

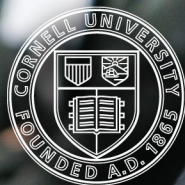
# Cornell ILR School

# PROFESSIONAL PROGRAMS

## New York City

### Certificates and Workshops

Diversity and Inclusion • Employee Relations • Employment Law  
Equal Employment Opportunity • Human Resources • Labor Relations  
Management Development • Total Rewards



Cornell University  
ILR School

**Our mission at Cornell University’s ILR School is to advance the world of work**

by offering the most comprehensive portfolio of professional programs focused on work and employment. Our programs are led by faculty with a unique blend of business and academic experience. With a focus on practical solutions to address challenges facing businesses and government today, we facilitate learning to take your career to the next level.

Cornell ILR’s Human Capital Development, Institute for Compensation Studies and Scheinman Institute on Conflict Resolution offer New York City-based workshops that are engaging, insightful and thought provoking.

**Human Capital Development**

HCD examines business challenges to deliver results-based learning that enables performance and productivity in the workplace. We work at the intersection of social science and business practice to immerse professionals in theory and apply practical, actionable learning to build individual and organizational capability.

**Institute for Compensation Studies**

The institute infuses our educational offerings and analysis with innovative research and leading-edge insight. Aligned with over 60 academic research fellows around the globe, ICS is an interdisciplinary center that researches, teaches and communicates about monetary and non-monetary rewards from work and how these rewards influence successful outcomes for individuals, companies, industries and economies.

**Scheinman Institute on Conflict Resolution**

The institute combines the academic depth of ILR faculty in conflict and dispute resolution, and labor relations with the practical knowledge of leading practitioners in the field to provide intensive skill development for individuals and best practices for organizations. The institute operates under the principle that conflict is an inevitable part of human interaction, and its resolution is an essential capacity for organizational growth and health.

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Gain in-depth knowledge in an area that is complex, highly specialized and vital to organizations creating a competitive workforce. Skills acquired through this certificate help link Diversity and Inclusion (D&I) to organizational and individual work performance.

<b>Diversity and Inclusion Management Certificate</b>		Units
CO100	The Law of Equal Employment Opportunity	18
DV221	Fundamentals of Diversity and Inclusion Initiatives	12
DV227	Inclusive Diversity and Inclusion Talent Management	12
DV310	Effective Diversity and Inclusion Councils	12
DV350 or DV330	Developing and Delivering Diversity and Inclusion Training Training Difficult Issues in Diversity and Inclusion	12
DV240 or DV120	Emerging Trends in Diversity and Inclusion Effective Employee Resource Groups	6
Total		72

**CCDP/AP: Cornell Certified Diversity Professional/Advanced Practitioner**

In response to the growing complexity and depth of the field, ILR developed the Cornell Certified Diversity Professional/Advanced Practitioner (CCDP/AP) Program. Intended for professionals with a minimum of three to five years substantive experience in the D&I field, this certification provides the opportunity to promote individual growth and organizational success through deeper knowledge, honed skills and additional D&I strategies.

Certification requirements can be found at [www.ilr.cornell.edu/ccdp](http://www.ilr.cornell.edu/ccdp).

For specific questions about content relating to the Diversity and Inclusion Programs, contact **Susan W. Brecher** at [swb6@cornell.edu](mailto:swb6@cornell.edu) or call **212.340.2872**.

To register, visit our website [www.ilr.cornell.edu/hcdnyc](http://www.ilr.cornell.edu/hcdnyc).



## WORKSHOPS

### Fundamentals of Diversity and Inclusion Initiatives DV221

Use this workshop's step-by-step process to launch, enhance or revitalize initiatives with thoughtful planning and sound methodology. Acquire key competencies, developmental models and best practices to assess, optimize and drive effectiveness and sustainability of change initiatives.

### Inclusive Diversity and Inclusion Talent Management DV227

Infuse talent management, recruiting, on-boarding and retention with new ways to work, think and communicate. Broaden organizational context by leveraging the impact of applying a strategy for talent management. Recognize the impact of unconscious bias. Align business, talent management and D&I as a systemic process.

### Effective Diversity and Inclusion Councils DV310

Position D&I councils for successful impact in your organization with this workshop's integrated approach. Apply best practices for the formulation and operation of councils and understand the core competencies needed for positive impact.

### Effective Employee Resource Groups (ERGs) DV120

ERGs and affinity groups have emerged in the workplace as a standard component of D&I initiatives to address issues of employee groups with shared interests. Examine characteristics of high-functioning ERGs, as well as leading practices in group formation and operation.

### Developing and Delivering Diversity and Inclusion Training DV350

Enhance critical skills for designing and implementing D&I training to ensure that management and employees have an experience that raises awareness, changes behaviors and does not reinforce stereotypes or biases. Acquire techniques, models and ideas to drive diversity messages across an organization.

### Training Difficult Issues in Diversity and Inclusion DV330

There are D&I issues that are often difficult to discuss when educating and training all levels of employees. Build skills to deliver D&I messages with an overview of techniques, models and ideas. Engage in practice sessions and receive a professional critique of your approach.

### Emerging Trends in Diversity and Inclusion DV240

Shifting demographics, technology and globalization are changing the world of work. Broaden and examine the implications for re-energizing, driving and sustaining D&I initiatives in the face of multiple generations at work, new conversations on religion, race and multiple identities, cultural competence, and other emerging issues.

