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



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.

S	Diversity and Inclusion	p.	1
	Employee Relations	p.	3
Z	Employment Law	p.	3
Ë	Equal Employment Opportunity (EEO)	p.	3
Ż	Human Resources	p.	5
O	Labor Relations	p.	7
Ú	Management Development	p.	9

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.

Diversi	ty 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, selfassessment 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.

Investig	gations 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
Recommende	ed to take in order listed Total	84

Advanced Employee Relations and

EEO Pro	ofessionals 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
Recommende	ed 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.

3

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

Certin	ale	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

Unite

Units

Leading Talent Optimization Certificate

		Offics
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 topand 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				

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

		Offics
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

Units

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-onone, 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.

Manage	ement 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		

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**.

9

ILR School

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

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

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.



Professional Programs

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



ONE

WA'

Cornell University ILR School 16 E. 34th St. New York, NY 10016-4328

Madison Ave

Ivy League excellence Knowledge that works



39>1 East 34th St



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 organiza-tional 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.

The Leading Talent Optimization Certificate Prepares You to Overcome Challenges and Build a Dynamic Workforce

Bring together different ways of thinking and theories in a very practical, case-based and applicable way to assist in the transition of concepts and techniques from the classroom to the job in response to today's talent needs.

This program will benefit those who currently aspire to:

- Consult business leaders on performance and productivity
- Work with senior teams and contribute to strategic planning
- Take responsibility for, or be involved in, transformational change
- Contribute to business model designs and business alignment
- Align HR processes to business functions and/or across functions
- Lead within a complex organization
- Serve as HR decision maker responsible for strategy

Register today and earn this new certificate in as little as six days or up to 18 months. Participants gain knowledge of practical solutions that can be implemented back on the job.

Call us to learn more **1.866.470.1922** Register at: **www.ilr.cornell.edu/LeadingTalent**



New - Advanced Certificate in Performance Pay, Metrics and Practice Alignment

The Institute for Compensation Studies 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 our education, training and analysis with innovative research and leading-edge insight.

Certificate Workshops Include:

Beyond Base Pay: Using Incentives to Drive Performance May 7-8, 2015, \$1950



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

Executive, Key Talent and Superstar Pay for Performance June 8-9, 2015, \$1950

Important considerations for rewards, risks, retention and return.

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 Compensation Programs: Tools and Techniques Fall, 2015, \$1950

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

The Institute for Compensation Studies is now offering an advanced certificate designed for compensation practitioners and experienced HR professionals and business partners.

In-depth instruction across a broad spectrum of pay-for-performance considerations, including:

- Systems and organizational thinking in the framing of pay
- Case studies and action-learning lab exercises to illustrate key concepts
- Metrics necessary for aligning practice with strategy
- Valuable opportunities for peer-to-peer learning
- Curriculum designed in collaboration with senior faculty at Cornell University's ILR School



Call us to learn more **1.866.470.1922** Register at: **www.ilr.cornell.edu/ICS/AdvCert**





PROFESSIONAL PROGRAMS

ADVANCING T	HE WORLD OF WORK	PROFESSIONAL P Fall 2015 Workshops	
Course #	Course Title	Dates	Fees
Diversity	and Inclusion		
DV221 DV350 DV238 DV227 DV330 DV120 DV310	Fundamentals of Diversity and Inclusion Initiatives Developing and Delivering Diversity and Inclusion Training Generational Diversity Strategic Diversity and Inclusion Recruiting and Retention Training Difficult Issues in Diversity and Inclusion Effective Employee Resource Groups Effective Diversity and Inclusion Councils	Sep 28-29 Sep 30-Oct 1 Oct 19 Oct 20-21 Oct 22-23 Nov 4 Nov 5-6	\$1,495 \$1,495 \$995 \$1,495 \$1,495 \$995 \$1,495
Employee	Relations, Employment Law and EEO		
CO100 CO111 CO251 CO220 CO231 CO240 CO213 CO332 CO336 CO353	The Law of Equal Employment Opportunity Human Resources and the Law Effective Employee Relations Harassment Prevention in the Workplace Employee Complaints and Investigations Internal Investigation Note-taking and Reports Affirmative Action Programs Advanced Employee Investigations Resolving Conflict Legal Issues in the Workplace	Sep 15-17 Oct 19-21 Oct 22-23 Nov 2 Nov 3-4 Nov 5-6 Nov 16-17 Dec 1-2 Dec 3-4 Dec 11	\$1,995 \$1,995 \$1,495 \$995 \$1,595 \$1,495 \$1,495 \$1,495 \$1,495 \$1,495 \$1,495 \$1,495 \$1,495
Human Re	esources		
HR104 HR201 HR226 HR415 HR417 HR409 HR243 HR241	Essentials of Human Resources Performance Management and Development Total Rewards: Compensation and Benefits Integrated Talent Management: Aligning Talent with Organizational Demands HR Analytics: Telling Better HR Stories Through Data Organizational Design: An Essential HR Capability Talent Acquisition Effective Interviewing	Sep 29-30 Oct 1-2 Oct 13-14 Nov 9-10 Nov 12-13 Nov 16-17 Dec 1-2 Dec 9	\$1,495 \$1,495 \$1,995 \$1,995 \$1,995 \$1,995 \$1,495 \$895
Total Rew	ards		
ICS402	Evaluating Performance-Based Compensation Programs: Tools and Techniques	Fall 2015	\$1,950
Labor Rela	ations		
LR105 LR205 LR101 LR311 LR102 LR106 LR104 LR201 LR203 LR312	Labor Relations Law Contract Language and Interpretation Effective Employee Discipline Fundamental Negotiation Skills Investigation Tools and Techniques Effective Grievance Handling: From Step One to Arbitration Effectiveness in Arbitration Preparation for Collective Bargaining Effective Collective Bargaining Skills and Strategies Interest-Based Bargaining Strategies and Structures	Sep 28-29 Sep 30 Oct 1-2 Oct 1-2 Oct 26 Oct 27 Oct 28-30 Nov 16-17 Nov 18-19 Nov 20	\$1,495 \$ 995 \$1,495 \$ 1,495 \$ 995 \$ 995 \$ 1,695 \$ 1,495 \$ 1,695 \$ 1,695 \$ 995
Managem	ent Development		
MD302 MD322 MD314 MD303 MD363	Coaching for Managers Developing Effective Communication Skills Building Successful Teams and Team Leaders Leading with Focus and Intention Emotional Intelligence: An Edge for Leaders	Oct 6-7 Oct 8-9 Oct 27-28 Oct 29-30 Nov 18-19	\$1,495 \$1,495 \$1,495 \$1,495 \$1,495 \$1,495





