

1. UNION CONTRACT NEGOTIATIONS

“Preparation is your key to success.”

VANCOUVER JULY 17 & 18

CALGARY JULY 31 & AUGUST 1

2. WINNING GRIEVANCES & ARBITRATIONS

“What you need to know in order to win.”

VANCOUVER JULY 20 & 21

CALGARY AUGUST 8 & 9

- *The presenter is a natural. Very enlightening on aspects of the law and labour code.*
– **Telus**
- *Excellent presentation of material ...*
– **University of Alberta**
- *Very enlightening & extremely interesting.*
– **Lafarge Canada**
- *The use of case law was excellent.*
– **Citizen's Bank of Canada**
- *Well done and promotes thought.*
– **Canadian Auto Workers Union**



Canadian Professional Management Services Inc.

REGISTER TODAY!

CALL TOLL FREE: 1-888-452-6422

REGISTER ONLINE: WWW.CPMSNATIONAL.COM

UNION CONTRACT NEGOTIATIONS



Negotiating collective agreements in today's labour environment is very challenging. Collective bargaining is subject to a wide range of both internal and external influences that may affect the negotiation process as well as the outcome of the collective agreement. As companies strive to become more effective and competitive, and as unions strive to protect the economic welfare of its members, the gap between union and management positions widens. It is more apparent now that negotiations must be linked to overall strategic goals and objectives. You can not afford to make negotiation mistakes as they are costly and may affect the viability of your organization.

Practice collective bargaining in a simulated negotiation session. Put your newly acquired skills and knowledge about collective bargaining to test and gain valuable strategies that will give you the edge to succeed in negotiations.

TWO DAY COURSE CONTENT

DAY 1: OUTLINE

► COLLECTIVE BARGAINING OVERVIEW

- Understanding the collective bargaining process and principles
- Positional versus interest-based bargaining; pros and cons of each
- Mandatory contract provisions
- Successful bargaining strategies
- Essential skills to interpret intent and meaning of collective agreement language
- The DO's of writing collective agreements
- Position and situation assessment
- First contracts – what to include and what to avoid

► NEGOTIATION TECHNIQUES

- Developing negotiation tactics
- The three main negotiation techniques – how to use them
- The top 10 rules for the negotiation team
- Exchanging proposals prior to negotiating
- Knowing what to leave out of a collective agreement
- Knowing when to give up on an issue
- Preparing your opening statement for negotiations
- Putting together your final document for signature

► PREPARING FOR COLLECTIVE BARGAINING

- Data collection and utilization
- Team selection – responsibilities of each member
- The importance of location and logistics
- Keeping track of all of your documents
- Team preparation and readiness
- Knowing your bottom-line – how much flexibility do you have?
- Developing your strike / lockout plan in advance

DAY 2: BARGAINING SIMULATION

- Test your newly acquired skills in a mock negotiation
- Practice first hand effective negotiation techniques and strategies
- Learn to argue your position effectively and with confidence
- Develop effective presentation techniques and advocacy
- Learn how to prepare for the unexpected
- Practice a variety of tactics
- Participate in a full debriefing session