### Developing and Managing an Effective Supplier Diversity Program DV358

Supplier diversity strategies and programs allow many organizations to gain a competitive advantage. Learn how organizations have approached, designed and implemented supplier diversity in effort to build positive supplier diversity relationships, comply with government regulations, as well as measure and track success to realize business goals.

### Advanced Diversity and Inclusion Strategies DV320

Enhance D&I strategies' relevance, vibrancy, effectiveness and connection to organizational vision and goals. This workshop introduces D&I professionals to a unique assessment tool and a step-by-step strategic approach. Upgrade, relaunch or initiate a sustainable D&I process that links to – and reinforces – an organization's strategic business objectives, mission and marketplace to ensure long-term culture change.

### Enhancing Diversity and Inclusion Initiatives with Change Management Strategies DV325

Organizations need to continuously assess their D&I initiatives and ensure they align with their mission. Learn new change management strategies used by successful businesses and practice relevant skills for engaging employees. Leave with a toolkit that includes an audit to assess engagement, self-assessment techniques to improve individual contribution, and a follow-up action plan to revitalize an organization's D&I initiatives.

### The Law of Equal Employment Opportunity (EEO) CO100

Learn the latest information about federal, state and local EEO and affirmative action laws (see Page 4).

## On-Site Programs: Diversity and Inclusion

All workshops and certificates are available upon request as on-site programs and can be customized to meet the needs of your organization.

For more information about on-site programs, contact **Sandra Acevedo** at **212.340.2819** or email [ilrcustomerservice@cornell.edu](mailto:ilrcustomerservice@cornell.edu).

## CERTIFICATES

**Why earn a Cornell certificate?**

**How long does it take?**

**What areas of study are available?**



Each Cornell ILR professional program certificate delivers a comprehensive series of workshops carefully selected to provide you with in-depth expertise. Topics are presented by working practitioners who are also experienced instructors. They blend theory with practice to address real issues faced at work.

Certificates can be completed in six to 18 months and are available at our NYC Conference Center or on-site at your location.

**The following certificates are offered in a range of multi-disciplinary areas:**

- Advanced Employee Relations and Investigations
- Collective Bargaining Studies
- Contract Administration Studies
- Diversity and Inclusion Management
- Equal Employment Opportunity Professionals
- Human Resource Management
- Leading Talent Optimization
- Management Development
- Performance Pay, Metrics and Practice Alignment

**Hear from certificate earners:**

*"Cornell designed a special on-site Complaint Handler's Certificate Program for us. Content, quality of instruction and application to the real world ... all superior, fulfilling and fun."* -Carmen Johnson, Manager

*"Whether you are new to the HR world or someone looking to advance your career, the HR certificate programs are an exceptional opportunity. I thought the expertise of the instructors was outstanding. They taught concepts and integrated real-world experiences that gave us a great perspective."* -Bob Bourg, VP Organizational Development

For more information about Cornell ILR Professional Program Certificates, email [ilrcustomerservice@cornell.edu](mailto:ilrcustomerservice@cornell.edu).

Through interactive case studies based on real-life situations, managers, HR and EEO professionals develop skills and learn best practices in employment and EEO laws, employee relations and conducting investigations.

### Advanced Employee Relations and Investigations Certificate

Units

Course ID	Course Title	Units
CO251	Effective Employee Relations	Prerequisite
CO111	Human Resources and the Law	18
CO231	Employee Complaints and Investigations	6
CO332	Advanced Employee Investigations	12
CO240	Internal Investigation Note-taking and Reports	12
CO220	Harassment Prevention in the Workplace	6
CO336	Resolving Conflict	12
MD363	Emotional Intelligence: An Edge for Leaders (see Page 7)	12
MD322	Developing Effective Communication Skills (see Page 7)	12
Recommended to take in order listed		Total 84

### EEO Professionals Certificate

Units

Course ID	Course Title	Units
CO100	The Law of Equal Employment Opportunity	18
CO213	Affirmative Action Programs	12
CO220	Harassment Prevention in the Workplace	6
CO231	Employee Complaints and Investigations	12
CO332	Advanced Employee Investigations	12
CO240	Internal Investigation Note-taking and Reports	12
Recommended to take in order listed		Total 72

**For information on how to receive an EEO Lois Baumerich Memorial Scholarship, visit [www.ilr.cornell.edu/hcd/scholarship.html](http://www.ilr.cornell.edu/hcd/scholarship.html).**

For specific questions about content relating to the Employee Relations, Employment Law and EEO Programs, contact **Susan W. Brecher** at [swb6@cornell.edu](mailto:swb6@cornell.edu) or call **212.340.2872**.

## WORKSHOPS

### The Law of Equal Employment Opportunity (EEO) CO100

The latest in-depth information on federal, state and local EEO and AA laws (e.g., Title VII, ADEA, ADA, Executive Order 11246). Topics include discrimination, reasonable accommodations, illegal harassment, retaliation, the relationship between EEO laws, AA and diversity, and the interplay of FMLA and ADA.

