Labour Relations Foundations
Laying the Groundwork for Excellence in Union-Management Relations
Why Choose Queen’s IRC?

Queen’s IRC focuses on developing and delivering human resources (HR), labour relations, (LR) and organizational development (OD) programs for busy practitioners.

85 years of evidence-based and practitioner-focused training

In-person, virtual and custom programs available

Coaching from industry leaders with real-world experience

Certificate-based programs in HR, LR and OD

Practical simulations and tools that apply to your work environment
Our flagship program for over 80 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 Objectives**
- 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
- Clearer understanding of how labour relations practitioners shape the union-management dynamic
- Better use of the many dispute resolution processes available

**Takeaway Tools**
- Negotiating template
- Interest-based resolution exercises
- Mini casebook on grievance arbitration
- Collective bargaining workbook
- Grievance mediation checklists

---

**Program Details**

**5 Credits**

**Date, Location and Fee**
For information on program dates, location and fees, visit:
[https://irc.queensu.ca/labour-relations-foundations/](https://irc.queensu.ca/labour-relations-foundations/)

**Program Delivery**

*In-person and virtual*
For information on *in-person* and *virtual* programs visit our FAQ page.

**Registration**
For information on registration, payment and discounts:
call toll-free: 1-888-858-7838
e-mail: irc@queensu.ca or visit our FAQ page.
To register for a program visit our registration page

**Who Should Attend**
Workplace leaders including, managers, supervisors, union officials, and LR and HR professionals responsible for employee relations.
Program Overview

Our module-by-module overview introduces the topics that will be explored in depth over the course of the program.

**MODULE 1**

**Interest-Based Resolution Tools and Skills**
- Recognize the conflicting interests, rights, & power underlying workplace conflict
- Resolve conflicts between two opposing parties using a problem-solving model
- Facilitate trust and communication throughout the negotiation process
- Apply interest-based approaches to solving workplace issues

**MODULE 2**

**Grievance Mediation Strategic Practice**
- Understand the grievance mediation process
- Apply interest-based approaches to grievance resolution
- Utilize mediation roles & responsibilities optimally
- Prepare strategically for grievance meetings/mediation
- Understand application & advantages of grievance mediation
- Apply grievance mediation best practices
- Differentiate between grievance arbitration & mediation

**MODULE 3**

**Mapping the Matrix: Making Sense of Labour & Employment Laws**
- Appreciate the inter-relationship of the five pillars of labour & employment legislation:
  - Labour Relations
  - Employment Standards
  - Human Rights
  - Workers’ Compensation
  - Occupational Health & Safety

**MODULE 4**

**Introduction to Fact-Finding**
- Differentiate between a workplace assessment & a workplace investigation
- Apply a conflict analysis framework to real-life situations and select the most appropriate process
- Identify the essential components of a fact-finding process
- Understand the basics of planning an investigation
- Conduct a fact-finding interview
- Explore the compiling & analysis of evidence
<table>
<thead>
<tr>
<th>MODULE 5</th>
<th>The Grievance Arbitration Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recognize key characteristics of arbitration</td>
<td></td>
</tr>
<tr>
<td>Appreciate recent changes in labour relations law that apply to grievances &amp; workplace issues</td>
<td></td>
</tr>
<tr>
<td>Work through arbitral jurisprudence to:</td>
<td></td>
</tr>
<tr>
<td>Understand the expanding scope of Labour Arbitration</td>
<td></td>
</tr>
<tr>
<td>Implement principles of discipline in a unionized environment</td>
<td></td>
</tr>
<tr>
<td>Employ human rights concepts to workplace situations</td>
<td></td>
</tr>
<tr>
<td>Be aware of privacy rights in the workplace</td>
<td></td>
</tr>
<tr>
<td>Apply principles to workplace case studies</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MODULE 6</th>
<th>Introduction to Collective Bargaining</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understand the four phases of collective bargaining</td>
<td></td>
</tr>
<tr>
<td>Recognize the strengths &amp; weaknesses of different models of collective bargaining: collaborative, contextual &amp; traditional</td>
<td></td>
</tr>
<tr>
<td>Articulate their own preferred approach to negotiation</td>
<td></td>
</tr>
<tr>
<td>Apply a negotiation template to analyze issues &amp; develop strategy</td>
<td></td>
</tr>
<tr>
<td>Develop your skills by participating in the complete collective bargaining process</td>
<td></td>
</tr>
<tr>
<td>Apply collective bargaining terminology</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MODULE 7</th>
<th>Collective Bargaining Simulation with Coaches</th>
</tr>
</thead>
<tbody>
<tr>
<td>Differentiate between a workplace assessment and a workplace investigation</td>
<td></td>
</tr>
<tr>
<td>Apply a conflict analysis framework to real-life situations to select the most appropriate process</td>
<td></td>
</tr>
<tr>
<td>Understand the essential components of a fact-finding process</td>
<td></td>
</tr>
<tr>
<td>Identify the basics of planning an investigation</td>
<td></td>
</tr>
<tr>
<td>Conduct a fact-finding interview</td>
<td></td>
</tr>
<tr>
<td>Recognize the compiling &amp; analysis of evidence</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MODULE 8</th>
<th>Principles of Change Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appreciate the necessity for successful companies to continually change &amp; adapt</td>
<td></td>
</tr>
<tr>
<td>Infuse a higher performing culture through differentiation of rewards, clear &amp; consistent expectations, &amp; a responsive disciplinary approach</td>
<td></td>
</tr>
<tr>
<td>Stimulate change through positive leadership that empowers employees through rewards &amp; reposition of negative attitudes</td>
<td></td>
</tr>
<tr>
<td>Recognize that the core of any successful business is related to its highly motivated people, safe &amp; reliable service, cost control, &amp; asset utilization</td>
<td></td>
</tr>
</tbody>
</table>
Deborah Cooper (Lead Facilitator)

Deborah Cooper is currently the Executive Director of a federal union representing public service employees in multiple bargaining units across Canada, as well as being a facilitator and coach at Queen’s IRC since 2013. She has been involved in all aspects of labour relations from the internal grievance process to adjudication, having appeared before numerous tribunals and courts. With respect to collective bargaining, she has bargained in various sectors including the federal public service, the private sector, and the non-profit environment.

