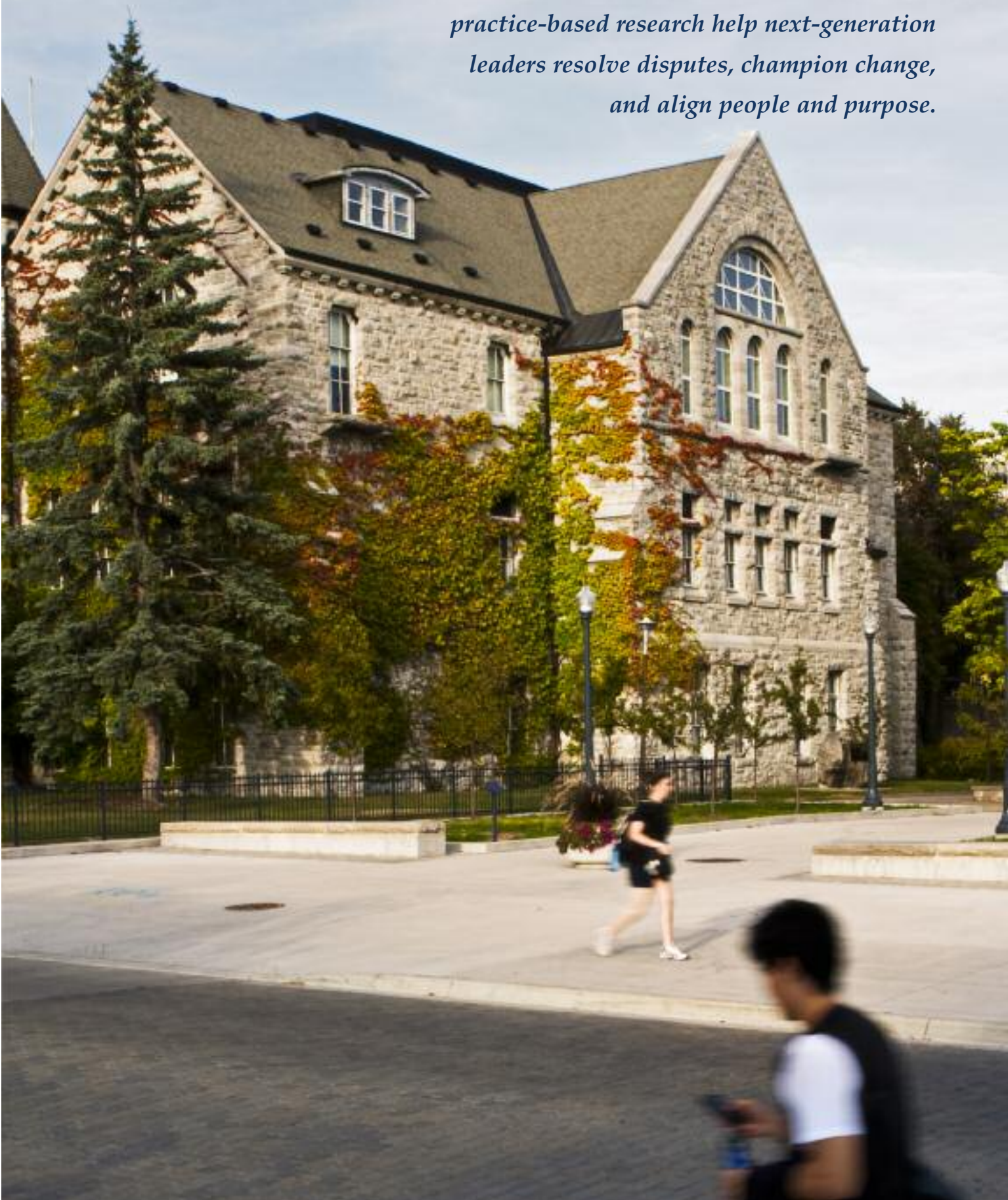


# Queen's IRC Labour Relations Certificates



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





# Canada's Labour Relations Finishing School

Queen's IRC focuses on developing and delivering labour relations training for busy practitioners. As a result of continuous research and 75 years of experience, we have identified the core competencies every labour relations practitioner needs to be successful.

As the oldest degree-granting institution in Canada, Queen's University enjoys an enviable international reputation for excellence in education and research, consistently ranking near the top of all Canadian universities on a host of academic benchmarks. In our programs you will:

- Engage in relevant programs and acquire real-world skills
- Interact with facilitators and coaches who shape our organizations
- Reap the benefits of being a Queen's IRC alumni

# Certiably Brilliant

A Queen's Certificate is assurance that you have the latest process and practice skills to address the challenges of modern private and public sector organizations.

