

# Labour Relations Foundations

Laying the Groundwork for Excellence in  
Union-Management Relations

Kingston: March 25-30, 2012

Victoria: June 4-8, 2012

Kingston: September 23-28, 2012



**Register at: [irc.queensu.ca](http://irc.queensu.ca) or call toll-free: 1-888-858-7838**



Queen's IRC open programs and practice-based research help next-generation leaders **resolve** disputes, **champion** change, and **align** people and purpose.

Our flagship program for some 70 years, *Labour Relations Foundations* is widely acknowledged as Canada's number one learning experience of its kind. There is no better place to develop foundational skills in collective bargaining, grievance mediation, and arbitration in just five days. Make the most of this rare opportunity to see how the other side lives; managers will understand the union perspective while union representatives will view issues through management eyes.

## Learning Outcomes

By the end of the week, you will be better positioned to:

- Respond to the changing face of labour law and legal issues
- Design effective approaches to conflict resolution
- Ensure successful grievance mediation
- Research and prepare for an arbitration hearing
- Carry out a successful investigation process
- Prepare for collective bargaining and negotiate an agreement

## Organizational Benefits

- Stronger labour management relations to enhance competitive capabilities
- Aligned labour relations systems that promote high performance
- Reduced grievance arbitration costs
- Better understanding of how labour relations practitioners shape the union-management dynamic
- Better use of the many dispute resolution processes available

### Essentials

#### Date and Location

Five Days

**Kingston:** March 25-30, 2012

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Please refer to our website, [irc.queensu.ca](http://irc.queensu.ca), for the latest information on venues.

#### Fee

\$4,995

### Who Benefits

Managers, supervisors, union officials, labour relations, and human resources professionals responsible for employee relations



### Takeaways

- Negotiating template
- Interest-based resolution exercises
- "Establishing Credibility" Checklist
- Mini-casebook on grievance arbitration

# Tour of the

## a) Grievance Mediation From the Ground Up

Our leaders take you through the nuts and bolts of the grievance mediation process. You will learn the advantages of this process and the issues most appropriate to resolve via mediation. And you will be taught the key factors that ensure success.

## b) Walking the Grievance Arbitration Beat

Follow your leader through the grievance arbitration process and progressive discipline essentials. He or she will review the legal framework and key procedural aspects and principles. What are the perennial problem areas? What are the emerging issues and directions?

Participants break into small workshop groups to discuss and prepare selected cases illustrating the basic principles of the arbitration process. This experiential component of the week features:

- Case presentations
- Chairman's critique and commentary
- General forum discussion

## c) The View Beyond The Barricade: The Union Perspective

This is a program highlight: hear from one of Canada's leading labour advocates about the most significant trends facing organized labour and the resulting challenges and opportunities for Canadian unions. Prepare to be challenged.

## d) Canadian Labour Law at the Crossroads

Change is the rule rather than the exception in the arena of labour law. One of Canada's preeminent experts in the field discusses important trends such as:

- The direct and indirect application of the Charter to the workplace
- The growing influence of human rights requirements
- The duty to accommodate
- The crucial role of arbitrators

## e) Two Tough Ds: Discipline and Discharge

What are the grounds for discipline? What factors influence disciplinary action? Learn the answers to these vexing questions and how to determine appropriate penalties and the most effective procedures for dealing with innocent absenteeism, insubordination, sexual harassment, and termination.

## f) Investigation Techniques

In preparing for an arbitration case, you may have to do some fact-finding on the complainant's allegations. We give you a step-by-step process for building your plan and winning techniques for interviewing the right people and identifying the key records to be examined. Learn how to interview all parties in an objective manner and assess the investigation results.

## g) The Collective Bargaining Process

It is a mystery to some, intimidating to others. You are in good hands as your leader takes you through the negotiation process.

