

**Collective Bargaining Analysis: Draft a Contract Term Paper**

**PURPOSE:** The purpose of this exercise is to give you an opportunity to put yourself in the role of an employer-side negotiator, responsible for drafting contract language.

**SITUATION:** Employers seeking to create a positive labor/management relations climate have an interest in showing special sensitivity to employee circumstances that are out of the employees' control—such as illnesses or losses of loved ones. That said, there is always some disruption to operations based on employee absences.

Your job is to draft language for a “funeral leave policy” as a hospital labor relations representative to propose to the union representing registered nurses at your hospital.

In drafting this contract term, you must:

- Define whose death qualifies as an occurrence permitting an employee to take funeral leave. Be aware that definitions such as “immediate family” are difficult for contemporary American families which often feature close relationships with extended family members and that employees are likely to vary in the size and self-defined notions of their “family.”
- Indicate the length of time for which you (the employer) will pay the employee, if you will provide paid leave. NOTE: The Fair Labor Standards Act (FLSA) does not require payment for time not worked, including time used to attend a funeral. Any pay provided is subject to the negotiated agreement (i.e., the CBA) between an employer and union.
- Any limits to use of the policy.
- The verification process, if any, that you will impose on employees.
- Notification requirements of intent to take such leave.
- Anything else you think you should include.

**ASSIGNMENT REQUIREMENTS:** You are to create your assignment independently. Independent means that you do not consult ANY other students or other people. In addition, you are not allowed to engage in research outside of the HRM 721 course readings provided to you. That means you may not use the internet or any other source to find funeral policies in use in organizations, posted on-line, or use other texts/reading materials to identify policies. This is intended to be a creative assignment, encouraging you to critically apply the concepts from the course (e.g., procedural justice) to consider what will likely be judged as acceptable and fair by the union membership, as well as what supports your hospital's efficient operations.

**FORMAT:** You must upload your assignment to Blackboard as a WORD document, 11 or 12-pt font, 1.5 or double spacing. Your policy should be one to two-pages. After specifying your policy, include up to one additional page in which you describe your thought process as to how you came to your definition of the policy and any assumptions you made in defining your policy as you did. **Total pages: 2 -3 pages.**

**GRADING CRITERIA:** The clarity and thoughtfulness of your policy in providing a contract term that can be readily enforced without posing high likelihood of conflict and associated grievances are the primary grading issues. You must obviously ensure that your policy is well-written (and proofread) and submitted via Blackboard, by the deadline.

**DEADLINE:** Monday, November 28<sup>th</sup>, at 6 pm. You may not email me your assignment before or after the deadline.