in the hiring process. The focus on Aboriginals in our study was due to the fact they make up a significant segment of the Saskatchewan population, the province in which the study was conducted. In order to examine the three-way effects, eight fictitious resumes were designed that differed in terms of qualification level and name of the applicant, which was altered to account for the applicant's gender and race. These resumes were then randomly distributed to 288 undergraduate students in the form of a 2x2x2 between subjects factorial design. Each respondent viewed one of the eight resume variations and answered a questionnaire in order to determine the perceived suitability of the applicant for the position.

The results indicate a significant three-way interaction between gender, race, and qualification level of the applicants. Qualified Caucasian female applicants were rated most highly by study respondents, followed by qualified Aboriginal male and Aboriginal female applicants. Interestingly, qualification level did not appear to make a difference in the rating of Caucasian male applicants. This group was rated lowest in the qualified category but highest in the unqualified category, indicating that Caucasian males are rated in a similar way regardless of their qualification level. The results also show that unqualified Aboriginal males are rated lowest overall, followed by unqualified Caucasian females. Caucasian females and Aboriginal males appear to benefit most from an increase in qualification level.

Overall, the results of this study indicate that gender and racial discrimination are present in resume screening procedures, but to a greater extent when applicants are unqualified. When qualifications are lacking, gender and race appear to be substituted as heuristics to determine applicant rating. In spite of identical qualifications, respondents rated applicants differently based on their gender and race. Qualification level also appears to be less important for groups that have not historically been the victims of discriminatory selection practices. The results suggest that if disadvantaged groups achieve the appropriate qualifications, they receive the greatest benefit, indicating that principles surrounding employment equity have been somewhat incorporated into our culture. However, there are often systemic barriers to disadvantaged groups being able to receive these higher qualifications, and employers may simply be using qualification level as an excuse to continue subtle discriminatory practices. Further implications for theory, research and practice will be discussed.

Communication : « **Réflexions sur le rôle des ordres des professions réglementées dans l'intégration des immigrants qualifiés récents au Québec** »

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**Résumé**

Depuis l'Accord Canada-Québec relatif à l'immigration et à l'admission temporaire des aubains, la province de Québec a la responsabilité exclusive de sélectionner les immigrants de la catégorie de l'immigration économique. Au Québec, le nombre d'immigrants économiques admis entre 1997 et 2009 a connu une hausse de 194%. En 2009, ces immigrants représentaient 70% des admissions et 91% d'entre eux étaient des immigrants travailleurs qualifiés (Vérificateur général du Québec, 2010). Toutefois, des données montrent que malgré le fait que les travailleurs qualifiés possèdent des caractéristiques leur donnant des possibilités concrètes d'emploi, ces derniers éprouvent plusieurs problèmes liés à leur intégration socioprofessionnelle. En effet, l'observation des tendances récentes des indicateurs quantitatifs et qualitatifs du marché du travail (taux de chômage, taux d'emploi, qualité des emplois occupés, adéquation entre formation et emploi, vitesse d'intégration sur le marché du travail, syndicalisation, niveaux de salaires, etc.) met en évidence des écarts significatifs entre les natifs et les immigrants qualifiés récents (Zietsma, 2010, Chicha, 2010, Boudarbat et Goulet, 2009, Béji et Pellerin, 2010).

Outre les difficultés associées aux barrières linguistiques, au manque de réseaux sociaux et à la demande du marché du travail, les immigrants qualifiés ayant rencontré des difficultés d'intégration évoquent souvent des « barrières structurelles » liées à la difficultés de se faire reconnaître leurs qualifications, acquis et compétences par les ordres professionnels (Chicha, 2010, Girard et al, 2008, Belhassen 2008). La reconnaissance des acquis consiste à vérifier si la formation et l'expérience de travail acquises par un immigrant à l'étranger respectent les normes et les pratiques établies par le Québec. Les ordres professionnels ont leurs propres exigences et peuvent demander à un travailleur immigrant qualifié de réussir des examens de contrôle de ses connaissances ou des formations d'appoint pour obtenir un permis d'exercice. Considérant les différents coûts d'une piètre intégration des immigrants qualifiés récents dans le marché du travail québécois (coûts pour l'immigrant lui-même, pour le gouvernement, pour les entreprises) et considérant l'importance du rôle joué par les ordres professionnels dans le processus de la reconnaissance des acquis et des compétences, l'objet de cette communication est d'asseoir une réflexion sur le comportement de certains ordres professionnels au Québec, ceux qui sont le plus concernés par les flux migratoires, face à la reconnaissance des acquis des immigrants qualifiés récents. Nous tenterons alors de répondre à plusieurs questions : les exigences et pratiques des ordres favorisent-elles la qualité de l'intégration socioprofessionnelle des immigrants qualifiés ou, au contraire, leur bloquent-elles l'accès au marché du travail? Les ordres professionnels agissent-ils en marchés internes afin de protéger un noyau d'*insiders* face à l'arrivée massive d'immigrants qualifiés ? Quels sont les indicateurs de rigidité – ou de flexibilité – qui renseignent sur le comportement des ordres face au processus de reconnaissance des acquis et des compétences ?

**Proposition de communication**  
**Les transformations de la relation d'emploi à la base du nouveau système de formation  
professionnelle au Québec**

**Présentée au 48e congrès annuel de l'ACRI**  
**Les relations industrielles : nouvelles perspectives sur le travail et les travailleur(euse)s**  
**Fredericton, Nouveau-Brunswick (2 au 4 juin 2011)**

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Issue du « New Deal » américain, la relation d'emploi traditionnelle était basée sur une certaine sécurité d'emploi reposant sur l'ancienneté et garantie par la grande entreprise en échange de l'exécution de tâches le plus souvent peu qualifiées et répétitives. L'idée principale que nous défendrons dans notre communication est que l'importance grandissante de la formation professionnelle et l'instauration d'un nouveau système de formation de la main-d'œuvre au Québec est au cœur même d'une redéfinition de la relation d'emploi. Dans les dispositifs entourant l'éducation et la formation, se joue maintenant une façon différente pour les individus d'entrer dans le monde du travail et de s'y maintenir, sur la base d'une conception inédite de la sécurité d'emploi faisant appel à leur responsabilité face à leur formation et leur employabilité. La formation se trouve ainsi au cœur d'un nouveau compromis, d'une nouvelle relation d'emploi, en train de s'établir au sein des institutions du travail.

C'est la conclusion à laquelle nous arrivons au terme d'une étude à paraître<sup>1</sup>, comportant une analyse historique et comparative de l'évolution de l'action publique en matière de formation de la main-d'œuvre au Québec. Ainsi, nous examinerons dans cette communication les politiques « d'activation » et de « formation tout au long de la vie » mises de l'avant par des organismes internationaux tels l'OCDE et qui constituent la figure de proue de cette responsabilisation faite aux individus face à leur formation et à leur emploi. Nous examinerons encore, sur la base d'études de cas, diverses expériences dans les régions du Québec qui témoignent du renouvellement de la relation d'emploi où la formation devient un critère de la sécurité professionnelle remplaçant les règles collectives de promotion basées sur l'ancienneté. En conclusion nous examinerons de nouvelles thèses concernant la sécurisation professionnelle en nous demandant si elles peuvent constituer une contrepartie viable aux problèmes engendrés par ce nouveau système de formation pour l'employabilité.

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<sup>1</sup> Bernier Colette (2011) *Formation et employabilité. Regard critique sur l'évolution des politiques de formation de la main-d'œuvre au Québec*, Presses de l'Université Laval.

## **CIRA Proposal: Examining Outcome vs. Performance Goals in Collective Bargaining Negotiations<sup>2</sup>**

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Researchers have often compared specific, difficult learning goals (e.g., discover a number of specific strategies to accomplish a task) versus outcome goals (e.g., achieve a specific quantity/quality target; Locke & Latham, 2002). For example, past research has examined the effectiveness of these two goal types for individual negotiation tasks (Stevens & Gist, 1997; Tasa & Celani, 2008). Limitations of these studies are that they: (1) did not examine the effect of parties having differing goals (e.g., one party having a performance goal, the other having a learning goal); and (2) only focused on individual negotiations between two parties. Yet in many industrial countries over 30% of workers are unionized and negotiate collectively (Visser, 2006). Moreover, the industrial relations (IR) systems theory (core to IR; Hebdon & Brown, 2008), highlights the importance of goals in collective bargaining.

In a similar vein, the IR literature, since the 1960's (Walton & McKersie, 1965), has discussed the importance of integrative bargaining (where parties seek out strategies to develop mutually agreeable solutions) versus distributive bargaining (where parties seek to maximize their outcomes). These strategies seem consistent with learning goals and outcome goals, respectively. Yet, no study has examined the learning versus outcome goals in an IR context.

In this paper, I integrate the HRM/OB literatures concerning learning versus outcome goals and the IR literature concerning integrative versus distributive bargaining to present a proposed research study and research propositions. The importance of this study follows. First, it integrates the IR and HR/OB literatures concerning negotiations and goals. Second, it focuses on the team level at a time when teams have historically been under researched in both the goal setting and training literatures. Third, it permits an examination of the dynamics of negotiations as the other parties' goals and environment measures are examined.

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## **Employment issues facing immigrants in Newfoundland**

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### Abstract

While some other provincial economies continue to wobble, the situation is different within Newfoundland and Labrador. After traditionally suffering from economic weakness, the province has enjoyed tremendous growth primarily from the ongoing development of its offshore energy sector. In turn, unemployment rates have dropped sharply, especially in the greater St. John's area, but also to a lesser degree throughout the province. At the same time, the effects of the decline in the fishery and the cod moratorium continue to be felt, since the total population is still much lower than it was in the early 1990s. Moreover, younger individuals and families tended to be the one who out-migrated over the past twenty years. The result of these issues is a growing skilled labour shortage, albeit coupled with ongoing structural unemployment in rural areas. One of the policy solutions envisioned to resolve the skilled labour shortages is increased immigration. However, like is the case elsewhere in Canada, immigrants coming to Newfoundland can face a number of real and perceived hurdles in the labour market. A mixed-method approach is used in this study, using a combination of semi-structured face-to-face interviews and online surveys to compare the perceptions of immigrants and non-immigrants. To date, we have examined how foreign-born skilled individuals can perceive organizational policies differently than their Canadian-born counterparts. We have also explored conditions of work that skilled individuals tend to seek. Now, we are undertaking the final piece: to see whether immigrants perceive the availability and quality of work opportunities- inside their current place of employment and beyond- differently than Canadian-born workers. If immigrants are expected to address the skilled labour shortage, then it is important to understand how favourably or not they view the quality of available work opportunities.