Learn to:

- Prepare for negotiations
- Negotiate pre-agreements
- Negotiate the issues
- Conclude agreements

# Program

## h) Simulated Collective Bargaining Game

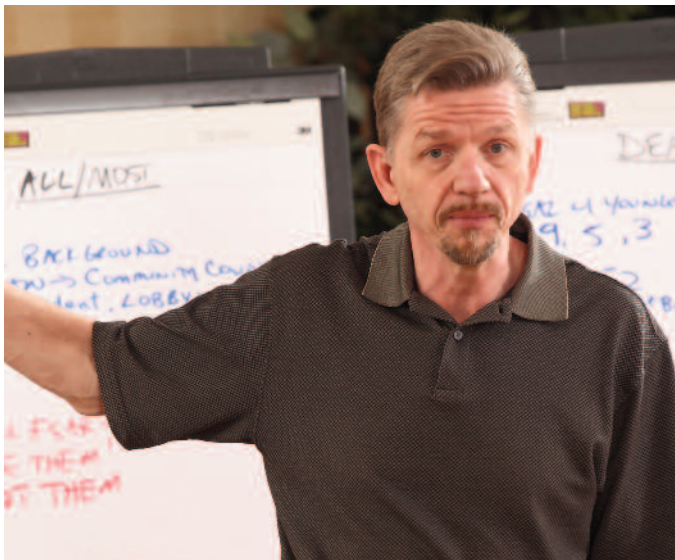
We call it a game but you will quickly learn to take this simulation seriously. Your team will meet in the evening to develop a bargaining strategy, assess priorities and interests and develop an opening statement. Then the team will meet again to negotiate all outstanding issues. Experienced coaches are on the sidelines to observe and offer feedback on the effectiveness of bargaining strategy, skills, and style.

## i) LR's Role: Creating a Higher Performance Culture

Before we send you on your way, we invite you to look at the big picture, and where you fit in that picture. Gain insight into LR's role in cultural change and learn lessons from past change efforts at CN.

### Interactive learning

Some may call it a game but you will quickly learn to take this collective bargaining simulation seriously. During evening meetings your team will develop a bargaining strategy, assess priorities and interests and develop an opening statement. Then you will negotiate all outstanding issues in front of world-wise coaches who offer immediate feedback.



# Facilitators and Speakers

## **Sharon Chilcott**

Sharon is a partner at Filion Wakely Thorup Angeletti LLP, a firm specializing in the representation of management in all areas of employment law and labour relations. Sharon has 15 years of experience as an employment and labour litigator, in the courts, at arbitration, and before administrative tribunals. She has co-authored a number of publications on labour relations, employment standards and privacy law.

## **Henry Dinsdale**

Henry joined the law firm Heenan Blaikie in 1991, and has been a partner since 1997. Henry practices in all areas of labour and employment law at both provincial and federal levels, advising employers and appearing on behalf of management before a broad range of administrative tribunals, arbitrators, and courts. Henry graduated from Queen's Law School in 1987, and has been awarded both a Masters of Laws and Doctoral degrees from Stanford University Law School in California. He speaks regularly on labour law issues and policy and has authored and assisted in the research and writing of several scholarly articles and two books.

## **Peter Edwards**

Peter is vice-president, human resources with CP. He brings 24 years of human resources and labour relations experience in a variety of industries, having held successively senior HR/LR positions at Abitibi Price, Labatt's Brewing and at CN for the last 10 years where, most recently, he was CN's vice-president, human resources. In addition to his corporate responsibilities, Peter has co-authored a number of books including *Switchpoints: Culture Change on the Fast Track* (Wiley 2008). He currently serves on the boards of the Queen's School of Industrial Relations and Industrial Relations Centre. Peter completed his undergraduate and Master of Industrial Relations degrees at Queen's University.

## **Gary Furlong**

Gary is a director of the Arbitration and Mediation Institute of Ontario. He has extensive experience in mediation, facilitation, negotiation, alternative dispute resolution, and conflict resolution. Gary was appointed a provincial facilitator and mediator with the Education Improvement

Commission, assisting with the amalgamation of school boards of Ontario. An associate with Agree Dispute Resolution, Gary is author of *The Conflict Resolution Toolbox* (Wiley 2005).