### Human Resources and the Law CO111

Gain insights on preventing, identifying and managing employee issues that have potential legal concerns. This comprehensive and interactive workshop includes up-to-date information on employment laws and cases defining employer-employee rights and obligations, and practical implications of laws in day-to-day HR operations (e.g., discrimination, compensation and benefits). Current legal issues are highlighted, including a module on social media and privacy.

### Legal Issues in the Workplace CO353

Managers and HR practitioners are frequently exposed to employee issues that may have legal implications for their organization. This interactive workshop focuses on the legal issues associated with day-to-day employment decisions and actions with an emphasis on practical techniques to address issues in a legally sound manner.

### Effective Employee Relations (ER) CO251

Examine proactive initiatives and policy implementation that guide successful ER. Learn techniques for conducting effective conversations and managing performance issues. Practice communication skills and explore working styles and sources of conflict.

### Employee Complaints and Investigations CO231

Part I: Learn a step-by-step approach for conducting investigations and developing resolutions. Topics include: investigator's role, interviewing, managing emotional employees, confidentiality, information-gathering techniques, when to involve an attorney, and identifying outcomes.

**Prerequisite:** CO100, CO111 or CO353

### Advanced Employee Investigations CO332

Part II: Through extensive practice, gain advanced skills for handling complex employee investigations, such as serious policy violations, EEO and compliance. Topics include: thorough investigation methods, strategies for avoiding common errors and the necessary steps for creating and implementing outcomes. **Prerequisite:** CO231

### Internal Investigation Note-taking and Reports CO240

Internal investigation notes, documentation, summaries and reports have come under heightened scrutiny. An investigation may be at risk if the supporting information and reports are not well written. Practice effective note-taking techniques while developing skills in writing fair, neutral reports that uphold findings. **Prerequisite:** CO231

### Resolving Conflict CO336

Conflict may have constructive or destructive consequences on individual or team performance. Acquire the ability to identify, confront, manage and resolve conflict.

### Harassment Prevention in the Workplace CO220

For EEO/HR professionals and managers, prevention is the key to maintaining a productive workplace and avoiding illegal harassment on the job (sexual, racial, religious, ethnic, age, disability, etc.). This interactive workshop examines legal and policy concerns, and best practices for facilitating respect and dignity in the workplace.

### Affirmative Action (AA) Programs CO213

Develop current and essential knowledge of affirmative action legal requirements and plans for government contractors – or employers who voluntarily establish affirmative action initiatives. Learn from an extensive case study and panel of experts.

## On-Site Programs: Employment Law and Employee Relations

**Employment Law:** Interactive private or public sector half- or full-day programs for managers, human resources or EEO professionals can include modules such as managing ill and injured workers, family/medical leaves, EEO, harassment, wage and hour, or privacy/social media.

**Internal Investigations:** An intensive program that teaches the skills and knowledge necessary for conducting all employee-related complex internal investigations, such as serious policy violations, EEO and compliance.

**Employee Relations:** Select from interactive modules including handling employee situations, coaching, performance improvement, problem-solving techniques, facilitation tools, conflict resolution, and persuasion and communications skills.

**EEO Immersion:** This program combines the policy, knowledge and legal skills related to EEO, AA, harassment and conducting investigations.

Today, HR mastery requires a keen understanding of business imperatives, technical expertise and ability to adapt to changing situations. HCD Human Resource Programs include all three aspects in each workshop to deliver practical and actionable learning.

Human Resource Management Certificate		Units
HR104	Essentials of Human Resources	12
CO111	Human Resources and the Law	18
HR201	Performance Management and Development	12
HR226	Total Rewards: Compensation and Benefits	12
HR243	Talent Acquisition	12
CO251	Effective Employee Relations	12
Total		78

Leading Talent Optimization Certificate		Units
HR409	Organizational Design: An Essential HR Capability	12
HR415	Integrated Talent Management: Aligning Talent with Organizational Demands	12
HR417	HR Analytics: Telling Better HR Stories Through Data	12
Total		36

For specific questions about content relating to the Human Resource Programs, contact **Janet Rizzuto** at [jr557@cornell.edu](mailto:jr557@cornell.edu) or call **212.340.2863**.

## WORKSHOPS

### Essentials of Human Resources **HR104**

Examine ideas to work more effectively with client groups and understand HR's growing role in driving performance and productivity. Gain insights into applying competencies to optimize HR practices, influence business results and transfer learning to the workplace through case studies and group activities.

### Performance Management and Development **HR201**

Maximize employee productivity through effective performance management by exploring every step of the performance management process. Learn to set objectives, deliver effective feedback and objectively evaluate performance to make the process a positive and engaging experience for both managers and employees.

### Total Rewards: Compensation and Benefits **HR226**

Successfully plan, execute and communicate a total rewards system that drives valuable business results. Examine crucial components of compensation and benefits planning to recognize which rewards attract, engage and retain employees.

### Effective Interviewing **HR241**

Enhance the necessary interpersonal skills that ultimately impact the quantity, quality and reliability of the information that interviewers obtain from candidates. Discuss the importance of these skills throughout the interviewing process while exploring their impact from the initial screening interview to extending an offer of employment.

### Talent Acquisition **HR243**

Explore the talent acquisition process to hire the right candidate for the right job at the right time. Learn strategies to source, attract, assess and select qualified candidates while considering legal requirements throughout the recruiting process.