## **Work schedules among older workers**

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### Abstract

Since the population and labour force are aging, yet labour shortages are forecasted, it is important to understand the job conditions facing older workers. On the other hand, it is equally important to understand the preferences of older workers to assess if they are likely to leave, or remain in, the labour market. Existing research suggests that these workers have different wants and needs than others. In many cases, these individuals have reached the stage in life where they either cannot or will not commit to full-time, full-year employment. Alternatively, there can be obstacles that hinder older workers from acquiring seemingly 'good quality' employment. Moreover, these issues are accentuated in rural labour markets where there are fewer and less varied employment opportunities.

Since 'job conditions' and 'worker preferences' are complicated, multi-faceted concepts, we limit our attention in this study to work schedules and employment status. Furthermore, we define older workers to be those who are at least 40 years of age. This qualitative study will be based on the responses gathered via focus groups and semi-structured interviews in 2009 and 2010 involving 130 participants in Newfoundland, Ontario, and Ireland. The vast majority of the participants live in rural communities within these three jurisdictions. The purpose of this study is to categorize workers according to their employment status and work schedule, and to explore the self-reported impacts of those job conditions on the financial and emotional well-being of these individuals and their families. While data gathering has been completed, data analysis is still at a preliminary stage. Nonetheless, some findings have emerged. Among them are that the older workers in this study tend to prioritize jobs and careers as being far less important than family, friends, and lifestyle. Thus, if given the choice to have a better paying, more secure full-time job in an urban location, most of these older workers would stay in their preferred community and 'make do'. Moreover, the bulk of these individuals felt that rural lifestyle and community norms allow them to manage well even with lower incomes.

# Job Satisfaction Among Older Workers in ‘Dead-End’ Jobs <sup>1</sup>

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## Abstract

Since the labor force is aging, it is important for employers to satisfy and retain their older workers. At the same time, employers have to manage their labour costs efficiently, which can mean designing jobs in a way that workers do not necessarily prefer. In this study, using Statistics Canada’s Workplace and Employee Survey, we focus on workers who are older than 40 years of age, and look at two types of so-called ‘dead-end’ jobs: i) those requiring few skills and having low pay and benefits, and ii) those having part-time and/or temporary employment status. Results show that lower job satisfaction is associated with the former, but not the latter. Two important, although necessarily preliminary, findings warrant further attention. The first is that among older workers, attained education is the only significant predictor of having a job with low skill, pay, and benefits. Moreover, the second key finding is that having one of these types of job is associated with significantly lower job satisfaction.

## **Retaining Skilled Young Workers in Rural Newfoundland**

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### Abstract

In recent years, the Newfoundland economy has grown sharply, which is a reversal of the struggles of the past. In fact, like other places in the industrialized world, Newfoundland is forecasted to have a skilled labour shortage in the near future. On the other hand, there is significant regional disparity, with vibrant economic conditions on the Avalon Peninsula, but much softer conditions elsewhere. That said, skilled workers are expected to be in relatively short supply even in these other areas. However, a tradition exists where many talented young rural individuals out-migrate to pursue opportunities in other parts of Canada. This mixed-methodology study uses surveys and semi-structured interviews with young rural workers to explore their job expectations, work-life preferences, and skills acquisition plans. Although findings are preliminary, a significant proportion of educated young individuals from rural communities are intent on leaving the province after university graduation. Others among them expect to have to relocate to the capital region (on the Avalon), rather than their home community. This leads to a challenge for rural employers and community leaders: What is needed to retain skilled young workers in rural Newfoundland? Unfortunately, answers to this question, gathered from interview participants, are not especially encouraging. It is difficult for these young people to acquire the needed skills and experience locally to be able to acquire secure, good quality employment.

## **Access to Training and Job Satisfaction: The Mediating Role of Stress**

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Survey data were collected under Dr. Zeytinoglu and Dr. Denton's management with funding from the Canadian Institutes of Health Research and Ontario Ministry of Health and Long-Term Care operating grant for project 'The New Health Care Worker' to A. Bauman as the Principal Investigator and J. Blythe, I. Zeytinoglu, M. Denton and L. O'Brien-Pallas as Co-Investigators. We thank previous research team members S. Davies, A. Bauman, J. Blythe, L. Boos and A. Higgins for their support and assistance at various stages of the project. The views expressed in this publication are those of the authors and not necessarily of the granting agencies or previous research team members.

The purpose of this paper is to examine (1) the relationship between nurses' access to training and job satisfaction, (2) whether or not stress mediates the access to training and job satisfaction relationship, and (3) the moderating effect of nurse's tenure on the access to training and job satisfaction relationship. The measure of job satisfaction is based on Spector's 1985 Job Satisfaction Survey. The stress scale is a symptomatic measure of emotional health. The measure of access and support for training is based on past experience and adaptive expectations of future access and support. Lastly, the length of time in current job is defined as position tenure.

The theoretical and empirical relationship between stress and job satisfaction is well established; as is the relationship between training and job satisfaction. However, the affect of access or support for training on stress or job satisfaction has not been established. The sample data were drawn from three large teaching hospitals in Southern Ontario with all employed nurses included in the population. The survey was conducted in 2002 and the response rate was 52%, with a final sample size of 1,396. Based on Baron and Kenny's three stage regression analysis to test mediation, results illustrate that both stress and access to training have substantial significant affects on job satisfaction. Further, the indirect effects of access to training on stress and the effect of stress on job satisfaction are significant at the 1% level. This indicates that access to training has a positive effect on job satisfaction via reduced stress. Finally, low tenure in the position was found to significantly moderate the effect of access to training on job satisfaction. More specifically, nurses with low tenure in a position generally have higher job satisfaction when access to training is high compared to higher tenure nurses.

## **Employee choice of employee voice?**

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### **ABSTRACT**

A key focus of the employee voice literature is the role of employers in determining the shape of voice regimes. In particular the literature has isolated a number of discrete employer responses to the design of workplace voice which incorporate the possibilities of 'making', 'buying' or 'hedging'; or alternatively taking the 'no voice' route (Willman *et al.* 2006; Gollan, 2006). Similarly, other studies (e.g. Marchington *et al.*, 2001; Dundon *et al.*, 2004) have critically focussed their attention on how management view and shape employee voice. There has however been a lack of focus on the role of employee in shaping voice structures and processes. In response, this paper offers qualitative evidence on the capacity of workers to shape the *form*, *content* and *conduct* of voice regimes in sixteen company cases of varying organisational sizes and sectors. The paper bases its analysis primarily around approximately 350 interviews and, where possible, supported by documentary evidence. Analytically, through considering the relevant points of comparison and difference in the respective cases, attention is given to the antecedent influences generating different kinds of employee responses and their impact on how voice regimes unfold across different organisational contexts. The main conclusions are 1) while management play a considerable role in establishing structures for voice, workers retain some degree of agency; 2) worker agency plays a more central role in determining the extent to which these structures become effective mechanisms for voice; and 3) an analytical framework is proposed to understand employee responses to employer-led structures

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### **L'action civile globale : au cœur d'un déficit démocratique ?**

L'influence réelle ou potentielle de ce qu'on appelle la société civile globale sur les sociétés multinationales (ou sur la gouvernance globale, plus généralement) est de nature à soulever des interrogations sur sa légitimité. Les analystes critiques de cette influence sont prompts à mettre en relief les défaillances perçues sur le socle de cette légitimité. Suivant une réflexion inspirée d'une étude approfondie de réseaux de la société civile globale, nous examinerons en quoi l'action de cette société civile peut se montrer légitime, voire démocratiquement légitime. Trois défaillances perçues retiendront notre attention : (1) le fait que relativement peu de gens, à l'échelle globale, participent activement aux actions de cette communauté; (2) le fait que ces gens ne constituent pas un échantillon représentatif de la population mondiale; enfin (3) le fait que les organisations de la société civile globale ne fonctionnent pas forcément, à l'interne, dans le respect des exigences démocratiques.

## **Proposition de communication**

### **Mathieu Dupuis**

#### **La crise du secteur automobile en Amérique du Nord et ses impacts sur les relations du travail : éléments historiques, théoriques et comparatifs de la négociation collective et de l'action syndicale aux Etats-Unis et au Canada, c. 1973-2011**

Depuis le tournant du siècle, le secteur automobile nord-américain a subi de nombreuses restructurations. Malgré la reprise industrielle et, par le fait même, de la profitabilité des entreprises multinationales (EMN) qui caractérisèrent la décennie 1990, les changements dans l'économie politique ont forcé les constructeurs à revoir leurs stratégies respectives. Sous l'impact de ces changements, les relations du travail sectorielles ont subi de profondes mutations. Aux Etats-Unis, la négociation collective continua de revêtir un fort caractère concessif alors que dans le cas canadien le paradigme « agressif » des T.C.A. se muta progressivement pour faire place à la défense des acquis. Ces changements posent plusieurs interrogations quant à l'action syndicale sectorielle et de sa contingence à l'héritage historique de l'industrie.

À partir de contexte, cette étude tente de comprendre, de documenter et d'expliquer les impacts des restructurations des firmes et de l'évolution de leurs stratégies de profit sur les relations du travail à travers l'héritage historique (c. 1973-2007) du secteur automobile et la crise de 2008-09. Plus précisément, elle tente d'analyser de façon historique et comparative l'impact et l'influence des conditions politico-économiques sur les modèles productifs des firmes de l'automobile et sur les négociations collectives passées et récentes. Elle se concentre principalement sur les cas de G.M. et de Chrysler ainsi que sur les syndicats nord-américains de l'automobile, les T.C.A. et les T.U.A. Le cas canadien est analysé dans le contexte de la plus récente crise. Cette étude souligne l'influence marquée des conditions politico-économiques, l'introduction de nouveaux standards sectoriels et le blocage de l'action syndicale. À la fois dépendante de l'héritage historique, mais singulière dans sa résultante, cette crise reste un point tournant sectoriel. Finalement, cette étude se penche de façon prospective sur l'avenir de la négociation collective et de l'action syndicale dans le secteur nord-américain de la construction automobile.

Mark Easton

**Title: Organizational Gender Culture's Effect on Job Evaluation Bias**

This research investigates the effect of organizations' cultural contexts on the level of gender bias in job evaluation. Researchers note that the relative value given to jobs in organizations ultimately depends on what the organization traditionally values (Treiman & Hartmann 1981; Quaid 1993), thus hinting that job evaluation bias has organization-level roots. However, the sources of job evaluation bias are almost exclusively explained as individual-level factors (see Mount & Ellis 1989), so the extent *organizations'* value contexts mediate or moderate such bias is unknown.

