

Labor Relations Advanced Collective Bargaining Certificate



- Economics of Bargaining
- Advanced Negotiations



Cornell University
ILR School

Cornell University's Advanced Collective Bargaining Certificate

The Advanced Collective Bargaining Certificate Program deepens participants knowledge and skills in preparing for and executing a collective bargaining strategy. Courses focus on the economics of collective bargaining and advanced negotiation strategies and skills. Please visit www.ilr.cornell.edu/labor-relations/certificates/collective-bargaining-certificate to learn more about the Collective Bargaining certificate and offerings.

Graduates of Cornell's original Collective Bargaining Certificate Program have first priority for enrollment in the Advanced Certificate Program. Non-graduates will be admitted on a case-by-case basis depending on knowledge and experience.

Cornell practices a mix "lecture/experiential" instructional method. This means the instructors move back and forth providing information on best practices and facilitating exercises and simulations that allow participants to hone their skills. Class sizes are limited to ensure full participation and mentoring in small group activities and simulations.

To register for the Advanced Collective Bargaining Certificate, please visit www.ilr.cornell.edu/labor-relations/certificates/advanced-collective-bargaining-certificate.

Early Bird Special: Register by November 30th to receive 15% off workshop prices.

Participants will have 24 months to complete the Advanced Collective Bargaining Certificate.

For more information, please contact **Theresa Mohabir** at **212.340.2841** or **tm63@cornell.edu**.

Testimonials for Cornell's Collective Bargaining Program

"This training was fantastic as it really highlights the process gaps that our team needs to work on. The class was thought-provoking and made us take a good look at our ideas to see if they were truly value add to the organization."

"I now understand more around calculation of savings! Very good explanation of types of costing. The opportunity to present to the panel was very valuable."

"Excellent Course. The hands-on nature of the workshop was very instructive. The financial section led by Dan McCray gave me information that I was hoping to get from the course."

ILR School
ADVANCING THE WORLD OF WORK

Week 1: Economics of Bargaining February 22-26, 2016

LR350 Finance and Compensation for Collective Bargainers February 22- 23, 2016 \$1495

Agility with financial concepts and understanding their consequences in collective bargaining is an essential skill for an expert negotiator.

The program focuses on compensation strategies including fundamental issues on developing and executing a compensation strategy and the possibility of a system that drives performance in a unionized environment.

The program also introduces participants to the basic financial terminology and accounting concepts, a corporation's core financial documents, how to measure financial performance and how financing decisions affect the corporation's capital structure.

The program is appropriate for professionals without experience in finance.

Key Topics:

- Build the appropriate contextual framework for evaluating performance-based compensation systems using financial, market and human capital-based perspectives
- Create an appropriate compensation philosophy, link to organizational and labor strategy, and learn which types of incentive pay are most effective for which groups of employees
- Select pay-for-performance elements that are a good fit for your organization and employee population
- Develop quantifiable measures of performance over which employees have line-of-sight
- Reconcile the financial commitment of a pay-for-performance system with your organization's financial constraints
- Communicate the value of your total rewards package to union representatives and employees

LR351 Healthcare and Pensions
February 24, 2016
\$995

Collective bargaining often focuses on healthcare and pensions before turning to wages and other terms and conditions of employment. Participants develop knowledge of the requirements and implications of the Affordable Care Act, including the Cadillac Tax, various pension protection statutes, and other federal and state legislation impacting bargaining over these important benefits.

Key Topics:

- Employer obligations under the Affordable Care Act
- Basics of Multi-Employer benefit funds
- Laws addressing unfunded pension funds
- Costing and bargaining implications of health and retirement issues

LR352 Costing the Contract
February 25-26, 2016
\$1495

Participants learn and practice creating a collective bargaining cost-sheet and adjusting it based on the ebb and flow of negotiations. The workshop builds upon the bargaining cost-out module from LR201 *Preparation for Collective Bargaining*.

Key Topics:

- Create the bargaining unit cost with rollup calculation
- Project the cash and rate implications of differing wage increases or decreases
- Cost-out economic and non-economic proposals
- Describe the difference between valid and invalid assumptions
- Understand the interaction between cost-out and other budget documents
- Practice the collective bargaining implications of various costing decisions
- Understand how to organize and use data to answer various costing related questions in bargaining

The program will give participants the ability to be agile in understanding the cost consequences of various decisions made during bargaining.



Week 2: Advanced Collective Negotiations
April 25- 29, 2016

LR353 Advanced Collective Bargaining Skills and Techniques
April 25-27, 2016
\$2100

Collective bargaining has been described as containing the twin motivations of competition and collaboration. In this program, participants will deepen and expand their knowledge and practice of negotiation techniques learned in prior Cornell Labor Relations classes to increase effectiveness in a variety of negotiation situations. Participants will develop flexibility and agility among these different negotiation strategies and techniques. Although focused on collective bargaining, these knowledge and skills are useful for any negotiation situation.

Key Topics:

- Power and dependence in negotiation
- Decision making processes and flaws
- Relationships, ego and emotion
- Interests, positions and expectations
- Expand preparation methodology
- At-the-table process and structure
- Dynamics of negotiation tactics and techniques
- Multi-party bargaining
- Internal team bargaining

Participants move through a series of simulations designed to provide a common reference point for the class

to learn a host of negotiation concepts. The program goal is to change the way participants think and approach negotiations.

LR354 Agreement Writing
April 28-29, 2016
\$1495

While negotiation effectiveness is critical, so is the ability to write clear enforceable contract language.

