

Appendix A: MCJOB SURVEY

Use this chart to examine the employment of three large service industry employers in Canada. Research each chain’s website and mark down any details regarding the employment criteria in the first column. Also note at the bottom of each box the quality of the information provided: “detailed,” “vague” or “not answered” (NA).

CRITERIA	MCDONALDS			BURGER KING			TIM HORTONS		
WAGES	Detailed	Vague	NA	Detailed	Vague	NA	Detailed	Vague	NA
BENEFITS	Detailed	Vague	NA	Detailed	Vague	NA	Detailed	Vague	NA
HOURS	Detailed	Vague	NA	Detailed	Vague	NA	Detailed	Vague	NA
VACATION	Detailed	Vague	NA	Detailed	Vague	NA	Detailed	Vague	NA
LEAVE	Detailed	Vague	NA	Detailed	Vague	NA	Detailed	Vague	NA
TRAINING	Detailed	Vague	NA	Detailed	Vague	NA	Detailed	Vague	NA
SAFETY	Detailed	Vague	NA	Detailed	Vague	NA	Detailed	Vague	NA

Work Wise

Appendix B: ESA Poster <http://www.labour.gov.on.ca/english/es/pdf/poster.pdf>

Appendix C: Trouble on the Job

<http://www.worksmartontario.gov.on.ca/scripts/default.asp?contentID=10-1-3>

Appendix D: How to Work Smart

<http://www.worksmartontario.gov.on.ca/scripts/default.asp?contentID=5-1-2&actionID=print>,

<http://www.worksmartontario.gov.on.ca/scripts/default.asp?contentID=5-1-2&actionID=print>

Appendix E: What is a Hazard?

<http://www.worksmartontario.gov.on.ca/scripts/default.asp?contentID=2-6-1&mcategory=health>

Appendix F: WHMIS symbols

<http://teacherweb.com/NF/StPetersJuniorHigh/MrGWilliams/whmissymbols.jpg>

Appendix G: Workplace Health and Safety Tips for Young Workers

<http://ywap.ca/english/stuff.htm>

Appendix H: A Checklist About Workplace Safety

<http://www.mysafework.com/employees/articles/a-checklist-about-workplace-safety>

Appendix I: Work Refusal Flowchart

<http://www.worksmartontario.gov.on.ca/scripts/default.asp?contentID=2-4-3&mcategory=health#H4>

Appendix K: The Santa Clause

Labour Negotiations Unit

Santa International Inc. vs. the Elvish Toymakers Brotherhood

Tensions are running high at Santa's workshop. Christmas may come only once a year, but for elves in the North Pole, the holiday rush began just two weeks ago. There's a mountain of toys to be made for Christmas 2008 and already the elves are showing signs of discontent. It's been four years since they had a raise in salary and improvements to their benefits package, but Santa's not counting. No, the big guy is more troubled by forecasted revenue losses for Santa International Inc. and his billion-dollar gamble to diversify the workshop's product line to woo the non-Christian market. Santa has invested a lot of money in this venture. If his gambit succeeds he'll be bigger than the Easter Bunny, Hanukkah Harry and the Tooth Fairy combined! If it fails, he stands to lose big time. Never mind, scoff the elves. The fate of the workshop is on our shoulders and without a new deal, this workshop is going to grind to a halt... and soon!

Santa International Inc. vs. the Reindeer Aviator's Guild

Tensions are running high at Santa's distribution company. Christmas 2008 was a disaster for the 850 reindeer working around the clock and around the globe. Frostbite, typhoons and near-collisions with Boeing 747s plagued the operation. Public perception is that reindeer spend the off-season in pasture, but the reality is, there is no off-season. From February to December, the reindeer make supply runs down to Mexico, China and Czechoslovakia, picking up low-cost materials for the toy workshop in the North Pole. It's a physically demanding and dangerous job – which gets a million times worse on Christmas Eve – and the reindeers are starting to grumble about “not being appreciated.” They haven't seen an increase to wages and benefits in the past four years, and haven't seen an improvement to sleigh and route safety since the widely overblown miracle of Rudolph's red nose. “Have you ever tried to navigate through Bangkok smog with a glowing nose?” declared Blitzen in a recent union grievance to management of Santa International Inc. “Get us some fog lights or something, you lousy cheapskates.” Santa has been cracking the whip to keep the supply runs moving fast. Well, soon the reindeer are going to walk... off the job.