Using a hierarchical linear model with organization and job-level variables of 50 thousand jobs in 70 organizations, this research shows that jobs in organizations with more masculine cultural contexts have more job evaluation bias. Further, the long-recognized negative effect of a job's female incumbency on job evaluation bias is amplified among more masculine organizational cultures. The significance of organizational context in these results highlights the limits of initiatives like pay equity for ensuring "fair" valuations of work. Such initiatives may promote internally consistent job valuations *within* individual organizations, but gender equality in the *labour market* will remain diluted if organizations vary substantially in their schemas for defining a job's relative value.

**The Glass Ceiling's Silver Bullet?  
Public Procurement as a Regulatory Solution to  
Gender Discrimination in Executive Employment**

**Ryan Edmonds**

**Canadian Industrial Relations Association  
Allen Ponak Best Student Paper Competition**

**48th Annual CIRA Conference**

**Theme: Industrial Relations – New Ideas about Work and Workers**

**ABSTRACT**

This paper builds a case for designing public procurement policies that reward private sector employers who undertake executive compensation and recruitment practices that ameliorate women's underrepresentation in leadership positions ("executive equity"). The objective is to create a regulatory system that reflexively pressures companies to shatter their own "glass ceilings". By giving preferential treatment to procurement bids that meet certain criteria, the intention is to build critical mass towards uprooting the prejudicial stereotypes and biases about female leadership that have conspired to keep women out of executive employment. The paper proceeds by adapting Harvard law professor Lucian Bebchuk's theory of "managerial power" to explain why executive employment has traditionally proved resilient to attempts at regulation, before proposing a reflexive solution that uses strengthened federal procurement policies to entice incumbent executives to shatter their own glass ceilings out of "rent extracting" self-interest.

The paper is divided into three sections; the first section conducts a literature review of the "glass ceiling" that plagues women's advancement into top corporate jobs; the second examines the theory, practice, and attempted regulation of executive employment; and the third proposes a regulatory system that links said practices to a strengthened Federal Contractors Program. The conclusion is that by hijacking top managers' performance-sensitive pay structures with procurement policies that reward efforts towards executive equity, there will be significant and effective reflexive pressure for companies to shatter their own "glass ceilings".

# **The spatial boundaries of knowledge work**

**Cameron Fitzpatrick-Ramirez**

The purpose of this paper is to compare the original design intentions of corporate architects and their manager clients with the experiences of knowledge workers occupying the spaces designed for them.

The design of a corporate built environment encapsulates managerial strategies that are intended to influence occupant's behaviour towards more efficient and productive outcomes. I argue that design consultant industry strategies mirror the cycle of deterministic management fads and fashions. In this case study, an Australian superannuation company, SuperCo (pseudonym), changed physically from a traditional closed office environment to an open-plan design. This was ostensibly to create a more transparent workplace that encouraged the free-flow of information and knowledge throughout the company. However, the changes produced a far more complex pattern of outcomes than originally acknowledged by the consultants and their product consumer, SuperCo. Designed to engender teamwork despite the individualistic nature of many tasks these knowledge workers performed, the distractions generated from the open environment forced some employees to extend their working hours to complete their work in private, away from the pressure to work collaboratively. The open environment also facilitated management control. Staff not only felt pressure to be seen at their desks, but also to adopt behaviours that would give a visual display of working.

The methodology for this case study was exploratory, using interviews with managers and employees to identify the expectations and experiences of both management and staff within this environment. This paper concludes that corporate built environments strategies are part management 'fad', designed with a simplistic and unitarist assumption that certain office configurations will lead to higher productivity. If better results are achieved, they may be the result of overt control, long hours and work intensification, not teamwork and transparency.

## The impact of unionization on employment growth

Eyob Fissuh

The paper attempts to examine the impact of unions on employment growth in Canada's private sector using a panel data sample selection model that resolves the major limitations of the existing studies. In particular, we intend to examine the impact of unions on employment growth by controlling for the impact of unions on the probability of workplace survival, besides controlling for workplace specific effects (i.e. both time variant and time invariant). We plan to use longitudinal data from the Workplace and Employee Survey (WES) spanning from 1999 to 2005. Further, unlike the existing studies, we intend to divide our sample into single and multi establishments, as the factors associated with employment growth of these types of establishments are markedly different.

## **Paper Proposal to 48<sup>th</sup> Annual CIRA Conference, June 2011**

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### **Permanent Temporary-ness: Canada's Growing Reliance on Temporary Foreign Workers and Possible Labour Market Implications**

A series of changes to Canada's Temporary Foreign Worker Program (TFWP) in 2002 and 2006 greatly expanded employer use of temporary foreign workers, largely in lower skilled occupations. The number of foreign workers in Canada jumped from 90,000 in 2000 to 283,000 in 2010. At the time the government's stated reason for the expansion was to assist employers in addressing short term labour shortages, particularly in B.C. and Alberta. However, following the economic crisis in 2008 the expected drop in foreign workers did not occur and the TFWP continued to grow, despite rising domestic unemployment.

This paper will argue that the TFWP has undergone a transformation of its role in the Canadian labour market and Canadian immigration policy. It no longer acts as a release valve for short term labour shortages and as accommodation for specialized needs of high-end occupations and industries. The paper will argue the program is now a permanent employer tool for labour recruitment, in particular among low skill occupations in the service and hospitality sectors and high skill building trades. Further, foreign workers are now more likely to have lower education levels, come from developing countries and to be women, racial minorities and experience language and cultural barriers. This raises concerns of exploitation and violation of rights.

The paper will examine the possible labour market implications of the TFWP's entrenchment, including effects on labour demand, wage setting, unions and worker rights. It will also briefly examine the parallel between Canada and Europe's experience with migrant worker programs. The paper will draw upon statistical data from Citizenship and Immigration Canada and upon interviews with foreign workers, employers, government officials, foreign worker recruiters, workers' advocates, and unions to both track the evolution of the program and explore burgeoning implications.

# **Making Temporary Permanent: The Silent Transformation of the Temporary Foreign Worker Program**

Jason Foster and Alison Taylor

## **Abstract**

During the mid-2000s the number of temporary foreign workers (TFWs) present in Canada increased dramatically, more than tripling in eight years. The bulk of the increase was due to an expansion of the Temporary Foreign Worker Program (TFWP) to include lower-skilled occupations. The stated reason for the expansion was to address short-term labour shortages. Contrary to expectations, upon the onset of the economic downturn in 2008, the number of TFWs did not decrease significantly, and appears to be increasing again in 2010 and 2011. This paper tracks the evolution of the TFWP from a stable program designed to address short-term labour needs in high-skilled occupations into a broader labour market tool. The paper examines the most recent available statistical data for the TFWP and other documentary evidence to argue the role of the TFWP in Canada's labour market has quietly shifted, becoming a permanent, large-scale labour pool for many industries, reminiscent of European migrant worker programs. The paper also examines the potential labour market implications of an expanded, entrenched TFWP.

Proposition de communication pour le colloque de l'ACRI du 2 au du 4 juin 2011,

par Diane Gagné doctorante École de relations industrielles, Université de Montréal

Thème :

**Les relations industrielles : nouvelles perspectives sur le travail et les travailleur(euse)s**

Sujet :

La discrimination dans les milieux de travail et les défis contemporains du droit du travail et de l'emploi

Titre :

***Le rôle « embêtant » des clauses de disparité de traitement liées au statut d'emploi?***

Le vide juridique concernant l'égalité de traitement quant au statut d'emploi, se traduit concrètement par une multiplication des clauses de disparité de traitement basé sur le statut d'emploi. Celles-ci se retrouvent tant dans la rémunération, dans l'octroi des vacances et des congés chômés, que dans la sécurité d'emploi ou dans l'accumulation d'ancienneté (Bernstein et coll. : 2009). Ce qui faisait dire à Côté (2008 : 13), citant Bernier et Vallée (2004), que des salariés qui effectuent le même travail pour un même employeur, suivant qu'ils sont considérés « *réguliers, permanents, à forfait, temporaires ou à temps partiel* » auraient un accès différent aux règles relatives à la protection de l'emploi, aux assurances collectives et aux différents congés. Il arrive même que ceux-ci puissent être exclus du processus de cumul d'ancienneté ou de la procédure d'arbitrage de grief, quand ils ne sont pas carrément exclus de l'application de la convention collective (Côté : 2008 : 15).

Dans le cadre de cette communication, nous avons retenu l'hypothèse suivante: les disparités de traitement reliées au statut d'emploi sont fondamentalement liées à une stratégie de rationalisation des entreprises, tant publiques que privées. Quel sera alors le rôle du mouvement syndical afin de garantir la protection de tous les travailleurs ? L'objectif de cette communication sera de présenter certains impacts provoqués par ces clauses de disparités de traitement. La discussion repose sur une revue de littérature juridique et historique, sur l'analyse qualitative de différentes actions syndicales répertoriées ainsi que sur différentes entrevues réalisées dans le cadre de notre projet de thèse. Nous pourrions démontrer que ces stratégies utilisées « d'abstention ou d'indifférence », se traduisent par une ligne de rupture dans les intérêts des anciens (les permanents) et des nouveaux travailleurs (les atypiques). Celle-ci cause des brèches dans la solidarité syndicale, multipliant les situations de conflits intra organisationnels et intergénérationnels dans les milieux syndicaux.

## La pertinence des écrits de Dunlop, Crozier et Friedberg et Touraine pour la Gestion des Ressources Humaines (GRH)

**Khadija Gaha**, Doctorante en administration, École des Sciences de Gestion (ESG), UQAM

**Chiha Gaha**, Professeur à L'Institut Supérieur de Gestion de Tunis (ISG)

La discipline des Relations Industrielles (RI) est une science carrefour, écrivaient Muller-Jentsch (1998) et Boivin (1987). Son corpus hétérogène provient d'une multitude de discours, d'approches méthodologiques et de pratiques. Grâce à ses différents emprunts théoriques, les RI ont pu approcher plusieurs questions en rapport avec les relations de travail. Pour approcher ses multiples déploiements et pour saisir la complexité des relations qui se font et se défont dans les industries, les chercheurs en RI se sont focalisés sur les faits sociaux en général, sur quatre notions en particulier : les règles, les conflits, le pouvoir et le mode de fonctionnement des institutions.