PROFESSIONAL PROGRAMS

Spring 2015 Workshops in New York City

Diversity and Inclusion Mar 9-10 \$1,499 DV210 Environmentals of Diversity and Inclusion Initiatives Mar 9-10 \$1,499 DV210 Environmental diversity and Inclusion Initiatives Mar 9-10 \$1,499 DV2130 Developing and Defensity and Inclusion Initiatives (Pringram Mar 11-12 \$1,499 DV2130 Developing and Defensity and Inclusion Initiatives (Pringram Mar 13-14 \$1,499 DV2235 Developing and Defensity and Inclusion Initiatives (Pringram Mar 15-16 \$1,495 DV235 Developing and Defensity and Inclusion Initiatives (Pringram Department Charge Management Strategies May 7-6 \$1,495 DV235 Anamead Develop and Inclusion Initiatives (Principate Management Strategies May 7-8 \$1,695 Employee Relations, Employment Law and EEO Colored The Law of Equil Employment Department Mar 2-4 \$1,696 C0100 The Law of Equil Employment Department Mar 2-3 \$1,995 \$1,496 C0211 Historic Management Department Mar 2-4 \$1,496 \$1,496 C0212 Heasement Provention more Workplace Mar 2-2 \$1,496 \$1,496	Course #	Course Title	Dates	Fees
07211 E-ordanestical Diversity and Evolution Initiatives Med 9-10 \$1.403 07310 Efficient Diversity and Industan Control Med 11 12 \$1.493 07310 Efficient Diversity and Industan Control Med 13 12 \$1.493 07310 Efficient Diversity and Industan Rescuting and Retention Apr 15-16 \$1.493 07320 Exemption Diversity and Industan Rescuting and Retention Apr 15-16 \$1.495 07320 Exemption Diversity and Industan Initiatives with Change Management Strategies Meg 4 \$1.495 07320 Exemption Diversity and Industan Initiatives with Change Management Strategies Meg 4 \$1.995 07320 Advanced Diversity and Industan Initiative with Change Management Strategies Meg 7.6 \$1.995 07321 Engloyse Relations, Employend and Departurity Feb 23-25 \$1.995 07321 Engloyse Relations, Employend and Departurity Meg 2-0 \$1.495 07321 Engloyse Relations Mar 2-2 \$1.995 07331 Engloyse Relations Mar 2-2 \$1.995 07331 Engloyse Relations and Invesion Retention Note Management Strategies <td< th=""><th colspan="4"></th></td<>				
DV310 Effective Diversity and Inclusion Councils Mar 11-12 51.495 DV3280 Developing and Matca Supplier Diversity Program Apr 13-14 51.495 DV3290 Strange Diversity and Inclusion Security and Inclusion Material Strange Diversity and Inclusion Security and Inclusion Secure Diversity Apr 2011 May 5-6 51.495 C0101 The law of Equid Engoisment Opportunity Mey 2-8 51.995 51.995 C0111 Hinder Secure Secure Diversity Diver			Mar 9-10	\$1,495
UV238 Developing and Nanging an Effective Suppler Diversity Program Mar 13 \$ 995 UV230 Developing and Nanging an Effective Suppler Diversity and Inclusion Training Apr 13-14.4 \$1.405 UV232 Strategic Diversity and Inclusion Interviews with Change Management Strategies May 4 \$1.095 UV232 Change Ministry Apr 17 \$0.905 UV332 Advanced Diversity and Inclusion Strategies May 4 \$1.095 UV332 Advanced Diversity and Inclusion Strategies May 7.8 \$1.495 C0210 The Law of Equal Employment Care and the Law Mar 24.4 \$1.995 C0211 Himman Rescurses and the Law Mar 24.5 \$1.985 C0213 Employme Complexits and Investingtions Mar 24.2 \$1.985 C0213 Employme Complexits and Investingtions Mar 24.2 \$1.985 C0213 Employme Complaints and Investingtions Mar 24.2				
UV390 Developing and Delivering Devening and Delivering Terming Apr 13-14 \$1.465 UV220 Strategic Devening and Inclusion Recruiting and Recruiting Apr 17 \$1.995 UV320 Generational Devening Apr 17 \$1.995 UV320 Advanced Devening and Inclusion Risk recruiting and Recruiting and Markagement Strategies May 9.5 \$1.495 UV320 Advanced Devening meth Law and EED Employee Relations, Employement Law and EED \$1.995 C0110 The Law of Equal Employment Opportunity Feb 23-25 \$1.995 C0121 Efficience traployee Relations Mar 24 \$1.995 C0133 Reclass and the Law Mar 24 \$1.995 C0134 Affirmative Action Programs Mar 23 \$995 C0135 Efficience traployee Relations Mar 24-25 \$1.995 C0236 Relationed framing emotigations Mar 24-25 \$1.995 C0337 Affirmative Action Programs Mar 26-27 \$1.485 C0338 Resoluting Compliant and Investigation Mar 23 \$995 C0334 Affirmative Action Resources M	DV358		Mar 13	
UV22 Strategic Diversity and Inclusion Recruiting and Re			Apr 13-14	
DV225 DV320Chinang Driestly and Inclusion Intibates with Change Management StrategiesMay 4.\$1,095DV320Advanced Diversity and Inclusion Intibates with Change Management StrategiesMay 7.6\$1,495DV320Advanced Diversity and Inclusion StrategiesMay 7.6\$1,495Elations, Employment Law and EEDColspan="2">Colspan="2" <colspan="2">Colspan="2"<colspan="2"<colsp< td=""><td>DV227</td><td></td><td></td><td></td></colspan="2"<colsp<></colspan="2">	DV227			
DV330 DV320Training Difficult issues in Diversity and InclusionMay 5.6\$1,495DV320 DV320Advanced Diversity and Inclusion StrategiesMay 7.8\$1,995Employee Relations, Employment Law and EEOFeb 23-25\$1,995CO110The avor Esual Imployment OpportunityFeb 23-25\$1,995CO211H Tea vor Esual Imployment OpportunityMar 2.4\$1,995CO212Effective Employee RelationsMar 2.4\$1,995CO213Advanced Diversity and InclusionsMar 2.4.25\$1,395CO221Employee Congliance and InscitationsMar 2.4.25\$1,395CO232Exployee Congliance and InscitationsMar 2.6.27\$1,495CO333Legal hause in the WorkplaceMar 2.6.27\$1,495CO333Legal hause in the WorkplaceMar 2.0.21\$1,595CO333Legal hause in the WorkplaceMar 2.2.2.3\$1,495HMT04Essentals of Human ResourcesFeb 11-12\$1,495HR743Talient AcquisitionMar 18-19\$1,495HR744Effective InterviewingMar 2.3.1\$1,895HR743Talient AcquisitionMar 2.3.1\$1,995HR744Effective InterviewingApr 1.4.15\$1,995HR745Intervice InterviewingApr 1.4.15\$1,995HR745Intervice InterviewingApr 1.4.15\$1,995HR745Intervice InterviewingApr 1.4.15\$1,995HR745Intervice InterviewingApr 1.4.15\$1,995HR745Intervice Inte			Apr 17	