### Organizational Design: An Essential HR Capability **HR409**

Better understand organizational design and how it fits within broader organizational development work. Hone consulting and analytical skills to strike a balance between a facilitative and expert role, and create alignment between components of the organization and the overall corporate framework.

**Integrated Talent Management: Aligning Talent with Organizational Demands HR415**

Explore what it takes to build the next generation of leaders by examining leading practices that develop organizational talent. Learn processes for aligning talent strategies and desired business outcomes to effectively deploy talent.

**HR Analytics: Telling Better HR Stories Through Data HR417**

Communicate the impact of HR by leveraging data and engaging executives and line managers in making informed human capital decisions. Identify key business drivers and translate them into metrics that show the relationship between productivity and profitability, as well as performance elements that drive employee engagement and satisfaction.

**Human Resources and the Law CO111**

Gain insight into identifying, managing and preventing employee issues that have potential legal concerns (see Page 4).

**Effective Employee Relations CO251**

Guide managers to establish effective working relationships and address workplace challenges (see Page 4).

**Legal Issues in the Workplace CO353**

Focus on legal issues associated with day-to-day employment decisions and actions (see Page 4).

**On-Site Programs: Human Resources**

Bring HR workshops to your organization. Build internal competencies in key areas to provide consistent and coordinated performance across organizational units. For example:

**Talent Strategy:** Efficiently attract, manage, retain and nurture talent in effort to impact the organization’s bottom line.

**HR Analytics:** Leverage data to make better talent decisions, identify trends and influence management teams.

**Organizational Design:** Ensure alignment of organizational structure with HR initiatives to enable and achieve the organization’s vision and competitive strategy.

For more information about on-site programs, contact **Sandra Acevedo** at **212.340.2819** or email **ilrcustomerservice@cornell.edu**.



**The ILR Experience in the Heart of New York City**

**Looking for an off-site location for your next meeting?**

Cornell ILR’s New York City Conference Center, the destination you know for professional education, is also available for private use to host meetings and events.

Our convenient midtown Manhattan location boasts state-of-the-art amenities and other features to suit all your business needs:

- Use our **distance learning suite** to connect with remote trainers or participants.
- Research labor and management topics in our **resource center**.
- Choose from six **classrooms** and three **meeting rooms**.
- Enjoy delicious catered food in our **dining room**.

To reserve space, contact **ilrcustomerservice@cornell.edu** or call **212.340.2800**.

**Cornell University ILR School  
New York City Conference Center  
16 E. 34th Street, 6th Floor  
New York, NY 10016**

ILR's Management Development curriculum is designed to strengthen managerial and leadership capabilities and develop high-performing teams.

Management Development Certificate		Units
MD303	Leading with Focus and Intention	12
MD314	Building Successful Teams and Team Leaders	12
MD302	Coaching for Managers	12
MD322	Developing Effective Communication Skills	12
CO336	Resolving Conflict	12
MD363	Emotional Intelligence: An Edge for Leaders	12
Total		72

**WORKSHOPS**

**Coaching for Managers MD302**

Knowing how to be a good coach in different situations is an art. Focus on developing coaching skills needed to effectively build stronger relationships, develop trust and improve performance with employees, peers and managers. Get introduced to a comprehensive and practical roadmap for coaching others and practice four essential coaching skills: clarity of expectations, feedback, listening and questioning.

**Leading with Focus and Intention MD303**

Add value to your organization, gain the commitment of others, and develop and deploy the talents of employees – all while sustaining the loyalty of an increasingly demanding workforce. Examine a practical model to become an effective leader who is clear about the results you want to achieve, the working environment you want to create and the relationships you need to build and sustain.

**Building Successful Teams and Team Leaders MD314**

Build awareness and skill in the areas of team dynamics, group problem solving and decision making. Explore the structural and behavioral dimensions of building and leading an effective team. Learn techniques suited for self-directed work teams, interdepartmental project teams and other group situations where combined efforts are needed to reach optimal performance levels.

**Developing Effective Communication Skills MD322**

Learn to communicate powerfully, send clear messages and conduct challenging conversations while maintaining effective working relationships with managers and coworkers. Increase awareness of communication behaviors and develop the ability to manage workplace communications in order to be heard and understood by others.

**Emotional Intelligence: An Edge for Leaders MD363**

Emotional Intelligence (EI) is the ability to harness emotions in sensing, understanding and responding adeptly to social cues in the surrounding environment. Use EI to make pivotal decisions, plan projects and initiatives, solve problems, interact with clients, set performance expectations, communicate feedback and interact with colleagues of all levels. Develop and enhance EI competencies to achieve higher performance.

**Legal Issues in the Workplace CO353**

Use practical techniques to address day-to-day issues in a legally sound manner (see Page 4).

**Resolving Conflict CO336**

Acquire the ability to identify, confront and resolve conflict (see Page 4).

**Effective Interviewing HR241**

Get introduced to the skills required throughout the interviewing process (see Page 5).

For specific questions about the Management Development Programs, contact **Janet Rizzuto** at [jr557@cornell.edu](mailto:jr557@cornell.edu) or call **212.340.2863**.

**On-Site Programs: Management Development**

All workshops and certificates are available upon request as on-site programs and can be customized to meet the needs of your organization.