Pour expliquer les relations au travail, identifier les différents partenaires, leurs enjeux et leurs logiques, les protagonistes en RI ont développé plusieurs concepts et utilisé différentes approches d'observation. Pour comprendre leur apport et leur portée, nous choisissons trois auteurs qui, à notre avis, ont marqué significativement le développement de cette discipline : Dunlop (1958), Crozier et Friedberg (1977) et Touraine (1984). Chacun d'eux a contribué au développement des RI, abordé les relations au travail et impulsé de nombreuses disciplines comme la gestion en général, la gestion des Ressources humaines en particulier. À travers ces trois auteurs, nous nous proposons d'identifier l'apport des RI pour la GRH. Pour ce faire, nous étudions dans une première partie l'apport de Dunlop et insistons sur son approche systémique, nous rappelons la contribution de Crozier et Friedberg et leur approche stratégique et analysons la sociologie de l'action chez Touraine. Nous présentons, à chaque fois, leur éclairage quant aux quatre notions centrales retenues. À la suite de cette investigation théorique, nous présentons dans la deuxième partie, nos définitions des notions : de règle, du conflit, de pouvoir et des institutions telles qu'elles sont approchées et développées par la GRH. Ces va-et-vient entre les recherches en RI et les recherches en GRH nous permettront de saisir la pertinence et l'apport de ces auteurs et surtout de voir l'extension faite de leurs analyses dans une discipline autre à savoir la GRH.

Regulating occupational health and safety in the new world of work:  
Tentative protections for the vulnerable worker

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With regard to vulnerable workers, this paper reports on, and critically assesses, some key recommendations of Ontario's Expert Advisory Panel on Occupational Health and Safety.

This is among the first attempts in Canada to address this issue from a public policy and regulatory perspective.

While examining specific recommendations, the paper also looks at the broader preventative strategies such as the proposed legislation, joint health and safety committees, the right to refuse unsafe work, training, and the inspectorate.

Whereas the initiatives proposed are seen as valuable, the paper argues more needs to be done. These recommendations have to be developed in a creative regulatory strategy, with adequate resources and an informed inspectorate, and with the political will to create real change.

Raoul Gebert

PhD candidate, School of Industrial Relations, Université de Montréal / CRIMT

**How to institutionalize transnational trade union alliances within multinationals: the case of company union clubs in the Nordic finance sector.**

In this contribution, the author will present data from recent qualitative field work in Scandinavia. Nordic finance-sector unions have a long-standing history of both, strong company-level representation as well as intensive trade union collaboration across borders. However, the active initiation and institutionalization of transnational trade union clubs in Nordic banks and insurance companies is a rather recent phenomenon. Building on synergies between European integration studies, neo-institutionalism and recent industrial relations (IR) literature on strategic capabilities, the paper aims to cast transnational union clubs as evidence of trade unions' successfully becoming multilevel actors, thus responding to challenges posed by multinational corporations (MNCs), such as mergers and acquisitions, transfer of back office production and outsourcing.

## Forget the “New Deal” France May Have the “Next Deal”

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### *Exploring the High Impact Low Density Union Model*

Amy Gibson

#### **Abstract**

Unions are not immune from change. Every entity must evolve or the consequences could be dire. The purpose of this paper is to explore a new model of unionization known as the High Impact Low Density model and the possible implications it may have for trade unions in North America with a particular focus on Canada. As trade union density continues to decline around the world, unions are searching for ways to remain vital. Where it is traditionally thought that the power of unions stems from their membership levels, the proposed model exemplifies how labour movements can still be effective even with low union density. This model, however, requires four key components: a rich culture for strike activity, the right to strike as an individual constitutional right, the absence of a closed-shop agreement and the existence of other forms of workplace representation. These facets will each be reviewed and studied. A more in-depth analysis of the model will then be explored emphasizing the significant success of the low union density labour movement in France. Finally, the implications for the High Impact Low Density model to North American unions will be examined, focusing upon Canada and the model’s possible use for union renewal. Research methodology includes review of labour relations articles in industrial relations journals as well as investigation of historical texts and recent media coverage on France’s labour movement.

# **Are women inadvertently discriminated against in HR absenteeism management policies and practices?**

**Priscilla A. Glidden, Ph.D.**

**Carol Mulder, DVM, Ph.D. (candidate)**

**Betty Jane Punnett, Ph.D.**

## **Abstract**

The authors undertook a large-scale study in 24 companies in Barbados, West Indies, primarily intended to capture company and national-level private sector absenteeism *levels* and determine the significance of 20+ *indicators* of absenteeism in individuals. 773 employee survey instruments were analyzed, *actual* individual absenteeism data was tracked and mapped blindly to the survey responses and 2 dozen focused interviews were conducted with the HR Managers. Based on the literature review on absenteeism, one of our secondary purposes was to examine differences in levels and indicators of absenteeism between males and females, which is the focus of this paper.

Contrary to the existing absenteeism literature and to the perceptions of HR managers interviewed in our study, the gender-specific findings showed that the *indicators of absence for males and females are actually quite different* for both uncertified and certified absences (see Table 1).

The set of indicators related to absenteeism for both genders combined is similar to the set of indicators for males. However, the set for both genders combined is very different from the set of indicators related to absenteeism for females. In other words, the *potency* of the significant relationships for male absenteeism swamped the weaker significant responses for females, even though females represented over half of the sample. Since most absenteeism studies are not gender-specific, this suggests that what is known about absenteeism is actually what is known about absenteeism in *males* not females.

However inadvertently, it appears that the practice of “equal” absenteeism management practices may not be “equitable” for women. In this paper, the authors discuss the implications of gender-specific findings and call for additional focus on gender differences in absenteeism research.

# Se protéger ou non contre les risques du travail? Explications des conduites ambivalentes face aux risques

Anne Renée Gravel (chercheure et doctorante)

Romaine Malenfant, (professeure-chercheure)

Université du Québec en Outaouais

## Résumé

À partir de l'étude de deux cas d'entreprises québécoises, nous discutons des stratégies de régulation des travailleurs risquant la contamination par la manipulation de produits contenant du béryllium dans le cadre de l'exercice de leur travail. Cette étude s'appuie sur une recherche qualitative et une série d'entrevues semi-dirigées effectuées auprès d'intervenants en entreprise et d'experts externes dans le but de comprendre les enjeux de la gestion du risque. 30 entrevues ont été faites auprès des responsables patronaux et syndicaux en SST, des hygiénistes du travail, des chefs d'équipe ainsi que des travailleurs exposés ou atteints de maladie chronique dû à la manipulation de produits contenant du béryllium. 14 entrevues ont été menées auprès d'experts externes (CSST, Santé publique, IRSST). L'action de ces acteurs quant à la gestion des risques liés au béryllium a des impacts pouvant influencer la conduite des travailleurs dans leurs stratégies de protection. Nous verrons aussi que les stratégies de régulation à l'égard des risques sont influencées par des aspects organisationnels. Il ressort de l'étude que l'option d'une approche de la gestion des risques basée sur des mesures correctives et reposant davantage sur la protection individuelle ne répond pas aux réalités du travail en plus d'entraîner des lacunes sur le plan de la santé et la sécurité au travail (Malenfant et coll., 2010). Dans ce type d'approche plusieurs aspects du risque demeurent invisibles, surtout lorsqu'il s'agit de la manipulation de produits contaminants (Bouffartigue et coll., 2010; Omnès, 2009). Ce qui est perturbant selon la littérature c'est que même lorsque la haute direction d'une entreprise s'engage dans une approche novatrice de la gestion des risques, les intérêts productifs viennent contrecarrer les objectifs recherchés en la matière et contribuent à un relâchement de la part des travailleurs dans les comportements sécuritaires (Dixon et coll., 2009).

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### **La restructuration du travail et des services au sein de la fonction publique québécoise : rupture, changement ou continuité.**

Depuis plus de deux décennies, les secteurs et services publics sont l'objet de débats intenses autant au niveau politique que dans la communauté scientifique quant à l'efficacité de l'organisation des services, leurs coûts et les différents modèles qui pourraient en rehausser la performance. Que ce soit l'influence du courant néolibéral, les situations budgétaires difficiles ou encore un engagement envers le renouvellement des façons de faire au sein des administrations publiques, divers gouvernements ont adhéré à des modèles d'organisation du travail et de prestation des services qui se distinguent de l'administration publique classique. Celle-ci étant caractérisée par une organisation du travail fondée sur la division et la spécialisation du travail, des méthodes de contrôle bureaucratiques, le développement de l'expertise à l'interne, l'emploi stable et permanent et une prestation des services réservée aux employés de l'État. Bien que ce modèle d'organisation a longtemps été considéré approprié étant donné les particularités des services publics et, plus précisément de la fonction publique, les nouveaux modèles d'organisation du travail et de prestation des services publics cherchent à s'en distinguer à plusieurs égards et à effectuer un rapprochement avec les modèles en vogue dans l'entreprise privée. Si, pour certains, il faut effectuer une rupture radicale avec le modèle de l'administration classique, le changement s'avère fréquemment difficile et la route vers un nouveau modèle demeure tortueuse. En fait, certains distinguent entre les ruptures radicales opérées dans certains pays anglo-saxons ou dans les économies émergentes des changements plus graduels qui sont implantés dans les pays avec une forte tradition de sociale démocratie. Ainsi, il convient d'associer le premier groupe de pays à un modèle de changement radical fortement inspiré du courant néolibéral alors que le second groupe suivrait plutôt la voie de la modernisation du secteur et des services publics.

Notre recherche s'inscrit dans ce débat en portant un regard sur la restructuration en cours au sein de la fonction publique québécoise suite à la mise en œuvre du plan de modernisation adopté par le gouvernement du Québec en 2004. Avec ce plan, le gouvernement promettait une transformation de la fonction publique, certains la qualifiant même de radicale, en y introduisant les méthodes de gestion et d'organisation du travail et de prestation des services inspirées du courant néolibéral : réduction paramétrique des effectifs, flexibilité accrue dans l'organisation du travail et externalisation des activités afin d'en confier plusieurs à des sous-traitants ou des organismes communautaires. Qu'en est-il après plus de cinq années de réorganisation et de restructuration ? En nous appuyant sur les résultats d'une enquête par questionnaire menée auprès des délégués du Syndicat de la fonction publique du Québec nous proposons un portrait des tendances principales en matière de gestion des effectifs, d'organisation du travail et de prestation des services publics. À partir de ce portrait inédit de la situation québécoise, nous tenterons de répondre à diverses questions : En quoi les tendances décelées sont-elles en rupture avec le modèle traditionnel de l'administration publique ? Y a-t-il des éléments de continuité ? S'agit d'un modèle de changement radical ou d'une modernisation ? Peut-on y voir un modèle en transition ?

