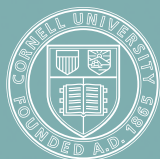


Customized Programs for Labor Unions



Cornell University

The ILR School: Advancing the World of Work

Founded in 1945 as the New York State School of Industrial and Labor Relations and known today as ILR, we help people around the globe to work better and live better. We prepare leaders. We inform policy. We improve workplace practice. We impact working lives.

Extension and Outreach are where theory and practice come together. Part of ILR's broad mandate includes translating what we learn through research and what we teach in the classroom into resources for the workplace. Through a range of outreach programs, services, and activities, ILR expertise on workplace issues is readily accessible to organizations, managers and practitioners, union leaders and members, policy makers, and working adults.

The Worker Institute

The Worker Institute at Cornell, based at the ILR School, is a broad forum for research and education on contemporary labor issues. The institute applies innovative thinking and a problem-solving approach to the workplace, economy and society, bringing together in collaborative projects researchers, educators and students with practitioners in labor, business, and policymaking. We need this combined expertise and engagement to confront growing economic and social inequalities, in the interests of working people and their families.

The Scheinman Institute on Conflict Resolution

The Institute combines the academic depth of an Ivy-league Institution with the practical knowledge of leading practitioners to create permanent capacity in organizations and deep, lasting skills in individuals. The Institute operates under the principle that conflict is an inevitable part of human interaction, and its resolution is an essential tool to learn larger lessons and promote organizational reform.

In this brochure:

Collaboratively, the Worker Institute and the Scheinman Institute have put together practical and cutting-edge programs that can be uniquely customized for any labor organization. Short descriptions of some of those programs can be found on the pages to follow, including **Collective Bargaining in Challenging Times**, **Assertive Contract Administration**, **Managing with Labor's Values**, **Labor-Management Relationship Building**, and **Arbitration Advocacy Training for Unions**.

In addition to these innovative workshops, the institutes can also offer additional customized programs, including **Interest-based Bargaining**, **Conflict Resolution**, **Costing Out a Contract**, and **Health and Safety Committee Team Building**.

For additional questions, please call Traci Morse at 607.255.9298.

Collective Bargaining in Challenging Times

Collective bargaining has never been easy but in the current atmosphere the approaches which may have worked in years past are often not sufficient.

The Worker Institute at Cornell provides collective bargaining training to private and public sector unions to address the challenges facing labor by emphasizing effective and early preparation, building bargaining leverage, active bargaining committees and involved members, as well as effective strategies at the bargaining table.

Workshops can be designed for one or more days and may include a combination of the following topics:

Overview of how bargaining works: What makes a good negotiator, timing and phases of bargaining, the role of power/leverage

Legal framework for bargaining: Good faith/bad faith bargaining, notice requirements, mandatory, permissive and prohibited subjects of bargaining, unfair labor practices, concerted actions, mediation

Working with bargaining committees: Roles and relationships, internal committee ground rules, building consensus, conducting caucuses

Member involvement: Researching and developing proposals, internal communication systems, contract campaign structures, support actions, community and media outreach

Increasing leverage in bargaining: contract campaigns, community coalitions, creative strategies, media relations
Preparation: Knowing who you are bargaining with, surveys, meetings, review of grievance files etc. to gathering proposals, research on employer, comparisons and recent settlements

Bargaining strategies: Coordinating leverage campaigns with the bargaining table, dealing with concessionary demands, avoiding impasse

Table tactics: Caucuses, signaling, proposals and counter proposals, side bars, getting things moving when you are stuck, probing for settlements, reaching agreements, closing the agreement

Technical aspects of bargaining: Writing contract language, costing out proposals, taking notes, staying organized

Key Topics

- The bargaining process, timing and procedures
- Leverage and power in bargaining: identifying employer pressure points
- Maximizing effectiveness of the bargaining committee
- Reading the other side; Using the caucus; Articulating the members' needs
- Coordinating table tactics with membership support activities

Instructors*

Deborah King is Executive Director of the 1199SEIU Training and Employment Funds. She is a trade unionist with more than 30 years of experience in leading public and private sector contract bargaining.

Ken Margolies is a Senior Associate of the Worker Institute at Cornell and a former negotiator for SEIU, AFA and CWA who has bargained in the public sector, airlines and private sector.



*Instructors listed are past instructors, and are subject to change and availability.