DV320 Advanced Diversity and Inclusion Strategies May 7-8 \$1.495 Employee Felstions, Employment Law and EED C0100 The Law of Equal Employment Opportunity Feb 23-25 \$1,995 C0211 Himman Resources and the Law Mar 7-44 \$1,995 C0220 Harssmere Researcing A the Law Mar 7-14 \$1,995 C0231 Employee Complaints and Investigations Mar 7-24 \$1,995 C0231 Employee Complaints and Investigations Mar 7-25 \$1,495 C0333 Reacking Conflict Mar 7-26 \$1,495 C0333 Advanced Fuployee Investigations Note-taking and Reports Apr 20-21 \$1,495 Human Resources Feb 11-12 \$1,495 HM104 Exerction of Human Resources Feb 11-12 \$1,495 HM243 Entrat Acquisition Note-taking and Reports Apr 20-21 \$1,495 HM244 Effective Intervetore Mar 3-3 \$1,495 HM245 Entrat Acquisition Note-taking and Reports Apr 20-21 \$1,495 HM244 Effective Intervetore Mar 3-3 <	DV325	Enhancing Diversity and Inclusion Initiatives with Change Management Strategies	May 4	\$1,095
Employee Relations, Employment Law and EEO Feb 23-25 \$1,995 C0110 The Law of Equal Employment Opportunity Mat 2-4 \$1,995 C0215 Effective Employee Relations Mat 16-17 \$1,495 C0220 Harassment Prevention in the Workplace Mat 24-25 \$1,995 C0213 Effective Employee Complaints and Investigations Mat 24-25 \$1,995 C0213 Artimative Action Programs Mat 24-25 \$1,995 C0213 Employee Complaints and Investigations Mat 24-27 \$1,495 C0333 Legal Issues in the Workplace Mat 26-27 \$1,495 C0333 Legal Issues in the Workplace Mat 26-27 \$1,495 C0334 Englosues in the Workplace Mat 26-27 \$1,495 C0335 Legal Issues in the Workplace Mat 26-27 \$1,495 C0340 Internal Investigation Note-taking and Reports Apr 20-21 \$1,495 HR141 Estimation Acquisition and Development Mat 23-1 \$1,495 HR243 Diate Acquisitional Design: An Estimatal HK Capability Apr 40-15 \$1,955 <t< td=""><td>DV330</td><td>Training Difficult Issues in Diversity and Inclusion</td><td>May 5-6</td><td>\$1,495</td></t<>	DV330	Training Difficult Issues in Diversity and Inclusion	May 5-6	\$1,495
C0100 The Law of Equal Employment Opportunity Feb 23-25 \$1,995 C0111 Human Resources and the Law Nar 24-4 \$1,995 C0231 Effective Employee Relations Nar 16-17 \$1,495 C0231 Employee Compliants and Investigations Mar 24-25 \$1,595 C0231 Employee Compliants and Investigations Mar 24-25 \$1,995 C0331 Engloyee Compliants and Investigations Mar 24-25 \$1,995 C0333 Legal Issues in the Workplace Mar 30 \$955 C0333 Legal Issues in the Workplace Mar 30 \$955 C0333 Legal Issues in the Workplace Mar 30 \$955 C0340 Internal Investigations Apr 20-21 \$1,4955 HR243 Stlent Acquistion Mar 18-19 \$1,495 HR243 Stlent Acquistion Mar 18-19 \$1,495 HR244 Stlent Acquistion Mar 18-19 \$1,495 HR245 Total Revarces Feb 11-12 \$1,495 HR245 Total Revards Jume 3-4 \$1,955	DV320	Advanced Diversity and Inclusion Strategies	May 7-8	\$1,495
C011 Human Resources and the Law Mar 24-4 \$1,995 C0251 Effective Engloyme Relations Mar 16-17 \$1,495 C0220 Harassment Pewention in the Workplace Mar 23 \$995 C0231 Employee Complaints and Investigations Mar 24-25 \$1,495 C0333 Evaluation Programs Mar 26-27 \$1,495 C0335 Resolving Comflict Mar 20 \$995 C0332 Advanced Employee Investigations Apr 20-21 \$1,595 C0333 Legal Issues in the Workplace Mar 30 \$995 C0334 Execution Revorces Per 11-12 \$1,495 Human Resources Hold Hernal Investigation Note-taking and Reports Apr 20-21 \$1,495 HR04 Essential of Human Resources Hold 11-12 \$1,495 HR233 Talent Acquisition Mar 31 \$485 HR244 Effective Englosein, An Essential IR Capability Apr 14-15 \$1,995 HR245 Ital Rewards: Compensition and Benefits Apr 23-21 \$1,995 HR245 Ital Rewards: Compensition and	Employee	Relations, Employment Law and EEO		
CC251 Effective Employee Relations Mar 16-17 \$1.495 CC220 Harassmert Revention in the Workplace Mar 23 \$995 CC231 Employee Complaints and Investigations Mar 24-25 \$1,995 CC333 Engloyee Complaints and Investigations Mar 26-27 \$1,495 CC333 Legal Reaching ComPlations Mar 26-27 \$1,495 CC333 Legal Reaching ComPlations Mar 20 \$995 CC334 Legal Reaching ComPlations Apr 20-21 \$1,595 CC340 Internal Investigation Note-taking and Reports Apr 22-23 \$1,495 HR243 Stentials of Human Resources Feb 11-12 \$1,495 HR243 Stentials of Human Resources Feb 11-12 \$1,495 HR243 Stential Rowards: Componsation and Benefits Mar 23-1 \$1,895 HR244 Teactive Interviewing Mar 18-19 \$1,995 HR245 Teactive Interviewing Mar 21-15 \$1,995 HR246 Organizational Design: An Essential RC apability Apr 14-15 \$1,995 HR245 Tea	CO100	The Law of Equal Employment Opportunity	Feb 23-25	\$1,995
C0220 Harassment Prevention in the Workplace Mar 33 \$ 995 C0231 Employee Complaints and Investigations Mar 24-25 \$1,595 C0333 Resoluting Comflict Mar 26-27 \$1,495 C0333 Resoluting Comflict Mar 26-27 \$1,495 C0333 Advanced Employee Investigations Apr 20-21 \$1,595 C0334 Advanced Employee Investigations Apr 20-21 \$1,495 C0340 Internal Investigation Note-taking and Reports Apr 22-23 \$1,495 Human Resources Feb 11-12 \$1,495 HR104 Essentials of Human Resources Feb 11-12 \$1,495 HR241 Effective Interviewing Mar 13 \$805 HR449 Organizational Design: An Essential HR Capability Apr 14 \$805 HR452 Total Rewards: Compensation and Benefits Apr 20-21 \$1,495 HR453 Triegrated Taken Management: Aligning Takent Wordgnaizational Demands Apr 20-21 \$1,950 HR453 Organizational Demands Apr 20-21 \$1,950 IR4701 Resoluty Eff	CO111	Human Resources and the Law	Mar 2-4	\$1,995
