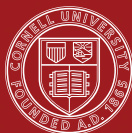


Labor Relations Customized Programs & NYC Open Enrollment Workshops



Labor Strategy and Skills

- Collective Bargaining
- Contract Administration
- Customized Programs



Cornell University
ILR School

Cornell University's Labor Relations Training Program

Cornell's School of Industrial and Labor Relations (ILR) is the nation's most valued resource for education and assistance in the labor relations field. Companies today are faced with a host of industrial relations issues that require skills in connecting business strategy to labor strategy, managing multiple stakeholder groups, effective negotiations and advocacy, performance management, and dispute resolution processes. These programs will provide much needed strategic awareness combined with practical application.

The Collective Bargaining and Contract Administration certificate programs combine academic depth with the skills of leading practitioners to create a unique, highly specialized and interactive curriculum. The programs include case studies and an interactive, practice-based approach to learning, such as extensive collective bargaining and arbitration simulations and other exercises. Course participants will receive a certificate of completion from Cornell University's ILR School.

Open Enrollment Workshops and Certificates

Open enrollment workshops can be taken individually or as part of a certificate in Collective Bargaining or Contract Administration. They provide the opportunity to share perspectives, experiences and expertise with participants from throughout the United States and the world.

Classes are held at the Cornell ILR Conference Center in New York City.

Schedule, fees and more extensive course descriptions available at:
<http://www.ilr.cornell.edu/labor-relations>

Customized Programs for Your Organization

We will craft an educational program that incorporates the actual issues, contracts and challenges faced by your organization. Programs focus on labor strategy across a global supply chain, as well as bargaining and contract administration planning, preparation and execution at the corporate, enterprise and/or facility level.

To schedule customized programs or for questions, contact Dan McCray at danmccray@cornell.edu.

ILR School
ADVANCING THE WORLD OF WORK

Collective Bargaining Immersion Program

The Collective Bargaining Immersion Program is an intensive three-day workshop delivered at your organization's place of business designed to prepare your team for negotiations. It incorporates your organization's actual issues and union dynamics in a comprehensive program designed to teach and practice critical knowledge and skills. The program is highly interactive with many group exercises, case studies and a full-day collective bargaining simulation using your organization's bargaining issues.

Module 1: Establishing the Labor-Management Strategic Relationship

Identify the key aspects that form the basic strategic framework of labor management relations as a part of developing an overall bargaining strategy. Concepts covered include:

- Understand and apply the considerations used by industries for choosing among a "forcing" (more contentious) strategy, a "fostering" (more collaborative) strategy, or a combination of the two
- Identify relative power and how this impacts bargaining
- Review how various strategic relationships impact bargaining goals, process and procedures

Module 2: Scope of Bargaining and Collective Bargaining Mindset.

Learn the interrelationship and differences among organizational, labor and bargaining strategy and how participants can develop a bargaining strategy consistent with organizational strategy and goals.

Module 3: Preparation For Bargaining

Learn and apply best practices in the area of preparation for bargaining and development of proposals using the real issues faced at the bargaining table. Some of the competencies and skills learned and practiced in this module include:

- Identifying the key objectives that participants hope to achieve in bargaining
- Anticipating the union's key objectives
- Marshaling the data necessary to formulate the key proposals
- Drafting proposals that meet key objectives
- Anticipating the union's response to these proposals.
- Understanding financial impact and consequences
- Establishing an effective and timely communications strategy.

Module 4: The Law of Collective Bargaining

An overview of legal requirements under applicable law in an accessible presentation suitable for non-lawyers. Emphasis placed on the "do's" and "don'ts" of conduct during bargaining, including how to avoid unfair labor practices.

Module 5: At the Table: Collective Bargaining Simulation

Learn and apply best practices to use "at-the-table". Cornell instructor(s) will intersperse the simulation with debriefings regarding where best practices were or could have been used in key situations. Competencies and skills learned and practiced include:

- Developing a negotiating strategy (in addition to a bargaining strategy), including the sequence and timing of offers and concessions
- Making opening statements
- Formulating and articulating responses to union demands
- Probing union demands, including clarification of interests, and messaging/signaling of management's position
- Formulating/presenting management offers, including best practices, "sale" of the proposal, responding to union questions and opposition;
- Using the "caucus" or break effectively
- Resolving management proposals and union demands, including interest-based problem-solving techniques, when and how to make concessions, creating and advocating for "linkages," and strategies for overcoming stalemates
- Communication skills for effective managing of interpersonal dynamics, including the emotional, political and tactical aspects of bargaining



Contract Administration Immersion Program

The Contract Administration Immersion program is designed to develop the knowledge and skill-building needs of your organization's human resources and labor relations practitioners. This workshop will provide in-depth knowledge and skill-building in the subject areas of: labor relations and labor law, contract interpretation, employee discipline, grievance and arbitration handling, and workplace investigations. Case studies, role plays and simulations allow participants to apply what they have learned during the workshop to relevant issues that may arise in the workplace.

