

Managing Unionized Environments

Living the Collective Agreement

Victoria: March 20-22, 2012
Toronto: April 24-26, 2012
Kingston: June 11-13, 2012
St. John's: October 24-26, 2012
Fort McMurray: November 14-16, 2012

Register at: 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.

Collective bargaining may get all the attention of the outside world but smart, day-to-day relationship management determines the effectiveness of managers and unionized workers. It is the ongoing resolution of issues and problems that arise daily that will either create a culture of success or one of resistance and fear. In this skills-building program designed for both supervisors and union representatives, the use and application of the collective agreement is placed into an intensely practical context.

Learn both management and union best practices on challenging issues such as discipline, performance management, and job competition. Develop interest-based skills to help eliminate positional behaviour and engage difficult people, be they managers or workers. Reduce friction arising from the daily interpretation of the collective labour agreement. Start using the collective agreement as a platform for productivity and achievement.

Learning Outcomes

By the end of the three-day program, you will be better positioned to:

- Identify the hot spots of collective agreements and how to address them effectively
- Employ the appropriate processes and approaches that will support the integrity of the collective labour agreement
- Set expectations and give feedback that will build trust with management and motivate workers

Organizational and Union Benefits

- Stronger labour management relations to enhance competitive capabilities
- Aligned labour relations systems that promote worker satisfaction and high performance
- Poised and well-grounded responses to the changing face of labour law and legal issues
- Reduced time and costs spent on grievance arbitration
- Better understanding of how shop stewards and managers shape the union-management dynamic

Essentials

Date and Location

Three Days

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Please refer to our website, irc.queensu.ca, for the latest information on venues.

Fee

\$3,295

Who Benefits

Supervisors and managers who oversee unionized staff as well as union officials, shop stewards, and others who represent workers. Members of intact bargaining teams will gain additional benefits attending with their counterparts from within the workplace.

Takeaways

You will receive practical conflict management tools such as the Dynamics of Building Trust and the Triangle of Satisfaction. These tools and approaches are easy to take back to the workplace and implement at both the team and organizational levels.

Tour of the

a) Interests, Rights, and Power

We first distinguish three related yet distinct concepts in how all of us approach problem solving:

- A focus on interests, which calls for engaging, motivating, and coaching
- A focus on rights, which involves setting boundaries, rights, and obligations
- A focus on power, which calls for discipline, accountability, and enforcement of boundaries

Understanding the distinctions, and knowing when and how to pull on each of these levers, is a crucial initial learning. How can managers and union representatives effectively use these processes? How can you get management's attention on important issues?

We then do a deep dive into interests, using the Triangle of Satisfaction as a means to understand three types of interests. This will help you to better diagnose people's behaviour in the workplace and resolve workplace issues. In many cases, union representatives are focused on one set of these interests, while managers are focused on a completely different area, often leading to frustration. Managers and union reps will learn how to engage on the full range of key interests.

b) Understanding Human Rights in the Workplace

With the help of a case study, we tease apart the law, rights, and obligations governing the workplace, with a focus on both human rights legislation as well as recent developments, such as Ontario's Bill 168. We work through the following themes:

- How to recognize harassment and discrimination
- The DNA of a poisoned work environment
- How to manage issues that arise related to harassment

- How managing performance is related to human rights in the workplace
- What obligations that management and unions have in relation to human rights issues

c) Dissecting the Collective Agreement

You'll learn all about the laws, rights, and obligations embedded in collective agreements that touch all parties. What are the key provisions and hot spots in the collective labour agreement that front-line managers need to know?

You'll also be briefed on the grievance process. What is the front-line's role in this process? What is the anatomy of a grievance? What are the best interventions from both management and a union perspectives?

You'll have an opportunity to identify the key areas for your own collective agreement, and develop strategies for starting to address those issues.

d) Managing Relations in the Unionized Environment

In this module, learn how to work effectively to build trust in the unionized environment, and how to apply power without causing long-term problems. Participate in a spirited discussion of the union's role in building and maintaining a productive work environment.

e) Applying Key Interest-Based Skills – The Dynamics of Trust

Even when working with "rights" and "power", you still need to engage people and build productive and sustainable workplace relationships. Trust is a key component of every relationship, workplaces included. What creates and builds trust, both on a personal and impersonal level? When trust is low or broken, what can help repair and rebuild it? How do we weave trust into everything we do, even when not everyone is getting what they want?

Program

You'll be given a clear and easy-to-implement template for building and managing trust in the workplace.

Build your skills in:

- Eliminating positional behaviour
- Effective listening in search of the "why"
- Reality testing to engage difficult staff and effect change
- Working effectively with difficult managers and members

f) Managing and Applying Discipline

When done properly, what does progressive discipline look like? How do you set boundaries that are respected? If you're a front-line manager, how do you gather the facts and conduct a disciplinary meeting? When does the Human Resources department need to be brought in?