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<sup>3</sup> Université Laval et Université de Montréal et chercheurs associés au Centre de recherche interuniversitaire sur la mondialisation et le travail (CRIMT)

## Canadian Workers and Precarious Work – a cautionary tale

**Judy Haiven**

Precarious employment is a key issue for working people today. According to Vosko (2010:2) precarious employment is work for pay which is defined by “uncertainty, low income and limited social benefits and statutory entitlements.” While full-time, permanent jobs are claimed by the majority of Canadian workers, these jobs became less common over the last twenty years (Vosko, 2006, p.21). These jobs dropped from being 67 per cent of employment in 1989 to 64 per cent in 1994 and 63 percent in 2003 (*ibid.*).

Two kinds of workers become trapped: first there are the low skilled workers, those who are perhaps new to the workplace, who take the part-time, casual and contract jobs because they must. Those jobs are all that are available to them. These workers could be young people in their first jobs, single parents with constraints of childcare, immigrants or older people who (due to lack of adequate pensions) have to return to earning a living. A second group of workers in these precarious jobs are experienced, skilled or educated people who have suffered lay-offs or ‘down-sizing’ from professional or “good” jobs.” Good jobs mean jobs that are “full-time, permanent with good pay and benefits” (Lowe and Schellenberg, 2001). Bad jobs are the opposite. However, Lowe and Schellenberg are clear that these definitions are merely structural (*ibid.*). There are more layers such as “trust, commitment, communication and influence” in the workplace, which also contribute to the notion of “good jobs.” (*ibid.*).

Only two major unions, the Canadian Autoworkers and the Steelworkers at this point, have initiated programs to fight precarity. Unions are attempting to fight precarity by lobbying the government to loosen the rules and purse-strings for increased benefits under the federal program of employment insurance<sup>4</sup>. Unions also want the government to raise the appallingly low rates of welfare – or social assistance<sup>5</sup> – for those who are unemployable, and for those whose unemployment benefit has run out.<sup>6</sup> But is this enough?

This paper aims to explore who is victimized by precarious work, and then look at the strengths and weaknesses of the fledgling anti-precariety movements in this country.

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<sup>4</sup> Typically, EI or Employment Insurance, pays only 55% of employees’ former gross earnings to a maximum of \$474 per week.

<sup>5</sup> In the Canadian province of Nova Scotia, for example, the welfare rate for a “single employable” person is \$535 per month for shelter, and \$180 per month for food, clothing, sundries, transportation, etc.

<sup>6</sup> Depending on the region of Canada in which one lives, and whether or not it is one with typically low or high unemployment, EI (employment insurance) benefits can be paid for up to six months or one year, respectively. After that time, the unemployed person may apply for welfare or social assistance.

# **Freedom of Association and the Right to Strike in Europe and Canada: The Evolution of a Model**

Abstract by Larry Haiven, Saint Mary's University, Halifax, Nova Scotia, CANADA [larry.haiven@smu.ca](mailto:larry.haiven@smu.ca)

One commonality across the industrialized world is growing pressure to restrict workers' freedom of association. Granting the right merely to join a trade union is well nigh meaningless without the right to do one of the key activities that unions engage in – to organize the withdrawal of labour by their members. There are subtle but very important differences in how states regulate the right to strike.

This paper presents a model of those differences and then uses that model to compare Europe and Canada in light of recent developments in labour law.

Why Canada? With a union density of 32%, it has resisted the wholesale decimation that has characterized the US labour movement. Once among the most strike-ridden countries of the world, Canada went through a period of abeyance in industrial conflict. But Canada has once again recaptured the distinction of strike propensity.

Canada is also a beautiful social laboratory. It has fourteen different jurisdictions, each taking a different approach to the regulation of strikes in several different sectors. It has overlapping federal jurisdictions. Basically, Canada is a social laboratory of different models.

Why Europe? In 2007, the European Court of Justice recognized the right to strike, referring explicitly to ILO Convention No. 87. For many years, this provision was honoured in the breach. However, recently the European Court of Human Rights has included the right to strike as an essential aspect of freedom of association. The EU is about to accede to the European Convention on Human Rights, and the jurisprudence may well become more liberal.

Thus there is much for Canadian and European industrial relations specialists to learn from one another.

One way to conceptualize how different jurisdictions fit into international conventions on freedom of association in both the wording and the spirit of the right to strike is to define a typology of different legal regimes ranging from on one end very high restriction of the right to strike to on the other end much greater freedom of the right to strike.

At the “restrictive” end of the spectrum are regimes that either ban collective bargaining outright or fail to protect collective bargaining. The most extremely restrictive regime forbids collective bargaining entirely and nearby are regimes where collective bargaining is simply not protected, allowing employers to play havoc with unions.

As for regimes that allow collective bargaining, I have elsewhere set out three categories in the regulation of strikes: “unregulated strikes,” “regulated strikes” and “strike ban.” (Haiven and Haiven 2003)

# **Les interactions des parties en comités d'équité salariale lors de l'établissement des programmes d'équité salariale : une étude de cas multiples**

**Yves Hallée**

S'appuyant sur le cadre analytique institutionnaliste pragmatiste de John Rodgers Commons, cette thèse a pour objet l'étude des interactions en comités d'équité salariale en contexte syndiqué. L'auteur a eu recours à une méthodologie d'observation *in situ* de trois comités à divers moments de la réalisation du programme d'équité salariale.

Nos résultats démontrent que les comités n'évoluent pas en vase clos. Par les travaux, se tissent une multitude d'interactions avec différentes parties prenantes et pratiques organisationnelles. L'analyse transactionnelle de l'action humaine impliquée en situation de comité a permis de rendre compte des interactions de l'intérieur vers l'extérieur et de l'extérieur vers l'intérieur. C'est une construction de l'objet fondée sur l'action collective qui déborde le cadre strict des relations entre les parties. Le comité contribue également à l'établissement de règles pour certaines pratiques organisationnelles. Il concourt à résoudre différents conflits et joue un rôle complémentaire à la correction de la discrimination salariale en étant producteur de règles pour la relation salariale.

Les travaux en comité sont aussi liés à la négociation de convention collective. Étant entendu que cette négociation suivait la démarche, nous y avons observé un effet de levier et d'influence sur la réalisation de l'équité salariale. Les résultats démontrent que les parties y trouvaient l'intérêt nécessaire à compléter rapidement et adéquatement l'exercice. La négociation collective a eu pour effet de sécuriser les anticipations des parties, ce qui a eu des effets indéniables sur l'efficacité des travaux. La formalisation de l'exercice d'équité à l'intérieur d'une convention collective permettait en plus de mieux répartir les salaires en ajustant la nouvelle structure salariale à la nouvelle situation d'équité salariale, par une répartition des bénéfices selon une logique exempte de discrimination salariale.

Pierre-Antoine Harvey

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## **Institutionally Embedded or Isolated Critic: Patterns of Multinational Interactions with the Public Policies Framework in Canada**

Reactions of multinationals to public policies goes farther than « regime shopping ». In light of emergent endogenous development model, government adapt more and more their public policies and institutions with the objective of fostering the implication of multinationals in the co-construction of complex resources, social capital and sectoral synergies. But to adjust their interventions, government must recognize the real needs, involvement and views of multinationals. Are multinationals neoliberal individualists, like an anti-globalization view could imply, or are they constructively embedded like the cluster and new industrial district models suggest? Based on an extensive survey on multinational practices in Canada, our presentation will discuss the existence of different patterns of interactions between multinationals and the public policy framework and institutions.

CIRA, 2011

Fredericton, N.B., Canada

Jean Kimpton

University of Prince Edward Island

Wendy R. Carroll

University of Prince Edward Island

**Making sense of labour market information:  
Implications for understanding future skills.**

Labour markets in Canada continue to be affected by three principle forces of change, namely globalization of competition, technological advances, and changes in the demographic structure of the workplace (Maxell & Saunders, 2003). In particular, it has been noted that Atlantic Canada is experiencing challenges to meet future requirements for skills due to an aging population and decreased literacy levels (Day, 2009). Central to making decisions about such labour market challenges and directions for the future is the availability of accurate and reliable labour market information (LMI). However, as noted in the Drummond Report (2008) Canada's LMI has gaps that require attention in the upcoming years.

Although there are extreme pressures on Canada's LMI systems, there is a variety of data available that can be analyzed to assist with current decisions relative to programming and policy. Identifying the sources and the information's reliability is the first step to understanding where gaps exist and how information can be currently used and further developed to alleviate these gaps. In this paper, we examine LMI in Canada by undertaking an in-depth review of two reports provided in the last two years assessing LMI. The objective of this paper is to highlight the elements of Canada's LMI systems that assist with our understanding and discuss possible short- and long-term considerations to enhance to assist with our understanding of future skills.

## **Reactions to Distributive Justice in Peer Evaluations**

***Chiaki Koiki and Kelly Williams-Whitt***

This study examined emotional reactions that occur when participants compare the fairness of their own outcomes to the fairness of peer outcomes. Peer evaluation vignettes were used to simulate four fairness conditions. I assessed whether the resulting emotions (pride, guilt, envy, or anger) mediated the intention to engage in organizational citizenship (OCB) or counterproductive work behaviour (CWB). Two hundred and sixty nine undergraduate business students participated in the main study. Hierarchical multiple regression was used to test the hypotheses. The results indicated that perceived fairness to self interacts with perceived fairness to others, which leads to emotional reactions, including pride, guilt, envy, and anger. Perceived fairness also directly influenced behaviour. However, only the negative emotions of anger and envy acted as mediators. Anger decreased OCB intention and increased CWB intention. Envy decreased the intention to engage in OCB. Theoretical and practical implications of these reactions to group fairness are also discussed.

# Defining and Understanding the Role of Supervisor Support in the Transfer of Training Process

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## Abstract

Transfer of training represents the degree to which trainees apply their new knowledge, skills, behaviours, and attitudes on their job (Baldwin & Ford, 1988). Supervisor support is now known as one of the main factors in facilitating trainee transfer of training (Sookhai & Budworth, 2010). Although research over past decades has shown the importance of supervisor support for enhancing the transfer of training done by trainees (Rouiller & Goldstein, 1993), the research to date appears to be sparse as to what define the role of the supervisor in the transfer process (Nijman *et al.*, 2006). Part of the reason to explain this lack stems from the limited information detain on what actually constitute supervisor support within a training transfer context. What defines the role of the supervisor in the transfer process? What are the behaviours that can enhance (or facilitate) transfer of training? What are the behaviours that can limit (or hinder) transfer of training? Is it possible to identify good (or bad) profiles of supervisor support? What actions an organization can put forward in order to cultivate such a way of behaving?

