

Spring 2015

Cornell ILR School

PROFESSIONAL PROGRAMS

New York City

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 development programs focused on work and employment. Led by faculty with a unique blend of business and academic experience, we facilitate learning with a focus on practical solutions to address challenges facing businesses and government today.

Cornell ILR’s Human Capital Development, Scheinman Institute on Conflict Resolution and Institute for Compensation Studies 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.

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, such as human resource and labor relations professionals. 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.

Institute for Compensation Studies

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 outcomes for individuals, companies, industries and economies. We infuse the education, training and analysis we offer with innovative research and leading-edge insight.

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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.

Diversity Management Certificate		Units
CO100	The Law of Equal Employment Opportunity	18
DV221	Fundamentals of Diversity and Inclusion Initiatives	12
DV227	Strategic Diversity and Inclusion Recruiting and Retention	12
DV350 or DV330	Developing and Delivering Diversity and Inclusion Training Training Difficult Issues in Diversity and Inclusion	12
DV358 or DV120	Developing and Managing an Effective Supplier Diversity Program Effective Employee Resource Groups	6
DV310	Effective Diversity and Inclusion Councils	12
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. This program is intended for D&I professionals with a minimum of three years substantive experience in the D&I field who wish to hone their skills and increase their depth of knowledge. This certification will provide experienced professionals with additional knowledge, skills and strategies to promote individual professional growth and organizational success. Details about certification requirements can be found at 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 or call **212.340.2872**.

To register, visit our website www.ilr.cornell.edu/hcdnyc

WORKSHOPS

DV120 Effective Employee Resource Groups (ERGs)

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. This workshop examines leading practices in group formation and operation, and the characteristics of high-functioning ERGs.

DV221 Fundamentals of Diversity and Inclusion Initiatives

Organizations have implemented programs designed to help them manage and advance D&I strategy. Launching diversity initiatives requires thoughtful planning and sound methodology including key competencies, developmental models, and best practices to assess and optimize their effectiveness. This workshop's proven step-by-step process will help drive or revitalize D&I initiatives.

DV227 Strategic Diversity and Inclusion Recruiting and Retention

D&I is an important and valuable characteristic of the workplace. Improving D&I broadens organizations' context for business ideas and values. Participants will learn new ways of working, thinking and communicating to effectively recruit and retain a diverse workforce as part of a strategic D&I business plan.

DV238 Generational Diversity

For the first time in history, the workplace includes multiple generations of employees. The vast diversity in the ages of workers brings both opportunities and challenges. This workshop examines the unique characteristics and perspectives of each generation as well as communication skills and strategies to maximize their talents. Leave with an action plan to put strategy into effect.

DV310 Effective Diversity and Inclusion Councils

The successful impact and application of a D&I council strategy is one of the critical challenges and opportunities facing organizations. This workshop's integrated approach includes best practices for the formulation and operation of councils as well as developing core competencies.

DV320 Advanced Diversity and Inclusion Strategies

Many organizations with diversity processes are searching for ways to enhance their relevance, vibrancy, effectiveness and connection to the overall 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, the organization's strategic business objective, mission and marketplace – to ensure long-term culture change.

DV325 Enhancing Diversity and Inclusion Initiatives with Change Management Strategies

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 tools to improve individual contribution, and a follow-up action plan to revitalize the organization's D&I initiatives.

DV330 Training Difficult Issues in Diversity and Inclusion

There are D&I issues that are often difficult when educating and training employees. Learn ways to deliver D&I messages with techniques, models, ideas and a step-by-step curriculum. Engage in practice sessions, professional critiquing and build skills for approaching challenging D&I education and training.

DV350 Developing and Delivering Diversity and Inclusion Training

The cornerstone of effective D&I training is ensuring that management and employees have an experience that raises awareness, changes behaviors and does not reinforce stereotypes or biases. This interactive workshop enhances critical skills for designing and implementing D&I training.

