

# 13<sup>th</sup>

January 16, 17 & 18, 2012, Toronto

# Building Union-Management Partnerships



Practical Solutions for Improving Union-Management Relationships in Trying Economic Times



Register with your Union/Management Partner and Receive a 10% Discount for this Event!

## Participating organizations

AEG DISPUTE RESOLUTION SERVICES INC.  
ARMTEC INFRASTRUCTURE INCOME FUND  
CANADA BREAD COMPANY  
CANADIAN FEDERATION OF NURSES UNION  
CANADIAN INITIATIVE ON WORKPLACE VIOLENCE  
CANADIAN MEDIA GUILD (CMG)  
CANADIAN NIAGARA HOTELS INC.  
CAW-CANADA  
COMPASS GROUP CANADA  
COPE LOCAL 290  
CUPE LOCAL 1999  
CWA-SCA CANADA  
GATE GOURMET  
GEORGE BROWN COLLEGE  
HUMBER RIVER REGIONAL HOSPITAL  
LAKERIDGE HEALTH AND ROUGE VALLEY HEALTH  
LIUNA ONTARIO PROVINCIAL DISTRICT COUNCIL  
LOBLAW COMPANIES LTD.  
MINISTRY OF GOVERNMENT SERVICES  
NEWALTA INDUSTRIAL SERVICES INC.  
NIAGARA HEALTH SYSTEM  
ONTARIO COMPENSATION EMPLOYEES UNION (OCEU)/CUPE L1750  
ONTARIO LABOUR RELATIONS BOARD  
ONTARIO PROVINCIAL POLICE ASSOCIATION  
ONTARIO PUBLIC SERVICE EMPLOYEES UNION (OPSEU)  
ONTARIO SECONDARY SCHOOL TEACHERS' FEDERATION (OSSTF)  
PARMALAT CANADA  
PESCE & ASSOCIATES, HUMAN RESOURCES CONSULTANTS  
POWER WORKERS' UNION  
SERVICE EMPLOYEES INTERNATIONAL UNION LOCAL 1 CANADA  
TOWN OF RICHMOND HILL  
TOWN OF WHITBY  
UFCW CANADA LOCAL 1977  
UFCW CANADA LOCAL 387W  
XTL TRANSPORT INC.

## Conference highlights

Hear 15 joint presentations, representing both union and management perspectives

- Best practices for interest-based and mutual-gains bargaining
- How to achieve collaboration in training redesign
- Creating a healthy & productive labour relations partnership
- Practical solutions for instilling cooperation and trust within a union-management relationship
- Exploring the changing face of the public sector's relationship with unions
- Establishing an effective a workplace violence prevention program
- Innovative practices for handling disputes outside the collective agreement
- Methods for fostering respect in the workplace
- Collaborating on discipline and termination issues to prevent cases from going to arbitration
- Union-management collaborations during closures and layoffs
- Collective bargaining strategies for achieving maximum flexibility and cost containment
- The impact a unionized environment has on accommodation and the role that the union plays

## Optional workshops

### HOW TO BUILD A SUCCESSFUL UNION-MANAGEMENT PARTNERSHIP & IMPROVE THE "POISONED" WORKPLACE

Anne E. Grant, President

**AEG Dispute Resolution Services Inc.**

### HUMAN RIGHTS COMPLAINTS

Angelo Pesce, Principal Consultant

**Pesce & Associates, Human Resources Consultants**

*"Got a good chance to think through next steps in our relationship – how to work from where we're at and how to re-start when we slide backwards."*

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*"Some new ideas that can be taken back. Better understanding of things I can do to improve the relationship with unions I work with."*

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- Ron Thomas,  
Vice President, local 5795, USW

*"It showed me that reinventing union-management partnerships are possible!"*

## Who should attend

Labour and Industrial Relations Practitioners  
Vice Presidents and Senior Executives  
VPs, Directors and Managers of Human Resources  
Directors of Compensation and Benefits  
Union Presidents and Senior Union Representatives  
Dispute Resolution Specialists  
Company Negotiators  
Labour Relations Consultants  
Management Consultants  
Labour Relations Lawyers, Corporate Counsel

In these uncertain economic times, the culture of labour relations is undergoing a severe transformation. With labour costs being the largest operating expense for most businesses, many companies in the private sector are looking for ways to lower costs and operate more efficiently through cutbacks and downsizing, while working with their unions to avoid disputes.

