2015 LABOR RELATIONS PROFESSIONAL PROGRAMS
Through this course, you will learn to administer the labor contract, manage grievances and prepare for arbitration. You will be able to identify causes of grievances, determine “grievability,” and implement standards of just cause and due process. You’ll also learn how to prepare for arbitration from an actual arbitrator, and be ready to make effective opening statements, present the case, introduce documents, and more. The class includes a mock arbitration for a real-world experience.

Union and management representatives spend countless hours and much emotional energy on contract negotiations. You must extend the same dedication to success in contract administration, as an extension of the contract bargaining process—the testing ground for the collective bargaining agreement. Managing it wisely and taking a leadership role in the process can strengthen the union/management relationship.

Management of the grievance process and its substantive resolutions is the focal point of contract administration. The administration process brings the collective bargaining agreement to life and will set the stage for the next contract negotiation experience.

While the best resolutions to workplace disputes come from the parties to the dispute, this is not always possible. In these cases, resolution by arbitration becomes necessary. To sustain your position in the dispute before the arbitrator will take careful preparation, presentation and argument. These skills, while similar to courtroom procedures, are unique to the arbitration process.
LEARN TO:

• Manage administration of the contract effectively
• Evaluate the impact of your overall contract administration efforts
• Minimize grievances through appropriate action
• Conduct effective and efficient grievance processes when needed
• Implement a thorough investigation of grievances
• Prepare for arbitration, including:
  - Developing effective opening statements
  - Conducting successful direct examinations of witnesses
  - Formulating winning strategies for cross examination
  - Impeaching witnesses lacking credibility
  - Objecting to improper evidence
  - Presenting closing summations as oral arguments or written briefs
  - Formatting briefs to win cases
  - Knowing what to expect after final arguments are submitted
REGISTRATION:

Administering the Labor Contract registration fee: $1,795
Registration fees include all course materials. Travel and hotel expenses are not included. Space is limited, so we advise registering as soon as possible to secure your participation.

Continental breakfast and networking lunch are included each day.
  Registration & continental breakfast: 8:00 - 8:30am
  Program time each day: 8:30am - 5:00pm
  Networking each day lunch: 12:00 - 1:00pm

July 15-16, 2015  |  Detroit Marriott Livonia  |  Livonia, MI
Sept. 17-18, 2015  |  East Lansing Marriott at University Place  |  East Lansing, MI
This course features a comprehensive and unique framework that identifies the multiple linkages between collective bargaining strategies and broader HRM, operational and business strategies. Blending interest-based and classical approaches to negotiations, you will learn about the essential processes and tactical decisions underlying the key stages of negotiating agreements. Learn to:

- Align your negotiation strategy with your business strategy
- Tailor negotiations specific to your workplace priorities
- Negotiate effectively and improve labor-management relations
- Drive bottom-line results and improve profitability

Although contract negotiations occur only every few years for most companies, the impact of negotiations on the bottom-line is lasting. In today’s highly competitive and volatile marketplace, no company or union can afford to send its negotiation team to the table poorly prepared.

Highly effective negotiators can add value by crafting agreements that facilitate a positive and productive workplace. This workshop will prepare you to think strategically about how your negotiation strategy aligns with your business and organizational plans, and to conduct negotiations accordingly.

You will participate in a simulated exercise built on a case exclusively designed for this program. The exercise will challenge you to resolve complex issues and apply your learned negotiating skills as a member of a team-to negotiate a landmark agreement that yields competitive advantage.
**BENEFITS:**

By attending this 3-day course, you will enhance your value and ability to contribute to your organization. Our real-world approach and practical exercises will help you:

- Gain valuable expertise in how to come better prepared to the table and negotiate more effectively
- Develop, practice and internalize your personal negotiation skills
- Tailor your own negotiation strategy specific to your company’s context and circumstances
- Increase your organization’s competitive advantage in the marketplace

**LEARN TO:**

- Four stages of negotiations: planning, opening, bargaining, and closing
- Analysis, framing, and formulation of a strategic negotiations process
  - Developing effective opening statements
  - Compiling and assessing business information
  - Evaluating and understanding the dispute domain
  - Aligning negotiations with business strategy
  - Getting agreement on negotiation strategy and processes
  - Negotiating in good faith under the law
- Negotiation steps and processes
  - Structuring team make-up and roles
  - Empowering the chief spokesperson
  - Delivering opening statements
  - Exchanging proposals/demands and presenting ideas
  - Evaluating and costing proposals
- Applying the negotiation proposal/counter-proposal process
  - Utilizing interest-based problem solving methods
  - Reaching tentative agreements on non-economic issues
  - Managing team caucuses to stay on plan
  - Packaging key economic items
  - Narrowing differences through effective side-bar meetings
- Reaching closure and making final offers
  - Closing, commitment, and obtaining ratification
- The negotiator as reflective leader
  - Understanding your role as leader and coach
  - Stage crafting to sell your proposals
  - Accelerating bottom-line results
REGISTRATION:

Negotiating Agreements for Competitive Advantage registration fee: $2,400

Registration fees include all course materials. Travel and hotel expenses are not included. Space is limited, so we advise registering as soon as possible to secure your participation.