DV358 Developing and Managing an Effective Supplier Diversity Program

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

CO100 The Law of Equal Employment Opportunity (EEO)

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**.

ON-SITE PROGRAMS

Powerful solutions to meet the learning and development needs of your organization.

Cornell University's ILR School offers a full range of on-site program services in Diversity and Inclusion, Employee Relations, Employment Law, Internal Employee Investigations, EEO, Human Resources, Labor Relations, Management Development and Total Rewards.

This convenient option can save staff time and training dollars while providing an effective platform for colleagues to work together on workplace issues and learn best and leading practices.

Advantages to On-Site Programs

Cost-effective: taught on-site for groups of 10 or more, saving staff time and travel expenses.

Focused: highly experienced faculty, with a depth and breadth of practical experience, can devote more time to discussing specific organizational issues.

Collaborative: participants train as a team, gaining a shared perspective and common skills.

Aligned: can be customized to meet organizational goals and core competencies.

Examples of On-Site Program Solutions

- Two- to five-day classroom programs designed to meet organizational needs by utilizing case studies, role plays, assessments, simulations and action learning.
- Blended learning with a mix of in-person and virtual sessions that leverage the latest learning technology platforms to maximize interactivity.

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**.

Through interactive case studies based on real-life situations, managers, HR and EEO professionals will develop skills and learn best practices of 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
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
CO336	Resolving Conflict	12
MD363 or MD322	Emotional Intelligence: An Edge for Leaders OR Developing Effective Communication Skills (see page 9)	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 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

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

WORKSHOPS

CO100 The Law of Equal Employment Opportunity (EEO)

This in-depth workshop provides the latest information on federal, state and local EEO and AA laws (e.g., Title VII, ADEA, ADA, Ex. 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.

CO111 Human Resources and the Law

This comprehensive and interactive workshop provides insights on preventing, identifying and managing employee issues that have potential legal concerns. It includes up-to-date knowledge of 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.

CO213 Affirmative Action (AA) Programs

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

CO220 Harassment Prevention in the Workplace

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 creating a workplace of respect and dignity.

CO231 Employee Complaints and Investigations

Part I: This workshop explores the intricacies of handling employee complaints. It presents a step-by-step approach for meeting with the employee, conducting investigations and developing resolutions. Topics include: the role of the complaint handler, managing emotional employees, confidentiality, information-gathering techniques, determining when to involve an attorney, identifying and implementing outcomes, and evaluating the process. **Prerequisite:** CO100, CO111 or CO353

CO240 Internal Investigation Note-taking and Reports

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. Participants will practice effective note-taking and learn to write a fair, neutral report that will uphold findings. **Prerequisite:** CO231

CO251 Effective Employee Relations

Sustaining a productive work environment and ensuring employee engagement is a core responsibility of HR. Through proactive initiatives and policy implementation, HR practitioners can guide managers to establish effective working relationships and address workplace challenges. Participants will practice communication and coaching skills, explore work styles and sources of conflict, and learn methods for addressing performance issues.

CO332 Advanced Employee Investigations

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

CO336 Resolving Conflict

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

CO353 Legal Issues in the Workplace

Managers and HR practitioners are frequently exposed to employee issues that may have legal implications for their organizations. 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.

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 Investigation: An intensive program that teaches skills and knowledge 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, persuasion and communications skills.

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

HUMAN CAPITAL DEVELOPMENT

In today's organizations, HR professionals need to think of themselves as strategic partners in all roles. Whether at an entry or advanced level, HR contributes to the development and accomplishment of organization-wide business plans and objectives.

Mastery of HR disciplines across organizational design, talent strategy, HR analytics, total rewards, recognition and strategic pay, performance development and appraisal systems, career and succession planning and employee development positions HR as a value-added role vital to business success.

