

Spring 2016

# **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  
Leadership 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 instructors with a unique blend of business and academic experience. Focused 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. HCD works 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 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.

### Scheinman Institute on Conflict Resolution

The institute combines the academic depth of ILR faculty in conflict/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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### Diversity and Inclusion

Gain in-depth knowledge of contemporary and emerging trends in Diversity and Inclusion (D&I). This expertise is highly specialized, complex and vital to an organization's mission. Develop skills that link D&I to organizational effectiveness and business performance.

<b>Diversity and Inclusion Professionals 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	Diversity and Inclusion Education and Training	12
DV235	Competencies to Advance Diversity and Inclusion Strategies	6
DV245	Emerging Trends: Recalibrating Diversity and Inclusion	12
Recommended to take in order listed		Total
		84

### 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 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).

 @HCD\_Cornell

## WORKSHOPS

### Fundamentals of Diversity and Inclusion Initiatives DV221

Use this workshop's step-by-step process to launch, enhance or revitalize initiatives and build core competencies. Learn to leverage developmental models and best practices to assess, optimize and drive effectiveness and sustainability of change initiatives linked to the organization's business objectives.

### Inclusive Diversity and Inclusion Talent Management DV227

Infuse talent management, recruiting, onboarding 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

Learn how to launch and revitalize D&I councils for successful impact in alignment with business strategy. Apply D&I council best practices to gain increased effectiveness, performance and contribution within an organization.

### Diversity and Inclusion Education and Training DV350

Enhance critical skills for designing and implementing D&I learning and development. Acquire the knowledge and tools to ensure that management and employees are educated to understand D&I and have an experience that raises awareness and achieves behavior changes. Build upon techniques, models and ideas designed to drive D&I messages and sustain key learnings.

### Competencies to Advance Diversity and Inclusion Strategies DV235

Assess key D&I competencies that drive business imperatives to ensure alignment with the vision and mission. Learn strategies used by successful organizations and practice relevant skills for engaging employees. Leave with a toolkit that includes techniques to improve individual contribution, and a follow-up action plan to revitalize and sustain D&I initiatives.

### Emerging Trends: Recalibrating Diversity and Inclusion DV245

Recognize the shifting demographics, technology and globalization that are changing business needs. Identify key trends and understand their implications on the workforce, workplace and marketplace. 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.

### Effective Employee Resource Groups (ERGs) DV120

Learn how 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 Managing an Effective Supplier Diversity Program DV358

Gain knowledge and new insights about supplier diversity strategies and programs that 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.

### 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**.



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

**Hear from certificate earners:**

*"Cornell designed a special on-site Investigations 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).

## Employee Relations, Employment Law and EEO

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

CO251	Effective Employee Relations	Prerequisite
CO111	Human Resources and the Law	18
CO231	Employee Internal Investigations: Part I	12
CO332	Advanced Employee Internal Investigations: Part II	12
CO240	Internal Investigation Note-taking and Reports	12
CO220	Harassment Prevention in the Workplace	6
CO336	Resolving Conflict	12
LD363	Emotional Intelligence: An Edge for Leaders (see Page 7)	12
Recommended to take in order listed		Total 84

### EEO Professionals Certificate

Units

CO100	The Law of Equal Employment Opportunity	18
CO213	Affirmative Action Programs	12
CO220	Harassment Prevention in the Workplace	6
CO231	Employee Internal Investigations: Part I	12
CO332	Advanced Employee Internal Investigations: Part II	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 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

Learn the latest in-depth information on federal, state and local EEO and affirmative action 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 employee relations. Learn techniques for conducting effective conversations and managing performance issues. Practice communication skills and explore working styles and sources of conflict.

### Employee Internal Investigations: Part I CO231

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 Internal Investigations: Part II CO332

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. **Required:** CO231

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

### 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: Employee Relations, Investigations, Employment Law and EEO

**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 complex employee-related 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.