Assertive Contract Administration

Many unions report that long delays, management unwillingness to settle, and other factors are frustrating the union's efforts to enforce their contracts and get justice for their members. That's why The Worker Institute at Cornell provides customized training for unions in assertive contract administration.

Workshops can be designed for one or more days and may include a combination of the following topics:

Overview of grievance handling: Parts of the grievance procedure, how grievance procedures are supposed to work, how to recognize obstacles to resolving grievances, handling grievances and problem solving in ways that build the union

Investigation: Basics of investigation, effective interviewing of grievants, witnesses and management, information requests, documents and other evidence, developing a theory of the case

How arbitrators decide: Tests of just cause, guidelines for interpreting contract language, what arbitrators look for in specific types of cases (time and attendance, insubordination, etc), increasing odds of winning arbitrations by improving how lower steps are handled

Involving members: Educating members about their contractual and other rights and what to do when they are violated, keeping members informed of important grievances and efforts to protect their rights, steward's and members' roles in investigations, member support activities

Meeting with management: Basic format for grievance meetings, who has the burden of proof making assertive presentations, dealing with non-constructive behavior from managers, showing a united front, probing for possible settlements, techniques for reaching agreements

Addressing important issues where the contract is weak or silent: Addressing injustices even if the contract is of little help, using labor-management meetings effectively, convincing management that addressing the issue is in their interest, involving members in creative actions to win resolutions

Key Topics

- Overcoming obstacles to resolving grievances
- Improving investigations
- How arbitrators decide cases
- Preparing to meet with management
- Making assertive presentations at grievance meetings
- Dealing with difficult behavior from supervisors
- Techniques for closing and settling grievances
- Mobilizing members to resolve grievances

Instructors*

Ken Margolies is a Senior Associate of the Worker Institute at Cornell who worked previously as a representative for SEIU, Organizing Director of CWA and Education Director of the Teamsters.

Arthur Matthews is a long-time Cornell adjunct instructor, Mediator, Arbitrator, Trainer and Consultant.

Sandy Pope is a long-time Cornell adjunct instructor, President of Local 805 of the Teamsters and former International Representative of the Teamsters.

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Managing with Labor's Values

Union leaders and staff directors have responsibilities to direct the work of others but few have the experience or training in supervision and many are “reluctant” managers.

The Worker Institute at Cornell has a dedicated program, “Managing with Labor’s Values” to conduct research and design training specifically for managers within unions that takes into account the unique roles and situations they face and the values they hold.

Workshops can be designed for one or more days and may include a combination of the following topics:

What is unique about managing within a union: Aversion to being “management”, little experience or training in management, sink or swim environment, union activities difficult to supervise, union staff are anti-authoritarians, union politics

What is “managing with union values”: How to apply the standards unions demand from employers to how they manage their own staff, making the transition from peer to manager

Understanding performance management as a system: The various parts of the system are interrelated and include, union goals, structure, job clarity, recruitment, training, feedback, addressing performance issues, advancement and development, dispute resolution, rewards

Skills managers in unions need: Understanding your own role in the results you get, developing trusting relationships, empathy, building on what is working well, receiving and giving feedback

Situational Leadership: Matching management style to specific people and situations, determining what staff need and providing it, developing staff to higher levels of performance

Behavioral styles at work: Identifying basic behavioral styles and how different styles interact, using knowledge of behavioral styles to improve communication, cooperation and team work

Accountability: Using work plans and other tools for positive methods of accountability

Managing time and stress: Delegating, keeping track of staff activities, meetings and reporting

Coaching and mentoring: Building trust, supervising during change and crisis

Key Topics

- Managing in a union is unique
- Performance management systems
- Adjusting management and behavioral styles to address the specific needs of your staff
- Giving effective feedback
- Building accountability

Instructors*

Joe Alvarez assists unions with organizational development. He was the Northeast Regional Director of AFL-CIO and has held other union positions.

Heather Berthoud provides consulting and training in organization effectiveness for social justice organizations. She is on the faculty of American University’s Masters in Organization Development.

Rodney L. Brown is a labor management consultant for the largest Health Care Union in the country, 1199/SEIU UHE. He is an Adjunct in the Graduate Program at Baruch College, CUNY.

Ken Margolies, Senior Extension Associate of the Worker Institute at Cornell, has managed union staff at SEIU, CWA and Teamsters. He does research and writes about managing within unions.

