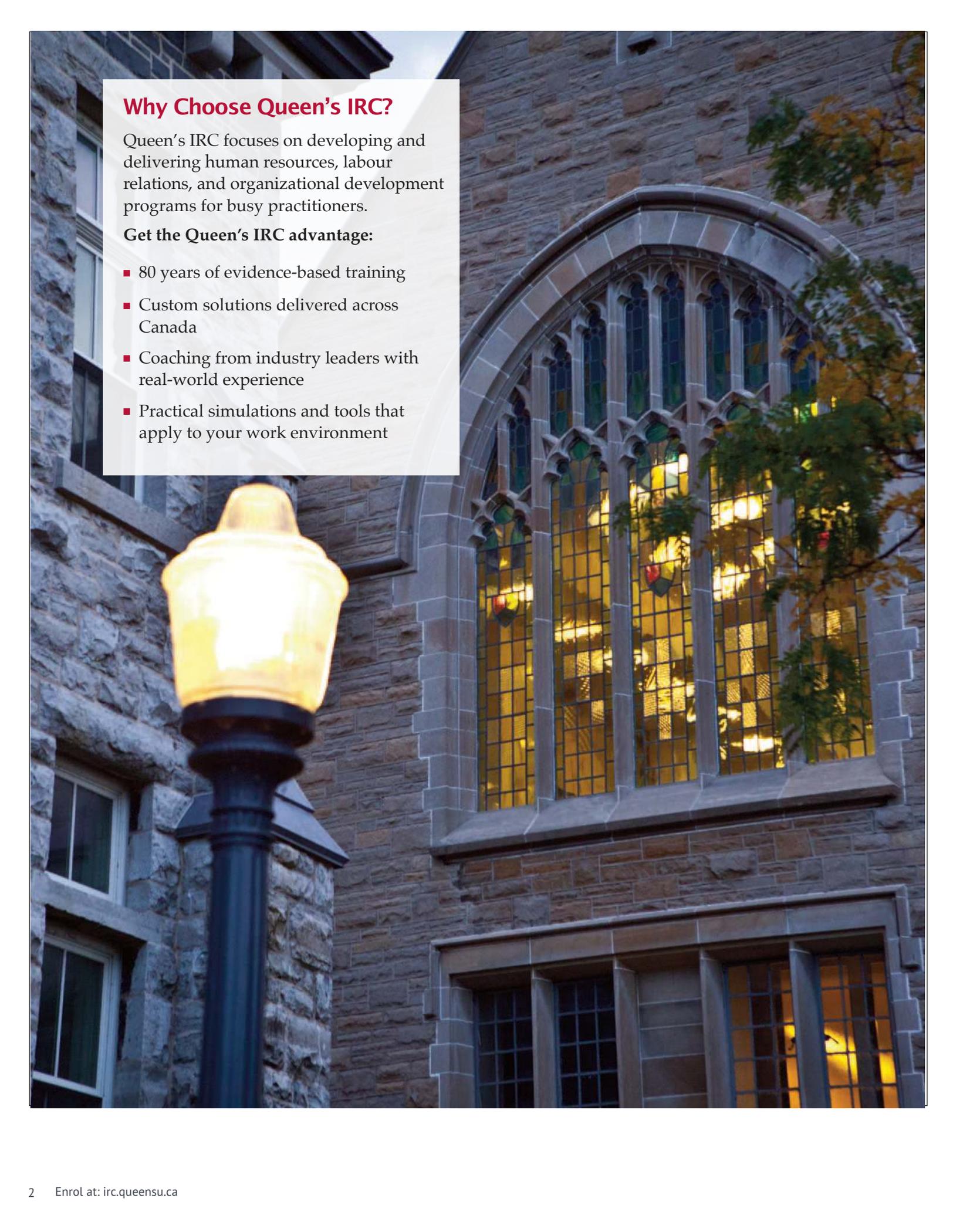




# Labour Relations Foundations

Laying the Groundwork for Excellence in Union-Management Relations



The background image shows a stone building at dusk. A large, ornate Gothic window with multiple panes is illuminated from within, casting a warm glow. In the foreground, a black street lamp with a glowing yellow light fixture stands on the left. The building's facade is made of rough-hewn stone blocks.

## Why Choose Queen's IRC?

Queen's IRC focuses on developing and delivering human resources, labour relations, and organizational development programs for busy practitioners.

### Get the Queen's IRC advantage:

- 80 years of evidence-based training
- Custom solutions delivered across Canada
- Coaching from industry leaders with real-world experience
- 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 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

#### 5 Days / 5 Credits

#### Date & Location

Dec. 2-6, 2019: **Victoria**  
Mar. 22-27, 2020: **Kingston**  
Jun. 1-5, 2020: **Victoria**  
Sep. 20-25, 2020: **Kingston**

**Fee:** \$5,495

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

#### Who Should Attend

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

#### Takeaway Tools

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

# 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) Collective Bargaining Simulation

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.