In addition, you'll learn the best way to represent a member in the discipline process. What is best for the member, and the membership? How do you sell a result to the member that he or she may not like?

g) Performance Management that Works

Improving the performance of workers involves insight and a number of skills. Motivations need to be understood. Expectations need to be set collaboratively. In this module, learn how to:

- Set expectations
- Give feedback that is heard
- Execute on the maxim, "Gentle pressure, relentlessly applied"

h) The View from the Union Hall

Hear the union perspective on discipline, performance management, and seniority.

- What does the union look for in "good" supervisors?
- Union duty to represent – goals and limits

Interactive Learning

You will participate in case study simulations that offers hands-on experience navigating tricky discipline and performance management episodes, all in a safe learning environment. Best of all, receive on-the-spot coaching to improve your tactics.



Facilitators and Speakers

Gary Furlong

Gary is a principal with Agree Dispute Resolution with extensive experience in mediation, negotiation, alternative dispute resolution, and conflict resolution.

As a mediator and neutral, Gary has worked in the areas of workplace, harassment, wrongful dismissal, commercial, shareholder, and organizational conflicts. Gary is one of the leading partnering facilitators both in the construction industry, as well as in the area of joint ventures and strategic alliances. He has been a mediator for a number of organizations, including the Ontario College of Teachers, the Law Society of Upper Canada, and the Professional Engineers of Ontario.

As a trainer and facilitator, Gary has worked with all levels of government and governmental agencies in the areas of conflict assessment, mediation, and conflict systems design consulting. In addition, he has worked extensively with major Canadian corporations such as the Royal Bank of Canada and Purolator Courier.

Gary is currently on the executive of the Ontario Bar Association ADR Section, is past president of the ADR Institute of Ontario, and holds a Master of Laws in ADR from Osgoode Hall Law School, as well as the Chartered Mediator designation. He is a fellow of the International Academy of Mediators, and author of "The Conflict Resolution Toolbox" (Wiley & Sons 2005) and "The Construction Dispute Resolution Handbook" (LexisNexis 2004). Gary was recently awarded the McGowan National Award of Excellence by the ADR Institute of Canada.

Allan Loyst

Allan has been a member of the Canadian Auto Workers Union (CAW) for 39 years. During this time, he has had many opportunities to develop skills needed to assist the membership in obtaining good contracts and fair employment. He began his career with General Motors Canada in 1972 in the truck plant as a line worker. Since that time, he has held numerous positions in the CAW.

In the 1990s, Allan held an elected position and worked at the CAW Hall as a service representative. While in this

position, he dealt with employee benefits and pensions. In 1992, he went to the north plant of GM. As strike coordinator in 1997, he was instrumental in organizing a plant occupation that led to a settlement and the sale of the plant to Peregrine Inc. As a member of the bargaining committee, he helped negotiate a transition agreement with GM and Peregrine. Allan was part of the negotiating committee and the transition work group that negotiated the first collective agreement in 2000. Through his experiences with GM and Peregrine, Allan has participated in both traditional and interest-based bargaining.

Allan has held delegate status with the Canadian Labour Congress and Ontario Federation of Labour, and is currently an elected member of the CAW Council. He has completed both his Organization Development and Labour Relations certificates from Queen's IRC.

Leanne Parsons

Leanne graduated with an Honours Bachelor of Science degree from the University of Toronto specializing in Psychology and Human Behaviour. She has been trained and certified in Advanced Dispute Resolution and is a qualified mediator.

Leanne has been with the Region of Peel for 9 years in the speciality of Labour Relations and as a Supervisor in HR. She participates regularly in grievance hearings, mediations, arbitrations and acts as the Management Chair for collective bargaining. Strategically, she works with colleagues in HR to create common practices and approaches to labour situations across the Corporation. Leanne creates and facilitates training sessions for Management teams at the Region of Peel in the areas of grievance management, conflict diffusion, behaviour coaching and policy application.

Prior to joining the Region, Leanne's experience in HR specialized in unionized environments, primarily in the private sector in manufacturing and health care environments.

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

Registration Kiosk

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We offer four easy ways to register:

Web: Complete the online form at: irc.queensu.ca

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

Fax: (613) 533-6812

E-mail: 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.

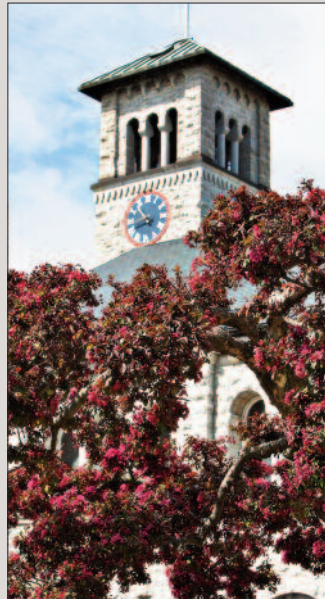
Register three people **from the same organization in the same program at the same time**, and receive a **10% discount** on program fees. Register five or more people **in the same program at the same time**, and receive a **20% discount**.

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.

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, for the latest information on venues.



Robert Sutherland Hall
Queen's University
Kingston ON
Canada K7L 3N6

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