Prior to this role, Deborah worked in private practice as an employment and labour lawyer until 2005, moving over to work in-house at two different federal bargaining agents in 2005 and 2009. From 2012-2013, she then worked on the employer side as a Director in the Labour Relations and Compensation Division of a large federal department. In 2013, she was appointed as General Secretary of the National Joint Council (NJC) of the Public Service of Canada. She was a union-side appointee to the position, having held the post from May 2013 – June 2018. Among other things, the NJC also manages numerous directives agreed to by the parties, and incorporated into their collective agreements, on items ranging from travel and relocation to the health care plan and the long-term disability plan.

After her tenure at the NJC, she worked at a large federal union as General Counsel and then from August 2019 until April 2022, she represented workers in the federally-regulated aviation industry as Director of Labour Relations and General Counsel.

Deborah also lived and worked in various roles overseas in Paris, France for several years, including at the Canadian Embassy. She holds an Honours Bachelor Degree from the University of Ottawa, a Law Degree from the University of Western Ontario, as well as the Certificate in Labour Relations and Certificate in Advanced Human Resources from Queen’s University IRC. She has been a member of the Law Society of Ontario for over 25 years.

Kenda Murphy (Lead Facilitator)

Kenda Murphy’s legal career has involved work in the public sector, para-public sector and private sector. Kenda has represented employer clients in collective bargaining negotiations and labour arbitrations while also providing day to day human resources and labour relations advice. Conducting workplace and institutional investigations in both large and small organizations, Kenda has enquired into a wide range of issues including Human Rights Code based harassment and discrimination; workplace harassment; sexual violence and sexual harassment; poisoned work environment; and ethics or codes of conduct breaches.

Kenda’s practice background affords her the unique opportunity to bring multilayered understanding to complex workplace interactions and incidents of conflict that arise within those interactions.

Kenda is the accredited creator of the testbank questions and PowerPoint slide decks for Fiona McQuarrie’s Industrial Relations in Canada, 2nd, 3rd and 4th editions.

Stephen Bird (Guest Speaker)

Stephen Bird is a founding Partner of the Firm of Bird Richard, and has spent his entire legal career representing employers in labour and employment law matters.

He holds a Master’s Degree in European Employment Law from the University of Leicester in the United Kingdom and a Bachelor of Laws Degree from the University of Ottawa, Ontario. He has been recognized as one of Canada’s Top 100 Employment Lawyers, as a Leading Labour Lawyer by LEXPERT and has been inducted as a Fellow by the American College of Labor and Employment Lawyers.

As a former in-house labour law counsel to the country’s largest Crown Corporation, and as a management-side labour law practitioner in private practice since 1992, Stephen has appeared in hundreds of labour arbitrations, acted as chief negotiator on numerous sets of collective agreement negotiations, been involved in major cases before federal and provincial labour Boards, and has appeared at all levels of the Ontario and Federal Courts.

Stephen is a member of the Law Society of Ontario, and the Bars of Alberta and Nunavut.
Henry Dinsdale (Speaker)

Henry is a senior partner at Hicks Morley’s Toronto office. He has been advising and representing employers for over 25 years. Henry works in both the federal and provincial sectors and has appeared on behalf of employers in proceedings in every province in the country. His practice ranges from providing sophisticated strategic advice, to collective bargaining and labour and employment law advocacy.

Henry is a graduate of Queen’s Law School and has since earned both Masters and PhD degrees in law from Stanford University Law School. He has taught labour law at the University of Toronto and Queen’s University law schools, at Queen’s Industrial Relations Centre, and in Osgoode Hall Law School’s Masters of Labour Law program. He has sat on the Advisory Committee of the Queen’s University’s Centre for Law in the Contemporary Workplace since its inception.

Henry is recognized as one of Canada’s leading lawyers in the field of labour and employment law. He is listed as a leading labour lawyer by Chambers Canada and The Best Lawyers in Canada (Woodward/White). He is “Consistently Recommended” for both labour and employment law by Lexpert, and appears in the both the Canadian and International Who’s Who of Management Labour and Employment Law. He is one of six Ontario management labour lawyers named in the “Leading 500 Lawyers” in Canada by The Canadian Legal Lexpert Directory and is described by Martindale-Hubbell as counsel with an “exemplary reputation and high professional standing.”

Peter Edwards (Speaker)

Peter is the founder and CEO of a privately held polymathic group. Prior to leaving CP to form this endeavor, he was Vice-President Human Resources and Labour Relations at Canadian Pacific from 2010 to 2017 and was responsible for the integrated function across North America. During this tenure, CP performed "the greatest turnaround in corporate history," according to CNBC.

Prior to joining Canadian Pacific, Peter held senior positions at Labatt Breweries / Interbrew, and Canadian National Railway. During this time, culture change and the high performance organization were part of Peter’s mandate. From working on critically praised books on managing a changing railway (How We Work and Why, and Change, Leadership, Mud, and Why) to establishing individual employee performance scorecards for every one of the 18,500 unionized employees, Peter uses the gamut of OD, HR and LR to continuously re-invent organizations.


Peter currently sits on four Boards of Directors that include start-ups and charitable organizations.

Peter holds an undergraduate degree and Master of Industrial Relations degree from Queen’s University.

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