CC211 Employee Complaints and Investigations Mar 24-25 \$1,595 CC213 Affirmative Action Programs Mar 26-27 \$1,495 CC335 Resolving Conflict Mar 30 \$95 CC335 Legal Issues in the Workplace Mar 30 \$95 CC332 Advanced Employee Investigations Apr 20-21 \$1,595 CC340 Internal Investigation Note-taking and Reports Apr 22-23 \$1,495 Human Resources Hittee Internal Investigation Note-taking and Reports Hand Acquisition HR243 Talent Acquisition Mar 18-19 \$1,495 HR244 S1,495 \$1,495 \$1,495 HR245 Diget Acquisition Internate Management and Development Mar 31 \$ 895 HR246 Organizational Design: An Essential HR Capability Apr 14-15 \$1,995 HR245 Integrated Talent Management: Aligning Talent with Organizational Dennands Apr 30-May 1 \$1,995 HR415 Integrated Talent Management: Aligning Torganizational Dennands Apr 30-May 1 \$1,995 IR8417	CO251	Effective Employee Relations	Mar 16-17	\$1,495
CO213 CO213Affirmative Action ProgramsMar 26:27\$1,495CO336 CO332Legal issues in the WorkplaceMar 30\$ 995CO332Advanced Employee InvestigationsApr 20:21\$1,595CO332Advanced Employee InvestigationApr 22:23\$1,495Human ResourcesHR104 HR201Essentials of Human ResourcesFeb 11-12\$1,495HR104 HR201Essentials of Human ResourcesFeb 11-12\$1,495HR201 HR201Performance Management and DevelopmentMar 31\$ 895HR410 HR201Effective InterviewingMar 31\$ 895HR426 Total Rewards: Compensation and BenefitsApr 20:21\$1,495HR415 HR117Integrated Talent Management: Aligning Talent with Organizational DemandsApr 20:21\$1,995HR415 HR417Integrated Talent Management: Aligning Talent with Organizational DemandsApr 20:21\$1,995LS400 CS401Beyond Base Pay: Using Incentives to Drive PerformanceJune 8:4\$1,995LS401 CS402Doptimizing Performance Roy and Managing Compensation ChangeJune 8:9\$1,950LS403Effective Collective BargainingS 995\$1,495LR201 R023Proparation State Spess and StrategiesFeb 10, May 4:5\$1,950LS403Effective Collective Bargaining Strategies and StrategiesFeb 10, May 4:5\$1,950LS403Effective Collective Bargaining Strategies and StrategiesFeb 11, May 6:7\$1,950LS403Contract Language and Interpretation	CO220	Harassment Prevention in the Workplace	Mar 23	\$ 995
C0336 C0335 C0335 Legal Issues in the Workplace Legal Issues in the Workplace C0332 Advanced Employee Investigations Note-taking and ReportsMar 26 - 27 Mar 30 S 1995 Apr 20-211 S 1,995C0332 C0340 Legal Issues in the Workplace Legal Issues of Human Resources HR104 Besentials of Human Resources HR243 HR243 HR243 HR241 HEftettive Interviewing HR244 HR246 HR246 Total Rewards: Compensation and Benetits Apr 23-24 HR246 HR246 Total Rewards: Compensation and Benetits Apr 20-21 S 1,495 HR256 Total Rewards: Compensation and Benetits Apr 20-21 S 1,495 HR256 S 1,495 HR256 HR256 HR256 Total Rewards: Compensation ChangeMar 23 June 3-4S 1950 S 1,955 S	CO231	Employee Complaints and Investigations	Mar 24-25	\$1,595
C0333 C0332Legal issues in the WorkplaceMar 30\$ 995C0332 C0332Advanced Employee InvestigationsApr 20-21\$1,595C0240Internal Investigation Note-taking and ReportsApr 20-23\$1,495H104Essentials of Human ResourcesFeb 11-12\$1,495HR243Talient AcquisitionMar 18-19\$1,495HR244Erformance Management and DevelopmentMar 31\$ 895HR240Performance Management and DevelopmentMar 31\$ 895HR441Effective InterviewingMar 31\$ 895HR440Organizational Design: An Essential I/R CapabilityApr 14-15\$1,995HR256Total Rewards: Compensation and BenefitsApr 20-21\$1,995HR415Integrated Talent Management: Aligning Talent with Organizational DemandsApr 30-May 1\$1,995Integrated Talent Management: Aligning Talent with Organizational DemandsApr 30-May 1\$1,995Integrated Talent Management: Aligning Talent with Organizational DemandsApr 30-May 1\$1,995Integrated Talent Management: Aligning Talent with Organizational DemandsApr 30-May 1\$1,995Integrated Talent Management: Aligning Talent with Organizational DemandsApr 30-May 1\$1,995Integrated Talent Management: Aligning Talent with Organizational DemandsApr 20-21\$1,495Integrated Talent Management: Aligning Talent with Organizational DemandsApr 30-44\$1,995Integrated Talent Management:	CO213	Affirmative Action Programs	Mar 26-27	\$1,495
C0332 C0340Advanced Employee Investigation Internal Investigation Note-taking and ReportsApr 20-21 Apr 22-23\$1,955Human ResourcesHuman ResourcesFeb 11-12\$1,495HR104Essentials of Human ResourcesFeb 11-12\$1,495HR243Talent AcquisitionMar 18-19\$1,495HR241Effective InterviewingMar 31\$ 895HR240Organizational Design: An Essential IR CapabilityApr 14-15\$1,995HR409Organizational Design: An Essential IR CapabilityApr 14-15\$1,995HR415Integrated Talent Management: Aligning Talent with Organizational DemandsApr 20-21\$1,495HR417HR Analytics: Telling Better HR Storks Through DataJune 3-4\$1,995ICS400Beyond Base Pay: Using Incentives to Drive PerformanceJune 8-9\$1,950ICS400Beyond Base Pay: Using Incentives to Drive PerformanceJune 8-9\$1,950ICS400Beyond Base Pay: Using Incentives to Drive PerformanceJune 9-7\$1,695IR250Optimizing Performance Pay and Managing Compensation ChangeJune 10-11\$1,950Labor RelationsFeb 9-10, May 4-5\$1,695IR301Preparation for Collective Bargaining Stills and StrategiesFeb 11-12, May 6-7\$1,695IR302Interse Based Bargaining Stills and StrategiesFeb 11.12, May 6-7\$1,695IR303Labor Relations LawMar 16-17\$1,495IR304Interse Based Bargaining Stills and StrategiesFeb 11.12, M	CO336	Resolving Conflict	Mar 26-27	\$1,495
