

The Canadian Institute's conference on

# UNION-MANAGEMENT RELATIONSHIPS

*Collaborating to Succeed in a Rapidly-Changing Global Economy*

January 26–27, 2016 | One King West | Toronto

- ✓ Explore creative solutions for managing conflict to find results that benefit both sides
- ✓ Understand union-management partnerships as part of your overall employee engagement strategy
- ✓ Implement relationship-enhancing communications to ensure you know all the potential issues prior to collective bargaining
- ✓ Build trust among all stakeholders and remain agile in today's changing economy

Hear from a distinguished faculty of union and management perspectives, with experts from:

Armtec

Compass Group of Canada

Ford Motor Company of Canada Limited

Hydro One

Loblaw Companies Limited

Ontario Labour Relations Board

Public Service Alliance of Canada

UNIFOR

United Steelworkers Union

**PLUS!** Enhance your learning by attending our in-depth workshop:

A Comprehensive Guide to Keeping Your Partnership on Track in Times of Conflict



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ADVERSARIAL

## UNION-MANAGEMENT RELATIONSHIPS



COLLABORATIVE

*Where does your current relationship fall on the spectrum?*

*What is your organization's vision for the relationship at its best?*

*How do you get there?*

Rapid changes in today's global economy have placed particular strain on Canadian labour relations. Indeed, the Government of Ontario's *Changing Workplaces Review* reflects a need to revisit Ontario's legislative framework to better align it with growing trends in the workplace, including the rise in precarious employment and rapid technological change.

Looking ahead, collaborative processes are instrumental for overcoming hurdles in union-management relations. Leading employers and unions alike have recognized that in order to forge the path ahead, conflicting priorities must be managed collectively and with a view to consensus-building in order to produce positive results. Collaborative union-management partnerships, if managed effectively, hold the potential to balance an organization's need to stay agile in rapidly-changing global economy with workers' ability to share in the organization's success.

Along with offering practical case studies and important regulatory updates, **The Canadian Institute's Union-Management Relationships Conference** will provide a forum to encourage collaboration and dialogue surrounding the key issues impacting labour relations – and where there are opportunities to partner to achieve consensus.

Join a diverse Faculty of Speakers including representatives from **Ford, United Steelworkers Union, Loblaws, Hydro One, Compass Group of Canada**, the **Ontario Labour Relations Board** and many more for an in-depth look at how to build successful, mutually beneficial partnerships.

We look forward to seeing you in January!



This program can be applied towards 3 of the 12 hours of annual Continuing Professional Development (CPD) required by the **Law Society of Upper Canada**. Please note that these CPD hours are not accredited for the New Member Requirement.

The **Barreau du Quebec** automatically recognizes the same number of hours for this training activity, the latter having been accredited by another Law Society subject to MCLE.

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Maximize your organization's visibility in front of key decision-makers in your target market. For more information, contact Director of Business Development **Daniel Gellman** at **416-927-0718** ext. **7389**, toll-free **1-877-927-0718** ext. **7389** or by email at **D.Gellman@CanadianInstitute.com**

### DISTINGUISHED FACULTY

*Ian Anderson*  
Anderson Arbitration Inc.  
Vice-Chair  
Ontario Labour Relations Board

*Robyn Benson*  
National President  
Public Service Alliance of Canada (PSAC)

*Roly Bernardini*  
President  
LIUNA Local 506

*Blaine Donais*  
President & Founder  
Workplace Fairness Institute

*Steve Bujna*  
National Director Labour Relations  
Armtec

*Gordon Fitzgerald*  
Senior Director, Legal Counsel,  
Labour Relations and Human Resources  
Loblaw Companies Limited

*Gary Furlong*  
Mediator  
Agree Dispute Resolution

*Jo-Ann Hannah*  
Director, Pensions & Benefits  
UNIFOR

*Francis Hartman*  
Chief Consultant  
my HR coach

*Cory Mainprize*  
President  
Barrie Professional Fire Fighters Association

*Steven Majer*  
Vice-President, Human Resources  
Ford Motor Company of Canada Limited