As well, both private and public sector organizations in Ontario have been attempting to get up to speed with new labour-related legislation, such as Bill 16 restraining public sector union wages and Bill 168, which amended the Occupational Health and Safety Act in Ontario, requiring companies to put in place a workplace violence prevention program.

This evolving labour environment presents an opportunity for senior representatives from management and unions to work together in order to take steps in improving their relationship and forge a stronger alliance to meet the demands of today's uncertain and challenging business world.

Our 13th Building Union-Management Partnerships conference will provide you with unique insights on how to build the strongest union-management partnership possible by bringing together labour relations leaders from both the union and the management side. Leading labour law experts will also explore how best to adapt to changing labour legislation.

Attendees at this special three-day event will benefit from case studies and joint presentations that will help you realize the potential benefits of labor-management collaboration at your own organization and provide you with a set of practical tools and processes that you can apply in your work environment, including a look at:

- Best practices for Interest-based and mutual-gains bargaining
- How to achieve collaboration in training redesign
- Instilling cooperation and trust within a union-management relationship
- Establishing an effective a workplace violence prevention program
- Methods for fostering respect in the workplace
- Collaborating on discipline and termination issues to prevent cases from going to arbitration
- Union-management collaborations during closures and layoffs
- Collective bargaining strategies for achieving maximum flexibility and cost containment
- The impact a unionized environment on accommodation and the role that the union plays

Benefit from the practical experiences of AEG Dispute Resolution Services Inc.; Armtec Infrastructure Income Fund; Canada Bread Company; Canadian Federation of Nurses Union; Canadian Initiative on Workplace Violence; Canadian Media Guild; Canadian Niagara Hotels Inc.; CAW-Canada; Compass Group Canada; COPE Local 290; CUPE Local 1999; CWA-SCA Canada; Gate Gourmet; George Brown College; Humber River Regional Hospital; Lakeridge Health and Rouge Valley Health; LIUNA Ontario Provincial District Council; Loblaw Companies Ltd.; Newalta Industrial Services Inc.; Niagara Health System; Ontario Compensation Employees Union (OCEU)/CUPE L1750; Ontario Labour Relations Board; Ontario Provincial Police Association; Ontario Public Service Employees Union; Ontario Secondary School Teacher's Federation; Parmalat Canada; Pesce & Associates, Human Resources Consultants; Power Worker's Union; Service Employees International Union Local 1 Canada; Town of Richmond Hill; Town of Whitby; UFCW Canada Local 1977; UFCW Canada Local 387W; Union Management Relations, Ministry of Government Services; and XTL Transport Inc.

This conference will provide you with cutting-edge approaches and proven techniques for dealing with challenges that arise in today's constantly evolving labour relations environment. Receive a special 10% discount for this conference when sending a representative from both the union and management side.

PS. Don't miss our practical and interactive workshops that will discuss best strategies for building a successful union-management partnership & improving a poisoned workplace, as well as how to handle a human rights complaint.

# Building & Improving the Partnership

CHAIR: Anne E. Grant, President,  
AEG Dispute Resolution Services Inc.

Monday, January 16<sup>th</sup>

**9:00-9:40**

## MUTUAL GAINS BARGAINING

*Leslee Wills, National Director, Employee & Labour Relations, Canada Bread Company*  
*David Brook, Director - Union Management Relations, Ministry of Government Services*

Interest-based and mutual-gains bargaining are replacing the traditional face of union-management culture. As enablers for reaching shared solutions, they have become effective tools for resolving disputes.

- How proper preparation is the key to success in interest-based and mutual gains bargaining
- Reconciling party interests through the bargaining process
- Identifying common ground and conflict areas
- Researching crucial issues and becoming creative
- Exploring how and why IBB works

**9:40-10:20**

## COLLABORATION IN TRAINING REDESIGN

*Janice Stubbs, Manager of Human Resource Services, Town of Whitby*  
*Ken Coran, President of Union, Ontario Secondary School Teachers' Federation (OSSTF)*

The increasing need to find solutions to the transference of complex knowledge to the next generation of workers necessitates the strategic collaboration between management and unions to redesign courseware using advanced learning technologies. This presentation will describe the required relationships between the parties and how to overcome roadblocks.