*Adrian Lahey  
Labour Relations Certificate  
recipient, Fall 2011*





“The Queen’s IRC programs have provided me with invaluable resources, tools, and knowledge that transition seamlessly to the workplace. As a Labour Relations practitioner, I enjoyed the opportunities to network and learn from the experiences of other participants, all resulting in a very rewarding experience!”

*Adrian Lahey, CHRP  
Employee Relations Advisor,  
Human Resources  
Queen's University*

## IRC Labour Relations Certificate Series

The Queen’s IRC Certificates in Labour Relations and Advanced Labour Relations are the most prestigious in the people management field. When placed on your office wall, they tell your colleagues that you have received leading skills-building education and that you are a committed continuous learner.



“Queen’s IRC offers the most helpful and well put together programs that I have attended in my career. My only wish is that I had attended earlier!”

*Jocelyn Bullock  
Keewatin Patricia District School Board*

## Labour Relations Certificate Philosophy

The design of the Queen's IRC Certificate in Labour Relations is based on our long-time knowledge of the field, tested through ongoing consultation with seasoned practitioners in both the private and public sectors.



The curriculum reflects the range of skills you require to thrive in your labour relations career, whether in management or union ranks:

- A grounding in the basic factors at play between union and management
- The ability to strategically negotiate in the best interests of your team
- The ability to resolve disputes while preserving a relationship
- The knowledge to reduce the number of costly grievances going to arbitration and the confidence to argue grievances before an arbitrator
- The poise to lead change initiatives to create a more adaptable organization

“Queen's IRC professional development programs offer an experience that is valuable for any committed Human Resources or Labour Relations professional.”

*Anthony Canton  
Suncor Energy Inc.*



## Queen's IRC Certificate in Labour Relations

Complete three of the following five programs, in the order that best addresses your learning needs:

Required Program

**Labour Relations Foundations**

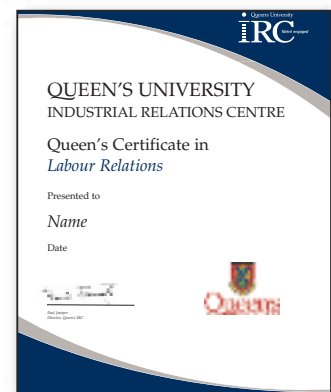
Electives: Complete 2 of 4

**Labour Arbitration Skills**

**Change Management**

**Dispute Resolution Skills**

**Negotiation Skills**



# Program Descriptions for the Queen's IRC Certificate in Labour Relations

<p><b>LABOUR RELATIONS FOUNDATIONS</b> <i>Laying the Groundwork for Excellence in Union-Management Relations</i></p>  <p>Our flagship program for 75 years, LR 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.</p>	<p><b>LEARN HOW TO:</b></p> <ul style="list-style-type: none"> <li>• Respond to the changing face of labour law and legal issues</li> <li>• Design effective approaches to conflict resolution</li> <li>• Ensure successful grievance mediation</li> <li>• Research and prepare for an arbitration hearing</li> <li>• Carry out a successful investigation process</li> <li>• Prepare for collective bargaining and negotiate an agreement</li> </ul>	<p><b>5 DAYS</b></p> <p><b>Who Benefits</b> Managers, supervisors, union officials, and LR and HR professionals responsible for employee relations</p>
<p><b>CHANGE MANAGEMENT</b> <i>Driving and Building Support for Successful Change Projects Using a Time-Tested Framework</i></p>  <p>Our highly effective and popular program will hone your expertise in planning and implementing change in any type of organization: Diagnosing the need to take action, communicating the vision, and modifying the organization's systems as needed.</p>	<p><b>LEARN HOW TO:</b></p> <ul style="list-style-type: none"> <li>• Diagnose the need for change and create the necessary sense of urgency</li> <li>• Select the right change team</li> <li>• Develop a change vision and goals and communicate them effectively</li> <li>• Implement change and ensure its continued success</li> <li>• Assess and manage resistance</li> </ul>	<p><b>4 DAYS</b></p> <p><b>Who Benefits</b> HR and LR professionals and change leaders who want in-depth experience in how to plan and lead change</p>
<p><b>DISPUTE RESOLUTION SKILLS</b> <i>Developing Mediation Poise and Defusing Conflict Before it Escalates</i></p>  <p>Become skilled in fostering a climate that encourages problem-solving and communication. Through role playing and simulations, you will develop the skills to resolve conflicts internally early on, before they become costly grievance hearings.</p>	<p><b>LEARN HOW TO:</b></p> <ul style="list-style-type: none"> <li>• Analyze and diagnose the causes of conflict</li> <li>• Use the communication skills of mediators: listening, framing, reframing, and handling strong emotions</li> <li>• Explore issues in depth, generate multiple options, evaluate options, and develop acceptable solutions with the parties</li> <li>• Raise conflict in a constructive way</li> <li>• Respond to cultural and power issues in conflict</li> </ul>	<p><b>5 DAYS</b></p> <p><b>Who Benefits</b> HR and LR professionals, managers, lawyers, and mediators</p>
<p><b>NEGOTIATION SKILLS</b> <i>Developing Negotiating Styles and Tactics to Master the Dynamics of Collective Bargaining</i></p>  <p>Whether you represent a business unit, government department, or union, you know that the organization's strategic interests are tied to how well you perform at the bargaining table. But can you implement effective bargaining strategies that are true to your own style and the organization's best interests?</p>	<p><b>LEARN HOW TO:</b></p> <ul style="list-style-type: none"> <li>• Prepare effectively for negotiations</li> <li>• Open negotiations constructively and negotiate pre-agreements</li> <li>• Build skills in formulating and delivering proposals and managing impasses</li> <li>• Develop the skills of an effective negotiator including listening, probing, identifying interests, and mutually solving problems</li> </ul>	<p><b>5 DAYS</b></p> <p><b>Who Benefits</b> LR and HR professionals, managers, and union representatives who prepare for negotiations</p>
<p><b>LABOUR ARBITRATION SKILLS</b> <i>Learning the Advocate's Art and Science of Building and Presenting Winning Arbitration Cases</i></p>  <p>In this dynamic program, you build presentation and advocacy skills and receive immediate feedback from an experienced arbitrator. Leading advocates and arbitrators coach you through the preparation and presentation of a challenging arbitration case.</p>	<p><b>LEARN HOW TO:</b></p> <ul style="list-style-type: none"> <li>• Prepare effectively for the hearing and develop the theory of the case</li> <li>• Assess your opponent's case</li> <li>• Make opening and closing statements</li> <li>• Examine and cross-examine effectively</li> <li>• Establish the facts at the hearing</li> <li>• Tender evidence and object to evidence</li> <li>• Prepare for collective bargaining and negotiate an agreement</li> </ul>	<p><b>5 DAYS</b></p> <p><b>Who Benefits</b> Labour lawyers and LR professionals who are involved in the grievance process or who prepare and present cases before boards of arbitrators</p>