*C. Michael Mitchell*  
Arbitrator & Mediator  
Special Advisor to the  
*Changing Workplaces Review*

*Ken Neumann*  
National Director  
United Steelworkers Canada

*Jennifer C. Pernfuss*  
Principal  
RESPECT

*Jonathan Rebick*  
Vice-President, Provincial Lines and Forestry  
Hydro One

*David Seymour*  
Senior Director, Labour Relations  
Compass Group of Canada

*Jennifer Wootton Regan*  
Mediator & Workplace Investigator  
Workplace Resolutions

*Karen Wray*  
Manager of Employee and  
Labour Relations  
City of Barrie

7:45 Registration Opens and Refreshments are Served

8:45 **Opening Remarks from Conference Chair**

*Ian Anderson*  
Anderson Arbitration Inc.  
Vice-Chair, Ontario Labour Relations Board

**KEYNOTE**

9:00 **Key Trends Being Explored by the Government of Ontario's *Changing Workplaces Review***

*C. Michael Mitchell*  
Arbitrator & Mediator  
Special Advisor to the *Changing Workplaces Review*

- Exploring the workplace trends that prompted the review
- Defining “precarious employment” – what are the key issues?
- How are consultations progressing?
- What are some potential legislative answers to these trends? In what ways may the *Labour Relations Act* and *Employment Standards Act* be impacted by the review?

9:45 **A Review of Landmark Cases Shaping Union-Management Relations**

*Ian Anderson*  
Anderson Arbitration Inc.  
Vice-Chair, Ontario Labour Relations Board

- Critical update on precedents being set across Canada
- Exploring the legal ramifications of recent cases – how will they impact your workplace?

10:30 Networking Refreshment Break

10:45 **Partnerships in Action – The Ford of Canada Story**

*Steven Majer*  
Vice-President, Human Resources  
Ford Motor Company of Canada Limited

- An in-depth look at Ford’s restructuring program in the 2000’s
- Exploring how critical partnerships with the UAW and UNIFOR contributed to Ford’s success
- What were the key challenges faced and how were they overcome?
- How to build a sustainable, long-lasting partnership that delivers results

**CASE STUDY**

11:30 **Building a Collaborative Union-Management Partnership**

*Karen Wray*  
Manager of Employee and Labour Relations  
City of Barrie

*Cory Mainprize*  
President  
Barrie Professional Fire Fighters Association

- Creating a workplace culture that fosters union-management partnerships – what initiatives and processes can be put in place?

- Realizing the benefits of identifying sources of conflict and approaching them in a conciliatory manner
- Understanding union-management partnerships as part of your overall employee engagement strategy
- Creating a workplace culture that fosters union-management partnerships – what initiatives and processes can be put in place?

12:30 Networking Luncheon for Delegates and Speakers

1:30 **Relationship-Enhancing Union-Management Communications – How Proactive, Productive Conversations can Build Better Partnerships Down the Road**

*Steve Bujna*  
National Director Labour Relations  
Armtec

*Roly Bernardini*  
President  
LiUNA Local 506

- Looking at the advantages of providing the union with a better understanding of the business
- Working with the union to identify the best way to communicate with members – town halls, email, quarterly meetings?
- Examining examples of how relationships become stiff and guarded in the absence of effective communications
- Ensuring that the collective bargaining stage isn’t the first time you are hearing about an issue
- What are you able to share and at what point do open communications undermine your bargaining position, if at all?

2:30 **Union-Management Collaboration to Create Respectful Workplaces – Best Practices for Engagement & Relationship Building**

*David Seymour*  
Senior Director, Labour Relations  
Compass Group of Canada

- Exploring why employers and unions alike are focusing on “basic civility”
- Looking at ways that unions and management can promote collaboration
- Leading ways to align interests and energies to optimize both organizations’ competitive advantages
- Working together to change dynamics and use cooperation as a means for having a healthy, productive workplace

3:15 Networking Refreshment Break

**PANEL**

3:30 **Trends in Pensions & Benefits and their Impact on Union-Management Relationships**

*Jo-Ann Hannah*  
Director, Pensions & Benefits  
UNIFOR

*Other Panelists to be Announced*

- Examining the latest plans for pension reform in Ontario – how will they impact labour relations?
- What will happen with the introduction of increased contributions to the Canadian Pension Plan or Ontario Retirement Pension Plan
- Moving from defined benefits to defined contributions – what are the implications?
- Managing costs while maintaining value – where are the glimmers of cooperation?