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

WORKSHOPS

HR104 Essentials of Human Resources

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

HR201 Performance Management and Development

Maximizing employee productivity through effective performance management is a critical HR focus. Participants will explore every step of the performance management process, including setting objectives, delivering effective feedback, and coaching and evaluating performance to make the process a positive and engaging experience for both managers and employees.

HR226 Total Rewards: Compensation and Benefits

Understanding the design and implementation of total rewards is a must for every HR practitioner. By examining the crucial components of compensation and benefits planning and recognizing which rewards attract, engage and retain employees, participants will gain insight into successfully planning and executing a total rewards system to drive valuable business results. Participants will learn how to impact organizational and individual success by communicating the value of total rewards to managers and employees.

HR241 Effective Interviewing

Interviewing encompasses a suite of interpersonal skills that ultimately impact the quantity, quality and reliability of the information that interviewers obtain from candidates. This interactive workshop introduces participants to the skills required throughout the interviewing process – from the initial screening interview with a candidate to extending an offer of employment.

HR243 Talent Acquisition

Hiring the ideal candidate for a particular position at the right time is core to driving business results and enhancing retention. By exploring the end-to-end talent acquisition process, participants will learn strategies for sourcing and attracting qualified candidates, methods for assessing and selecting the right candidate, and legal considerations throughout the recruiting process. As a result, participants will enhance the organizational brand and candidate's overall experience.

HR409 Organizational Design: An Essential HR Capability

Organizational design has become a crucial capability that internal human resource and organizational design professionals are expected to provide. This workshop allows participants to better understand organizational design and how it fits within broader organizational development work. Participants will hone consulting and analytical skills, learn to strike a balance between a facilitative and expert role, and how to create alignment between components of the organization and the overall corporate framework.

HR415 Integrated Talent Management: Aligning Talent with Organizational Demands

As organizations are focusing on bolstering both top- and bottom-line performance, it is HR's responsibility to implement talent strategies aligned to organizational objectives. Participants will examine leading practices to help organizations develop talent, processes for aligning a talent strategy to desired business outcomes, the importance of diagnosing the quality and depth of an organization's current talent pool, and explore what it will take to build the next generation of leaders.

HR417 HR Analytics: Telling Better HR Stories Through Data

By effectively leveraging data, HR can engage executives and line managers to make smart decisions about human capital. HR must be equipped with easily interpretable metrics to show the relationship between productivity and profitability, as well as the performance elements that drive employee engagement and satisfaction. Participants will gain the insights to identify key business drivers and translate them into human capital metrics, communicate the impact of HR through data and tailor their message to gain buy-in.

CO111 Human Resources and the Law

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

CO251 Effective Employee Relations

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

HR Strategic Business Partnership: A Customized Learning Immersion

Move beyond traditional HR expertise and demonstrate a keen understanding of the business by using consultation, coaching and change leadership to enable business leaders to achieve and sustain results—becoming an agile strategic HR partner.

In today's economic uncertainty, changing market requirements and intense competition, businesses need to build organizational capability that is essential for a winning strategy of innovation, collaboration and continuous learning.

Is all this attainable given the traditional HR role and daily HR demands? The challenge is how HR can actively partner with business leaders to identify and align human capital plans with strategic priorities, leveraging talent within the organization.

Focused on four competencies, the **HR Strategic Business Partner Program** prepares HR professionals to address business challenges and enable organizational performance through:

- Strategic and Business Analysis
- Consulting for Results
- Coaching for Performance
- Leading and Managing Change

This unique learning approach applies an integrated competency framework and business scenarios to challenge practitioners to examine and apply critical business partnering skills and behaviors. This rigorous program enhances practitioners' self-awareness of strategic opportunities, shifts their mindset on how HR adds value and delivers skill-based techniques to enhance confidence, judgment and decision-making.