## **Anne Grant**

Anne has spent more than 14 years assisting individuals and organizations to manage conflict and resolve disputes as a member of the Toronto-based consultancy Mediated Solutions. Her practice includes extensive mediation of labour and civil disputes as well as facilitation of poisoned work environment issues and human rights investigation. Anne has provided customized training in negotiation, mediation, and harassment to all levels of government, and has taught at Osgoode Hall Law School, the University of Toronto, and Trent University.

## **David Law**

David is a partner in the Employment and Labour Law group in Ottawa, and a member of the Occupational Health and Safety National Practice Group. He provides advice, education and advocacy for organizations dealing with labour, employment, occupational safety, workers' compensation and related matters. David is member of the Queen's University Faculty of Law.

## **Elaine Newman**

Elaine is an experienced full-time arbitrator and mediator, specializing in labour relations, employment, and human rights matters. She is a teacher, author, and frequent speaker on labour, employment, and human rights issues. Elaine is currently lead instructor for the Advanced Dispute Resolution Course at Atkinson Faculty, York University, where she teaches the Ethics of Mediation course and Advanced Practicum.

## **Richard Russell**

Richard has a broad range of experience in dispute resolution, having practiced as a civil litigation lawyer, a university ombudsperson, a mediator, an arbitrator, a third party fact finder, and a trainer. As a managing partner with Agree Dispute Resolution, Rick has acted as a consultant in the field of dispute system design in the public, non-profit, and private sectors, and is author of numerous papers, as well as "The Ombuds Model," a chapter in the CCH Alternative Dispute Resolution Practice Manual.

*The roster of speakers may change. We will do our best to keep you informed of program changes.*

# Registration Kiosk

## Labour Relations Foundations

- **Kingston:** March 25-30, 2012: \$4,995
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- **Kingston:** September 23-28, 2012: \$4,995

We offer four easy ways to register:

**Web:** Complete the online form at: [irc.queensu.ca](http://irc.queensu.ca)

**Telephone:** Reserve by calling toll-free: 1-888-858-7838

**Fax:** (613) 533-6812

**E-mail:** [irc@queensu.ca](mailto:irc@queensu.ca)

Confirmation and information on program location, check-in time, and agenda will follow.

### Registration and Fees

Program fees include tuition, workbook materials, lunches, and some dinners. For all programs, payment in full is required one month before the program begins.

Register and pay two months before the start of a program and save \$300 on the tuition of four- and five-day programs, and \$150 on two- and three-day programs.

Register three people **from the same organization in the same program at the same time**, and receive a **10% discount** on program fees. Register five or more people **in the same program at the same time**, and receive a **20% discount**.

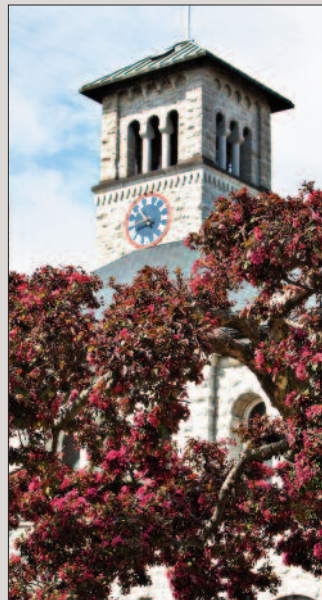
If you know you will be pursuing a Queen's Certificate and would like to remit tuition in one payment before your first program, we offer a special fee with a considerable saving. Contact our Program Administration office for details.

**Note:** Only *one* discount may be applied.

**Cancellations and No-Shows:** Substitutions are permitted with no penalty at any time. Transfers and cancellations are permitted with no penalty **up to 3 weeks prior to the program start date**. There will be a \$500 fee charged for cancellations, transfers, and no-shows **within 3 weeks of the program start date**.

### Location and Accommodation

Please refer to our website, [irc.queensu.ca](http://irc.queensu.ca), for the latest information on venues.



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