C0240 Internal Investigation Note-taking and Reports Apr 22-23 \$1,495 H104 Essentials of Human Resources HR104 Essentials of Human Resources Feb 11-12 \$1,495 HR231 Talent Acquisition Mar 18-19 \$1,495 HR243 Talent Acquisition Mar 31 \$ 895 HR441 Effective Interviewing Mar 31 \$ 895 HR426 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 Cotal Rewards Cotal Rewards Integrated Talent Aging Incentives to Drive Performance May 7.8 \$ 1,950 ISS400 Optimizing Performance Pay and Managing Compensation Change June 8-9 \$ 1,950 ISS400 Performance Pay and Managing Compensation Change June 10-11 \$ 1,950 IR201 Preparation for Collective Bargaining Skills and Strategies Feb 11-12, May 6-7 \$ 1,695 LR201 Preparation for Collective Bargaining Skills and Strategies Feb 11-12, May 6-7 \$ 1,6	CO353	Legal Issues in the Workplace	Mar 30	\$ 995
Human Resources Feb 11-12 \$1,495 HR104 Essentials of Human Resources Feb 11-12 \$1,495 HR201 Performance Management and Development Mar 33 \$1,495 HR21 Effective Interviewing Mar 31 \$1,895 HR426 Organizational Design: An Essential HR Capability Apr 14-15 \$1,995 HR226 Total Rewards: Compensation and Benefits Apr 20-21 \$1,495 HR417 HR Analytics: Telling Better HR Stories Through Data June 3-4 \$1,995 HR417 HR Analytics: Telling Better HR Stories Through Data June 3-4 \$1,995 C5400 Beyond Base Pay: Using Incentives to Drive Performance May 7-8 \$1,950 LS401 Executive, Key Talent and Superstar Pay for Performance June 8-9 \$1,950 L260 Reyond Base Pay: Using Incentives to Drive Performance June 8-9 \$1,950 L261 Preparation for Collective Bargaining Groupensation Change June 10-11 \$1,950 L200 Reparation for Collective Bargaining Skills and Strategies Feb 11-12, May 6-7 \$1,695 L8201 Interest-Based Bargaining Skills and Strategies and Structures Feb 13, May 8 <td< td=""><td>CO332</td><td>Advanced Employee Investigations</td><td>Apr 20-21</td><td>\$1,595</td></td<>	CO332	Advanced Employee Investigations	Apr 20-21	\$1,595
HR104 Essentials of Human Resources Feb 11-12 \$1,495 HR243 Talent Acquisition Mar 13-19 \$1,495 HR201 Performance Management and Development Mar 31-19 \$1,495 HR409 Organizational Design: An Essential HR Capability Mar 31 \$ 885 HR409 Organizational Design: An Essential HR Capability Mar 31 \$ 1,995 HR215 Total Rewards: Compensation and Benefits Apr 14-15 \$ 1,995 HR417 HR Analytics: Telling Better HR Stories Through Data June 3-4 \$ 1,995 UC\$400 Beyond Base Pay: Using Incentives to Drive Performance May 7-8 \$ 1,950 UC\$401 Executive, Key Talent and Superstar Pay for Performance June 8-9 \$ 1,950 UC\$401 Preparation for Collective Bargaining Feb 9-10, May 4-5 \$ 1,495 LR201 Preparation for Collective Bargaining Strategies Feb 1-112, May 6-7 \$ 1,695 LR203 Effective Collective Bargaining Strategies and Structures Feb 13, May 8 \$ 995 LR205 Contract Language and Interpretation Mar 16-17 \$ 1,495 LR205 Contract Language and Interpretation Mar 19-20 \$ 1,495 LR205 Contract Language and Interpretation Mar 19-20 \$ 1,495 LR205 <td>CO240</td> <td>Internal Investigation Note-taking and Reports</td> <td>Apr 22-23</td> <td>\$1,495</td>	CO240	Internal Investigation Note-taking and Reports	Apr 22-23	\$1,495
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 HR409 Organizational Design: An Essential HR Capability Mar 31 \$ 895 HR409 Organizational Design: An Essential HR Capability Mar 31 \$ 895 HR215 Total Rewards: Compensation and Benefits Apr 14-15 \$1,995 HR417 HR Analytics: Telling Better HR Stories Through Data June 3-4 \$1,995 UC\$400 Beyond Base Pay: Using Incentives to Drive Performance May 7-8 \$1,950 UC\$401 Executive, Key Talent and Superstar Pay for Performance June 8-9 \$1,950 UC\$401 Preparation for Collective Bargaining Feb 9-10, May 4-5 \$1,950 Labor Relations Feb 11-12, May 6-7 \$1,695 LR201 Preparation for Collective Bargaining Strategies and Structures Feb 11-12, May 6-7 \$1,695 LR205 Contract Language and Interpretation Mar 18-19 \$1,495 LR201 Preparation for Collective Bargaining Strategies and Structures Feb 11-12, May 6-7 \$1,695 LR205 Contract Language and Interpretation Mar 18-17 \$1,495 LR205 Cont	Human Re	sources		
HR243 HR241Talent AcquisitionMar 18-19\$1,495HR241Performance Management and DevelopmentMar 23-24\$1,495HR241Effective Interviewing Mar 23Mar 31\$ 895HR409Organizational Design: An Essential HR CapabilityApr 14-15\$1,995HR426Total Rewards: Compensation and BenefitsApr 20-21\$1,495HR417Integrated Talent Management: Aligning Talent with Organizational DemandsApr 20-21\$1,995HR417HR Analytics: Telling Better HR Stories Through DataJune 3-4\$1,995C5400Beyond Base Pay. Using Incentives to Drive Performance C5400June 8-9\$1,950IC5403Optimizing Performance Pay and Managing Compensation ChangeJune 10-11\$1,950Labor RelationsJune 10-11\$1,950LR201Preparation for Collective Bargaining Effective Collective Bargaining Skills and Strategies Interest-Based Bargaining Strategies and Structures Interest-Based Bargaining Strategies and StructuresHar 16-17\$1,495LR201Preparation for Collective Bargaining Skills and Strategies Interest-Based Bargaining Skills and Strategies Interest-Based Bargaining Skills and Strategies Interest-Based Bargaining Skills and Strategies Interest-Based Bargaining Skills Interest-Based Bargaining Skills<			Feb 11-12	\$1,495