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Labor-Management Relationship Building

ILR can deliver customized training and facilitation to joint labor-management teams to help build more effective working relationships. We design processes for union and management groups to exchange views on current working relationships, consider strategies for improvement, and generate shared visions and strategies to improve bargaining and contract administration and day-to-day effectiveness of operations. Labor-management partnerships have been used to improve many public and private sector workplaces, focusing on issues as diverse as patient care, health and safety, training and apprenticeship programs, work-family stress and burnout, attendance and turnover, and substance abuse in the workplace. Our workshops will help you to assess the potential benefits of labor-management collaboration to your own organization and will provide you with a set of practical tools and processes that you can apply in your work environment.

You can learn how to:

- Initiate or improve partnership efforts
- Fit labor-management relationships into organizational change and survival
- Make bargaining more effective
- Improve front-line communications and problem-solving between stewards and supervisors
- Make the most of labor-management committees and grievance meetings

Examples of customized workshops and facilitated dialogue sessions:

- Labor-management relationship building workshops
- Start-up of labor-management committees and partnerships
- Collaborative planning and goal-setting
- Technical assistance and training for joint problem-solving and improvement efforts
- Joint training for stewards and supervisors on skills and processes for resolving grievances

Key Topics

- Negotiating operating principles for labor-management committees
- Creating mutual goals for change and improvement
- Building effective communications between labor and management
- Using conflict resolution skills for problem-solving

Instructors*

Sally Klingel is director of labor-management programs at the Scheinman Institute on Conflict Resolution. She has worked with numerous labor-management partnerships in both the public and private sectors, and is a mediator and facilitator for labor negotiations and dispute resolution.

Arthur Wheaton is director of Western New York Labor and Environmental Programs for Cornell University ILR School Worker Institute. Art has been an auto expert for the European Foundation for Better Living and Working Conditions (EuroFound), International Labor Organization (ILO), and General Motors Europe and IG Metall. Art was a union steward and executive board member for AFSCME Local 1585 in East Lansing, Michigan.

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Arbitration Advocacy Training For Unions

Learn and practice how to actually “first-chair” contractual grievance and discipline cases at arbitration. The program focuses on how to design a theory of the case that is compelling and persuasive, making opening statements, preparing for and conducting direct and cross examination and making closing statements. The program is highly interactive and participants will have multiple opportunities to practice learned skills through group exercises and arbitration simulations and receive coaching and feedback from expert advocates.

Who will benefit?

Representatives who:

- Are or wish to be “first-chair” advocates in the arbitration proceeding,
- Support their organization’s advocates at the arbitration, and/or
- Want to more effectively manage the grievance process by achieving greater understanding about how cases will actually be tried at arbitration.

This program is designed for the non-attorney, although attorneys are welcome to participate.

Instructors*

Ellen Gallin Procida is the Director of the United Federation of Teacher’s Grievance and Arbitration Department, representing approximately 200,000 members, where she has either advocated or supervised advocates in over 1000 arbitration cases. She also co-leads the UFT’s legendary advocates training program; which teaches UFT members how to first-chair arbitration cases. Over the last 16 years she has trained hundreds of arbitration advocates.

Noel Cohen is a lawyer with more than 40 years of experience. In addition to serving in a private sector boutique management law firm, he has served as Assistant New York District Attorney, Trials and Appeals Attorney with the NLRB, Assistant Director of Labor Relations at the NYC Board of Education and Associate General Counsel at New York State United Teachers. Noel has either advocated or supervised advocates in thousands of arbitration cases and now consults in a wide variety of labor relations matters, including arbitration advocacy. He co- leads the UFT’s arbitration advocacy program with Ellen Gallin Procida.

Dan McCray, Esq., is the Director of Labor Relations Programs at Cornell University’s Scheinman Institute on Conflict Resolution, where he develops and administers Labor Relations, Collective Bargaining, and Conflict Resolution programs for management and unions. Dan is also an arbitrator and mediator in New York City. Prior to joining Cornell, he served as Director of Labor Relations for several organizations where he advocated or supervised advocates in hundreds of labor arbitration matters.

Key Topics

- Designing a persuasive case
- Making opening statements
- Preparing for and conducting direct and cross examination
- Making closing statements

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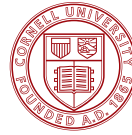
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