## Human Resources

Today, HR mastery requires a keen understanding of business imperatives, technical expertise and the 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 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 (ER) **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](mailto: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](mailto: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**

## Leadership Development

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

Leadership Essentials Certificate		New	Units
LD250	Leadership Skills for Success		12
LD314	Building Successful Teams and Team Leaders		12
LD305	Coaching for Performance and Potential		12
CO336	Resolving Conflict		12
LD363	Emotional Intelligence: An Edge for Leaders		12
LD320	Change Management: Turning Chaos into Opportunity		12
Total			72

## WORKSHOPS

### Leadership Skills for Success LD250

Master critical communication and management skills to effectively manage employees, establish priorities and delegate responsibilities. Gain the commitment of others and add value to your organization by being clear about results you want to achieve, the environment you want to create and how you will develop and deploy talent. Become an effective leader with the ability to build relationships and manage workplace communications in order to be heard and understood by others.

### Coaching for Performance and Potential LD305

Establish an engaging coaching relationship to improve performance and grow talent by encouraging your team to perform at its best. Gain an understanding of when coaching is needed and practice using a coaching model to facilitate an effective coaching conversation. Review theories for changing behavior and applying different strategies. Examine important coaching elements, such as setting clear and actionable goals, formulating a development plan and dealing with conversational conflict.

### Building Successful Teams and Team Leaders LD314

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.

### Emotional Intelligence: An Edge for Leaders LD363

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.

### Change Management: Turning Chaos into Opportunity LD320

Learn to embrace what can sometimes feel like chaos, and turn change into opportunity. Understand change and its impact on teams and organizations, recognize your strengths and challenges in managing change and practice effective change tools to become a better leader. This workshop offers a self-assessment, a method to navigate real-world scenarios and a personal action plan.

### 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 Leadership Development Programs, contact **Janet Rizzuto** at [jr557@cornell.edu](mailto:jr557@cornell.edu) or call **212.340.2863**.

## On-Site Programs: Leadership 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).



## Total Rewards

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.

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:

- 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 fewer than eight months.

### Performance Pay, Metrics and Practice Alignment Advanced Certificate

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 Programs: Tools and Techniques
ICS403	Optimizing Pay for Performance and Managing Compensation Change

## 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 Programs: 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 **Stephanie Thomas** at [srt82@cornell.edu](mailto:srt82@cornell.edu) or call **607.255.1552**.

## 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 sign-off.

## Advanced Collective Bargaining Studies Certificate

Units

LR350	Finance and Compensation for Collective Bargainers	12
LR351	Healthcare and Pensions	6
LR352	Costing the Contract	12
LR353	Advanced Collective Bargaining Skills and Techniques	12
LR354	Agreement Writing	12
Recommended to take in order listed		Total 54

The courses of study in this certificate deepen 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.

For specific questions about content relating to 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 [tlm6@cornell.edu](mailto:tlm6@cornell.edu) or **607.255.9298**.

## Labor Relations

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.

## 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.

## 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. **Prerequisites:** 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

## 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 handling and arbitration, 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**.



## **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.

## **Finance and Compensation for Collective Bargainers LR350**

Agility with financial concepts and understanding their consequences in collective bargaining is an essential skill for an expert negotiator. Key emphasis is on compensation strategy, performance-based compensation in a union environment and basic financial and accounting concepts. Appropriate for professionals without experience in finance.

## **Healthcare and Pensions LR351**

Collective bargaining often focuses on healthcare and pensions before turning to wages and other terms and conditions of employment. 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. The program also explores costing and bargaining implications of health and retirement issues.

## **Costing the Contract LR352**

Learn and practice creating a collective bargaining cost sheet and adjusting it based on the ebb and flow of negotiations. Key topics include costing the current CBA, projecting the cash and rate implications of various proposals, and understanding the interaction between cost-out and other budget documents. The workshop builds on the bargaining cost-out module from LR201, *Preparation for Collective Bargaining*.