HR201Performance Management and DevelopmentMar 23-24\$1,495HR211Effective InterviewingMar 31\$895HR409Organizational Design: An Essential HR CapabilityApr 14-15\$1,995HR226Total Rewards: Compensation and BenefitsApr 20-21\$1,495HR417Integrated Talent Management: Aligning Talent with Organizational DemandsApr 20-21\$1,995HR417HR Analytics: Telling Better HR Stories Through DataJune 3-4\$1,995Total Rewards: Compensation and Superstar Pay for PerformanceMay 7-8\$1,950ICS400Beyond Base Pay: Using Incentives to Drive PerformanceJune 8-9\$1,950ICS401Optimizing Performance Pay and Managing Compensation ChangeJune 10-11\$1,950Labor Relations for Collective Bargaining Strategies and StructuresIR201Preparation for Collective Bargaining Strategies and StructuresFeb 9-10, May 4-5\$1,495IR303Effective Collective Bargaining Strategies and StructuresFeb 11-12, May 6-7\$1,695IR312Interest-Based Bargaining Strategies and StructuresMar 18-17\$1,495IR305Contract Language and InterpretationMar 18-18\$ 995IR314Finder Usignation Tools and TechniquesApr 13\$ 995IR311Fundamental Negotation SkillsMar 19-20\$1,495IR312Interest-Based Bargaining Step One to ArbitrationApr 13\$ 995IR314Finder UsignationApr 13\$ 995IR314Finder UsignationApr			Mar 18-19	
HR241Effective InterviewingMar 31\$ 895HR409Organizational Design: An Essential HR CapabilityApr 14-15\$1,995HR256Total Rewards: Compensation and BenefitsApr 20-21\$1,495HR415Integrated Talent Management: Aligning Talent with Organizational DemandsApr 30-May 1\$1,995HR417HR Analytics: Telling Better HR Stories Through DataJune 3-4\$1,995Total RewardsControl RewardsICS400Beyond Base Pay: Using Incentives to Drive PerformanceMay 7-8\$1,950ICS401Executive, Key Talent and Superstar Pay for PerformanceJune 8-9\$1,950ICS403Optimizing Performance Pay and Managing Compensation ChangeJune 10-11\$1,950Labor RelationsIR201Preparation for Collective BargainingFeb 9-10, May 4-5\$1,695IR322Interest-Based Bargaining Strategies and StructuresFeb 1-12, May 6-7\$1,695IR105Labor Relations LawMar 16-17\$1,495IR205Contract Language and InterpretationMar 18\$ 995IR104Effective Collocition SkillsMar 19-20\$1,495IR102Investigation Toking: Feb 0 no file, Feb 11-12, May 6-7\$1,695IR311Fundamental Negotiation SkillsMar 19-20\$1,495IR102Interest-Based Bargaining StructuresApr 13\$ 995IR105Labor Relations LawMar 19-20\$1,495IR104Effective CollopineApr 13\$ 995	HR201		Mar 23-24	
HR226 HR415Total Rewards: Compensation and Benefits Integrated Talent Management: Aligning Talent with Organizational Demands HR415Apr 20-21 Apr 30-May 1 June 3-4\$1,995 \$1,995Total Rewards: Colspan="4">Classes and the second of the secon			Mar 31	\$ 895
HR226 HR415Total Rewards: Compensation and Benefits Integrated Talent Management: Aligning Talent with Organizational Demands HR415Apr 20-21 Apr 30-May 1 June 3-4\$1,995 \$1,995Total Rewards: Colspan="4">Classes and the second of the secon	HR409		Apr 14-15	\$1,995
HR415 HR417Integrated Talent Management: Aligning Talent with Organizational Demands HR Analytics: Telling Better HR Stories Through DataApr 30-May 1 June 3-4\$1,995 \$1,995Total RewardsICS400 ICS401Beyond Base Pay: Using Incentives to Drive Performance Dytimizing Performance Pay and Managing Compensation ChangeMay 7-8 June 8-9 June 10-11\$1,950Labor RelationsLabor RelationsIR201Preparation for Collective Bargaining Effective Collective Bargaining Strategies Labor Relations LawFeb 9-10, May 4-5 Feb 11-12, May 6-7\$1,495 \$1,695IR312Interest-Based Bargaining Strategies and Structures Labor Relations LawMar 16-17 May 8\$1,995 \$1,495IR205Contract Language and Interpretation Ha101Mar 18 \$ 995\$ 995 \$1,495IR311Fundamental Negotiation Skills HR311Mar 19-20 \$1,495\$1,495 \$1,495IR106Effective Grievance Handling: From Step One to Arbitration Effective Grievance Handling: From Step One to Arbitration Ha104Apr 13 \$ 995\$ 995 \$1,495Maragement EvelopmentMar 4-5 \$ 1,495\$ 1,495 \$ 1,495Maragement Evelopment Ma33Emotional Intelligence: An Edge for Leaders Mar 30-31Mar 4-5 \$ 1,495\$ 1,495 \$ 1,495Ma32Leading with Focus and Intention Ma23Apr 1-2 \$ 1,495\$ 1,495 \$ 1,495Ma33Emotional Intelligence: An Edge for Leaders Mar 30-31Mar 4-5 \$ 1,495\$ 1,495 \$ 1,495Ma323Leading with Focus and Intention 	HR226			
HR417HR Analytics: Telling Better HR Stories Through DataJune 3-4\$1,995Total RewardsICS400Beyond Base Pay: Using Incentives to Drive PerformanceMay 7-8\$1,950ICS401Executive, Key Talent and Superstar Pay for PerformanceJune 8-9\$1,950ICS403Optimizing Performance Pay and Managing Compensation ChangeJune 10-11\$1,950Labor RelationsIR201Preparation for Collective BargainingFeb 9-10, May 4-5\$1,495IR203Effective Collective Bargaining Strategies and StrategiesFeb 13, May 8\$ 995IR105Labor Relations LawMar 16-17\$1,495IR205Contract Language and InterpretationMar 18\$ 995IR101Effective Collective BillsMar 19-20\$1,495IR102Investigation Tools and TechniquesApr 13\$ 995IR102Investigation SkillsMar 19-20\$1,495IR103Effective Grievance Handling: From Step One to ArbitrationApr 14\$ 995IR106Effective Grievance Handling: From Step One to ArbitrationApr 14\$ 995IR106Effective Grievance Handling: From Step One to ArbitrationApr 14\$ 995IR114Building Successful Teams and Team LeadersMar 30-31\$ 1,495MD303Leading with Focus and IntentionApr 1-2\$ 1,495MD314Building Successful Teams and Team LeadersMar 30-31\$ 1,495MD322Developing Effective Communication SkillsApr 27-28\$ 1,495	HR415	Integrated Talent Management: Aligning Talent with Organizational Demands	Apr 30-May 1	