For more information about on-site programs, contact **Sandra Acevedo** at **212.340.2819** or email [ilrcustomerservice@cornell.edu](mailto:ilrcustomerservice@cornell.edu).



The Institute for Compensation Studies infuses education, training and analysis with innovative research and leading-edge insight. Aligned with over 60 academic research fellows around the globe, ICS is an interdisciplinary center that researches, teaches and communicates about monetary and non-monetary rewards from work, and how these rewards influence successful outcomes for individuals, companies, industries and economies.

The Advanced Certificate in Performance Pay, Metrics and Practice Alignment offered by the Institute for Compensation Studies serves HR professionals, analysts, managers, compensation practitioners and business partners. A curriculum of two-day intensive classes aligns with Cornell University ILR School senior faculty course content.

**Through these programs, professionals will:**

- Apply systems and organizational thinking.
- Emphasize customized action rather than “one-size-fits-all” solutions.
- Benefit from valuable peer-to-peer exchange.
- Learn at the crossroads of scholarship and practice.

Schedule of offerings allows the certificate to be completed in less than eight months.

<b>Performance Pay, Metrics and Practice Alignment Advanced Certificate</b>	
ICS400	Beyond Base Pay: Using Incentives to Drive Performance
ICS401	Executive Compensation, and Key Talent and Superstar Pay for Performance
ICS402	Evaluating Performance-Based Compensation Systems: Tools and Techniques
ICS403	Optimizing Pay for Performance and Managing Compensation Change

Linking pay to performance, creating an appropriate compensation philosophy and considering what types of incentive pay are more effective for which employees are critical to successfully leveraging incentive and merit pay programs in your organization.

**WORKSHOPS**

**Beyond Base Pay: Using Incentives to Drive Performance ICS400**

Build an appropriate contextual framework for considering performance-based incentive and merit pay systems. Gain critical insights on different types of variable pay programs and how they align with business strategy.

**Executive Compensation, and Key Talent and Superstar Pay for Performance ICS401**

Understand the role that compensation plays in aligning performance, strategy and pay for “must-retain” employees and organizational leaders. Examine important considerations for rewards, risks, retention and return. Multiple, real-world scenarios illustrate how to achieve business objectives and strategic goals.

**Evaluating Performance-Based Compensation Systems: Tools and Techniques ICS402**

Explore quantitative and non-quantitative tools and techniques for assessing performance pay through a variety of lenses. Consider performance pay through multiple human resource and financial metrics that quantify returns to the organization from a performance-based pay system.

**Optimizing Pay for Performance and Managing Compensation Change ICS403**

Examine strategies for optimizing the process of aligning the organization’s performance goals with employee behaviors and preferences. Learn key factors in communicating and driving change and fully aligning performance pay with organizational goals.

**Total Rewards: Compensation and Benefits HR226**

Learn to plan and execute a system that attracts, engages and retains employees (see Page 5).

For specific questions regarding institute offerings, contact **Linda Barrington** at [ljb239@cornell.edu](mailto:ljb239@cornell.edu) or call **212.340.2849**.

## Collective Bargaining Studies Certificate

		Units
LR105	Labor Relations Law	12
LR205	Contract Language and Interpretation	6
LR201	Preparation for Collective Bargaining	12
LR203	Effective Collective Bargaining Skills and Strategies	12
LR311	Fundamental Negotiation Skills	12
LR312	Interest-Based Bargaining Strategies and Structures	6
Recommended to take in order listed		Total
		60

The courses of study in this certificate provide a comprehensive overview of the collective bargaining process from pre-bargaining preparation to final signoff.

## Contract Administration Studies Certificate

		Units
LR105	Labor Relations Law	12
LR205	Contract Language and Interpretation	6
LR101	Effective Employee Discipline	12
LR102	Investigation Tools and Techniques	6
LR106	Effective Grievance Handling: From Step One to Arbitration	6
LR104	Effectiveness in Arbitration	18
Recommended to take in order listed		Total
		60

The courses of study in this certificate help participants learn to manage staff and operations within a collective bargaining agreement and gain a full understanding of contract terms, legal principles and grievance procedures.

For specific questions about content relating to the Labor Relations Programs, contact **Dan McCray** at [danmccray@cornell.edu](mailto:danmccray@cornell.edu) or call **212.340.2861**.

## Managing Organizational Conflict Certificate

[www.ilr.cornell.edu/managing-organizational-conflict](http://www.ilr.cornell.edu/managing-organizational-conflict)

For more information about the Managing Organizational Conflict Certificate, contact **Traci Morse** at [t1m6@cornell.edu](mailto:t1m6@cornell.edu) or **607.255.9298**.

Cornell ILR's Labor Relations Program is the nation's most valued resource for education and assistance in the collective bargaining and contract administration field. Whether readying the bargaining team for the next round of negotiations or managing the union and administering the contract, organizations turn to ILR to enhance skills and organizational capacity. Our curriculum is highly interactive with many opportunities to practice learned skills and receive feedback from experienced labor relations professionals.

## WORKSHOPS

### Effective Employee Discipline LR101

Learn the legal and contractual requirements governing the discipline of employees in a unionized environment. Key emphasis is placed on the elements of just cause and the nature of progressive, corrective discipline. Discuss and practice how to handle key disciplinary situations with leading practitioners and neutrals.