Negotiators for the Elvish Toymaker Brotherhood

WHAT'S AT STAKE: Your union membership has taken a strike vote and will walk off the job in two days if you don't first hammer out a new deal with Santa's negotiators. That should put some pressure on Santa International to deal, as he can't run the workshop by himself. But don't take these negotiations lightly. Santa has toyed with canceling Christmas in the past, so he won't just cave in to your demands. If you don't get a new deal, your workers will have to choose between:

- A) Starting a strike that could last several months, which would impoverish their families as there's no other work in the North Pole
- B) Not going on strike and risk being seen by management as weak pushovers who make idle threats.

ELF DEMANDS:

Examine the following list of minimum demands from you workers. Use your negotiating and bargaining skills to get your workers what they want (or more, if you can). But most importantly, get a deal your workers will agree to so they can call off the impending strike. **But whatever you do, don't show them this list of minimum demands.**

- Wage increase: To \$14/hour (up from \$10/hour)
- (NEW!) Product creation incentive: A bonus of \$1,000 for any elf creations that make their way into the product line.
- Overtime bonus: \$5/hour (up from \$3/hour)
- Vacation time: 2 weeks paid vacation (up from 1 week)
- Sick days: 8 days paid sick leave (up from 5 days)

Negotiators for the Reindeer Aviator's Guild

WHAT'S AT STAKE: Your union membership has taken a strike vote and will walk off the job in two days if you don't first hammer out a new deal with Santa's negotiators. That should put some pressure on Santa International to deal, as he can't run the supply routes himself, nor deliver all the gifts on Christmas Eve. But don't take these negotiations lightly. Santa has considered canceling Christmas in the past, so he won't just cave in to your demands. If you don't get a new deal, your workers will have to choose between:

- C) Starting a strike that could last several months, which would impoverish their families as there's no other work in the North Pole
- D) Not going on strike and risk being seen by management as weak pushovers who make idle threats.

REINDEER DEMANDS:

Examine the following list of minimum demands of your workers. Use your negotiating and bargaining skills to get your workers what they want (or more, if you can). But most importantly, get a deal your workers will agree to so they can call off the impending strike. **But whatever you do, don't show them this list of minimum demands.**

- Wage increase: To \$14/hour (up from \$10/hour)
- (NEW!) Danger Pay: A bonus of \$5/hour for any reindeer flying through environmental or military hazards
- \$3 million in annual lighting and navigation equipment upgrades to the fleet of sleighs
- Vacation time: 2 weeks paid vacation (up from 1 week)
Cost to
- Sick days: 8 days paid sick leave (up from 5 days)

Negotiators for Santa International Inc. versus the Elves

WHAT'S AT STAKE: The elves have taken a strike vote and will walk off the job in two days if you don't first hammer out a new deal with their union negotiators. A strike would shut down the workshop and cost you \$2 billion a year in lost productivity, though it would also put the elves out in the snow with no income. A strike is a "lose-lose" scenario and you want to avoid it... but not at *all costs*. You have \$10 million you're prepared to deal to the elves. Offer it in any way you wish, but don't spend any more than you have to.

YOUR BOTTOM LINE:

Here are things the elves have been demanding. You don't know yet exactly what they want, but you have budgeted some money for each category. You may shift money from category to category as you see fit. You have \$10 million to work with, though if push comes to shove, you could offer more... **Whatever you do, don't tell them your bottom line**

- Wage increase: Up \$1 to \$11/hour (Cost to you: \$5 million a year)
- (NEW!) Product Creation Incentive: \$200 bonus for each new product (Cost to you: Capped at \$200,000)

Overtime Bonus: Up \$1 to \$4/hour and only in December (Cost to you: \$3 million a year)

- Vacation time: Up 3 days to 8 days paid vacation (Cost to you: \$800,000 a year)
- Sick days: No change (Cost to you: \$500,000 a year for each day above 5)

Negotiators for Santa International Inc. versus the Reindeer

WHAT'S AT STAKE: The reindeer have taken a strike vote and will walk off the job in two days if you don't first hammer out a new deal with their union negotiators. A strike would close supply lanes and cost you \$2 billion a year in lost productivity, though it would also put the reindeer out in the snow with no income. A strike is a "lose-lose" scenario and you want to avoid it... but not at *all costs*. You have \$10 million you're prepared to deal to the reindeer. Offer it in any way you wish, but don't spend any more than you have to.