ICS400 ICS403Beyond Base Pay: Using Incentives to Drive Performance Dytimizing Performance Pay and Managing Compensation ChangeMay 7-8 June 8-9 June 10-11\$1,950ISA03Optimizing Performance Pay and Managing Compensation ChangeJune 8-9 June 10-11\$1,950Labor RelationsLR201Preparation for Collective Bargaining IE203Feb 9-10, May 4-5 Feb 11-12, May 6-7\$1,495 \$1,695LR203Effective Collective Bargaining Strategies and Strategies IE312Feb 11-12, May 6-7 IE303\$1,695LR312Interest-Based Bargaining Strategies and Structures Labor Relations Law IE304Mar 16-17 May 18\$1,495LR105Labor Relations Law IE311Mar 19-20 IE312\$1,495LR105Labor Relations Law IE311Mar 19-20 IE314\$1,495LR102Investigation Tools and Techniques IE311Mar 19-20 IE313\$1,495LR104Effective Grievance Handling: From Step One to Arbitration IE304Apr 13 Apr 13 Apr 15-17\$1,695Maragement DevelopmentMar 4-5 IE334\$1,495 Apr 15-17\$1,695Maragement DevelopmentMar 30-31 S1,495\$1,495 S1,495MD303Emotional Intelligence: An Edge for Leaders Mar 30-31Mar 4-5 S1,495\$1,495 S1,495MD303Leading with Focus and Iternion Mar 322Developing Effective Communication SkillsApr 1-2 Apr 27-28\$1,495	HR417			
ICS401Executive, Key Talent and Superstar Pay for PerformanceJune 8-9\$1,950ICS403Optimizing Performance Pay and Managing Compensation ChangeJune 10-11\$1,950Labor RelationsLR201Preparation for Collective BargainingFeb 9-10, May 4-5\$1,495LR203Effective Collective Bargaining Skills and StrategiesFeb 11-12, May 6-7\$1,695LR312Interest-Based Bargaining Strategies and StructuresFeb 13, May 8\$ 995LR105Labor Relations LawMar 16-17\$1,495LR205Contract Language and InterpretationMar 18\$ 995LR101Effective Employee DisciplineMar 19-20\$1,495LR102Investigation Tools and TechniquesApr 13\$ 995LR104Effective Grievance Handling: From Step One to ArbitrationApr 14\$ 995LR104Effective Indiging: Sture StartegiesMar 4-5\$ 1,495MD363Emotional Intelligence: An Edge for LeadersMar 30-31\$ 1,495MD314Building Successful Teams and Team LeadersMar 30-31\$ 1,495MD322Developing Effective Communication SkillsApr 1-2\$ 1,495	Total Rew	ards		
ICS401Executive, Key Talent and Superstar Pay for PerformanceJune 8-9\$1,950ICS403Optimizing Performance Pay and Managing Compensation ChangeJune 10-11\$1,950Labor RelationsLR201Preparation for Collective BargainingFeb 9-10, May 4-5\$1,495LR203Effective Collective Bargaining Skills and StrategiesFeb 11-12, May 6-7\$1,695LR312Interest-Based Bargaining Strategies and StructuresFeb 13, May 8\$ 995LR105Labor Relations LawMar 16-17\$1,495LR205Contract Language and InterpretationMar 18\$ 995LR101Effective Employee DisciplineMar 19-20\$1,495LR102Investigation Tools and TechniquesApr 13\$ 995LR104Effective Grievance Handling: From Step One to ArbitrationApr 14\$ 995LR104Effective Indiging: Sture StartegiesMar 4-5\$ 1,495MD363Emotional Intelligence: An Edge for LeadersMar 30-31\$ 1,495MD314Building Successful Teams and Team LeadersMar 30-31\$ 1,495MD322Developing Effective Communication SkillsApr 1-2\$ 1,495	ICS400	Beyond Base Pay: Using Incentives to Drive Performance	May 7-8	\$1,950
Labor RelationsLR201Preparation for Collective BargainingFeb 9-10, May 4-5\$1,495LR203Effective Collective Bargaining Skills and StrategiesFeb 11-12, May 6-7\$1,695LR312Interest-Based Bargaining Strategies and StructuresFeb 13, May 8\$ 995LR105Labor Relations LawMar 16-17\$1,495LR205Contract Language and InterpretationMar 18\$ 995LR101Effective Employee DisciplineMar 19-20\$1,495LR102Investigation Tools and TechniquesApr 13\$ 995LR106Effective Grievance Handling: From Step One to ArbitrationApr 14\$ 995LR104Effective Grievance Handling: From Step One to ArbitrationApr 14\$ 995LR104Effective Grievance Handling: From Step One to ArbitrationApr 14\$ 995LR105Emotional Intelligence: An Edge for LeadersMar 30-31\$ 1,495MD363Emotional Intelligence: An Edge for LeadersMar 30-31\$ 1,495MD303Leading with Focus and Team LeadersMar 30-31\$ 1,495MD303Leading with Focus and IntentionApr 1-2\$ 1,495MD322Developing Effective Communication SkillsApr 27-28\$ 1,495	ICS401			
Labor RelationsLR201Preparation for Collective BargainingFeb 9-10, May 4-5\$1,495LR203Effective Collective Bargaining Skills and StrategiesFeb 11-12, May 6-7\$1,695LR312Interest-Based Bargaining Strategies and StructuresFeb 13, May 8\$ 995LR105Labor Relations LawMar 16-17\$1,495LR205Contract Language and InterpretationMar 18\$ 995LR101Effective Employee DisciplineMar 19-20\$1,495LR102Investigation Tools and TechniquesApr 13\$ 995LR106Effective Grievance Handling: From Step One to ArbitrationApr 14\$ 995LR104Effective Resin ArbitrationApr 14\$ 995LR104Effective Bire Sin ArbitrationApr 15-17\$1,495MD363Emotional Intelligence: An Edge for LeadersMar 30-31\$1,495MD303Leading with Focus and IntentionApr 1-2\$1,495MD303Leading with Focus and IntentionApr 1-2\$1,495MD322Developing Effective Communication SkillsApr 27-28\$1,495	ICS403	Optimizing Performance Pay and Managing Compensation Change	June 10-11	\$1,950
LR203Effective Collective Bargaining Skills and StrategiesFeb 11-12, May 6-7\$1,695LR312Interest-Based Bargaining Strategies and StructuresFeb 13, May 8\$ 995LR105Labor Relations LawMar 16-17\$1,495LR205Contract Language and InterpretationMar 18\$ 995LR101Effective Employee DisciplineMar 19-20\$1,495LR311Fundamental Negotiation SkillsMar 19-20\$1,495LR102Investigation Tools and TechniquesApr 13\$ 995LR106Effective Grievance Handling: From Step One to ArbitrationApr 14\$ 995LR104Effectiveness in ArbitrationApr 15-17\$1,695MD363Emotional Intelligence: An Edge for LeadersMar 4-5\$1,495MD303Leading with Focus and IntentionApr 1-2\$1,495MD303Leading with Focus and IntentionApr 27-28\$1,495	Labor Rela	ations		