Real world problem solving and higher order thinking skills prepare experienced HR practitioners to more readily:

- recognize and address business challenges of senior leaders
- engage line leaders with strategic HR solutions
- strengthen leadership and influence skills to gain trust and credibility
- drive business results and build consulting and analytical skills
- understand how to apply an effective approach to root cause analysis and problem solving
- engage in higher quality coaching discussions that build trust and partnerships

As a result of this thought provoking and dynamic program, participants will gain greater business insights and implications for HR strategies.

For specific questions about content relating to the Human Resources Programs, contact **Janet Rizzuto** at jr557@cornell.edu or call **212.340.2863**.

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 will provide a comprehensive overview of the collective bargaining process from pre-bargaining preparation to final sign off.

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 Program, contact **Dan McCray** at danmccray@cornell.edu or call **212.340.2861**.

Managing Organizational Conflict Certificate

www.ilr.cornell.edu/managing-organizational-conflict
 For more information about the Managing Organizational Conflict Certificate, contact **Traci Morse** at tlm6@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

LR101 Effective Employee Discipline

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.

LR102 Investigation Tools and Techniques

Effectively dealing with complaints and conducting investigations are 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

LR104 Effectiveness in Arbitration

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. This workshop is appropriate for professionals managing the grievance process and supporting advocates at arbitration. **Prerequisite: LR101 and LR205**

LR105 Labor Relations Law

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 for lawyers and non-lawyers alike, and gives participants an opportunity to understand a host of legal principles and considerations.

LR106 Effective Grievance Handling: From Step One to Arbitration

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**

LR201 Preparation for Collective Bargaining

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. Participants engage in a simulation where they seek their bargaining mandate from management.

LR203 Effective Collective Bargaining Skills and Strategies

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

Prerequisite: LR201

LR205 Contract Language and Interpretation

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.

LR311 Fundamental Negotiation Skills

Negotiation is a basic means for resolving conflicts and disputes in the workplace, home and community. This workshop takes participants through 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. Participants will gain insight into their own negotiation biases, weaknesses and strengths, and build negotiation confidence and competency.

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. This workshop provides a systematic process for putting interest-based negotiation principles into practice in collective bargaining and grievance handling. Participants will assess how their own organization's bargaining practices can be more effective in reaching durable agreements that improve the working relationships between the 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. See samples below:

Collective Bargaining Immersion

This intensive program is designed to prepare the entire collective bargaining team for negotiations using the actual issues they will face. Participants learn how to put their organization's business strategy at the center of their bargaining preparation. They will engage in an interactive exercise that includes translating overall objectives into specific proposals and anticipating the union's response and demands. Participants then learn and practice “at-the-table” negotiating strategy and tactics in a full-day negotiation simulation.

Contract Administration Immersion

This program is developed to 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

This program is designed for the professional who wishes to become an arbitration advocate, or for the existing advocate who wants to improve and master skills. Participants 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.

Supervising in a Unionized Environment

An intensive program designed to develop the team building, conflict resolution and labor relations skills of managers and supervisors. Although each of these subject areas may be taken individually, the program operates from the theory that 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 or call **212.340.2861**.

ILR’s Management Development curriculum is designed for managers who want to strengthen their managerial and leadership capabilities and develop high-performing teams.

Management 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

MD302 Coaching for Managers

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

MD303 Leading with Focus and Intention

Today’s leaders must determine how they can add value to their organizations, gain the commitment of others and develop and deploy the talents of employees – all while sustaining the loyalty of an increasingly demanding workforce. Participants will examine a practical model of how effective leaders are clear about the results they want to achieve, the working environment they want to create and the relationships they need to build and sustain.

For specific questions about the Management Development Program, contact **Janet Rizzuto** at jr557@cornell.edu or call **212.340.2863**.

MD314 Building Successful Teams and Team Leaders

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

MD322 Developing Effective Communication Skills

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

MD363 Emotional Intelligence: An Edge for Leaders

Emotional Intelligence (EI), also known as EQ, is the ability to harness emotions in sensing, understanding and responding adeptly to social cues in the surrounding environment. Every leader uses 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. This workshop provides participants with a chance to develop and enhance EI competencies to achieve higher performance.