### Investigation Tools and Techniques LR102

Effectively dealing with complaints and conducting investigations is a critical part of creating a productive and fair workplace culture. This workshop focuses on both the strategic considerations as well as the nuts and bolts of investigating issues of employee misconduct. Special emphasis is placed on relevant contractual considerations, preparing an investigation plan and conducting investigatory interviews. **Prerequisite: LR101**

### Effectiveness in Arbitration LR104

Contractual or disciplinary disputes that cannot be resolved by the parties are ultimately tried and resolved in arbitration. Led by experienced arbitrators and advocates, this workshop is designed for those who need to develop a strategy for preparing or presenting evidence in labor arbitration, and is also appropriate for professionals managing the grievance process and supporting advocates at arbitration. **Prerequisite: LR101 and LR205**

### Labor Relations Law LR105

When involved in the collective bargaining process or the administration of a contract, it is necessary to understand the National Labor Relations Act and its practical impact on the workplace. This workshop is accessible to lawyers and non-lawyers alike, and provides the opportunity to understand a host of legal principles and considerations.

### **Effective Grievance Handling: From Step One to Arbitration LR106**

Develop the knowledge, skills and confidence necessary to promote productive, efficient and successful handling of grievances, and to ensure that management is gaining maximum benefit from the process. **Prerequisite: LR205**

### **Preparation for Collective Bargaining LR201**

This workshop focuses on aligning collective bargaining objectives to business strategy, preparing and prioritizing management and union goals, and the nuts and bolts of getting ready for the bargaining table. Engage in a simulation to seek a bargaining mandate from management.

### **Effective Collective Bargaining Skills and Strategies LR203**

Transition from bargaining strategy to negotiating strategy by focusing on tools and techniques necessary to achieve “at-the-table” results. Through a collective bargaining simulation, focus on developing and selling proposals, probing union demands, the timing and sequencing of offers and concessions, and coming to agreement or impasse. **Prerequisite: LR201**

### **Contract Language and Interpretation LR205**

Whether administering contract language or proposing it at the bargaining table, this workshop is designed to instruct labor relations practitioners on how contract language and past practices may be interpreted by an arbitrator.

### **Fundamental Negotiation Skills LR311**

Negotiation is a basic means for resolving conflicts and disputes in the workplace, home and community. Engage in a series of role plays and experiential learning situations to understand and practice fundamental negotiation skills and approaches to one-on-one, small group and collective negotiation settings in the workplace. Gain insight into negotiation biases, weaknesses and strengths, and build negotiation confidence and competency.

### **Interest-Based Bargaining Strategies and Structures LR312**

Interest-based bargaining frames negotiation as joint problem solving to resolve each party's underlying issues, needs and concerns. This workshop provides a systematic process for putting interest-based negotiation principles into practice in collective bargaining and grievance handling. Assess how organizations' bargaining practices can be more effective in reaching durable agreements that improve the working relationships between parties.

## **On-Site Programs: Labor Relations**

All workshops and certificates are available as on-site programs and can be customized to meet the needs of your organization.

### **Collective Bargaining Immersion**

Prepare the entire collective bargaining team for negotiations using the actual issues you will face. Learn how to put the organization's business strategy at the center of your bargaining preparation. Engage in an interactive exercise that includes translating overall objectives into specific proposals and anticipating the union's response and demands. Then learn and practice “at-the-table” negotiating strategy and tactics in a full-day negotiation simulation.

### **Contract Administration Immersion**

Meet the knowledge and skill-building needs of your organization's human resources and labor relations practitioners in the subject areas of labor relations, employment and labor law, contract interpretation, grievance and arbitration handling, and workplace investigations. Case studies, role plays and simulations allow participants to apply what they've learned during the workshop to relevant issues that may arise in the workplace.

### **Advanced Arbitration Advocacy**

Created for the professional who wishes to become an arbitration advocate, or for the existing advocate who wants to improve and master skills. Learn and practice how to use the technical aspects of the advocacy process to tell a persuasive story clearly and effectively before a labor arbitrator. The program can be specifically customized to include contract provisions and fact patterns from participating organizations.

### **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 to managing and supervising a unionized workforce. Interactive case studies and exercises allow participants to practice learned skills.

For more information about customized programs, contact **Dan McCray** at [danmccray@cornell.edu](mailto:danmccray@cornell.edu) or call **212.340.2861**.

# On-Site Programs

## Bring Cornell Certificates and Workshops to Your Organization



### Aligned

Customize programs to meet organizational strategies and build key competencies.



### Focused

Work with highly experienced faculty who provide practical, actionable insights for today's most pressing business issues.



### Collaborative

Train as a team to gain a shared perspective and common skills.



### Cost Effective

Set up a training schedule that delivers optimal participant reach within your budget and timeline.

### Top On-Site Requests

- Diversity and Inclusion
- HR Analytics
- Internal Employee Investigations
- Management Development

### Special Features

- Blended Instruction
- Action Learning
- Coaching Circles

Certificate programs can be delivered upon request. For more information about on-site programs, contact **Sandra Acevedo** at **212.340.2819** or email **ilrcustomerservice@cornell.edu**.