Module 1: Labor Relations Law

Participants will understand the basic construct of federal labor law and how it relates to the workplace and collective bargaining agreements. Specific areas covered include:

- The interplay between, and the relative significance of, the National Labor Relations Act ("NLRA") or other applicable labor law, the controlling collective bargaining agreement and other workplace laws
- Working within the three-party dynamic of a unionized work environment, including the respective roles of management, the union and individual employees
- Protected employee rights under the NLRA
- Recognizing and avoiding conduct that constitutes an unfair labor practice under the NLRA
- Recognizing the nature and scope of the union's "duty of fair representation" and its impact on the representatives' conduct

Module 2: Contract Interpretation and Drafting

Correctly interpreting contract provisions and writing clear contract and grievance language is key to contract administration and collective bargaining. Areas of knowledge and skills covered include:

- The traditional rules of contract construction applied by arbitrators
- The role and impact of past practice
- The scope of management's rights and the role of the management rights clause
- The meaning and import of key contract clauses in collective bargaining agreements
- Working with managers and supervisors on contract interpretation issues
- Identifying key bargaining or grievance goals and translating them into clear contract language
- Identifying and avoiding common drafting mistakes and using language to mean what you intend

Module 3: Employee Discipline: Standards and Effective Investigations

Effective tactics for employee discipline is a key component of any human resources strategy. Knowing whether and why a disciplinary action will be upheld is critical. Among the competencies developed in this area are:

- Understanding the principles of "just cause" and "progressive discipline" and how they apply to and impact particular cases
- Knowing how to apply best practices for investigating employee discipline cases
- Practical techniques for conducting investigatory interviews
- Analysis and investigation of major disciplinary offenses
- Managing legal concerns that impact the investigation

Module 4: Strategic Grievance Handling and Managing the Union Relationship

Issues involving contract interpretation and employee discipline manifest themselves in the grievance process and labor-management meetings. As a result, understanding how to manage these events is as important as substantive knowledge about the contract and discipline. Participants will develop skills in key management areas, including:

- Productive, efficient grievance handling to ensure management is gleaning maximum benefit from the process, including productive employee relations
- How to think and act strategically as it relates to grievances and union issues
- Evaluating a grievance in the context of the "big picture" and the organization's operational goals
- Conflict resolution tools and influence strategies to achieve overall objectives
- Grievance settlement, including generation of settlement options, negotiating settlements and reducing settlements to writing
- The "do's" and "don't" of grievance processing
- Effective communication, including listening, questioning and understanding emotional "hot buttons"

Managing and Supervising in a Unionized Environment

Shaped to develop the conflict resolution, team building and labor relations skills of managers and supervisors. Effectively managing teams and resolving conflict, in addition to substantive knowledge of labor relations is essential in managing and supervising a unionized workforce. The training is interactive, containing case studies and exercises tailored for your organization that gives participants multiple opportunities to practice learned skills.

Module 1: Conflict Resolution

This Module addresses the role of conflict in organization, and managing conflict as a tool to enhance the performance of employees and work teams. Among the topics covered include:

- Definition of conflict and its advantages and disadvantages
- The types of functional and dysfunctional conflict within an organization and work team
- How individual conflict styles impact the management of conflict
- Costs of unmanaged conflict and using conflict management as a tool for productivity
- Specific tools, techniques and processes for managing interpersonal conflict

Module 2: Building and Leading Teams

Participants will build on their knowledge of conflict management by exploring tools and techniques for building and leading teams, including:

- The critical elements of high performing work teams
- Challenges managers face when building and leading work teams
- Key dynamics and characteristics of teams
- Understanding different work styles and being able to flex one's own style to get the most out of others
- Discerning the critical roles of a well balanced team, the roles' characteristics, and how this relates to delegating tasks
- Effective communication and how to have the "hard" as well as "easy" conversations

Module 3: Labor Relations

Participants learn key labor relations concepts and processes and how conflict resolution and team building skills can be used effectively in a union environment. Areas addressed include:

- Understanding the key principles behind the Labor Law
 - o Concerted protected activity and union drives
 - o Role of union officials and representatives
 - o Unfair labor practices and its impact on supervisor conduct
 - o Other employee rights relevant to front-line supervisors
- Understanding the role of the collective agreement with particular emphasis on clauses related to grievance and arbitration, employee discipline, union activities and where there is an existing CBA, other identified provisions of interest to supervisors
- Contract interpretation and the role and application of past practice in a unionized environment
- Conducting disciplinary investigations and pursuing discipline under the principles of just cause and progressive discipline
- Conducting grievance and union meetings



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Schedule, fees and more extensive course descriptions available at: www.ilr.cornell.edu/labor-relations/public-programs

Collective Bargaining Studies

Required Courses	Days of Workshop
Labor Relations Law	2
Contract Language and Interpretation	1
Fundamental Negotiation Skills	2
Preparation for Collective Bargaining	2
Effective Collective Bargaining	2
Interest-Based Bargaining Strategies and Structure	1

Contract Administration Studies

Required Courses	Days of Workshop
Labor Relations Law	2
Contract Language and Interpretation	1
Effective Employee Discipline	2
Effectiveness in Arbitration	3
Effective Grievance Handling	1
Investigations Tools and Techniques	1



Testimonials

Labor Relations Law Class

"Very relevant to union (and non-union) environment that I work in. Case study/discussions were well-constructed to explore the issues embedded in them. Discussion of concerted activity was particularly good."

Contract Language Class

"I loved the class participation. These forums gave me a chance to meet and talk with other who do the same work. Great way to learn."

Fundamentals of Negotiation Class

"Thoroughly enjoyed this particular workshop. The fundamentals taught are highly relevant to any type of negotiation."

Collective Bargaining Immersion On-site

"This was an extremely informative training, very helpful for our costing initiatives."

Collective Bargaining Immersion On-Site

"This training was fantastic as it really highlighted 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 adding to the corporation."

Supervising and Managing in a Union Environment

"I found this training to be extremely valuable, especially as a supervisor new to a union environment. The course has value that will help the rest of my career."





Cornell University
ILR School

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New York, NY 10016-4328

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Labor Relations Workshops, Certificates, and Customized Programs

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/lr.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 Bablington 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. A 15% discount is available for government and not-for-profit employees.

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.