### 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 Guest Speakers

## **Anne Grant (Lead Facilitator)**

Anne has practised as a full time mediator and conflict resolution professional since 1994. Anne's dispute resolution practice includes extensive mediation of labour and civil disputes. She specializes in the assessment and restoration of poisoned work environments as well as conducting a range of workplace investigations. Currently she is the lead facilitator for the Queen's IRC *Labour Relations Foundations*, *Mastering Fact-Finding and Investigation*, and *Workplace Restoration* programs, and Past President of the ADR Institute of Ontario.  
<https://irc.queensu.ca/facilitators/anne-grant>

## **Guest Speakers**

### **Carol De Rosie**

Carol is a Registered Nurse who spent most of her adult life in Toronto working at Sunnybrook Health Sciences Centre where she worked in Oncology. As an active staff member, Carol sat on numerous hospital committees through the years including the Diversity, Ethics, Fiscal Advisory, and Nursing Advisory. Carol held positions with the Ontario Nurses Association, Local 80 as: Grievance Officer, First Vice President, and for 10 years, full time President.  
<https://irc.queensu.ca/facilitators/carol-de-rosie>

### **Henry Dinsdale**

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.  
<https://irc.queensu.ca/facilitators/henry-dinsdale>

### **Peter Edwards**

Peter Edwards is the founder and CEO of a privately held polymathic group. Prior to leaving CP to form this endeavour, 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.  
<https://irc.queensu.ca/facilitators/peter-edwards>

## **Derik McArthur**

Derik McArthur began his career with the Retail, Wholesale and Department Store Union (RWDSU) after graduation from Confederation College with dual diplomas in Human Resources and Human Resources Management. Prior to attending college, he was an active member of the Army Reserve. His professional career began as an organizer with the union that included work throughout Canada and the US..  
<https://irc.queensu.ca/facilitators/derik-mcarthur>

## **Al Orth**

Al is an accomplished human resources 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. As a seasoned negotiator who has conducted over 100 contract negotiations involving over 2 dozen different unions in 6 provinces, he has established a reputation as a skilled and innovative interest based problem-solver, who develops and builds relationships along with creative solutions.  
<https://irc.queensu.ca/facilitators/al-orth>

## **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. Previously, Megan was a lawyer in the labour and employment law group at the law firm of Heenan Blaikie in Toronto and was a sessional instructor in the Queen's University Faculty of Law.  
<https://irc.queensu.ca/facilitators/megan-telford>

## **Jennifer Webster**

Jennifer Webster has her own practice as a mediator, arbitrator and facilitator, and is a member of the Alternative Dispute Resolution Institute of Ontario. She is a part-time member at the Human Rights Tribunal of Ontario and on the Federal Minister of Labour's roster of arbitrators under Part I and adjudicators under Part III of the Canada Labour Code. She is also a Member of the Transportation Appeal Tribunal and a Mediator/Arbitrator for the Sport Dispute Resolution Council of Canada. She supports an approach to conflict resolution that builds relationships and enhances creative problem-solving.  
<https://irc.queensu.ca/facilitators/jennifer-webster>

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

# Registration Kiosk

## Labour Relations Foundations

### Laying the Groundwork for Excellence in Union-Management Relations

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 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**.

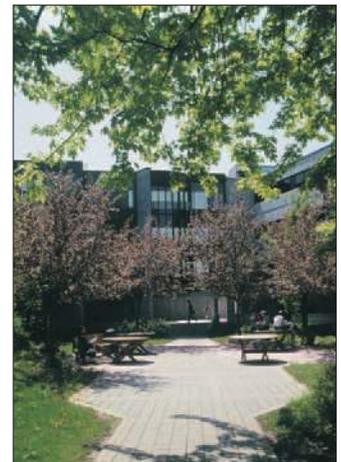
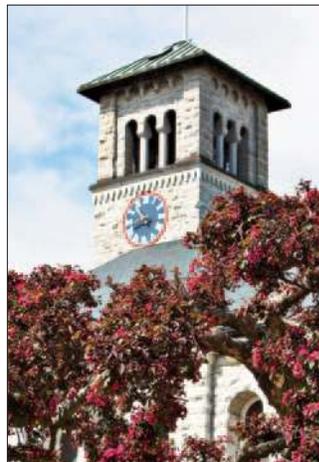
Substitutions **7 days or less before the program start date will be subject to a \$500 charge**.

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](http://irc.queensu.ca), for the latest information on venues.





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Executive House  
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Kingston, ON  
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