► REGISTER ONLINE www.cpmnational.com



Certificates will be presented upon completion of the program

LEADING ORGANIZATIONS WHO HAVE ATTENDED OUR PROGRAMS

Sugar Ltd., Canadian Association of Police Boards, Canadian Coast Guard, Chicago Police Department, City of Saskatoon, Department of National Defence, Canadian Red Cross, Edmonton Police Service, Justice Institute of British Columbia, BC Ferries, Maui Police Department, Miami-Dade Police Department, National Sheriffs Association, Phoenix Police Department, RCMP, Edmonton Public Library, Toronto Police Service, Vancouver Police Department, Winnipeg Police Department, Statistics Canada, Chevron Canada Ltd., Cargill Foods, Coca-Cola Bottling Ltd., Weyerhaeuser, Transportation Canada, City of Calgary, Investors Group, Imperial Oil, Bank of Montreal, Vancouver School Board, Sony of Canada, Government of Alberta, WCB, Legal Services Society, Blue Cross, Telus Corp., Canadian Cancer Society, The Calgary Airport Authority, University of British Columbia, CIBC, Times Colonist, Shaw Communications, Calgary Herald, Alberta Motor Association, University of Victoria, Vancouver Public Library, Vancity, Finning Canada, General Motors of Canada, University of Alberta, Edmonton Examiner, Canadian Pacific Railway, Victoria Police Union, Westin Hotels, Avis Rent A Car, Lions Society of BC, Voxcom, United Way, Wastech Services, BC Place, Capital Health, Coast Paper, Canadian Waste Management, Serca Foodservice Inc., Minolta Business Equipment, Coast Plaza Hotels & Suites, Coastal Community Credit Union, Budget Rent-A-Car, and others...

Alberta Solicitor General, Lake View Credit Union, Calgary Police Commission, Canadian Association of Chiefs of Police, Rogers

WINNING GRIEVANCES & ARBITRATIONS

Grievances that lead to arbitration are not only financially draining, but the results of the arbitration can have a significant impact on the morale and operations of the organization. In some situations, the win or loss of an arbitration can completely change the culture and “perceived” rights of either management or union.

This two-day comprehensive program will highlight the considerations that you need to make before you take a grievance to arbitration. If no settlement is possible, then prepare yourself for the hearing. Learn what you need in order to build your defense, what strategies will strengthen your position, what documents and case laws are required, and finally how to prepare and present at arbitration.

Each arbitration is different and besides being prepared, your presentation skills will influence the outcome of the arbitration. Day two of the program gives you that opportunity to practice your skills, including your ability to answer questions, and to challenge the opposition. What better way to learn than to practice your skills.



TWO DAY COURSE CONTENT

DAY 1: OUTLINE

➤ **MANAGING 3RD STEP GRIEVANCES**

- 7 steps to an effective grievance investigation
- Understanding grievances and hidden issues
- Conducting grievance interviews
- Conducting 3rd step grievance meetings
- Writing effective grievance replies
- Preparing grievance settlements
- Principled versus business decisions

➤ **PREPARING FOR ARBITRATION**

- Selecting a single arbitrator versus an arbitration board
- Gathering information
- Preparing witnesses and gathering facts
- Preparing exhibits – finding the smoking gun
- Researching legal authorities – Case Law
- Final preparation and presentation
- Avoid pitfalls of asking the wrong questions
- Know when you have talked enough

➤ **CONDUCTING THE ARBITRATION HEARING**

- Understanding the process
- Designing an opening statement
- Presenting your evidence
- Asking the right questions in direct examination
- Cross examining witnesses
- Re-examination – when should you do it?
- How to use rebuttal evidence to your advantage
- Designing your rebuttal argument
- Decision making process and the award

DAY 2: ARBITRATION SIMULATION

- Test your newly acquired skills in a mock arbitration
- Practice presenting in front of an arbitrator
- View first-hand effective arbitration techniques and strategies
- Learn how to argue your case with confidence
- Learn why case law is important
- Practice using arbitration “language”
- And finally, participate in a debriefing session

➤ **REGISTER NOW 1-888-452-6422**

WHAT OUR CLIENTS SAY ABOUT US

“Very good – practical information that can be used” – Ministry of Education

“Dynamic ... great examples of life experiences” – University of Calgary

“Excellent knowledge of topic ... upbeat presentation” – BC Transit

“Very informative, friendly, knowledgeable” – Weyerhaeuser Canada Ltd.