## **Advanced Collective Bargaining Skills and Techniques LR353**

Collective bargaining has been described as containing the twin motivations of competition and collaboration. This workshop deepens and expands participants' knowledge and practice of negotiation techniques taught in prior Cornell Labor Relations classes to increase effectiveness in a variety of negotiation situations. Develop flexibility and agility among different negotiation strategies and techniques that are useful in any negotiation situation.

## **Agreement Writing LR354**

While negotiation effectiveness is critical, so is the ability to write clear enforceable contract language. Often, agreement language issues are the subject of negotiations; and the structure and process of negotiations impact language used to finalize the deal. Practice how to analyze collective bargaining agreement language in the context of a negotiation. This program expands upon the contract drafting portions of LR205, *Contract Language and Interpretation*.

## **On-Site Programs: Labor Relations Advanced Collective Bargaining Certificate**

The Advanced Collective Bargaining Certificate Program enhances the negotiations skills and techniques of the entire collective bargaining team in preparing and executing a collective bargaining strategy. Case studies and simulations focus on the economics of collective bargaining, including compensation, pay-for-performance, healthcare and pensions, as well as advanced negotiation skills and contract writing.

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



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	Diversity and Inclusion Education and Training	Apr 13-14	\$ 1,495
DV235	Competencies to Advance Diversity and Inclusion Strategies	Apr 15	\$ 1,095
DV320	Advanced Diversity and Inclusion Strategies	May 3-4	\$ 1,495
DV245	Emerging Trends: Recalibrating Diversity and Inclusion	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 Internal Investigations: Part I	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 Internal Investigations: Part II	May 16-17	\$ 1,595
CO213	Affirmative Action Programs	May 18-19	\$ 1,495
CO336	Resolving Conflict	May 18-19	\$ 1,495
<b>Human Resources</b>			
HR104	Essentials of Human Resources	Mar 2-3	\$ 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
LR350	Finance and Compensation for Collective Bargainers	Feb 22-23	\$ 1,495
LR351	Healthcare and Pensions	Feb 24	\$ 995
LR352	Costing the Contract	Feb 25-26	\$ 1,495
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
LR353	Advanced Collective Bargaining Skills and Techniques	Apr 25-27	\$ 2,100
LR354	Agreement Writing	Apr 28-29	\$ 1,495
<b>Leadership Development</b>			
LD250	Leadership Skills for Success	Mar 15-16	\$ 1,495
LD363	Emotional Intelligence: An Edge for Leaders	Apr 7-8	\$ 1,495
LD305	Coaching for Performance and Potential	Apr 18-19	\$ 1,495
LD314	Building Successful Teams and Team Leaders	Apr 25-26	\$ 1,495
LD320	Change Management: Turning Chaos into Opportunity	May 12-13	\$ 1,495
<b>Total Rewards</b>			
ICS401	Executive Compensation, and Key Talent and Superstar Pay for Performance	Jun 2-3	\$ 1,950
ICS403	Optimizing Pay for Performance and Managing Compensation Change	Jun 9-10	\$ 1,950



Course #	Course Title	Date	Fee
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**Diversity and Inclusion**

DV221	Fundamentals of Diversity and Inclusion Initiatives	Sep 19-20	\$ 1,495
DV350	Diversity and Inclusion Education and Training	Sep 21-22	\$ 1,495
DV227	Inclusive Diversity and Inclusion Talent Management	Oct 17-18	\$ 1,495
DV310	Effective Diversity and Inclusion Councils	Oct 19-20	\$ 1,495
DV235	Competencies to Advance Diversity and Inclusion Strategies	Oct 21-22	\$ 1,095
DV120	Effective Employee Resource Groups	Nov 9-10	\$ 995
DV245	Emerging Trends: Recalibrating Diversity and Inclusion	Nov 10-11	\$ 1,495