Course #	Course Title	Date	Fee
<b>Diversity and Inclusion</b>			
DV221	Fundamentals of Diversity and Inclusion Initiatives	Sep 28-29	\$ 1,495
DV350	Developing and Delivering Diversity and Inclusion Training	Sep 30-Oct 1	\$ 1,495
DV240	Emerging Trends in Diversity and Inclusion	Oct 19	\$ 1,095
DV227	Inclusive Diversity and Inclusion Talent Management	Oct 20-21	\$ 1,495
DV330	Training Difficult Issues in Diversity and Inclusion	Oct 22-23	\$ 1,495
DV120	Effective Employee Resource Groups	Nov 4	\$ 995
DV310	Effective Diversity and Inclusion Councils	Nov 5-6	\$ 1,495
<b>Employee Relations, Employment Law and EEO</b>			
CO100	The Law of Equal Employment Opportunity	Sep 16-18	\$ 1,995
CO111	Human Resources and the Law	Oct 19-21	\$ 1,995
CO251	Effective Employee Relations	Oct 22-23	\$ 1,495
CO220	Harassment Prevention in the Workplace	Nov 2	\$ 995
CO231	Employee Complaints and Investigations	Nov 3-4	\$ 1,595
CO240	Internal Investigation Note-taking and Reports	Nov 5-6	\$ 1,495
CO213	Affirmative Action Programs	Nov 16-17	\$ 1,495
CO332	Advanced Employee Investigations	Dec 1-2	\$ 1,595
CO336	Resolving Conflict	Dec 3-4	\$ 1,495
CO353	Legal Issues in the Workplace	Dec 11	\$ 995
<b>Human Resources</b>			
HR104	Essentials of Human Resources	Sep 29-30	\$ 1,495
HR201	Performance Management and Development	Oct 1-2	\$ 1,495
HR226	Total Rewards: Compensation and Benefits	Oct 13-14	\$ 1,495
HR409	Organizational Design: An Essential HR Capability	Nov 9-10	\$ 1,995
HR415	Integrated Talent Management: Aligning Talent with Organizational Demands	Nov 12-13	\$ 1,995
HR243	Talent Acquisition	Dec 1-2	\$ 1,495
HR417	HR Analytics: Telling Better HR Stories Through Data	Dec 3-4	\$ 1,995
HR241	Effective Interviewing	Dec 9	\$ 995
<b>Labor Relations</b>			
LR105	Labor Relations Law	Sep 28-29	\$ 1,495
LR205	Contract Language and Interpretation	Sep 30	\$ 995
LR101	Effective Employee Discipline	Oct 1-2	\$ 1,495
LR311	Fundamental Negotiation Skills	Oct 1-2	\$ 1,495
LR102	Investigation Tools and Techniques	Oct 26	\$ 995
LR106	Effective Grievance Handling: From Step One to Arbitration	Oct 27	\$ 995
LR104	Effectiveness in Arbitration	Oct 28-30	\$ 1,695
LR201	Preparation for Collective Bargaining	Nov 16-17	\$ 1,495
LR203	Effective Collective Bargaining Skills and Strategies	Nov 18-19	\$ 1,695
LR312	Interest-Based Bargaining Strategies and Structures	Nov 20	\$ 995
<b>Management Development</b>			
MD302	Coaching for Managers	Oct 6-7	\$ 1,495
MD322	Developing Effective Communication Skills	Oct 8-9	\$ 1,495
MD314	Building Successful Teams and Team Leaders	Oct 27-28	\$ 1,495
MD303	Leading with Focus and Intention	Oct 29-30	\$ 1,495
MD363	Emotional Intelligence: An Edge for Leaders	Nov 18-19	\$ 1,495
<b>Total Rewards</b>			
ICS402	Evaluating Performance-Based Compensation Programs: Tools and Techniques	Nov 12-13	\$ 1,950
ICS400	Beyond Base Pay: Using Incentives to Drive Performance	Dec 9-10	\$ 1,950