CO353 Legal Issues in the Workplace

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

CO336 Resolving Conflict

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

HR241 Effective Interviewing

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

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.

Workshops and Certificate Programs

One- to three-day workshops can be taken individually or in a certificate series. A one-day workshop equals 6 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

HCD workshops are preapproved by the HR Certification Institute (HRCI) for recertification credits. Visit www.hrci.org or www.ilr.cornell.edu/hrci.



Visit our website for all course information and to register:
www.ilr.cornell.edu/hcdnyc

If you have questions about our offerings, please email
ilrcustomerservice@cornell.edu or
phone us at 1.866.470.1922

About the ILR School

Founded 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—from human resource management, labor economics and employment law, and compensation to 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

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

Outstanding Faculty

The professors 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



Cornell University
ILR School

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New York, NY 10016-4328

Professional Programs

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

Ivy League excellence
Knowledge that works

New – Leading Talent Optimization Certificate

Talent is the heart and soul of an organization. However, successfully managing talent produces numerous challenges that HR practitioners must overcome. Practitioners are now being required to have expertise beyond any single discipline and to collaborate with all centers of excellence in an effort to draw insights and create synergies that enable organizational performance.

Certificate Workshops Include:

Organizational Design: An Essential HR Capability April 14-15, 2015, \$1995

Amy Kates, Managing Partner, Kates Kesler Organization Consulting

Ensure alignment of organizational structure with HR initiatives to enable and achieve the organization's vision and competitive strategy.

Integrated Talent Management: Aligning Talent with Organizational Demands April 30-May 1, 2015, \$1995

Connie Chartrand, Executive Director, Talent Development, Morgan Stanley

Efficiently attract, manage, retain and nurture talent in an effort to impact the organization's bottom line.

HR Analytics: Telling Better HR Stories Through Data June 3-4, 2015, \$1995

Jeremy Shapiro, Executive Director, Talent Analytics, Morgan Stanley

Leverage data to make better talent decisions, identify trends and influence management teams.



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- Align HR processes to business functions and/or across functions
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Certificate Workshops Include:



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Critical insights on linking pay with performance and which incentives are most effective.

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Optimizing Performance Pay and Managing Compensation Change June 10-11, 2015, \$1950

Key factors in making successful change and fully aligning performance pay with organizational goals.

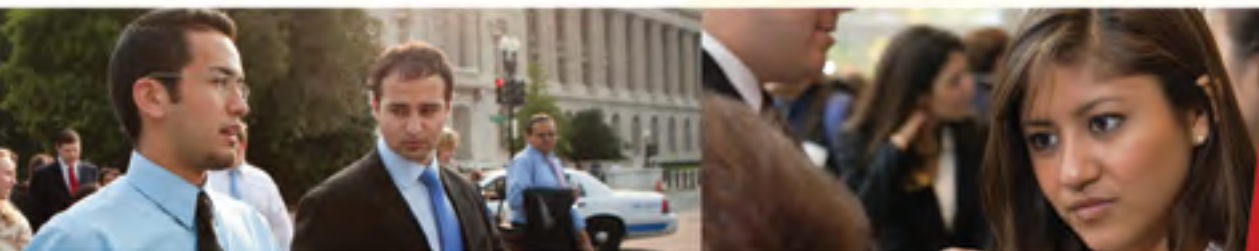
Evaluating Performance-Based Compen- sation Programs: Tools and Techniques Fall, 2015, \$1950

Evaluating performance pay through metrics and the lens of the finance function.

