



Cornell University  
ILR School

# Labor Relations Certificate Programs

- Collective Bargaining
- Negotiation and Conflict Resolution
- Contract Administration and Arbitration



# Cornell University's Labor Relations Certificate

Cornell's School of Industrial and Labor Relations (ILR) is the nation's most valued resource for education and assistance in the labor relations field. The ILR School has been delivering Labor Relations and Employee Relations workshops in New York City for 40 years.

The Labor Relations Certificate Programs combines strategic awareness with practical application. Participants analyze their own issues as they learn Labor Relations best practices. Program emphasizes:

- Connecting organization strategy to labor strategy
- Preparing and executing a collective bargaining strategy
- Preparing and executing a contract administration strategy
- Managing multiple stakeholder groups in a unionized environment
- Effective negotiations
- Employee relations and performance management
- Conflict and dispute resolution

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

## Open Enrollment Workshops and Certificates

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

Classes are held at the Cornell ILR Conference Center in New York City. Schedule, fees, and more extensive course descriptions available at [www.ilr.cornell.edu/labor-relations/public-programs](http://www.ilr.cornell.edu/labor-relations/public-programs)

## Customized Programs for Your Organization

An educational program can be crafted to incorporate the actual issues, contract and challenges faced by your organization. Programs focus on labor strategy across a global supply chain, as well as bargaining and contract administration planning, preparation and execution at the corporate, enterprise and/or facility level.

To schedule customized programs or for questions, contact **Dan McCray** at [danmccray@cornell.edu](mailto:danmccray@cornell.edu).

# Labor Relations Certificates, NYC

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## Collective Bargaining Studies

This certificate provides a comprehensive practice of the collective bargaining process from pre-bargaining preparation to final sign-off.

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

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## Contract Administration Studies

This certificate helps you manage staff and operations within the confines of collective bargaining, and gain a full understanding of contract terms, legal principles, and grievance procedures.

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

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## Advanced Collective Bargaining Studies

This certificate deepens participant's 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.

Required Courses	Days of Workshop
Finance, Compensation and Benefits for Collective Bargainers	3
Costing the Contract	2
Advanced Negotiations Strategies and Techniques	3
Agreement Writing	2

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Cornell ILR has been designated as a Human Resources Certification Institute (HRCI) approved provider. For more information about recertification credits toward your PHR or SPHR, please visit [www.hrci.org](http://www.hrci.org) or our website. All workshops listed are HRCI certified.

# Common Workshops Across All Certificates

## **LR105 Labor Relations Law**

Understand the National Labor Relations Act and its practical impact on the workplace. This workshop is applicable for lawyers and non-lawyers alike, and gives participants an opportunity to understand a host of legal principles and considerations, including assessing unfair labor practice and the rules regarding union organizing, collective bargaining, and day to day operations.

## **LR205 Contract Language and Interpretation**

This workshop is designed to instruct labor relations practitioners on how contract language and past practices may be interpreted by an arbitrator. Key features include interpreting contracts, management rights and drafting clear contract language.

# Collective Bargaining Studies Certificate

## **LR201 Preparation for Collective Bargaining**

Participants learn how to align collective bargaining objectives to organization strategy, organize and prioritize management and union goals, and prepare for the bargaining table. In class project is preparing and delivering a presentation to management on bargaining authority.

## **LR311 Fundamental Negotiation Skills**

Negotiation is a basic means for resolving conflicts and disputes in the workplace, home and community. Through a series of role plays and experiential learning situations, participants gain insight into their own negotiation biases, weaknesses and strengths, while building negotiation confidence and competency.

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

Designed as a continuum of LR201, Preparation for Collective Bargaining, participants will formulate a negotiation strategy and learn “at-the-table” best practices. Participants develop negotiation skills by participating in a full-day bargaining simulation.

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

Interest-based bargaining frames negotiation as joint problem solving to resolve each party's underlying issues, needs, and concerns. Participants learn to assess how their organization's bargaining practices can be more effective in reaching durable agreements that improve the working relationships between parties.

# Contract Administration Studies Certificate

## **LR101 Effective Employee Discipline**

Gain command of just cause and progressive discipline, learn to establish a cause for termination, as well as a solid understanding of the best practices for discipline management. Participants analyze fact patterns, solve key discipline issues and learn to understand appropriate procedures and workplace culture.