- Laying the groundwork for collaboration between union and management and private sector partners
- Overcoming challenges: the greatest obstacles to overcome
- Creating a dynamic, collaborative learning culture
- Winning practices and incentives for employee engagement
- Reinforcing the role of managers in a culture of learning

## **10:20-10:35 NETWORKING BREAK**

**10:35-11:10**

## PARTNERSHIP TRANSFORMATION

*Steve Bujna, National Director Labour Relations, Armtec Infrastructure Income Fund*  
*Barbara Saxberg, National Director, Education, Canadian Media Guild (CMG)*

Creating healthy and productive labour relations requires unions and management to treat the relationship as a partnership and make a firm commitment to foster it. This session will examine how to go about building such a partnership and how to maintain it, which is critical to the success of such an endeavour.

- How to build a successful union-management partnership
- Different methodologies enabling both sides to interact: assessing styles of group interaction
- Components of partnerships that work: open communication, transparency and trust
- Effective aspects of partnership that lead to positive results
- Relationship-building/problem-solving training session for joint union-management committees

**11:10-11:50**

## CHANGES IN THE PUBLIC SECTOR

*Warren Thomas, President, Ontario Public Service Employees Union*  
*Samara Kaplan, Director of Human Resource Services, Town of Richmond Hill*

In order to reduce and eliminate its deficit by 2017-18, Ontario's 2010 Budget set out measures to restrain compensation growth, including Bill 16, the enactment of the Public Sector Compensation Restraint to Protect Public Services Act, 2010 and the creation of the Public Sector Compensation Restraint Board. This session will look at:

- Overview of the Public Sector Compensation
- Restraint measures, including Bill 16
- Ontario Public Service Employees Union v. Municipal Property Assessment Corporation, 2010 CanLII 26713 (ON L.R.B.)
- The impact on the labour relations climate in the public service over the next 5 to 10 years

**11:50-12:30**

## CREATIVE INTERVENTIONS

*Linda Silas, President, Canadian Federation of Nurses Union*  
*Catherine Green, Manager of Labour Relations, Humber River Regional Hospital*

When labour relations are at a standstill, parties will often look at creative ways to resolve disputes and save face. This will often involve in-house experts who may not typically operate in the sphere of labour relations, but who nevertheless have an expertise in dismantling complex issues. This session will explore creative and collaborative interventions by such experts to navigate the complex terrain between unions and management.

- Learning when and how to engage neutrals to resolve disputes
- Involving key resources to foster dialogues and conduct complex investigations
- Avoiding conflicts by engaging mutually acceptable intermediaries in creative ways

## **12:30-1:30 LUNCH**

# Maintaining the Partnership

CHAIR: Anne E. Grant, President,  
AEG Dispute Resolution Services Inc.

Monday, January 16<sup>th</sup>

## 1:30-2:10

### CHALLENGES DURING RAPID CHANGE

*Scott Goodman, National VP, Human Resources, Parmalat Canada*  
*Martin O'Hanlon, Deputy Director, CWA - SCA Canada*

The new realities of today's economy and the rapid pace of business, require organizations to always be prepared to adapt to changing circumstances. As a result, unions and management must strive to work together to find reasonable solutions to the challenges facing them in a dynamic and fast-paced work environment. This presentation will discuss building partnerships between labour and management to overcome challenges in a period of rapid change.

- Negotiating collective agreements in a time of flux
- Establishing effective dispute resolution mechanisms
- Enforcement of agreements
- Building partnerships in rapidly evolving times
- Union involvement in exploring new alternatives
- The challenges of building trust in new a company
- Finding ways of breaking past practices

## 2:10-2:50

### WORKPLACE VIOLENCE IN CANADA: AN EMERGING OCCUPATIONAL HEALTH & SAFETY RISK

*Glenn French, President, Canadian Initiative on Workplace Violence*  
*Martin Bourgeois, Union President, COPE Local 290*

Workplace violence can no longer be ignored within the Canadian workplace, regardless of the industrial sector. Increasingly, employers and unions are voicing their concern regarding, what they believe to be, an escalating trend in workplace aggression that can jeopardize the health and safety of employees. Legislators and the courts are now turning their attention to this troubling and complex issue as signaled by the increase in legislation and litigation throughout Canada. It is now, more than ever, the obligation of both employees and employers to know their rights and responsibilities. No longer can unions and management remain on the sidelines of this emerging issue. Participants will learn about:

- The evolving definition of workplace violence in Canada
- Emerging data that either supports or refutes violence as an occupational health risk
- The key issues under arbitral review
- The components of a comprehensive violence prevention program
- How to assess individual and organizational risk
- Legislative trends in Canada

## 2:50-3:10 NETWORKING BREAK

## 3:10-3:50

### DISPUTES OUTSIDE THE COLLECTIVE AGREEMENT

*Peter G. Wadsworth, Vice-President, Human Resources, Canadian Niagara Hotels Inc.*  
*Cosmo Mannella, Business Manager, LIUNA Ontario Provincial District Council*

What happens when disputes arise that are not covered in the collective agreement? Or where the grievance and arbitration procedure doesn't fit? Or where the parties cannot wait for the next round of negotiations to fill in the gaps? The normal procedures in place to hear these concerns may result in an unsatisfactory decision by a third party. This presentation will discuss innovative practices that can be used in these situations.

- Interest based techniques to solve problems by using mutually agreed upon methods
- Joint training of management and staff on investigation and analysis techniques
- Alternatives to the grievance process

## 3:50-4:30

### RESPECT IN THE WORKPLACE

*Cathy Loyst, President, CUPE Local 1999*  
*Christopher Cecchini, Director, Labour Relations & Safety, Niagara Health System*

Respect is essential in the workplace, as people want to feel that their lives, goals, work and opinions have meaning. With so much interaction in the workplace, everyone, including employees, managers & employers, must show respect to one another if success is to be achieved. So while there are challenges, the rewards can be great. This session will look at methods for fostering respect in the workplace.

- The challenges of showing respect
- Being attentive to actions that may be disrespectful to co-workers and customers
- Policies and practices for fostering respect in the workplace
- Union's role
- Defining exactly what respect should look like within the workplace
- Identifying disrespectful behaviours that can damage morale and productivity
- Role that attitudes play in promoting respectful workplaces

# Bargaining, Mediation & Arbitration

CHAIR: Brad Philip, Chief Negotiator,  
Service Employees International Union Local 1 Canada

Tuesday, January 17<sup>th</sup>

## 9:00-9:45

### FAIR REPRESENTATION

*Ian Anderson, Vice-Chair - ADJUDICATION, Ontario Labour Relations Board & Member, Human Rights Tribunal*  
*Brad Philip, Chief Negotiator, Service Employees International Union Local 1 Canada*  
*Chris Dassios, General Counsel, Power Workers' Union*

Once unions learn of any harassment or threat of violence against any member, they become obligated to protect that member. Failing to do so is a clear violation of the union's duty of fair representation. However, unions are put in a difficult position when they encounter a situation where both the complainant and respondent are union members. In such scenarios, unions must strike a delicate balance between providing support for complainants who have been victims of harassment while representing members who face disciplinary action. This discussion will review best practices unions can take for effectively dealing with workplace bullying or violence without violating their duty of fair representation.

- What to do when harassment is alleged: investigations, grievance proceedings, discipline proceedings, the Human Rights Commission
- Providing appropriate representation to the complainant and respondent
- Appointing separate staff to represent each member exclusively
- Taking a position in support of one member over another

## 9:45-10:30

### DISCIPLINE AND TERMINATION

*David Seymour, Senior Director - Labour Relations, Compass Group Canada*  
*Scott Penner, President, UFCW Canada Local 1977*

HR professionals that are required to discipline or terminate employees in a unionized setting face significantly different challenges than those in a non-union context, not the least of which is the right of the disciplined or terminated employee to seek reinstatement through arbitration. This presentation will share best practices for working with unions on discipline and termination issues in order to prevent cases from ever getting to arbitration.

- Grievance procedures and progressive discipline
- Culpable vs. non-culpable terminations: human rights implications
- Preparing for arbitration, mediation and settlement

## 10:30-11:00 NETWORKING BREAK

## 11:00-11:45

### CLOSURE AND LAYOFFS

*Scott Shaw, Sr. Director, Labour Relations, Loblaw Companies Ltd.*  
*Nancy Pridham, Regional Vice-President, Ontario Public Service Employees Union (OPSEU)*

Many organizations are looking at options for reducing overhead and more efficiently managing their business, leading to the increased possibility of layoffs and closures. To reduce the potential adverse effects stemming from the decision to shut down operations, management must work hand-in-hand with its union to minimize the potentially devastating consequences of the closure and work towards a positive outcome. This session will discuss the issues involved.