This paper explores the pertinence for creating a meaningful framework that could better our understanding of the role of supervisors in the transfer process. Building on the literature on transfer of training, a semi structured interview questionnaire was developed and pre-tested. A small group of supervisors coming from different organizations (i.e. publics, privates) in Quebec have participated to this study.

The contents of the interview were analysed using inductive grids developed for this purpose. The results summarize the pattern of actions (see behaviours) that could maximise the relative impacts of supervisor support in a training transfer context. These findings are discussed in term of their practical significance and their implications for a comprehensive model of supervisor support.

## Key words

Perceived supervisor support, transfer of training, transfer climate, behavioural indicators, metric

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# L'Inventaire des dispositions des destinataires face au changement organisationnel (IDDCO) vers une adaptation canadienne-française d'un outil diagnostic

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## Résumé

La gestion du changement constitue, aujourd'hui plus que jamais, une réalité quotidienne pour bon nombre d'entreprises et leurs dirigeants (By, 2005). La réussite d'une initiative de changement organisationnel serait en partie tributaire de la présence de facteurs individuels chez les travailleurs (Armenakis & Harris, 2009; Armenakis *et al.*, 2007a; Armenakis *et al.*, 2007b). À ce titre, cinq conditions plus particulières joueraient un rôle prépondérant dans le choix fait par les travailleurs de s'investir dans une initiative de changement, à savoir : a) la perception d'un écart entre la situation actuelle et celle désirée (*discrepancies*), b) l'adéquation de la solution de changement proposée (*adequacy*), c) le support perçu (*principal support*), d) l'efficacité personnelle (*efficacy*), e) la valence (*valence*). Cette étude vise à documenter les qualités métrologiques d'une adaptation française du *Organizational Change Recipients' Belief Scale* développé par Armenakis *et al.* (2007a), lequel mesure ces cinq conditions.

132 cadres provenant de diverses commissions scolaires du Québec ont participé à cette étude. Les participants ont complété une version française de l'instrument, laquelle invitait ces derniers à évaluer leurs dispositions face à une initiative de changement portant sur : l'introduction de la reddition de compte et de la gestion axées sur les résultats dans les commissions scolaires québécoises.

Les analyses préliminaires réalisées sur l'ensemble des données indiquent que la version française de l'instrument présente une structure factorielle semblable à celle de la version originale. La version française présente également des niveaux de consistance interne acceptables et comparables à ceux de la version anglaise. Les résultats indiquent aussi un certain niveau de stabilité de l'instrument, et ce, en fonction : du sexe, de l'âge, du nombre d'années d'expérience et de l'organisation d'attache des répondants. Les applications pratiques pour un tel outil diagnostic, ainsi que les pistes de recherche futures sont discutées en guise de conclusion.

## Mots clés

Changement organisationnel, gestion du changement, disposition des destinataires face au changement, qualités métrologiques, validation transculturelle

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## **Beneath the surface: exploring latent and overt conflict in Dutch collective bargaining between 2004 and 2011**

Paper prepared for presentation at the 48th annual CIRA-ACRI Conference, Fredericton, New Brunswick, June 02-04, 2011. This paper is part of a larger research program of the authors: "Contagious Conflict: Learning from Industrial Conflict". The authors acknowledge financial support from the Conflict and Security program of the Netherlands Organization for Scientific Research.

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**Abstract:** Over the past decades, the persisting problem of industrial conflict, especially the (re)occurrence of strikes, has given rise to a large body of work on formal bargaining models. Usually, failure to reach an agreement in these models is equated to incidences of strikes in the real world. However, overt conflicts, like strikes, may only be the tip of the iceberg of the clashes in industrial relations. (Temporary) breakdowns in collective bargaining do not necessarily result in strikes, or even any other type of industrial action, but may be resolved through threats alone. In the Netherlands, unions are legally obliged to issue letters of warning to employers when collective action is imminent, specifying the possibilities and the timeframe available to the employer to avoid a strike. The presence of such 'ultimatum letters' provides us with an opportunity to identify collective negotiations in which bargaining broke down, irrespective of the effectuation of strike threats. In this paper, we use quantitative methods to describe and analyse the characteristics of collective negotiations that exhibit such latent conflict and explore differences between negotiations wherein latent conflict translates into overt conflict and those in which it does not. We offer possible causes of conflict escalation and undertake preliminary investigations into these causes.

## ***Whistle Blowing and Organizational Civil Disobedience: A Story of Two Tales***

***Alan Levy***

This paper compares and evaluates dissent: organizational civil disobedience — the laws or actions of their government through the use of whistle blowing laws in Canada UK and USA. The purpose of the study is to examine both provincial and federal whistle blowing laws compared with such laws in the United states and the UK. It will examine the application of — disclosure by employees of illegal, immoral or questionable practises by their employees covered by whistle blowing legislation. This international comparative legal analysis will be one of the first of its kind in Canada.

The research study will examine the cognitive dissonance of enforced loyalty to the behavioural organizational concepts of positive cultural and norms, while seemingly multi-sided, encourage the disobedience of going public against your employer. All of activities are to be loyal and commented to the values of the to your employer, in fact if one is not they maybe disciplined demoted or even terminated yet particularly public sector organization are by policy and procedure encourage positively reinforcing negative behaviour in the pluralistic democratic ideological, the argument that this shall serve the best interest of the society and politicians must be rooted to the citizenry in liberal democratic societies. The protective element within whistle-blowing legislation will be examined in a comparative employment legal fashion.

The research project is particularly interested in the protective elements of whistle blowing for workers and the organizational employee participation of disobedience of being disloyal to your organization by utilising whistle blowing laws.

### **THE FUTURE OF WORK? JOBS, CAREERS AND CALLINGS**

Work: Despite the apparent importance that we place on work in Western society, it may not be as important as many believe it to be, or perhaps in the “way” we believe it to be. In this paper I investigate the importance people place on their work using the “Job-Career-Calling” model. In this model, work is viewed in three different ways. A “Job” is work that is viewed as primarily for income, a “Career” as a development path, and a “Calling” as major purpose in life. Interviews were conducted with fourteen professionals, 40-60 years of age, who had made a major change in their line of work. The results reveal that these categorizations may be problematic, especially when used for career selection and job satisfaction as there are many factors that affect how the individual views, chooses and experiences work. The discourse of work as a Calling and therefore as the major source of meaning in life, is especially a concern as work that is a person’s main source of meaning places tremendous pressure on the choice of work and the organizational experience. To find one’s Calling, as young people today are being encouraged to do, may result in a very unrealistic understanding of work. In this paper I first outline the Job-Career-Calling model, explain methodology, and then discuss the results and implications. I conclude with the suggestion that we need a new way to look at work: one that is more focused on the daily ‘experience’ of work and how this experience contributes or detracts from the individual’s quest to live a subjectively meaningful life.

**L'arbitrage de différend pour les policiers et pompiers québécois : une remise en question du système arbitral ou la nécessité de garder nos droits acquis ?**

**Par Me Marc Mancini LL.M. (cand.)**  
Avocat de l'étude Castiglio & Associés

Les associations syndicales des policiers et pompiers sont régies par des dispositions précises du *Code du travail* québécois. Ainsi, ces travailleurs n'ont pas le droit de grève et souvent, sont soumis à un système d'arbitrage pour régler les négociations de leur convention collective. Depuis quelques temps, les représentants des employeurs de ce milieu prônent une modification du *Code du travail* québécois afin de rétablir, selon eux, le rapport de force. Selon les prétentions patronales, la durée limitée à trois (3) ans des sentences arbitrales tenant lieu de convention collective, nuit à la saine gestion des relations de travail dans les municipalités québécoises. Or, une telle balise législative permet justement de contrer l'absence du droit de grève des policiers et pompiers québécois. L'objectif de cette présentation est de clarifier la question de la durée des sentences arbitrales tenant lieu de convention collective et des conséquences majeures sur les droits des travailleurs advenant que le législateur québécois acquiesce aux revendications patronales pour prolonger la durée desdites sentences. La méthodologie utilisée pour cette étude sera une analyse jurisprudentielle des décisions arbitrales québécoises sur la question. De plus, un bref rappel de la liberté d'association des travailleurs (incluant la liberté de négocier) sera mis de l'avant pour expliquer l'importance des dispositions législatives applicables aux policiers et pompiers québécois.

# **Some Responses to the Challenge of Climate Change by North American Labour**

**Thomas Mann  
Executive Director  
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## **ABSTRACT**

Climate change represents a challenge of epic proportions not only to all of society but also to labour movements around the world to do their part. This paper discusses responses to the challenge by my provincial union, my national union, other public sector unions and the national federation of unions in Canada as well as some responses by the labour movement in the United States and that of the International Trade Union Confederation at the international level.

## Tragedy or Farce?

# Comparing the Role of Industrial Relations in the Federal Australian Elections of 2007 and 1929

**Ray Markey**

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The national elections of 1929 and 2007 are the only two in Australian history where the government lost office and the prime ministers, Stanley Bruce and John Howard, lost their own seats. In both cases they were governments of the conservative parties, which embarked upon radical industrial relations reform, involving the downgrading of the federal arbitration system as a means for attacking standards of work and shifting the balance of power to employers. Both election campaigns were dominated by industrial relations, and the unions' mobilisation against the reforms was a key factor in the defeat of the governments. The grass roots nature of the union campaigns was also similar.

Both the 1929 and 2007 elections were preceded by over a decade where industrial relations was a major public policy issue with little political consensus, part of an international pattern of struggle between capital and labour. During these periods employers took the offensive to curb the unions and to reduce working standards to improve productivity and profitability, in the context of increasing global competition. In each case radical reform at a national level required innovative approaches to the constraints of a federal constitution in a dual Commonwealth/state structure. Reform of the conservatives' industrial relations agendas was a priority for both Labor governments that were installed after the elections, but they were constrained by political circumstances and the two greatest global financial crises of the century.

The paper explores the parallels between the two elections and their contexts in greater detail, drawing insights into the nature of Australian politics and the possible future for industrial relations.