Often agreement language issues are subjects of negotiations; and the structure and process of negotiations impacts the language used to memorialize the deal.

This program expands upon the contract drafting portions of LR205, *Contract Language and Interpretation*, by providing participants with the opportunity to draft and analyze their own collective bargaining agreement language in the context of a negotiation.

Key Topics:

- Writing clearly and succinctly, focusing on the audiences for your agreement language
- Typical contract clauses used in collective bargaining agreements
- The interpretation of different words and phrases
- How negotiations impact agreement language and vice-versa

2015-2016 Public Offerings and Certificates in New York City

Classes are typically offered twice a year. Participants have 24 months to complete the certificate.

For information on program dates and to register, visit www.ilr.cornell.edu/labor-relations/public-programs

Collective Bargaining Certificate

- LR105 Labor Relations Law
- LR205 Contract Language and Interpretation
- LR201 Preparation for Collective Bargaining
- LR203 Effective Collective Bargaining
- LR311 Fundamental Negotiation Skills
- LR312 Interest-Based Bargaining Strategies and Structure

Advanced Collective Bargaining Certificate

- LR350 Finance and Compensation for Collective Bargainers
- LR351 Healthcare and Pensions
- LR352 Costing the Contract
- LR353 Advanced Collective Bargaining Skills and Techniques
- LR354 Agreement Writing

Contract Administration Certificate

- LR105 Labor Relations Law
- LR205 Contract Language and Interpretation
- LR101 Effective Employee Discipline
- LR102 Investigation Tools and Techniques
- LR104 Effectiveness in Arbitration
- LR106 Effective Grievance Handling

Advanced Arbitration Advocacy Program

- Advanced Arbitration Advocacy I
- Advanced Arbitration Advocacy II

Registration Form

(Please copy to register additional people)



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Participant Information

Name _____
 Title _____ Organization _____
 Work Address _____
 City _____ State _____ Zip _____
 Work Phone _____ Cell Phone _____
 E-Mail _____
 Home Address _____
 City _____ State _____ Zip _____
 Date of Birth (optional) _____

- Check this box if your employer is a government, not-for-profit or union organization to receive discount, if applicable.
- Check this box if you have attended a previous course.

Course/Event Selection

Course #	Course Title	Date	Price	Location
TOTAL PRICE \$				

Payment Method

Late cancellations/transfers incur a 25% charge. No-shows and cancellations not in writing incur a 100% charge. Cancellations and transfers must be in writing and arrive at Cornell 5 business days before the workshop date to avoid a charge

Signature of Registrant _____

Please check one of the below payment methods:

CHECK ENCLOSED, payable to Cornell University ILR, for \$ _____
 LETTER OF CREDIT: Attached _____
 PURCHASE ORDER: Attached _____
 CREDIT CARD: AMEX Discover MasterCard VISA
 TYPE OF CREDIT CARD: Personal Corporate
 Card #: _____ Exp. Date: _____
 Sec. Code (3 or 4 Digits): _____ Name on Card: _____
 Signature: _____ Amount \$ _____

PAYMENT OF BILL IS AUTHORIZED BY:

Payment or payment guarantee (such as a Purchase Order) is expected at the time of registration. If a PO or other guarantee of payment will be submitted from your organization, an authorizing manager must sign the registration form taking responsibility of payment. You may pay by credit card or check. Please make checks payable to CORNELL UNIVERSITY ILR.

Name of Authorizing Manager: _____
 Title of Authorizing Manager: _____
 Signature of Authorizing Manager: _____ Work #: _____

The Authorizing Manager accepts the full terms of the cancellation policy above.

To Register:

Online:
 Visit our web site at www.ilr.cornell.edu and register using our secure server.

By Mail:
 Complete the registration form and return to:

Cornell University, ILR School
 ATTN: ILR Customer Service
 16 East 34th Street, 4th Floor
 New York, NY 10016-4328

By Fax:
 Complete the registration form and fax to 212-340-2890.

Special Accommodations:

Please notify us at least two (2) weeks in advance if you require assistive aids or services to fully participate in the program.

For more information, please contact us at:

Phone:
 1.866.470.1922

Email:
ilrcustomerservice@cornell.edu



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Registration Information for NYC Workshops

To register, fax the completed registration form to Cornell University 212.340.2890, or visit www.ilr.cornell.edu/hcd/workshops/Ir.html to register online. Registrations are confirmed in writing in the order received. Registration at the door is usually not possible. If you have not received a written confirmation, please contact Opal Babington at 212.340.2815 before traveling to the workshop.

Payment

Proof of payment guarantee (such as Purchase Order) is expected at the time of registration. If a PO or other guarantee of payment will be submitted from your organization, your manager must sign the registration form taking responsibility of payment. You may pay by credit card or check. Please make checks payable to CORNELL UNIVERSITY ILR.

Substitution and Cancellation

Substitutions of registrants can be made at any time unless a course has a prerequisite or prework. Cancellations and transfers are subject to a 25% charge unless received in writing 5 business days prior to the program. When a representative of an organization approves an employee registration, that organization becomes responsible for cancellations, transfers, substitutions, and payments. The full program fee will be charged for any registration that is not canceled in writing.

Schedule

Check-in and review of materials begin at 8:15 a.m. Workshops begin at 9:00 a.m. and conclude between 4:30 p.m. and 5:00 p.m. Continental breakfast and lunch are included in the fee.

Accommodations

The tuition does not include lodging. We can recommend hotels convenient to the training location. Please notify the registrar in advance to ensure proper ADA accommodations.