## Advanced Labour Relations Certificate Philosophy

A recent Queen's IRC survey led to the development of a Competency Framework for labour relations practitioners (LRP). The framework identified the level of knowledge, skills, and abilities required by LRPs in the workplace, under the following five categories:

- Relevant Legislation/Jurisprudence
- Labour Management Relations
- Day-to-Day Management of the Collective Agreement
- Collective Bargaining
- Enforcing the Collective Agreement

Queen's IRC relied on this LRP Competency Framework to design an Advanced Labour Relations Certificate to meet the training and learning needs of the labour relations community.



The Certificate in Advanced Labour Relations complements the IRC's existing Labour Relations Certificate by providing a more in-depth exploration of relevant labour relations topics. Following the basic certificate model, the advanced certificate is designed to allow learners to tailor their programming choices directly to their own professional development needs. This flexible programming means that learners can choose programs that are directly relevant to their work.

“  
An outstanding program that has given me the tools and knowledge to assist me as I embark on my career as a negotiator.  
”  
*Marie Haase*  
*Ontario Nurses' Association*



## Queen's IRC Certificate in Advanced Labour Relations

Complete three of the following four programs, in the order that best addresses your learning needs:

Electives: Complete 3 of 4

**Mastering Fact-Finding & Investigation**

**Strategic Grievance Handling**

Launch date: Spring 2012

**Managing Relationships for LR Practitioners**

Launch date: Spring 2013

**Choose 1 of 2 remaining LR Certificate programs**



## Program Descriptions for the Queen's IR Certificate in Advanced Labour Relations:

### MASTERING FACT-FINDING AND INVESTIGATION

*Building Internal Capacity to Effectively Deal with Workplace Complaints*



According to research conducted by Queen's IRC, LR practitioners are spending up to 20% of their time conducting investigations of workplace complaints. Through hands-on training and experiential learning, this program equips LR practitioners with the skills to confidently manage the rigours of investigating complaints.

#### LEARN HOW TO:

- Pre-screen complaints
- Plan the investigation using a step-by-step guide
- Participate in a joint union-management investigation process
- Conduct effective interviews and handle difficult witnesses
- Collect and assess evidence and prepare an investigation report

**4 DAYS**

#### Who Benefits

Managers, supervisors, union officials, and LR and HR professionals who are involved in statutory and non-statutory harassment fact-finding as well as other types of workplace investigations

### STRATEGIC GRIEVANCE HANDLING

*Developing Techniques and Processes to Manage Grievances Efficiently*



In this new program, seasoned practitioners will hone their dispute resolution skills to analyze, manage, and resolve grievances, as well as discuss innovative processes and protocols to address current workplace issues.