Course #	Course Title	Date	Fee
<b>Diversity and Inclusion</b>			
DV221	Fundamentals of Diversity and Inclusion Initiatives	Mar 7-8	\$1,495
DV310	Effective Diversity and Inclusion Councils	Mar 9-10	\$1,495
DV358	Developing and Managing an Effective Supplier Diversity Program	Mar 11	\$ 995
DV227	Inclusive Diversity and Inclusion Talent Management	Apr 11-12	\$1,495
DV350	Developing and Delivering Diversity and Inclusion Training	Apr 13-14	\$1,495
DV240	Emerging Trends in Diversity and Inclusion	Apr 15	\$1,095
DV325	Enhancing Diversity and Inclusion Initiatives with Change Management Strategies	May 2	\$1,095
DV320	Advanced Diversity and Inclusion Strategies	May 3-4	\$1,495
DV330	Training Difficult Issues in Diversity	May 5-6	\$1,495
<b>Employee Relations, Employment Law and EEO</b>			
CO100	The Law of Equal Employment Opportunity	Feb 22-24	\$1,995
CO111	Human Resources and the Law	Mar 7-9	\$1,995
CO251	Effective Employee Relations	Mar 21-22	\$1,495
CO220	Harassment Prevention in the Workplace	Apr 4	\$ 995
CO231	Employee Complaints and Investigations	Apr 5-6	\$1,595
CO240	Internal Investigation Note-taking and Reports	Apr 7-8	\$1,495
CO353	Legal Issues in the Workplace	Apr 14	\$ 995
CO332	Advanced Employee Investigations	May 16-17	\$1,595
CO336	Resolving Conflict	May 18-19	\$1,495
CO213	Affirmative Action Programs	May 18-19	\$1,495
<b>Human Resources</b>			
HR104	Essentials of Human Resources	Mar 10-11	\$1,495
HR201	Performance Management and Development	Mar 23-24	\$1,495
HR226	Total Rewards: Compensation and Benefits	Apr 5-6	\$1,495
HR243	Talent Acquisition	Apr 11-12	\$1,495
HR241	Effective Interviewing	Apr 13	\$ 995
HR409	Organizational Design: An Essential HR Capability	Apr 27-28	\$1,995
HR415	Integrated Talent Management: Aligning Talent with Organizational Demands	May 2-3	\$1,995
HR417	HR Analytics: Telling Better HR Stories Through Data	May 23-24	\$1,995
<b>Labor Relations</b>			
LR201	Preparation for Collective Bargaining	Feb 8-9, May 9-10	\$1,495
LR203	Effective Collective Bargaining Skills and Strategies	Feb 10-11, May 11-12	\$1,695
LR312	Interest-Based Bargaining Strategies and Structures	Feb 12, May 13	\$ 995
LR105	Labor Relations Law	Mar 14-15	\$1,495
LR205	Contract Language and Interpretation	Mar 16	\$ 995
LR101	Effective Employee Discipline	Mar 17-18	\$1,495
LR311	Fundamental Negotiation Skills	Mar 17-18	\$1,495
LR102	Investigation Tools and Techniques	Apr 11	\$ 995
LR106	Effective Grievance Handling: From Step One to Arbitration	Apr 12	\$ 995
LR104	Effectiveness in Arbitration	Apr 13-15	\$1,695
<b>Management Development</b>			
MD363	Emotional Intelligence: An Edge for Leaders	Apr 7-8	\$1,495
MD302	Coaching for Managers	Apr 18-19	\$1,495
MD314	Building Successful Teams and Team Leaders	Apr 25-26	\$1,495
MD303	Leading with Focus and Intention	May 2-3	\$1,495
MD322	Developing Effective Communication Skills	May 12-13	\$1,495
<b>Total Rewards</b>			
ICS401	Executive Compensation, and Key Talent and Superstar Pay for Performance	Spring 2016	\$1,950
ICS403	Optimizing Pay for Performance and Managing Compensation Change	Spring 2016	\$1,950

## Workshops and Certificate Programs

One- to three-day workshops can be taken individually or as a certificate series. A one-day workshop equals six units, a two-day workshop equals 12 units and a three-day workshop equals 18 units. See individual certificate program descriptions for total units required. Certificate programs must be completed within 18 months.

## Location

Our state-of-the-art conference center is located in midtown Manhattan at 16 E. 34th Street, 6th floor, New York, NY 10016. Smart classrooms, distance learning technologies, courtesy computers and a food service center are available.

## Recertification Credits

All workshops are preapproved by the HR Certification Institute (HRCI) for recertification credits.

For more information visit

[www.hrci.org](http://www.hrci.org) or [www.ilr.cornell.edu/hrci](http://www.ilr.cornell.edu/hrci).



## Visit our website for all course information and to register

[www.ilr.cornell.edu/professional-programs](http://www.ilr.cornell.edu/professional-programs).

## If you have questions about our offerings, please contact us at

[ilrcustomerservice@cornell.edu](mailto:ilrcustomerservice@cornell.edu) or 1.866.470.1922.

## About the ILR School

Founded in 1945 as the School of Industrial and Labor Relations and known today as ILR, the school's focus extends beyond labor-management relations to broader world of work issues including human resource management, labor economics, employment law, compensation, organizational behavior, disability and conflict resolution. Our mission is to prepare workplace leaders, inform employment and labor policy and improve working lives. The school offers undergraduate and graduate education, as well as career-long learning for practitioners in diverse fields.

ILR professional programs bring together the insight of leading academic researchers with instruction grounded in practice. Whatever workplace challenge or problem you face, ILR has the depth of knowledge and expertise to help you find solutions.

## What Are Participants Saying?

### New Perspectives

*I walked into the Cornell Diversity and Inclusion Management program thinking I already knew a lot about diversity. I came out with much more. The program enlightened me regarding the definition of diversity in that it's not only about differences, but also about similarities. It also provided me with the necessary tools to educate others.*

- Dionne Walker-Belgrave  
Director of Affirmative Action and Diversity

### Outstanding Faculty

*The instructors are amazing and the objectives of the course are very well executed. It has given me a better understanding of HR and the need to fully embrace it as a priority.*

- Adina Chelminsky  
CEO, Managing Partner

### Peer Coaching

*I would recommend workshops to everyone. Learning from your peers who have different experiences can only supplement the formal classroom experience.*

- Christina Boryk  
Associate Director

# ILR School

ADVANCING THE WORLD OF WORK

## Professional Programs

- Diversity and Inclusion
- Employee Relations
- Employment Law
- Equal Employment Opportunity
- Human Resources
- Labor Relations
- Management Development
- Total Rewards



Cornell University  
ILR School

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Knowledge that works