4:15 **Union-Management Succession Planning & Knowledge Transfer – Ensuring Your Relationship Thrives Beyond Your Current Leadership**

- Effective ways that employers can help educate new union representatives in the business
- Practical ways to prepare new staff representatives and managers for complex relationship matters in the workplace
- Ensuring new union representatives have proper training from the outgoing representative – what steps can be taken?
- Identifying solutions-driven leaders committed to a productive relationship – what qualities should you be looking for?
- Recognizing the value of knowledge transfer and job-shadowing

5:00 Closing Remarks from Conference Chair  
Conference Adjourns

**DAY 2 – WEDNESDAY, JANUARY 27, 2016**

8:30 Refreshments are Served

9:00 **Opening Remarks from Conference Chair**

9:15 **The Evolving Union-Management Relationship: Managing Conflict and Finding Creative Solutions**

*Gary Furlong*

Mediator

**Agree Dispute Resolution**

- Examining effective approaches to take when labour relations are at a standstill
- Understanding the true sources of conflict and approaching them in a conciliatory manner
- Moving away from traditional models and positional bargaining to find results that benefit both sides
- How to address the interests that parties are not in agreement upon and work on the ones that can come to decisions

10:00 Networking Refreshment Break

10:15 **Effectively Managing the Grievance-Arbitration Process from Start to Finish**

*Jonathan Rebick*

Vice-President, Provincial Lines and Forestry

**Hydro One**

*Gordon Fitzgerald*

Senior Director, Legal Counsel,

Labour Relations and Human Resources

**Loblaw Companies Limited**

- Creating effective and reasonable timelines – ensuring you have a proper process in place and that grievances are dealt with in a timely manner
- What are some tips and tools for managing time and cost?
- Understanding why it is critical to build a good relationship with the other side – and how it benefits the person you are representing
- Closing the loop – following up to ensure that the grievance has been resolved properly

**KEYNOTE**

11:15 **Union-Management Relationships in a Changing Global Economy**

*Ken Neumann*

National Director

**United Steelworkers Canada**

- Characterizing the current state of union-management relationships
- What are the main challenges that unions are facing in today's business environment?
- Exploring the path forward – how can union-management partnerships work to overcome these challenges?

11:45 Networking Luncheon for Delegates and Speakers

12:45 **How Unions & Employers Can Partner to Promote Mental Health in the Workplace**

*Robyn Benson*

National President

**Public Service Alliance of Canada (PSAC)**

- Examining reasons for the rise in mental health claims – what can workplaces do to proactively support wellness?
- Exploring how union support can assist with mental health accommodation
- Creating a less adversarial process to manage stress when seeking accommodation
- Understanding how unions and employers can work together to ensure resources are put in the right places

1:30 **Change Management – Reaching Consensus in Periods of Rapid Transformation**

- Best practices for working with the union as an employer changes its business strategy or adjusts to changes in the sector
- Ensuring that new realities are backed by data-based rationalizations
- Building trust and credibility in times of change – what measures can be taken?
- How collective agreements can be structured to ensure flexibility in the event of organizational change

2:15 Networking Refreshment Break

2:30 **Negotiating Skills that Deliver Results – Tips and Tools to Arrive at Win-Win Solutions**

*Blaine Donais*

President & Founder

**Workplace Fairness Institute**

- A guide to different negotiating styles – what approaches work most effectively?
- What are the benefits of mutual-gains bargaining?
- How to move away from entrenched positions and keep individual agendas off the table
- Ensuring you have a long-term approach to the relationship throughout your negotiations
- Knowing your limits – when to be collaborative and when to walk away