**Launch date: Spring 2012**

#### LEARN HOW TO:

- Diagnose when and how conflicts escalate
- Understand the context and purpose of a grievance
- Consider your options when a grievance is filed
- Prepare for and take control of the grievance meeting
- Deploy your skills most effectively during the grievance process
- Strategically choose mediation or arbitration as a secondary option
- Conduct a grievance review before a round of collective bargaining

**4 DAYS**

#### Who Benefits

Supervisors and managers who oversee unionized staff as well as union officials, shop stewards, and others who represent workers.

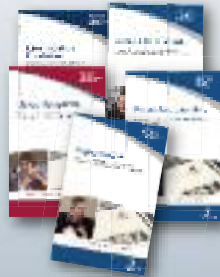
### MANAGING RELATIONSHIPS FOR LR PRACTITIONERS

**Launch date: Spring 2013**

Program details coming soon. Please check our website for the latest information.

**4 DAYS**

Choose 1 of 2 remaining  
Labour Relations  
Certificate programs



LABOUR RELATIONS FOUNDATIONS  
CHANGE MANAGEMENT  
DISPUTE RESOLUTION SKILLS  
NEGOTIATION SKILLS  
LABOUR ARBITRATION SKILLS

“

As Canadian Director of the Retail, Wholesale and Department Store Union (RWDSU), I have put an emphasis on staff training and development and fostered a life-long learning culture within the organization, and Queen's IRC has played a big role in helping us achieve our educational goals. . . . I encourage all unions to consider sending staff to their programs.”

*Derik J. McArthur  
Canadian Director, RWDSU*

# Custom-made solutions

Every organization has a unique story. That is why we offer clients maximum flexibility to shape their Queen's IRC learning partnership. By selecting from full customization to adaptation of existing modules, you can have your Queen's IRC program delivered just the way you want it.

## Full Customization

Queen's IRC has a well-deserved reputation in professional development relating to all facets of labour relations, human resource management, and organization development. Your organization can pick and choose from our speciality areas, such as leadership development and dispute resolution. The result is a curriculum delivered in customized fashion.

You can also customize a curriculum that would see all participants receive a Queen's Certificate with corporate recognition.

Full customization is best for organizations with multiple development needs in a number of functional areas. These programs are most often delivered in a retreat environment.

## Boot Camps

Queen's IRC has a wide range of short-duration and pre-designed programs that address critical people management and organizational issues.

This option is best for organizations with well-defined targeted development needs. Boot camps are usually delivered at the client's site.

## Capacity Builders

Some of our programs are designed to build skills and development capacity within organizations. Two examples:

**Train the Trainer** — We work with your training and development department to train internal consultants who can then deliver programs throughout the organization. This model works very well in the areas of change management and dispute resolution.



**Communities of Practice** — This program allows individuals with shared interests or skills to learn together. The Queen's IRC facilitates the creation of these communities as a step towards building a learning organization.

## Learning Consortia

A creative way to bring Queen's IRC tailored programming to your region is to pool your resources with like-minded organizations in your area or industry sector that share your development needs.

This option is best for organizations looking to access internationally recognized management development programming economically, and who have experience partnering with other organizations for mutual gain.

## Queen's IRC customized programs:

- Bring together employees from multiple units and levels to learn, plan, and act together
- Allow new knowledge to penetrate deeply in your organization and be highly leveraged
- Increase your chance of success in managing whole-systems change
- Stretch participants' perspectives within your organization's culture
- Meet the specific strategic requirements of your organization

## Our Process

Queen's IRC bases its learning partnerships on the three-step action learning process: data collection, analysis, and action planning and evaluation.

**Define:** A representative from Queen's IRC sits down with your project manager or team to learn more about your organization's specific needs.

**Discover:** A Queen's IRC training consultant gathers available data from on-site visits, follow-up interviews, and environmental scans. A key tool of the learning assessment is the *Queen's IRC Blueprint for Organizational Effectiveness* which is used to collect data, diagnose organizational dynamics, and identify solutions.

**Design:** We recommend appropriate learning modules and faculty, and fine-tune the proposal with feedback from your project management team. We map out timing, decide on facilities, and nail down the processes and deliverables.

**Do:** We then deliver the customized program — in-house at your organization, at a training venue in your city, or at our Kingston campus.

At Queen's IRC, we are committed to not only designing and delivering a program but to ensuring it has a measurable impact on your organization's operations. This commitment is at the core of the final two steps of our learning partnership process:

**Embed:** Queen's IRC offers a number of tools and techniques to implement immediately upon return to the workplace. We can also facilitate follow-up sessions three months after the program to explore progress and plan ahead.

**Evaluate:** Queen's IRC works with you to help identify goals and measurables for the training. What is critical to measure is not the skill acquisition itself, but how the skill is applied to a real organizational need.



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