## **LR102 Investigation Tools and Techniques**

Effectively dealing with complaints and conducting investigations is a critical part of creating a functional workplace culture. Participants learn both the strategic considerations as well as the nuts and bolts of investigating issues of employee misconduct. Key learning features include designing and executing an investigation plan and understanding how arbitrators scrutinize investigations.

*Prerequisite: LR101 Effective Employee Discipline is a prerequisite for this course. Exceptions made on case-by-case basis for prior experience or knowledge.*

## **LR104 Effectiveness in Arbitration**

Led by experienced arbitrators and advocates, this workshop teaches how to advocate at arbitration for those preparing, presenting, or assisting in the case. Key learning topics includes evidence and proof, examining witnesses, introducing documents and a full day arbitration simulation where participants prepare evidence and testimony to win an arbitration.

*Prerequisite: LR101 Effective Employee Discipline and LR205 Contract Language and Interpretation are prerequisites for this course. Exceptions made on case-by-case basis for prior experience or knowledge.*

## **LR106 Effective Grievance Handling**

Participants develop the knowledge, skills and confidence necessary to promote productive, efficient and successful handling of grievances. Attendees learn to evaluate a grievance in context of the “big picture,” and use conflict resolution tools and influence strategies to achieve management’s overall objectives.

*Prerequisite: LR101 Effective Employee Discipline and LR205 Contract Language and Interpretation are prerequisites for this course. Exceptions made on case-by-case basis for prior experience or knowledge.*

# Advanced Collective Bargaining Studies Certificate

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

In this workshop, participants develop knowledge about fundamental issues in compensation and benefits strategy development and execution, as well as selected federal and state regulations impacting bargaining in these areas. Participants learn about linking organizational and labor strategy, the financial implications of design choices, types of incentive pay plans and selected benefits that can be effective for different groups of employees. Participants will explore possibilities of using pay systems that drive performance in unionized environments. Topics also include understanding the implications of the Affordable Care Act, various pension protection statutes, and changes in the wage and hour regulations.

## **LR352 Costing the Contract**

Participants learn and practice creating a collective bargaining cost-sheet and adjusting it based on the ebb and flow of negotiations. Participants create the bargaining unit cost with rollup calculation and cost-out economic and non-economic proposals. Key learning feature includes practicing the costing implication of various collective bargaining decisions and understanding how to organize and use data to answer related questions in bargaining. Participants will practice costing throughout the 2 days, using actual collective bargaining agreements.

## **LR353 Advanced Negotiations Strategies and Techniques**

Building on the negotiation skills component of the other LR Certificate classes, this program approaches negotiations as involving the sometimes conflicting motivations to compete and to cooperate. Through negotiation simulations and lecture, participants learn and practice a variety of approaches to negotiations, how their effectiveness varies by situation, the effectiveness of their own style and how to flex it, and practice value-claiming and value-creating at the same time.

## **LR354 Agreement Writing**

In this workshop participants are given the opportunity to draft and analyze their own collective bargaining agreement language in the context of a negotiation. Key topics include learning to write clearly and succinctly, focusing on the audiences for your agreement language and understanding how negotiations impact agreement language and vice-versa.

# Programs Delivered at Your Organization

All Labor Relations Workshops can be customized to be delivered at your organization, below are our top 3 programs delivered at organizations.

## Collective Bargaining Immersion

An intensive three-day workshop, designed to prepare your team for negotiations. It incorporates your organization's unique issues and union dynamics in a comprehensive program customized to teach and practice critical knowledge and skills. The program is highly interactive with many group exercises, case studies and a full-day collective bargaining simulation tailored to your organization's bargaining needs.

**Module 1: Establishing the Labor-Management Strategic Relationship**

**Module 2: Scope of Bargaining and Collective Bargaining Mindset**

**Module 3: The Content and Process of Bargaining Preparation**

**Module 4: The Law of Collective Bargaining**

**Module 5: Negotiating the Agreement: Bargaining Simulation**

## Contract Administration Immersion

This three-day workshop is designed to develop the knowledge and skill-building needs of your organization's human resources and labor relations practitioners. This workshop provides in-depth knowledge and skill-building in the subject areas of: labor relation and labor law, contract interpretation, employee discipline, grievance and arbitration handling, and workplace investigations. Case studies, role plays and simulations allow participants to apply what they learn during the training to relevant issues that may arise in the workplace.

