

MANAGEMENT OF NURSING SERVICES AND EDUCATION

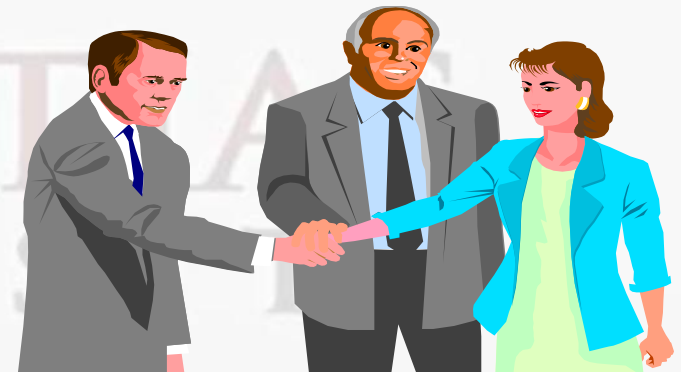
Collective Bargaining UNIT- VIII

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DEFINITION:

Collective Bargaining is a process of discussion and negotiation between two parties, one or both of whom is a group of persons acting in concern more specifically. It is the procedure by which an employer and a group of employees agree upon the conditions of work.

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PRE-REQUISITIES OF COLLECTIVE BARGAINING

- **Existence of a truly representative & strong trade union.**
- **Existence of a progressive management.**

- **Absence of any external pressure either on the employer or on the worker to come to the king of agreement.**
- **Existence of a measure of parties of strength or bargaining power between the trade union and management.**
- **Delegation of authority to an officer involved in negotiation.**

TERMINOLOGY USED IN COLLECTIVE BARGAINING

AGENCY SHOP:

Also called as the open shop. Employees are not required to join the union.

ARBITRATION:

The terminal step in the procedure always indicates the involvement of a third party arbitration may be voluntary on the part of management and labour

CONCILLATION & MEDIATION:

They refer to the activity of a third party to help disputants reach an agreement. However unlike an arbitrator this individual has no final power of decision making.

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FACT FINDING: Rarely used in the private sector but used frequently in labour management disputes that involve government owned companies. In the private sector fact finding is usually performed by a board of inquiry.

FREE SPEECH: Public law 101, section 08 states that “ The expressing of any views argument or dissemination thereof, whether in written, printed , graphic or visual form shall not

GRIEVANCE:

The perception on the part of a union member that management has failed in some way to meet the terms of the labour agreement.

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LOCK OUT: A lockout consists of closing a place of business by management in the course of a labour dispute for the purpose of forcing employees to accept management terms.

NATIONAL LABOUR RELATIONS BOARD: A labour board formed to implement the wagner act. Its two major functions are to:-

- 1) Determine who should be official bargaining until when a new unit is formed and who should be in the unit.
- 2) Advocating unfair labour charges.

PROFESSIONALS: Professionals have the right to be represented by a union, but cannot belong to a union that represents non professionals unless a majority of them vote for inclusion in the non professional unit.

STRIKE: A strike is a concerned with holding of labour supply in order to bring about economic pressure upon employers and cause them to grant employees demands.

CHARACTERISTICS OF COLLECTIVE BARGAINING

- **Group action initiated through the representative of workers.**
- **Flexible & mobile, mutual give & take process.**
- **party Process.**
- **Continuous process – organised relationship between management & union.**
- **Dynamic, scientific, factual & systematic.**

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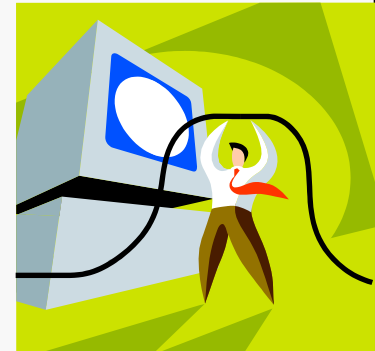


- Industrial Democracy at work.
 - a) Labour Standard
 - b) Labour relations act
 - c) Equal Employment act
 - d) Civil & Criminal laws
 - e) Age discrimination act
 - f) Rehabilitation act
 - g) Civil right act
 - h) Occupational health & Safety act

PRINCIPLES OF COLLECTIVE BARGAINING

MANAGEMENT

- Realistic labour policy.
- Accepted by the representatives.
- Recognition & constructive force in the organisation.
- Essentials for unity & solve the problems.
- Co-operative relationship. Machine Versus Electronic Link.



UNION



- **Power should not be exploited.**
- **Collective bargaining should be within affordable profit of the organisation.**
- **No representatives on higher wages, shorter working hours.**
- **Assists on waste control, cost effectiveness in quality & quantity.**

PROCESS OF COLLECTIVE BARGAINING

STEP I : INFORMAL DISCUSSION.

STEP II: FORMAL DISCUSSION

**STEP III: FORMAL DISCUSSION OF TOP
MANAGEMENT**

STEP IV: FINAL DECISION

**STEP V: FORMAL DIALOGUE OF
MANAGEMENT & UNION**



MANDATORY SUBJECTS OF EMPLOYER & EMPLOYEES

- Educative process.
- Mutual understanding of genuine interest.
- Union avoids insisting on enormous cost of organisation.
- Strike only – when other methods failed.
- Fair treatment – responsible & conservative body JDC.
- Management should entertain only one union.
- Cost of labour.

- Job practices & classifications & rights.
- Bargaining relationship.
- Enforcement, interpretation, resolution of grievances.
- Conflict – third party.
- Principles of equity & due process.
- Human resources approach.

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NEW MODEL OF COLLECTIVE BARGAINING

Individual creativity, adaptability decision making – replacing muscle power.

- Worker – share holder.
- Self managing work teams.
- Shared governance.

- Profit sharing.
- Unions effective mediator – change
- Management accepts union – negotiations.
- Automation.
- Union agency for network of rapid information.
- Successful solutions.

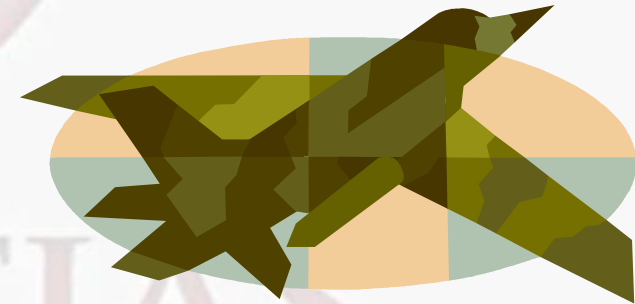
BENEFITS OF COLLECTIVE BARGAINING



- Quality of Work.
- Flattening Hierarchies.
- Flexibility.
- Roles & Functions.
- Responsibilities & commitment between employer & employees.

- Policy making, work design.
- Change Management.
- Articulated human resource philosophy & decision making.
- Resolving conflict.
- Direction for concrete operation.

- Fair transfers and promotion.
- Job security on performance.
- Administrative policies on unionization.
- Paradigm shift.
- Envision future, energise people.



MANAGEMENT FUNCTIONS

- Union contract
- Personnel policies
- Co-operation with union
- Safe work environment
- Alert on state licensing regulations

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