YOUR BOTTOM LINE:

Here are things the reindeer have been demanding. You don't know yet exactly what they want, but you have budgeted some money for each category. You may shift money from category to category as you see fit. You have \$10 million to work with, though if push comes to shove, you could offer more...

- Wage increase: Up \$1 to \$11/hour (Cost to you: \$5 million a year)
- (NEW!) Danger Pay: \$2/hour bonus for reindeer flying through environmental and military hazards (Cost to you: \$3 million a year)
- Sleigh fleet upgrades: **You're willing to spend up to \$1 million a year** on whatever the union wants
- Vacation time: Up 3 days to 8 days paid vacation (Cost to you: \$1 million a year)
- Sick days: No change (Cost to you: \$500,000 a year for each additional day above 5)

Collective Agreement between the Brotherhood of Elvish Toymakers and Santa International Inc.

Preamble: The following items were agreed upon by the workers and management of Santa's Workshop. The items listed below constitute a legally-binding working relationship between unionized employees and management. It is understood that all participants must live up to their commitments.

- WAGES –

- OVERTIME –

- PAID VACATION –

- PAID SICK LEAVE –

- OTHER –

DURATION OF CONTRACT: This contract remains in effect from _____ to _____, after which both sides are expected to negotiate a new collective agreement.

The negotiators for the Brotherhood of Elvish Toymakers and Santa International Inc. have bargained in good faith and agreed to the terms of this Collective Agreement which will be declared official pending ratification of the brotherhood membership.

BROTHERHOOD

MANAGEMENT

Signed _____ Date: _____

Signed _____ Date: _____

Signed _____ Date: _____

Signed _____ Date: _____

Signed _____ Date: _____

Signed _____ Date: _____

Signed _____ Date: _____

Signed _____ Date: _____

Collective Agreement between the Reindeer Aviator's Guild and Santa International Inc.

Preamble: The following items were agreed upon by the workers and management of Santa's Workshop. The items listed below constitute a legally-binding working relationship between unionized employees and management. It is understood that all participants must live up to their commitments.

- WAGES –

- EQUIPMENT UPGRADES –

- PAID VACATION –

- PAID SICK LEAVE –

- OTHER –

DURATION OF CONTRACT: This contract remains in effect from _____ to _____, after which both sides are expected to negotiate a new collective agreement.

The negotiators for the Brotherhood of Elvish Toymakers and Santa International Inc. have bargained in good faith and agreed to the terms of this Collective Agreement which will be declared official pending ratification of the brotherhood membership.

GUILD

MANAGEMENT

Signed _____ Date: _____

Signed _____ Date: _____

Signed _____ Date: _____

Signed _____ Date: _____

Signed _____ Date: _____

Signed _____ Date: _____

Signed _____ Date: _____

Signed _____ Date: _____

Santa Claus Self-Assessment Rubric

CRITERIA	INF	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4
Knowledge: Understanding of workplace, union and collective bargaining terms & conditions		Limited understanding of most aspects of simulation	Inconsistent level of understanding of simulation	Functional level of understanding of key aspects of simulation	Exceptional level of understanding of all aspects of simulation
Thinking: Effective and realistic negotiation of union and management interests		Limited effectiveness and realism in negotiations	Inconsistently effective and/or realistic negotiations	Functionally effective and realistic negotiations	Highly effective and realistic negotiations
Communication: Coherent, persuasive and respectful use of language and tone		Language lacks clarity, persuasion and/or respect	Language is inconsistently coherent and /or subjective and/or respectful	Language is clear, decisive and courteous	Language is eloquent, highly persuasive and dignified
Application: Active and focused participation in simulation		Limited participation and focus	Inconsistent participation and/or focus	Involved and largely focused participation	Highly active and focused participation