**Module 1: Labor Relations Law**

**Module 2: Contract Interpretation and Drafting**

**Module 3: Employee Discipline: Standards and Effective Investigations**

**Module 4: Strategic Grievance Handling and Managing the Union Relationship**

## Managing and Supervising in a Unionized Environment

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

**Module 1: Conflict Resolution**

**Module 2: Building and Leading Teams**

**Module 3: Labor Relations**

## Compensation and Costing for Collective Bargainers On-Site

Agility with financial concepts and understanding their consequences in collective bargaining is an essential skill for an expert negotiator. This on-site training focuses on compensation strategies including fundamental issues on developing and executing a compensation strategy and the possibility of a system that drives performance in a unionized environment. Participants also practice creating a collective bargaining cost-sheet and adjusting it based on the ebb and flow of negotiations.

**Module 1: Compensation and Benefits Strategy**

**Module 2: Pay-for-Performance**

**Module 3: Costing the Contract**

## Testimonials

*The class was intensive but very informative. Instructors were very knowledgeable and gave practical examples to support each point in the form of case studies. Interaction during class was very helpful. Practical and real life examples shared by participants was very good.* — **Collective Bargaining and Contract Administration Certificate**

*This program is the single most important training for me as a supervisor at my current organization.*

— **Managing and Supervising in a Unionized Environment On-Site**

*Information provided increased knowledge of contractual interpretation. The exhibits used and discussed afforded me the ability to learn different aspects of how to write concise language. Also to see the different industry aspects that are out there.*

— **Collective Bargaining and Contract Administration Certificate**

*I will be the chief negotiator at our negotiations in the fall; this course was very helpful to me to both self-reflect, prepare for my approach and to support the strategy sessions for the negotiating team.*

— **Advanced Collective Bargaining Certificate**

*This was a great class, very interactive which enabled us to learn from other experiences.* — **Advanced Collective Bargaining Certificate**

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

— **Collective Bargaining Immersion On-Site**

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

— **Managing and Supervising in a Unionized Environment On-Site**

*This was a valuable program given the timing of our upcoming negotiations. This should be done whenever there is a long time period between negotiations.*

— **Managing and Supervising in a Unionized Environment On-Site**

*I appreciated the historical references, it gave me a better view and picture of how unions and grievances evolved.* — **Contract Administration Certificate**

*I wasn't sure what to expect going into this training, however I was totally surprised with how much I learned, how quickly everything went, I particularly like the hands on negotiations sessions – causes you to think through items.*

— **Managing and Supervising in a Unionized Environment On-Site**



# Labor Relations Certificate Programs

## Registration Information for NYC Workshops

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

## Payment

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

## Substitution and Cancellation

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

## Schedule

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

## Accommodations

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

# Registration Form

(Please copy to register additional people)



Cornell University  
ILR School

## Participant Information

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

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

## Course/Event Selection

Course #	Course Title	Date	Price	Location
TOTAL PRICE \$				

## Payment Method

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

Signature of Registrant \_\_\_\_\_

## Please check one of the below payment methods:

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

## PAYMENT OF BILL IS AUTHORIZED BY:

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

Name of Authorizing Manager: \_\_\_\_\_  
Title of Authorizing Manager: \_\_\_\_\_  
Signature of Authorizing Manager: \_\_\_\_\_ Work #: \_\_\_\_\_

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

## To Register:

### Online:

Visit our web site at  
[www.ilr.cornell.edu](http://www.ilr.cornell.edu) and register  
using our secure server.

### By Mail:

Complete the registration form  
and return to:

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

### By Fax:

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

## Special Accommodations:

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

## For more information, please contact us at:

### Phone:

1.866.470.1922

### Email:

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



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## Cornell University ILR Labor Relations Training

- Collective Bargaining
- Negotiation and Conflict Resolution
- Contract Administration and Arbitration

Offered in NYC or at your Organization.