

INDUSTRIAL RELATIONS CENTRE
Professional Development Training



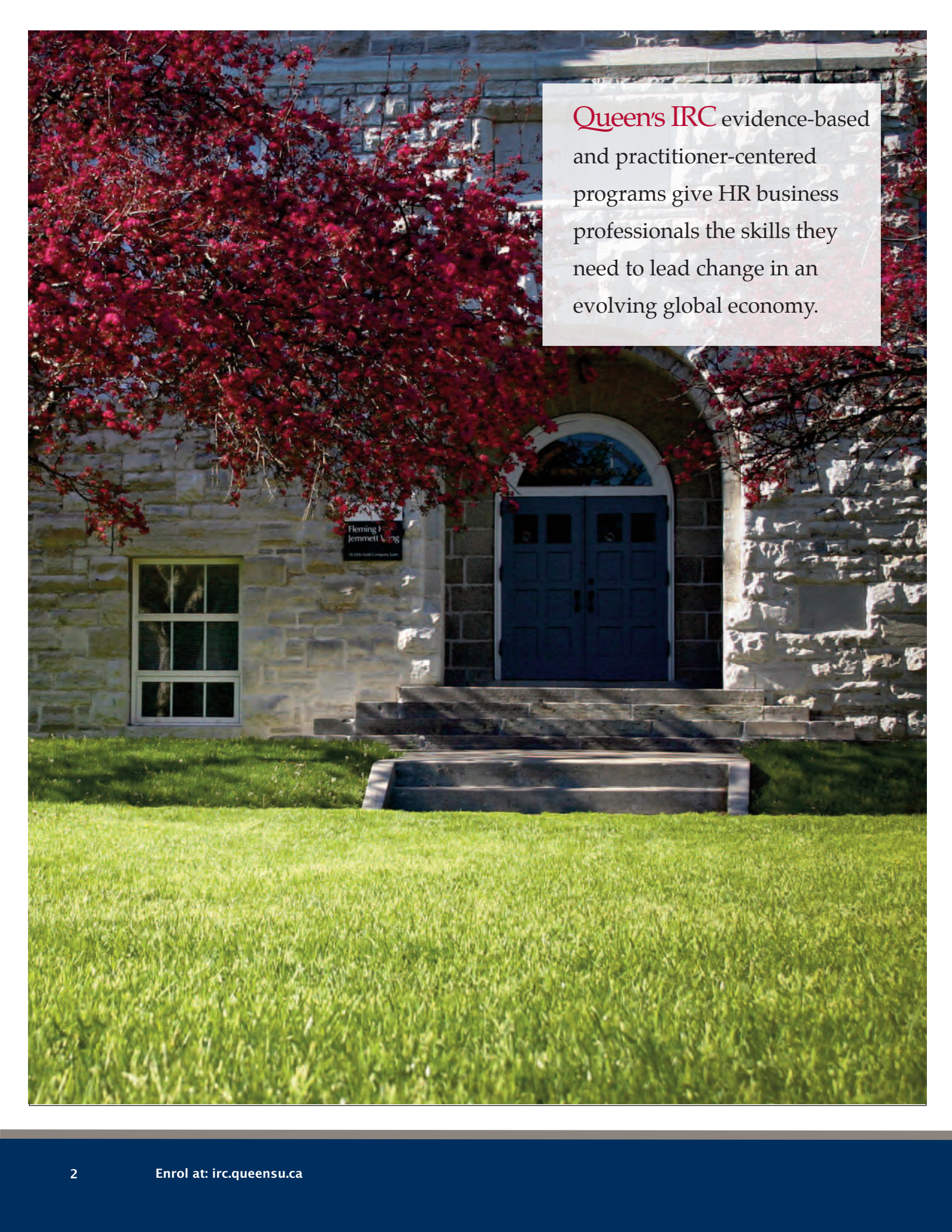
Labour Relations Foundations

Laying the Groundwork for Excellence in Union-Management Relations



irc.queensu.ca





Queen's IRC evidence-based and practitioner-centered programs give HR business professionals the skills they need to lead change in an evolving global economy.

Our flagship program for over 75 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.

Transforming Knowledge into Action

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

LR 200
5 Credits

5 Days

Date & Location

Mar. 18-23, 2018: **Kingston** Mar. 3-8, 2019: **Kingston**
May 28-Jun. 1, 2018: **Victoria** Jun. 3-7, 2019: **Halifax**
Sep. 23-28, 2018: **Kingston**

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

Fee: \$5,395

Who Should Attend

Managers, supervisors, union officials, and LR and HR professionals responsible for employee relations

Takeaway Tools

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

Learn. Design.

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

Implement.

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.