- Building progressively on a collective agreement to assist the company in its attempts to keep the operations open longer and avoid layoffs
- Maintaining services with fewer resources
- How to create a procedure to address new issues that may arise in the future
- Working with unions in the event of layoffs

## 11:45-12:30

### STRATEGIES FOR ORGANIZATIONAL CHANGE

*Harry Goslin, President, Ontario Compensation Employees Union (OCEU) / CUPE L1750*  
*Nancy Hood, Executive Director of HR, George Brown College*

Change, whether simple or dramatic can be accomplished with the assistance and support of the union whose members are most affected by it. The key to making such changes is to establish a good working relationship with the union through consistent honest and open communication, listening and taking into consideration their concerns before making a final decision. This discussion details how establishing a good relationship with your unions will assist you to:

- Initiate a joint process for dealing for transitioning staff to a re-organized workplace
- Provide retraining for those you need to retrain
- Layoff and recall surplus staff where needed
- Manage displaced staff

## 12:30-1:30 LUNCH

# Grievance & Problem Resolution

CHAIR: Matthew Wilson, Labour Relations Counsel,  
Lakeridge Health and Rouge Valley Health

Tuesday, January 17<sup>th</sup>

## 1:30-2:10

### COLLABORATIVE BARGAINING

*David Logan, Assistant Deputy Minister, Employee Relations Division,  
Ministry of Government Services*

*Jim Christie, Interim President, Ontario Provincial Police Association*

The collective bargaining approach has become less effective in addressing emerging issues that require cooperative rather than competitive postures. Issues such as quality enhancement, improvement of the cost-effectiveness of service delivery and customer relations are better handled in an environment of collaborative partnerships between labour and management. While you still must consider the collective bargaining relationship already in place, this collaboration can exist as a supplement to, if not a replacement for, traditional collective bargaining. This case study presentation will provide insight into establishing a collaborative partnership arrangement.

- Effectiveness of collaborative partnerships
- Impact on communication between the union and the company
- Negotiation and mediation prior to formalizing grievances
- Improving communication with first level management
- Empowering partners to make decisions affecting their groups when dealing with the collective agreement
- Work in progress: lessons learned

## 2:10-2:50

### ACHIEVING RESULTS IN TOUGH ECONOMY

*Steve Shemluck, Director, Labour Relations, Gate Gourmet*

*Joe Tenn, President, UFCW Canada Local 387W*

In these economically challenging times, many organizations have been forced to freeze wages or downsize to keep afloat. As cuts typically lead to union grievances, negotiating effective labour agreements during harder times is a slippery slope with its own set of challenges. This presentation will examine best practices for negotiating in recessionary times.

- Assessing the strength of your position at the bargaining table
- Dealing with information leverage, using fair and objective criteria, designing offers and concessions and controlling the agenda
- Long-term strategic thinking to grease the wheels for the next bargaining session
- Mediation or arbitration: when and which to choose?

## 2:50-3:10 NETWORKING BREAK

## 3:10-3:50

### JOB FLEXIBILITY AND COSTS

*Lorraine Koehler, VP of Fleet Recruiting and Safety,  
XTL Transport Inc.*

*Brian Stevens, CAW National Representative, CAW-Canada*

Volatile fuel prices, currencies and the economy have forced the Transportation industry to find savings that can only be achieved with cooperation and creative thinking. Creating a management/labour environment that is accepting of difficult change does not happen easily but it is a fundamental key to finding creative win-win solutions. This presentation will share creative collective bargaining strategies for achieving maximum flexibility and cost containment.

- Creating an environment that is accepting of change
- Creative design of work schedules
- Prepping for the negotiation table
- Creative solutions: how to think outside the box and getting to win-win solutions
- Innovative approaches to monetary compensation and benefit plan design

## 3:50-4:30

### DUTY TO ACCOMMODATE FAMILY STATUS IN A UNIONIZED ENVIRONMENT

*Matthew Wilson, Labour Relations Counsel,  
Lakeridge Health and Rouge Valley Health*

*Stephen James Fletcher, Manager, Human Resources, Ontario &  
Atlantic Canada, Newalta Industrial Services Inc.*