**Adian McFarlane and Sadat Reza**

**The impact of workplace practices on the performance of Canadian workplaces**

Abstract:

There is widespread belief that certain workplace practices significantly contribute to workplace productivity. Over the last three decades, many researchers have attempted to develop theories on how workplace practices enhance productivity and have conducted empirical studies to identify these practices. In absence of a widely accepted notion on how and which practices enhance productivity, it may be useful to conduct a preliminary empirical investigation on Canadian workplaces to identify practices that have positive impact on workplace performance. Once the practices have been identified, further research can be conducted to investigate how public policy may act as a catalyst in this context.

In this paper we examine the extent to which workplace outcomes (productivity, profitability and sales) is affected by workplace practices. The estimates indicate that training and performance based incentive schemes have positive impact on all three outcomes. The presence of a formal or informal grievance system has no impact on performance measures. Estimates also suggest that workplace information sharing practices and provision for family care may contribute to increasing productivity.

Our results only reveal how much more likely workplaces with a given practice would report improved performance in a given category relative to workplaces without that practice. These results should be viewed more as a basis for further discussion and research.

## ***Creating a Dispute Resolution Process in Worker Cooperatives***

***John McNamara***

In 2009, Union Cab of Madison Co-operative, a worker co-operative of 250 workers providing taxicab service, began a review of its disciplinary system, which had been largely unchanged since its incorporation in 1979. The project commenced through a social audit conducted by the Strategic Planning Committee, but became an example of how to build a fair and equitable disciplinary system. Working off of the example of Elizabeth Hoffman (*Dispute Resolutions in a Worker Co-operative: Formal Procedures and Procedural Justice*), the co-operative members sought to formalize informal procedures and create a modern peer review and support mechanism in accordance with the Co-operative Identity.

This case study will examine the process of development and the transformation of a disciplinary system that represents a generational change in the co-operative as well as a holistic cultural revolution. The new system removed management from the disciplinary process allowing them to concentrate on managing the business of the co-operative. It turned the duty of accountability over to the owners—the workers of the co-operative. The intricacies of this system in a traditionally hierarchical co-operative offers lessons for the entire co-operative movement.

## **La grève : toujours un outil de transformation sociale?**

Proposition de communication  
Congrès annuel de l'Association canadienne des relations industrielles  
Fredericton, 2-4 juin 2011

**Auteurs** : Lucie Morissette, Urwana Coiquaud et Marc-Antonin Hennebert<sup>7</sup>

On attribue plusieurs fonctions à la grève dans nos sociétés modernes. Selon certains, elle aurait été le moyen de civiliser le capitalisme et de présider la construction d'un État-providence donnant lieu à l'établissement de droits sociaux fondamentaux (santé sécurité, salaire minimum). D'autres ajouteront qu'elle est à l'origine de la construction du droit du travail. Plus récemment, elle a joué essentiellement un rôle de régulation des relations du travail. La grève est en effet au cœur de la négociation collective. C'est elle qui a amené des employeurs hostiles à négocier et à relever les conditions de travail contribuant ainsi à l'enrichissement de la classe ouvrière.

Une question se pose néanmoins de nos jours : la grève est-elle désuète? D'une part, les nouvelles stratégies de relations du travail, telles que la collaboration, rendent-elles inutile le recours à la grève? D'autre part, les fermetures et délocalisations d'entreprises, les nouvelles stratégies organisationnelles (sous-traitance, recours aux travailleurs autonomes, aux agences de placement) permettent-elles de faire échec à un tel moyen de pression? Et dans le secteur public, le recours fréquent aux lois spéciales est-il signe d'une intolérance à l'arrêt de travail?

En regard de ces tendances, on peut se demander si la grève est toujours nécessaire et efficace. Si nous sommes convaincus de l'actualité et de la nécessité de la grève, il reste à s'interroger sur son efficacité. Si on peut conclure hâtivement à l'échec de certains arrêts de travail, il ne faut pas oublier d'examiner ses effets indirects, voire préventifs. Par exemple, dans certains cas, la grève a pu empêcher une fermeture lente et définitive en permettant à une masse critique de travailleurs de sensibiliser les pouvoirs publics à une délocalisation éventuelle.

Une telle réflexion sur la grève ne pourrait par ailleurs faire abstraction d'une étude des «nouveaux» moyens de pression utilisés par les salariés qui remplacent ou s'ajoutent à l'arrêt de travail. On peut penser par exemple aux grèves de participation, de la qualité ou encore, au recours au code de déontologie par les infirmières pour faire pression sur leur employeur. En quoi ces nouvelles formes d'action collective remplacent-elles ou suppléent-elles à la grève? Sont-elles aussi efficaces?

S'inscrivant dans un projet en émergence, cette présentation propose ainsi une réflexion critique sur un des piliers de notre régime de relations du travail : la grève.

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### **Globalizing Actors? : Actor Contention in the Social Regulation of Work**

Globalization has entailed a three-fold shift for actor contention about work. First, the sources, sites and modes of social regulation are being displaced. Second, there emerges a social regulation deficit as the traditional mechanisms of social regulation are seen to be increasingly inadequate and the social compromises that underpinned them come unstuck. Third, both traditional and emerging actors in the world of work are thus compelled to revisit their resources and capacities for contention. This paper sets out a framework for understanding this process, explores the implications for actor resources and capacities and seeks to identify key research areas and questions for actor contention in this changing playing field of the social regulation of work.

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***Workplace Conflict Expression: Iceberg or Balloon Hypothesis?***

**Abstract**

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This study aims at contributing to the stream of research on the dynamic nature of various forms of workplace conflict by exploring the effect of strikes on individual or unorganized conflict expressions such as grievances, absenteeism, and turnover. The authors test the two competing iceberg and balloon hypotheses on the relationship among workplace conflict expressions while controlling for such factors as strike duration, organizational change, and the rate of nonstandard workers. To do so, the authors used a longitudinal data set from Statistics Canada's Workplace and Employee Survey (WES), covering the years 1999–2006.

# THE CERTIFIED HUMAN RESOURCES PROFESSIONAL DESIGNATION IN CANADA

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The Canadian Council of Human Resources Associations (CCHRA), the national organizing body of provincial HR associations, promotes a voluntary “gold standard” certification for HR professionals known as the Certified Human Resources Professional (CHRP) designation. A recent article in the Canadian HR Reporter claims that it pays to have the designation, as CHRP holders enjoy greater promotion opportunities and higher salaries (Klie, 2010).

Although there are a few research studies surrounding professional HR certifications in the United States (Aguinis, Michaelis, & Jones, 2005; Lester et al., 2010; Wiley, 1995; 1992), with the exception of some international comparative analyses (Farndale & Brewster, 2005; Wiley, 1999), there is a paucity of academic research surrounding the HR profession in Canada. In particular, we lack an understanding of the factors that affect whether or not employers require the CHRP designation for a particular HR position, as well as the improvements in performance that are proposed to arise from hiring HR professionals who hold a CHRP.

Using both historical and current data collected from each provincial human resource association, we outline the development of the CHRP designation in the country and highlight differences that exist in the regulation of the profession between provinces. Following similar procedures utilized in a US study of HR certification (Aguinis et al., 2005), we collected data from over 1000 online job postings across Canada over a period of one month. We present results that indicate the extent to which the CHRP designation has become a “requirement” for practicing as an HR professional. We also present results surrounding the macro and micro variables that affect whether or not a CHRP is required for a particular HR position.

Implications for future HR theory and research, practice of the HR profession in Canada, and policy formulation will be discussed.

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# **Réexamen du modèle de la conservation des ressources dans un contexte de conflit travail-famille**

**Aziz Rhnima and Patrick Richard**

## **Résumé**

Pour réexaminer le « *modèle de la conservation des ressources* », plusieurs hypothèses de recherche ont été testées afin de cerner selon quel mode d'influence, le soutien émotif et instrumental du supérieur peut enrayer l'impact néfaste des conflits travail-famille sur l'épuisement. Pour ce faire, des données (N = 339) ont été collectées par voie de questionnaire, auprès d'une population de professionnels exerçant dans différents secteurs. Les résultats déduits des modèles d'équations structurelles effectués, permettent de souligner que, malgré l'intensité faible de nos conflits travail-famille, le mode interactif d'influence du soutien émotif du supérieur, semble avoir les meilleurs ajustements, comparativement aux autres modes d'influence examinés : AIC = 4,79, statistique **J** = 10,1014,  $P > 0,05$ , ce qui entraîne le non-rejet de l'hypothèse nulle de bonne spécification du modèle d'analyse.

ABSTRACT: THE NEW CONSTRUCTION LABOUR RELATIONS

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The road to achieving construction labour relations stability has been long and winding. The 1960s witnessed a dramatic rise in strike activity and high wage settlements. This led to sweeping legal reforms designed to centralize bargaining structures and stabilize labour-management relations. Although success initially proved elusive, significant improvements in bargaining outcomes have been achieved in the long run. This paper examines developments in the period 1989-2008 and finds (1) the construction industry's share of total strike activity has declined significantly and (2) construction wage settlements have been broadly consistent with private sector settlements. Several factors have contributed to this trend, including increases in nonunion competition, legal refinements supporting centralized bargaining structures and the maturation of bargaining relationships. There has been a shift away from adversarial and confrontational bargaining toward increased labour-management cooperation, flexible collective agreements and the adoption of alternative dispute resolution procedures.

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**Atlantic Canada's transition to knowledge economy work:  
An examination of youth perceptions of "Place".**

As developed countries pursue higher levels of innovation, knowledgeable and creative employees become much more prevalent and important to labour market supply. Canadian government and business leaders have recognized the need for Canada to encourage and support innovation for future economic success and central to this innovation is a skilled labour force upon which organizations can draw. It has been found that knowledge economies develop around clusters, which attract and help to maintain the interest of the "creative class" (Florida, 2008). While some regions are well positioned to attract and retain knowledge workers, others, such as provinces in Atlantic Canada, experience more challenges. This especially is the case for retaining youth and developing skills suitable for future success in the development of a knowledge economy.

The objective of this paper is to examine the perceptions of youth, more specifically Generation Y, using Florida's *Place Pyramid* (2008) to further understand youth's perceptions of attractiveness to staying and working in the region. A qualitative study was conducted with Generation Y university students at an Atlantic Canada university. We examined the interests of young people who were completing their undergraduate education to gain an understanding of what they were looking for as they planned for the next stage in their lives. The findings from this study reveal that the Generation Y students perceived place in their province as being more aesthetically pleasing and secure than other places in Canada, but lacking opportunity.