Learning Beyond the Classroom

Our learning programs are focused on your growth:

- Opportunities to network with high-level colleagues from across the country
- Coaching from internationally-renowned facilitators with real-world experience
- Skills and strategies that directly apply to work environments
- Experience-based programming to test theories and ideas
- Mentoring beyond classroom sessions



Facilitators and Speakers

Anne Grant (Lead Facilitator)

Anne is a full-time mediator and conflict resolution professional. Her dispute resolution practice includes extensive mediation of labour and civil disputes, and she specializes in the assessment and restoration of poisoned work environments as well as conducting a range of workplace investigations. Anne is published provincially and nationally in the areas of ADR and legal issues in health care. She is also President of the ADR Institute of Ontario.

Judi Clarkson

Judi was a Registered Nurse, has a B.A. in sociology and an LL.B. She practiced labour law and industrial relations in the healthcare area and is experienced in a broad spectrum of dispute resolution interventions such as mediation, arbitration, consulting and systems design. Her present practice involves individual coaching, harassment / discrimination issues, fact-findings/investigations, and facilitations of poisoned / dysfunctional work environments.

Carol De Rosie

Carol is a Registered Nurse who spent most of her adult life in Toronto working at Sunnybrook Health Sciences Centre. In 2003, Sunnybrook learned first-hand the importance of strong and collaborative health and safety practices during SARs. As the Worker Co-chair of a productive and highly functional 40 member Joint Health and Safety Committee, Carol led the successful shift in the safety culture at Sunnybrook.

In 2006, Carol started a consulting company and for the past two years has focused on staff engagement, conflict resolution, healthy workplaces, and leadership, predominantly in the health care field.

Henry Dinsdale

Henry is a senior partner at Hicks Morley's Toronto office. Henry has been advising and representing employers for over 25 years at both the federal and provincial levels. His practice ranges from providing sophisticated strategic advice, to collective bargaining and labour and employment law advocacy. Henry has taught labour law at the University of Toronto Law School, Queen's University's Law School and Industrial Relations Centre, and in Osgoode Hall Law School's Masters of Labour Law program.

Peter Edwards

Peter was appointed Vice-President Human Resources and Labour Relations at Canadian Pacific, and is responsible for the integrated function across North America. Peter uses the gamut of OD, HR and LR to continuously re-invent organizations,

speaking regularly on culture change and the high performance organizations. He has authored books about managing a changing railway, and holds a Master of Industrial Relations degree from Queen's. organizations. He has authored books about managing a changing railway, and holds a Master of Industrial Relations degree from Queen's.

Derik McArthur

Derik is the Director of UFCW Local 175 & 633, with experience in grievance settlements and collective bargaining. In 2012, Derik led RWDSU Canada, the Northern Joint Council and the 11 RWDSU locals in a merger with UFCW local 175 & 633 creating UFCW's largest local union in North America. Derik holds degrees in Human Resources, HR Management and Justice Studies.

Al Orth

Al is an accomplished HR professional with an extensive background managing in complex union and non-union environments, within both private and public sectors. During his senior HR management career, Al has held executive responsibility for the strategic and operational direction of all human resource and labour relations functions. A seasoned negotiator, Al has established a reputation as a skilled and innovative interest based problem-solver, who develops and builds relationships along with creative solutions.

Megan Telford

Megan is the Vice President, Global Head of Employee Relations for the Toronto-Dominion Bank Group. Megan joined TD in 2007 as the Bank's employment law counsel and then went on to work on the mergers and acquisitions team before joining employee relations.

She has published articles on a wide range of labour, employment, administrative law, and human resources issues. Megan obtained both her Masters of Industrial Relations and her Bachelor of Laws in the inaugural year of the Queen's University MIR/LLB program.

Jennifer Webster

Jennifer is a labour relations professional with over 25 years of experience supporting unions and employers in developing their relationships. She has her own practice as a mediator, arbitrator and facilitator, and is a member of the Alternative Dispute Resolution Institute of Ontario. Since September, 2015, she has been a certified LEGO® SERIOUS PLAY® facilitator and has led LEGO® SERIOUS PLAY® sessions for team development, strategic planning, and the development of organizational vision.

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 60 days prior to 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.

Cancellation Policy

Substitutions are permitted with no penalty **8 days or more from the program start date**.

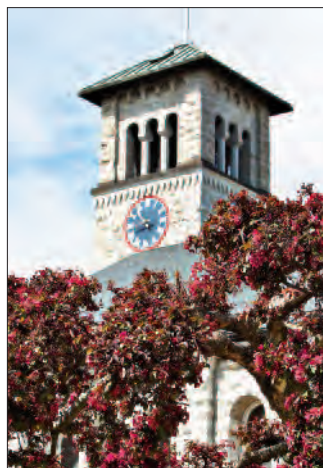
Substitutions **7 days or less before the program start date will be subject to a \$500 charge**.

Transfers and cancellations are permitted with no penalty **up to 15 days prior to the program start date**.

Transfers and cancellations **14 days or less from the program start date will be subject to a 100% charge of the program fee**.

Location and Accommodation

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



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