

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.

SPONSORSHIP & EXHIBITION OPPORTUNITIES

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
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Jennifer C. Pernfuss
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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.

CALL, EMAIL, VISIT OUR WEBSITE, OR REGISTER BY MAILING/FAXING FORM BELOW:

PROGRAM CODE: 329E16-TOR

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Hotel Reservations

For information on hotel room availability and reservations, please contact One King West at 416-548-8100 or 1-866-470-5464 and request the 'Canadian Institute Negotiated Rate'. To book online, please go to www.onekingwest.com, enter your dates and corporate code **CDNINS**. Please note rooms are sold based on availability.

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.

Delegate Substitutions and Cancellations

You must notify us by email at least 48 hrs in advance of the conference if you wish to send a substitute participant. If you are unable to find a substitute, please notify us in writing no later than 10 days prior to the conference date and a credit voucher will be issued to you for the full amount paid, redeemable against any other CI conference in the next 12 months. Delegates may not "share" a pass between multiple attendees without prior authorization. If you prefer, you may request a refund of fees paid less \$350 cancellation charge and applicable taxes. No credits or refunds will be given for cancellations received within 10 days of the conference start date. No liability is assumed by CI for changes in program date, content, speakers or venue. CI reserves the right to cancel any conference it deems necessary and will, in such event, make a full refund of any registration fee, **but will not be responsible for airfare, hotel or other costs incurred by registrants.**



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

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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:
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Human Resources, Pension & Benefits
Union Officers, Stewards and Representatives
Bargaining Committee Members
Mediators & Arbitrators
In-House Counsel
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