LR203Effective Collective Bargaining Skills and StrategiesFeb 11-12, May 6-7\$ 1,695LR312Interest-Based Bargaining Strategies and StructuresFeb 13, May 8\$ 995LR105Labor Relations LawMar 16-17\$ 1,495LR205Contract Language and InterpretationMar 18\$ 995LR101Effective Employee DisciplineMar 19-20\$ 1,495LR311Fundamental Negotiation SkillsMar 19-20\$ 1,495LR102Investigation Tools and TechniquesApr 13\$ 995LR106Effective Grievance Handling: From Step One to ArbitrationApr 14\$ 995LR104Effectiveness in ArbitrationApr 15-17\$ 1,495MD363Emotional Intelligence: An Edge for LeadersMar 4-5\$ 1,495MD314Building Successful Teams and Team LeadersMar 30-31\$ 1,495MD303Leading with Focus and IntentionApr 1-2\$ 1,495MD322Developing Effective Communication SkillsApr 27-28\$ 1,495	LR201	Preparation for Collective Bargaining	Feb 9-10, May 4-5	\$1,495
LR312Interest-Based Bargaining Strategies and StructuresFeb 13, May 8\$ 995LR105Labor Relations LawMar 16-17\$1,495LR205Contract Language and InterpretationMar 18\$ 995LR101Effective Employee DisciplineMar 19-20\$1,495LR311Fundamental Negotiation SkillsMar 19-20\$1,495LR102Investigation Tools and TechniquesApr 13\$ 995LR106Effective Grievance Handling: From Step One to ArbitrationApr 14\$ 995LR104Effectiveness in ArbitrationApr 15-17\$1,695ManagementMD363Emotional Intelligence: An Edge for LeadersMar 30-31\$1,495MD303Leading with Focus and IntentionApr 1-2\$1,495MD303Leading with Focus and IntentionApr 27-28\$1,495	LR203	Effective Collective Bargaining Skills and Strategies	-	
LR205Contract Language and InterpretationMar 18\$ 995LR101Effective Employee DisciplineMar 19-20\$1,495LR311Fundamental Negotiation SkillsMar 19-20\$1,495LR102Investigation Tools and TechniquesApr 13\$ 995LR106Effective Grievance Handling: From Step One to ArbitrationApr 14\$ 995LR104Effectiveness in ArbitrationApr 15-17\$1,695MD363Emotional Intelligence: An Edge for LeadersMar 4-5\$1,495MD314Building Successful Teams and Team LeadersMar 30-31\$1,495MD303Leading with Focus and IntentionApr 1-2\$1,495MD322Developing Effective Communication SkillsApr 27-28\$1,495	LR312	Interest-Based Bargaining Strategies and Structures	Feb 13, May 8	\$ 995
LR101Effective Employee DisciplineMar 19-20\$1,495LR311Fundamental Negotiation SkillsMar 19-20\$1,495LR102Investigation Tools and TechniquesApr 13\$ 995LR106Effective Grievance Handling: From Step One to ArbitrationApr 14\$ 995LR104Effectiveness in ArbitrationApr 15-17\$1,695MD363Emotional Intelligence: An Edge for LeadersMar 30-31\$1,495MD314Building Successful Teams and Team LeadersMar 30-31\$1,495MD303Leading with Focus and IntentionApr 1-2\$1,495MD322Developing Effective Communication SkillsApr 27-28\$1,495	LR105	Labor Relations Law	Mar 16-17	\$1,495
LR311Fundamental Negotiation SkillsMar 19-20\$1,495LR102Investigation Tools and TechniquesApr 13\$ 995LR106Effective Grievance Handling: From Step One to ArbitrationApr 14\$ 995LR104Effectiveness in ArbitrationApr 15-17\$1,695ManagementMD363Emotional Intelligence: An Edge for LeadersMar 4-5\$1,495MD314Building Successful Teams and Team LeadersMar 30-31\$1,495MD303Leading with Focus and IntentionApr 1-2\$1,495MD322Developing Effective Communication SkillsApr 27-28\$1,495	LR205	Contract Language and Interpretation	Mar 18	\$ 995
LR102Investigation Tools and TechniquesApr 13\$ 995LR106Effective Grievance Handling: From Step One to ArbitrationApr 14\$ 995LR104Effectiveness in Arbitration\$ 1,695Management DevelopmentMD363Emotional Intelligence: An Edge for LeadersMar 4-5\$ 1,495MD314Building Successful Teams and Team LeadersMar 30-31\$ 1,495MD303Leading with Focus and IntentionApr 1-2\$ 1,495MD322Developing Effective Communication SkillsApr 27-28\$ 1,495	LR101	Effective Employee Discipline	Mar 19-20	\$1,495
LR106 LR104Effective Grievance Handling: From Step One to ArbitrationApr 14 Apr 15-17\$ 995 \$ 1,695Management DevelopmentMD363Emotional Intelligence: An Edge for LeadersMar 4-5\$ 1,495MD314Building Successful Teams and Team LeadersMar 30-31\$ 1,495MD303Leading with Focus and IntentionApr 1-2\$ 1,495MD322Developing Effective Communication SkillsApr 27-28\$ 1,495	LR311	Fundamental Negotiation Skills	Mar 19-20	\$1,495
LR104Effectiveness in ArbitrationApr 15-17\$1,695Management DevelopmentMD363Emotional Intelligence: An Edge for LeadersMar 4-5\$1,495MD314Building Successful Teams and Team LeadersMar 30-31\$1,495MD303Leading with Focus and IntentionApr 1-2\$1,495MD322Developing Effective Communication SkillsApr 27-28\$1,495	LR102	Investigation Tools and Techniques	Apr 13	\$ 995
Management DevelopmentMD363Emotional Intelligence: An Edge for LeadersMar 4-5\$1,495MD314Building Successful Teams and Team LeadersMar 30-31\$1,495MD303Leading with Focus and Intention\$1,495\$1,495MD322Developing Effective Communication SkillsApr 27-28\$1,495	LR106	Effective Grievance Handling: From Step One to Arbitration	Apr 14	\$ 995
Management DevelopmentMD363Emotional Intelligence: An Edge for LeadersMar 4-5\$1,495MD314Building Successful Teams and Team LeadersMar 30-31\$1,495MD303Leading with Focus and IntentionApr 1-2\$1,495MD322Developing Effective Communication SkillsApr 27-28\$1,495	LR104	Effectiveness in Arbitration	•	\$1,695
MD314Building Successful Teams and Team LeadersMar 30-31\$1,495MD303Leading with Focus and IntentionApr 1-2\$1,495MD322Developing Effective Communication SkillsApr 27-28\$1,495	Managem	ent Development		
MD303Leading with Focus and IntentionApr 1-2\$1,495MD322Developing Effective Communication SkillsApr 27-28\$1,495	MD363	Emotional Intelligence: An Edge for Leaders	Mar 4-5	\$1,495
MD322 Developing Effective Communication Skills Apr 27-28 \$1,495	MD314	Building Successful Teams and Team Leaders	Mar 30-31	\$1,495
	MD303	Leading with Focus and Intention	Apr 1-2	\$1,495
MD302 Coaching for Managers Apr 29-30 \$1.495	MD322	Developing Effective Communication Skills	Apr 27-28	\$1,495
(i) 20 00 (i) 10	MD302	Coaching for Managers	Apr 29-30	\$1,495