**Employee Relations, Employment Law and EEO**

CO100	The Law of Equal Employment Opportunity	Sep 13-15	\$ 1,995
CO111	Human Resources and the Law	Oct 17-19	\$ 1,995
CO251	Effective Employee Relations	Oct 20-21	\$ 1,495
CO220	Harassment Prevention in the Workplace	Oct 31	\$ 995
CO231	Employee Internal Investigations: Part I	Nov 1-2	\$ 1,595
CO240	Internal Investigation Note-taking and Reports	Nov 3-4	\$ 1,495
CO213	Affirmative Action Programs	Nov 29-30	\$ 1,495
CO353	Legal Issues in the Workplace	Nov 29	\$ 995
CO332	Advanced Employee Internal Investigations: Part II	Dec 5-6	\$ 1,595
CO336	Resolving Conflict	Dec 7-8	\$ 1,495

**Human Resources**

HR104	Essentials of Human Resources	Sep 20-21	\$ 1,495
HR201	Performance Management and Development	Sep 26-27	\$ 1,495
HR226	Total Rewards: Compensation and Benefits	Oct 19-20	\$ 1,495
HR409	Organizational Design: An Essential HR Capability	Nov 9-10	\$ 1,995
HR417	HR Analytics: Telling Better HR Stories Through Data	Nov 16-17	\$ 1,995
HR415	Integrated Talent Management: Aligning Talent with Organizational Demands	Nov 29-30	\$ 1,995
HR243	Talent Acquisition	Dec 5-6	\$ 1,495
HR241	Effective Interviewing	Dec 14	\$ 995

**Labor Relations**

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LR205	Contract Language and Interpretation	Sep 21	\$ 995
LR101	Effective Employee Discipline	Sep 22-23	\$ 1,495
LR311	Fundamental Negotiation Skills	Sep 22-23	\$ 1,495
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LR106	Effective Grievance Handling: From Step One to Arbitration	Oct 25	\$ 995
LR104	Effectiveness in Arbitration	Oct 26-28	\$ 1,695
LR350	Finance and Compensation for Collective Bargainers	Oct 31-Nov 1	\$ 1,495
LR351	Healthcare and Pensions	Nov 2	\$ 995
LR352	Costing the Contract	Nov 3-4	\$ 1,495
LR201	Preparation for Collective Bargaining	Nov 14-15	\$ 1,495
LR203	Effective Collective Bargaining Skills and Strategies	Nov 16-17	\$ 1,695
LR312	Interest-Based Bargaining Strategies and Structures	Nov 18	\$ 995
LR353	Advanced Collective Bargaining Skills and Techniques	Dec 5-7	\$ 2,100
LR354	Agreement Writing	Dec 8-9	\$ 1,495

**Leadership Development**

LD250	Leadership Skills for Success	Oct 25-26	\$ 1,495
LD314	Building Successful Teams and Team Leaders	Oct 27-28	\$ 1,495
LD305	Coaching for Performance and Potential	Nov 9-10	\$ 1,495
LD363	Emotional Intelligence: An Edge for Leaders	Nov 30- Dec 1	\$ 1,495
LD320	Change Management: Turning Chaos into Opportunity	Dec 12-13	\$ 1,495

**Total Rewards**

ICS402	Evaluating Performance-Based Compensation Programs: Tools and Techniques	Fall 2016	\$ 1,950
ICS400	Beyond Base Pay: Using Incentives to Drive Performance	Fall 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).



Cornell ILR workshops are recognized by SHRM to offer Professional Development Credits (PDCs) for the SHRM-CPSM or SHRM-SCPSM. For more information about certification or recertification, please visit [www.shrmcertification.org](http://www.shrmcertification.org).



**Visit our website for course information and to register**  
[www.ilr.cornell.edu/professional-programs](http://www.ilr.cornell.edu/professional-programs).

**For questions, please contact us at**  
[ilrcustomerservice@cornell.edu](mailto:ilrcustomerservice@cornell.edu) or  
1.866.470.1922.

# On-Site Programs

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- 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](mailto:ilrcustomerservice@cornell.edu).

Diversity and Inclusion | Employee Relations | Employment Law  
Equal Employment Opportunity | Human Resources | Labor Relations  
Leadership Development | Total Rewards

## 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.

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## Professional Programs

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

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