“Very good and informative. Exactly what I was after.” – Deloitte & Touche

“Like the interjection of humour; great case studies” – United Way

“Well put together course” – Victoria Police Union

“Very informative ... good content & real-life situations” – Chevron Canada

“Truly an interesting worth while learning program” – Edmonton Public Library

“Excellent program ... would recommend to others” – BC Cancer Society

“A great learning experience” – Canadian Coast Guard

“Great program” – Westin Hotels

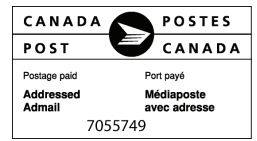
“Very interactive, well presented” – Purolator Courier

“Very informative” – City of Calgary

“Great presenter ... ” – Westjet Airlines



PO Box 48202 Bentall Centre
Vancouver, BC V7X 1N8



1-888-452-6422

ENROLLMENT FORM

1-888-452-6422



STEP 1. SELECT PROGRAMS

1 UNION CONTRACT NEGOTIATIONS

- July 17 to 18
Vancouver
- July 31 to Aug 1
Calgary

2 WINNING GRIEVANCES & ARBITRATIONS

- July 20 to 21
Vancouver
- Aug 8 to 9
Calgary

LOCATIONS

Marriott Pinnacle Hotel
1128 West Hastings Street
Westin Calgary
320 Fourth Avenue SW

PROGRAM INFORMATION

- Program registration begins at 8:30 am
- Program begins at 9:00 am, and adjourns at 4:00 pm
- Continental breakfast provided at 8:30 am
- Lunch is on your own from 12:00 pm - 1:00 pm

UPCOMING PROGRAMS

Successful Supervision

Sept 18	Prince George	Sept 28	Kelowna
Oct 02	Vancouver	Oct 12	Edmonton
Oct 19	Calgary	Oct 24	Regina
Oct 30	Saskatoon		

Managing Your Employees Performance

Sept 19	Prince George	Sept 29	Kelowna
Oct 03	Vancouver	Oct 13	Edmonton
Oct 20	Calgary	Oct 25	Regina
Oct 31	Saskatoon		

WHAT YOU CAN EXPECT

- Take home material for future reference
- Small interactive sessions - seats are limited
- Open discussions, interaction and real life examples
- Simulation of real workplace situations
- Facilitators who are practitioners and leaders
- Guaranteed course satisfaction
- Programs utilize the latest technology



Certificates will be presented upon completion of the program

ABOUT CPMS INC.

Canadian Professional Management Services Inc. is a management-consulting firm that focuses on "People and Leadership." For over 20 years, our consultants have been providing advice on labour relations, strategic planning, leadership, and board governance.

Our facilitators are practitioners who offer services to our clients who are owner/operators, boards and associations, and medium size organizations in both the public and private sectors. Our facilitators combine their experience and expertise with a flair for presenting to provide a learning experience that is second to none.

STEP 2. REGISTRANTS

Name _____ Title _____

Name _____ Title _____

Name _____ Title _____

Name _____ Title _____

Name _____ Title _____

Name of Organization _____

Mailing Address _____

_____ Postal Code _____

Telephone _____ Fax _____

Email for Confirmation _____

STEP 3. PAYMENT INFORMATION

SAVE \$500

\$899.00 per registration per two day program plus GST (Total \$961.93)
Save \$120.00 when you register for 3 or more programs at \$859.00 plus GST per program (Total \$919.13)
Save \$500.00 when you register for 5 or more programs at \$799.00 plus GST per program (Total \$854.93) GST# 874032162RT 0001

Invoice my organization Purchase order number _____

Visa MC Amex Cheque enclosed is payable to CPMS Inc.

Card Number _____ Expiry Date ____/____

Cardholder's Name _____

Signature _____

STEP 4. REGISTER

Online: www.cpmnsnational.com

Toll Free: 1-888-452-6422

By Tel: (604) 688-2641

By Fax: (604) 688-2642

By Email: registrations@cpmsnational.com

By Mail: CPMS Inc.
PO Box 48202
Vancouver, BC
V7X 1N8

Cancellation Policy: Payment will be reimbursed if cancellation is received within a minimum of 10 working days prior to the program. A credit note will be issued for all other cancellations. Substitutions can be made at any time.