3:15 **Conducting Effective Workplace Investigations – and How to Create a Positive Work Environment in the Aftermath of an Investigation**

Jennifer C. Pernfuss  
Principal  
RESPECT

Jennifer Wootton Regan  
Mediator & Workplace Investigator  
Workplace Resolutions

- What circumstances or incidents trigger the need for an investigation?
- An A–Z guide to conducting a timely and thorough investigation
- Policies and procedures: is your organization ready if there is a complaint?
- Interviewing tips and tools – what are the most effective approaches?
- Realizing the importance of following up – measures you can take to create a positive work environment in the aftermath of an investigation
- Restorations after the negotiations – leading practices and procedures

4:15 **Closing Remarks from Conference Chair  
Conference Adjourns**



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**PRE-CONFERENCE WORKSHOP  
MONDAY, JANUARY 25, 2016**

1:00pm – 4:00pm (Registration Opens at 12:30pm)

**A Comprehensive Guide to Keeping Your Partnership on Track in Times of Conflict**

*Union-management relationships are, by nature, adversarial. Indeed, conflict is inevitable. The difference between salvaging a valuable relationship or losing it lies in how we manage conflict. How do you move away from entrenched positions and work toward mutually-beneficial solutions? What characteristics or skills do you need to develop in order to become part of the solution? This interactive workshop will provide you with the skills you need to assume the role of strategic problem-solver.*

- Moving from an adversarial to a collaborative relationship – what steps need to be taken? How do you get all key stakeholders on board?
- An overview of techniques, methodologies and frameworks to put in place to create a positive union-management relationship
- Identifying the issues and approaches that are preventing you from reaching consensus
- Staying on track – what are the key ingredients for a sustaining a positive partnership?

About Francis Hartman

*Francis Hartman is a seasoned executive and Chief Consultant at my HR coach. She was instrumental in leading the first set of interest-based negotiations with a large national trade union. Francis has held Vice President posts with Caesars Windsor, Home Trust and Sleeman Breweries Limited. Ms. Hartman has served as an instructor with the School of Business and Economics, Wilfrid Laurier University and Everest College.*

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PROGRAM CODE: 329E16-TOR

**1 YES!** Register the following delegate for **UNION-MANAGEMENT RELATIONSHIPS**

FEE PER DELEGATE	SAVE \$200 Register & Pay by December 22, 2015	Register & Pay after December 22, 2015
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**Registration Fee**

The fee includes the program, all program materials, coffee breaks and lunches.

**Payment Policy**

Payment must be received in full by the program date to ensure admittance. All discounts will be applied to the Program Only fee (excluding add-ons), cannot be combined with any other offer, and must be paid in full at time of order. **Group discounts available to 3 or more individuals employed by the same organization, who register at the same time.** For more information on group rates, please call 1-877-927-7936.

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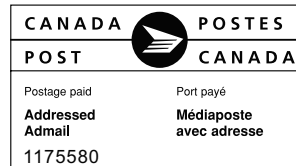
# UNION-MANAGEMENT RELATIONSHIPS

*Collaborating to Succeed in a Rapidly-Changing Global Economy*

January 26 – 27, 2016 | One King West | Toronto

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The Canadian Institute's conference on

# UNION-MANAGEMENT RELATIONSHIPS

*Collaborating to Succeed in a Rapidly-Changing Global Economy*

January 26 – 27, 2016 | One King West | Toronto

## TOP REASONS TO ATTEND

- ✓ Convene with thought-leaders from union and management perspectives in an interactive setting designed to encourage discussion
- ✓ Hear best practices and case studies on successful relationship-building practices
- ✓ Learn how to manage conflict effectively and creatively to produce win-win results
- ✓ Get the latest on how unions and employers can partner to promote mental health
- ✓ Learn how to efficiently manage the grievance-arbitration process from start to finish

## WHO YOU WILL MEET

Vice-Presidents, Directors and Managers of:  
Labour Relations, Industrial Relations,  
Human Resources, Pension & Benefits  
Union Officers, Stewards and Representatives  
Bargaining Committee Members  
Mediators & Arbitrators  
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