Day 1: 8:30am - 6:00pm
Day 2: 8:00am - 6:00pm
Day 3: 8:00am - 3:30pm

Sept. 14-16, 2015   |   East Lansing Marriott at University Place   |   East Lansing, MI
Attend Strategic Labor and Employee Relations to develop and improve your skills in applying a long-term business strategy approach to your labor and employee relations process. Learn how to think beyond the next arbitration case and multi-contract agreement cycles. Determine how to best develop a global approach to labor and employee relations in an increasingly networked world. Determine how to maintain and improve employee relations in all environments and both union and non-union settings. This class will include numerous case studies, as well as opportunities to test your new skills with other participants in an interactive workshop setting.

In many companies today, labor relations has become a tactical win/lose process, with the company and union attempting to maximize advantage in each grievance and arbitration case, and at the bargaining table as well. This approach ignores the long-term benefit for both sides in building a mutually beneficial relationship, in which the gains created are more often win/win for both sides. As trust begins to build, truly breakthrough approaches have a better chance of being realized.

In addition, human resource and labor relations professionals today are expected to understand the union environment in all countries in which they operate, not just in the US. Whether it is European Works Councils or the changes in the labor movement in Mexico and Latin America, today’s global professionals are faced with a complex environment that must factor into a labor and employee relations strategy.

Finally, in non-union environments, the face of employee relations is undergoing significant change, brought about by global competition, increasing speed of technological change and a fundamental shift in the nature of employee engagement.
LEARN TO:

- Understand your organization’s business strategy and how to develop effective labor and employee relations strategies that flow from the business strategy
- Communicate the results of the business on a regular basis in a way that creates buy in across the whole workforce
- Create stronger bonds between your operating management team and the union leadership
- Think beyond the next arbitration case and the next bargaining cycle
- Develop constructive working relationships with the union and represented employees
- Find the levers for your organization that will uniquely create a more constructive work environment
- Discover and implement more win/win opportunities from safety to community relations
- Understand the fundamentals of Works Councils in Europe
- Learn the basics of labor relations outside the US
- Evaluate the results of your approach on a regular basis
- Develop a long term approach to labor and employee relations for each environment in which you have facilities
- Maintain a positive employee relations environment in today’s increasingly complex workplace
REGISTRATION:

Strategic Employee and Labor Relations registration fee: $2,695
Registration fees include all course materials. Travel and hotel expenses are not included. Space is limited, so we advise registering as soon as possible to secure your participation.

Continental breakfast and networking lunch are included each day.

- **Registration & continental breakfast**: 8:00 - 8:30am
- **Program time each day**: 8:30am - 5:00pm
- **Networking each day lunch**: 12:00 - 1:00pm

Oct. 13-14, 2015 | East Lansing Marriott at University Place | East Lansing, MI
WHY CERTIFY?

Earning your professional certification from MSU's School of Human Resources & Labor Relations, one of the best and most respected in the country, demonstrates mastery of content and commitment to the field of human resources management.

Stay up to date in this ever-changing field through biannual recertification. MSU's recertification program provides recognition and validation for lifelong learning and professional development.

Give us a call. We would be happy to answer any questions you may have regarding this training program. You can reach us at (517) 355-9592.

Interested in having HR Executive Education create a customized program for you? Please contact Dr. Tina Riley at robert35@msu.edu for more information.

CANCELLATION POLICY:

- Cancellation four weeks prior to program start: 10% cancellation fee; remainder of program fee refunded. Cancellation less than four weeks but at least two weeks prior to program start: 50% cancellation fee. Cancellation less than two weeks prior to program start: no refund.
- These cancellation fees apply even if the participant wishes to reschedule to a later date for the same program or a different program. Participants may send a substitute from the same organization for the same program and date with prior written notice and avoid the cancellation fee.
- MSU reserves the right to cancel programs when enrollment criteria are not met or for conditions beyond its control. Any additional costs incurred by the enrollee of cancelled programs are the responsibility of the enrollee.

SPECIAL ACCOMMODATIONS:

Accommodations for people with disabilities or special dietary needs may be requested by calling Carrie Mejorado at (517) 355-9592. We will do all we can to accommodate you. It would be especially helpful if you would contact us at least three weeks before the program.

ADDITIONAL INFORMATION:

MSU's Federal ID Number is 38-6005984. Business casual attire. Please, no audio or video recording.

Overnight accommodations are not included in the seminar fee. For reservations, call the hotel listed for your seminar. Be sure to refer to the Michigan State University block.
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