## La dévalorisation d'acquis : le cas d'immigrants universitaires

Keith Sheldon

Comment se fait-il que les acquis des immigrants universitaires soient dévalorisés malgré que les pouvoirs publics et les entreprises disent vouloir valoriser les acquis de ces premiers? Qu'elle résulte de choix réfléchis ou subis, la valorisation d'acquis au Québec est l'agencement d'une multiplicité d'influences qui s'imprègnent d'une rationalité sociétale. Des trajectoires de socialisation ou bien des carrières possibles activent ces interprétations des besoins de l'économie québécoise et de l'adéquation d'acquis par rapport aux objectifs établis. Nous pensons en effet que les principaux acteurs du processus de valorisation/reconnaissance des acquis répondent à différentes logiques. Tout compte fait, la façon dont la cohérence de la comparabilité d'interprétations s'établit entraîne une discrimination systémique : des processus de valorisation d'acquis peu sensibles au fait qu'ils peuvent désavantager ou même exclure des candidats issus d'un groupe minorisé.

Notre conception de la discrimination systémique n'implique nul rapport intentionnel entre la valorisation d'acquis et les caractéristiques personnelles. La synthèse disjonctive des divers critères de valorisation aboutit quand même à enlever à certains profils socioculturels le droit d'accès aux ressources d'une société où tous sont censés participer sur un pied d'égalité. Notre démarche cherche à décortiquer les écarts de valorisation dans des trajectoires de socialisation professionnelle qui s'articulent les uns avec les autres de manière à dévaloriser de façon systémique un ou plusieurs des acquis de l'immigrant universitaire. À ce titre, le discours balise ce qu'on peut dire au sujet de l'individu qualifié. Notre intention est d'étudier les éléments référentiels à la valorisation d'acquis au moyen de l'étude du discours d'experts en valorisation à multiples nœuds clefs de carrières possibles. À partir de ces classifications discursives de l'universitaire qualifié et de l'immigrant universitaire qualifié, nous visons à comparer de principes sous-jacents à la valorisation de leurs acquis. De cette manière, nous sommes en mesure de mieux comprendre comment la cohérence de la dévalorisation systémique de certains acquis se construit.

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Paper Proposal: The Impact of Gender in Judicial  
Assessments of “Reasonable Notice” Awards: 2000 – 2010

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An employee working under an indefinite contract of employment who is terminated without just cause is presumptively entitled to “reasonable notice” of termination, however, employers often choose not to give an employee “working notice” and thus become liable to pay “severance pay in lieu of reasonable notice”. The severance pay calculation requires an initial judicial determination of the reasonable notice period (typically expressed in months). Judges are typically presented with evidence regarding the dismissed employee’s personal circumstances (such as their age, education, training and work experience) and other job-related characteristics (such as position, tenure and compensation) – the so-called *Bardal* factors (see *Bardal v. Globe & Mail Ltd.* (1960), 24 D.L.R. (2d) – and are then asked to compare the plaintiff employee’s circumstances to that of similarly situated employees as described in other judicial decisions. In this study, I examine the factors that are generally accepted to be appropriately taken into account when assessing “reasonable notice” and, most importantly, whether the employee’s gender affects the assessment (as a matter of law, gender should *not* be relevant). The statistical results indicate that, controlling for other relevant factors such as the employee’s age, tenure, salary and occupational class, women are awarded about 2 months less notice than similarly situated men. To put this figure in perspective, based on the mean salary of the employees in this study, the net disadvantage attributed to the average female employee is approximately \$18,300. If one accepts that women generally earn less than men for essentially the same work, a double disadvantage is at play – simply by reason of gender, women receive less notice than men and the calculation of their severance pay will be based on a comparably lower salary.

# Ontario Labour Relations in the Wake of Bill 80:

## An Analysis of the Legislative Attempt to Enhance Democracy and Autonomy in Ontario Construction Union Locals

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Canadian Industrial Relations Association

### ABSTRACT

Bill 80, a set of amendments to the construction provisions in the *Ontario Labour Relations Act* was introduced on December 10, 1992, “to promote greater democracy and local control in the relationship between internationally based parent construction unions and their Ontario locals” by giving Ontario-based construction locals greater control over their own affairs. Nearly twenty years later, it is clear that the government’s legislative initiative has not enhanced the principles of autonomy and internal union democracy as intended, nor has it brought “a sense of balance and fairness to the relationship between local unions, their members and international parents”. Subsequent emendations have in fact rendered the provisions “toothless” and too susceptible to an interpretation by the *OLRA* which is unfavourable to local unions.

This paper investigates the reasons for this failure. These include the influence of American labour law, the distinctly “cautious” character of labour law reform in Canada, the language of Bill 80 itself, the legislative debate surrounding the proposed amendments to the *OLRA*, and several significant *OLRA* decisions which helped delineate the scope of Bill 80 in Part IV. Arguments are based on close analysis of primary and secondary sources. The case of Bill 80 illustrates larger issues concerning the overall effectiveness of amendments to the *OLRA*.

## **Can you pay employees to innovate? No, but you can make them feel secure.**

**Scott Walsworth**

You would expect a higher than average salary to ensure superior employee performance. You would also expect variable pay to motivate employees towards higher performance. Evidence from a sample of Canadian private sector firms does not support these expectations as they relate to innovation. Instead the evidence suggests that of all the forms of compensation (straight salary, variable pay and benefits) only firm expenditures on benefits leads to a greater rate of employee innovation.

This study uses a longitudinal sample of approximately 2,800 private sectors firms drawn from the Employer Survey of the Workplace and Employee Survey observing the period 1999 to 2006. Innovation is measured as both product and process innovation in each year of data. Using OLS regressions and multinomial logits the effects of total salary, proportion of variable pay, and benefits expenditure are estimated. The results are somewhat surprising in that only benefits has a significant and positive effect on innovation. In order to test the argument that benefits expenditure is simply more prominent in highly innovative firms because it is evidence of a business strategy that relies on cultivating innovation, several measures of strategy and research and development activities are controlled. In addition the longitudinal nature of the analysis strengthens the observation that benefits cause higher rates of employee innovation.

The literature is reviewed and two purposes of benefits are identified: to promote firm loyalty and provide greater security to employees. Interestingly unions are in an advantageous position to provide both of these services. Because unions command a union wage premium that is only available within the firm, employees have greater firm loyalty. Similarly unions bargain for a number of security provisions that protect from lay-offs, injury or illness. If employers are using benefits to illicit innovative behaviours, could unions also be used to promote innovation? If so, this may reduce some of the incentive for employers to avoid unions.

## **WORKPLACE UNION STATUS AND PERCEPTIONS REGARDING SAFETY**

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There has been an ongoing interest in the effect of union status on the workplace and performance. For example, previous research has examined issues such as productivity, wage rates, provision of benefits, and workplace climate. The purpose of the present study is to investigate the relationship between workplace union status and perceptions relating to various aspects of workplace safety (see Kelloway, 2004, for a review of the literature on unions and safety).

The data for the study were collected using a survey of business school alumni at a Canadian university and the results reported in our paper are based on more than 300 usable responses. We looked at various aspects of safety such as provision of safety training, commitment to safety, discipline for safety-related offences, safety climate and the presence of safety programs and practices and examined whether there are differences depending on the workplace union status of participants (that is, does the respondent work at a unionized or nonunion workplace?). Approximately two-thirds of participants were employed at a nonunion workplace.

For many of the safety-related variables, there were significant differences based on union status. Although individuals employed at a unionized workplace were more likely to perceive that there were a greater number of workplace accidents, they also reported a higher safety commitment score, a more favourable safety climate score, greater incidence of safety training, and a number of other safety-related programs and practices (such as regular safety meetings, a JOHS committee, tracking near misses, and so on). Our preliminary results suggest that union status may be associated with various aspects of workplace safety. Implications of the research will be discussed in the paper.

## **Negotiating Away Their Rights: Faculty Experiences with Parental Leave Arrangements**

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Most Canadians take parental leave largely for granted due to provincial and federal legislation that grants one year of leave with EI assistance for those who are eligible. Unions and their workers tend to have even greater benefits due to the bargaining of additional salary top-ups. Despite these rights, negotiating parental leave can be a complicated experience. This paper presents a case study of parental leaves among unionized faculty at a Canadian university and shows that the actual negotiation of leave dates is more nuanced and challenging than the collective 'right to take parental leave' belies. Outside the purview of their union, faculty members often engage in individual negotiations with departmental chairs, deans and senior administrators that undermine their basic rights and results in inequity across the university. This paper examines the challenges for unions in professional settings where individual negotiation occurs, the challenge of writing collective agreement language that benefits professional workers without over-regulating their flexibility, the challenge of balancing individual rights with general principles of equity, and how a sense of vocational duty and careerism can lead to self-exploitation when faculty attempt to be accommodating in the timing of their leaves. The paper also extrapolates to a discussion about how parental leave and the work done or not done while on leave impacts the careers of academic faculty.

## **Labour Market Experiences of Immigrant Men and Women in Economic Downturn**

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Projections based on demographic and economic trends show that employment in Canada will result in a shortfall of 13.9 million workers by 2055 (Urban Futures Institute, 2006). One of the ways to offset this impending shortage of skilled workers is through immigration. Earlier waves of immigrants, who came to Canada largely from European countries, tended to be white or Caucasian. Based on the 2006 Canadian census, roughly 83.9% of immigrants were from non-Caucasian dominated countries such as Asia and Africa (Statistics Canada, 2006).

Previous studies have provided evidence that many immigrants face barriers in the labour market that prevent them from equitably integrating into the Canadian labour force (Li, 2000) and face multiple barriers in terms of income attainment and career development (Aydemir & Skuterud, 2008; Nakhaie, 2007). Moreover, studies have also found that foreign work experience had little positive impact on immigrants' earnings (Schaafsma & Sweetman 2001).

Using survey data collected from 1425 respondents between January and April 2009, this paper seeks to assess the means differences in the labour market experiences of non-white immigrant and white Canadian born men and women during poor economic times. Preliminary findings reveal that non-white immigrant men and women are on average older and more educated than Canadian born white men and women. Findings also reveal that non-white immigrant men and women respondents' experience similar number of incidences of unemployment. Despite this similarity, immigrant men and women experience longer durations of unemployment and lower earnings when compared to Canadian born men and women. In examining the value of international work experience, Canadian born white workers with international work experience, on average, earn substantially more than non-white immigrant workers.

These preliminary findings will serve to inform future multivariate analyses to better understand the labour market experiences of immigrant men and women, relative to their Canadian born counterparts.

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