The duty to accommodate family status is an emerging issue for all employers, providing additional unique challenges for those with unionized employees. While work commitments inevitably conflict with parental and family obligations, a number of important court decisions have recently affirmed an obligation to accommodate family status. This session will review the recent decisions and look at the impact a unionized environment has on accommodation and the role that the union plays

- Recent case law implications for the duty to accommodate family status
- Determining how to accommodate an employees needs in a union setting
- Developing policies & procedures to meet your accommodation obligations
- Working with the union as a partner with respect to accommodation
- Impact of the duty to accommodate on the collective agreement

## OPTIONAL WORKSHOP A //

Wednesday, January 18<sup>th</sup> - 9:00-noon

### A // HOW TO BUILD A SUCCESSFUL UNION-MANAGEMENT PARTNERSHIP & IMPROVE THE "POISONED" WORKPLACE

*Anne E. Grant, President,  
AEG Dispute Resolution Services Inc.*

The most successful environment for union & management occurs when their joint relationship is in fact a partnership where both sides take active steps to foster their joint team. There is no uniform approach for the proper implementation of such a strategy; each case must evaluate where to start building this partnership and how to ensure it remains intact and continues to grow. Improving labour relations also requires proper steps to identify the signs of a poisoned workplace. Effective conflict management policies can be employed to ameliorate these conditions and improve the environment for both union and management. This interactive workshop will provide you with new techniques that you can bring back to your office.

- Different methodologies enabling both sides to interact
- Crucial elements to implement in order to enable a strong partnership: open communication, transparency and trust
- Effective aspects of partnership that lead to positive results
- How to implement the four stages of dispute resolution effectively in the environment
- Mediation at a poisoned workplace: ways to handle your partnership under these circumstances
- Reacting to the initial signs of a poisoned workplace
- Developing and implementing interventions with union and management
- Communicating policies put in place to deal with the poisoned workplace

Anne E. Grant, LL.B., LL.M (ADR), C. Med practices with the Toronto-based conflict management firm, Mediated Solutions. A full time DR practitioner since 1994, her practice includes negotiation coaching, mediation, facilitation, fact-finding & arbitration. She has intervened in more than 2,000 cases, both privately and through court annexed ADR programs to assist disputing parties to settle their differences, as well as conducting multi-party mediations to address poisoned work environments. In addition to conducting workplace reviews and human rights investigations, she also specializes in facilitating large groups. Qualified in nursing, law and dispute resolution, Ms. Grant holds her Masters-in-Law from Osgoode Hall Law School as well as the national designation of Chartered Mediator with the ADR Institute of Canada.

### B // HUMAN RIGHTS COMPLAINTS

*Angelo Pesce, Principal Consultant,  
Pesce & Associates, Human Resources Consultants*

As of 2008, the Ontario human rights system moved to a direct access model, requiring individuals to file their complaints directly to the Human Rights Tribunal, which has led to some significant changes for both employers and unions in how these complaints are handled in a unionized environment. Due to the potential serious impact that a human rights claim can have on your workplace, it is critical that you have a sound understanding of the legal principles involved these complaints. This workshop will provide you with insights into conducting a human rights complaint, key considerations in determining the need for an investigation and the necessary steps to take if an investigation is warranted.

- Working with the union in handling human rights complaints
- The employer responsibility and potential liability
- What to do upon receipt of a complaint: weighing the merits of the claim
- Important elements of conducting in human rights investigations
- The choice of investigator
- Drafting and implementing anti-harassment policies
- Best practices for conducting human rights complaint investigations in a unionized environment

Angelo is the Principal Consultant of Pesce & Associates providing a full service HR consulting primarily in the non-profit sector. Until 2004, he was the VP, HR & Organizational Effectiveness at Baycrest Centre for Geriatric Care. Prior to going to Baycrest, he was the Chief Negotiator for Management Board of Cabinet for the Ontario Government. Prior to that he was Executive Director HR for Ryerson University and Manager of Student Staff Relations for the Community College system. He also worked for the Federal Government as the Chief Staff Relations and Compensation for Consumer and Corporate Affairs Canada and as the Head of Operations for Revenue Canada Customs and Excise.

## OPTIONAL WORKSHOP B //

Wednesday, January 18<sup>th</sup> - 1:30-4:30

### AV PROCEEDINGS

Audio/Video segments clickable slide by slide

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# 13<sup>th</sup>

January 16, 17 & 18, 2012, Toronto

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