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Course #	Course Title	Dates	Fees
Diversity and Inclusion			
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
DV238	Generational Diversity	Oct 19	\$ 995
DV227	Strategic Diversity and Inclusion Recruiting and Retention	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
Employee Relations, Employment Law and EEO			
CO100	The Law of Equal Employment Opportunity	Sep 15-17	\$ 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
Human Resources			
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
HR415	Integrated Talent Management: Aligning Talent with Organizational Demands	Nov 9-10	\$ 1,995
HR417	HR Analytics: Telling Better HR Stories Through Data	Nov 12-13	\$ 1,995
HR409	Organizational Design: An Essential HR Capability	Nov 16-17	\$ 1,995
HR243	Talent Acquisition	Dec 1-2	\$ 1,495
HR241	Effective Interviewing	Dec 9	\$ 895
Total Rewards			
ICS402	Evaluating Performance-Based Compensation Programs: Tools and Techniques	Fall 2015	\$ 1,950
Labor Relations			
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
Management Development			
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



Course #	Course Title	Dates	Fees
Diversity and Inclusion			
DV221	Fundamentals of Diversity and Inclusion Initiatives	Mar 9-10	\$1,495
DV310	Effective Diversity and Inclusion Councils	Mar 11-12	\$1,495
DV358	Developing and Managing an Effective Supplier Diversity Program	Mar 13	\$ 995
DV350	Developing and Delivering Diversity and Inclusion Training	Apr 13-14	\$1,495
DV227	Strategic Diversity and Inclusion Recruiting and Retention	Apr 15-16	\$1,495
DV238	Generational Diversity	Apr 17	\$ 995
DV325	Enhancing Diversity and Inclusion Initiatives with Change Management Strategies	May 4	\$1,095
DV330	Training Difficult Issues in Diversity and Inclusion	May 5-6	\$1,495
DV320	Advanced Diversity and Inclusion Strategies	May 7-8	\$1,495
Employee Relations, Employment Law and EEO			
CO100	The Law of Equal Employment Opportunity	Feb 23-25	\$1,995
CO111	Human Resources and the Law	Mar 2-4	\$1,995
CO251	Effective Employee Relations	Mar 16-17	\$1,495
CO220	Harassment Prevention in the Workplace	Mar 23	\$ 995
CO231	Employee Complaints and Investigations	Mar 24-25	\$1,595
CO213	Affirmative Action Programs	Mar 26-27	\$1,495
CO336	Resolving Conflict	Mar 26-27	\$1,495
CO353	Legal Issues in the Workplace	Mar 30	\$ 995
CO332	Advanced Employee Investigations	Apr 20-21	\$1,595
CO240	Internal Investigation Note-taking and Reports	Apr 22-23	\$1,495
Human Resources			
HR104	Essentials of Human Resources	Feb 11-12	\$1,495
HR243	Talent Acquisition	Mar 18-19	\$1,495
HR201	Performance Management and Development	Mar 23-24	\$1,495
HR241	Effective Interviewing	Mar 31	\$ 895
HR409	Organizational Design: An Essential HR Capability	Apr 14-15	\$1,995
HR226	Total Rewards: Compensation and Benefits	Apr 20-21	\$1,495
HR415	Integrated Talent Management: Aligning Talent with Organizational Demands	Apr 30-May 1	\$1,995
HR417	HR Analytics: Telling Better HR Stories Through Data	June 3-4	\$1,995
Total Rewards			
ICS400	Beyond Base Pay: Using Incentives to Drive Performance	May 7-8	\$1,950
ICS401	Executive, Key Talent and Superstar Pay for Performance	June 8-9	\$1,950
ICS403	Optimizing Performance Pay and Managing Compensation Change	June 10-11	\$1,950
Labor Relations			
LR201	Preparation for Collective Bargaining	Feb 9-10, May 4-5	\$1,495
LR203	Effective Collective Bargaining Skills and Strategies	Feb 11-12, May 6-7	\$1,695
LR312	Interest-Based Bargaining Strategies and Structures	Feb 13, May 8	\$ 995
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LR205	Contract Language and Interpretation	Mar 18	\$ 995
LR101	Effective Employee Discipline	Mar 19-20	\$1,495
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