PROGRESS IN PROGRESS

LABOR RELATIONS MANAGEMENT
Spring 2012
sce-LR.uwm.edu

UNIVERSITY OF WISCONSIN
UWMILWAUKEE
School of Continuing Education
The world of Labor Relations is changing faster than ever. Ensure you’re prepared by completing your Certificate in Labor Relations Management – one of the only certificates of its kind in the U.S. Learn to successfully navigate the complexities of collective bargaining, and open the door to progress with a delicate blend of communication and collaboration.

Get started today!
Contact program manager, Jan Allen, at 414-227-3219 or allen3@uwm.edu.

sce-LR.uwm.edu

IN THIS CATALOG
1 Dealing With the Union
2 Collective Bargaining
3 Labor Relations Training
4 Mastering the Collective Bargaining Process
5 Advanced Collective Bargaining
6 Instructors
7 Customized Training
8 General Information

CERTIFICATE REQUIREMENTS
Attend 10 days of training within three years of completing the first program. The 10 days are comprised of separate seminars – a repeated seminar does not receive credit. Seminars must be Labor Relations Management topics offered through the Business & Management department, UWM School of Continuing Education. Courses may be taken individually, however the Certificate establishes you as a comprehensively skilled Labor Relations manager.
Dealing With the Union – With Confidence!

The cost and operational impact of failure in labor relations is incalculable. Labor relations is different not only from other human resource functions, but from other operational functions as well. Dealing with unions is subject to more rapid, unpredictable shifts in direction. There are few effective guidelines and practically no “sure fire” routes to success. However, there are several proven ways to give an employer the valuable tools necessary to deal with the union.

Who Should Attend:
- Newly assigned members of the company’s bargaining team
- Inexperience entrants in labor relations
- More experienced negotiators or labor relations professionals charged with dealing with unions

You Will Learn To:
- Comprehend the legal, tactical and strategic elements of the collective bargaining process
- Understand what happens once the contract has been signed
- Examine successful techniques for dealing with difficult union situations
- Analyze important contract clauses

Content:

Collective Bargaining
- What you need to know about the law of collective bargaining
  - The duty to bargain, information requests, obligations and rights of an employer faced with bargaining
- How to begin
  - Preparation as the key to successful negotiations
- Content of the contract
  - Understanding how the contract works and how to use it to accomplish operational and economic goals
- Bargaining tactics and techniques
  - How to increase your chances of a successful outcome
  - The psychology of what goes on both at and away from the bargaining table

Contract Administration
- Post-negotiation matters
  - Drafting the new agreement, preserving the bargaining history, assessing your success at the table and applying the new contract fairly but aggressively
- The union steward
  - The proper role of the steward, controlling a difficult steward or committee, understanding the steward’s—and the company’s—rights
- Resolving disputes favorably before arbitration
  - Winning arbitration strategies, how to effectively prepare and win arbitration, and how arbitrators really decide cases

"This was most definitely worth the time and money."

Brandy Jones, HR Generalist, Weil-McLain

Mon.-Thu., Mar. 5-8
Instructors: Howard L. Bernstein and Gary A. Marsack
Early Bird: $1435
(registered by Feb. 5)
Fee: $1,595 • CEUs: 2.4
Program No. 5045-2914
Location: Trade Winds
St. Pete Beach, FL

SPHR/PHR
Recertification Pending

For a detailed outline visit sce-LR.uwm.edu.
Collective Bargaining:
Tactics, Techniques & Table Manners

The three most essential elements of successful collective bargaining are preparation, strategy and technique. Preparation is the gathering and use of data in formulating company proposals and counter-proposals. Strategy is the establishment of a negotiating position, anticipating and planning a defense against union proposals, and planning a course of action to reach your collective bargaining objectives. Techniques are negotiating table manners – the personal skills and insights enabling the negotiator to identify hang-up issues and areas of agreement, and to separate early the real from the give and trade items on the union’s list of demands.

Who Should Attend:
- Human resources and labor relations staff professionals
- Anyone who may have recently assumed labor relations responsibilities
- Negotiators wanting to refresh knowledge and sharpen skills

You Will Learn To:
- Apply tested techniques and useful tools to handle standard situations
- Determine the cost of agreement versus the cost of disagreement
- Structure an offer
- Recognize when to take a strike

Content:
- What You Need to Know About the Law
  Collective bargaining federal and state law – good faith, illegal issues, contracts, petitions, mediation and conciliation
- Getting Ready to Bargain
  Successful negotiations involve months of careful, planned preparation - the bargaining process, current trends, selecting the team, developing a position and a proposal
- Negotiating an Agreement: The Contractual Ingredients
  Agreements and their modifications are based on the economy, strengths and weaknesses of the parties, the personalities of the negotiators, past negotiations, relationships, etc. – contract considerations, cost, mediation and tactics
- Negotiating an Agreement: Tactics, Techniques and Table Manners
  A critical variable in contract negotiations is the negotiator – style, personality, verbal skill, insight, intuition, timing, flexibility

"I would recommend this class to all supervisors."
Terry Krueger,
Supervisor, Albert Lea Medical Center

Mon.-Wed., Mar. 12-14
Instructors: Thomas W. Mackenzie and Jonathan T. Swain
Early Bird: $1048
(register by Feb. 12)
Fee: $1,165 • CEUs: 1.8
Program No. 5045-2915
or
Mon.-Wed., June 4-6
Program No. 5045-2919

SPHR/PHR
Recertification Pending

For a detailed outline visit sce-LR.uwm.edu.
Labor Relations Training for Managers and Supervisors in a Unionized Setting

Workplace disputes are costly. In a unionized workplace, the likelihood of disputes is high and often increasing as unions fight to regain workplace market share. Review a time-tested process for reducing the risk and cost of those disputes. Obtain guidance in practical, understandable and usable terms for retaining or regaining effective control of today’s workplace.

Who Should Attend:
- Front-line supervisors
- Managers
- Anyone facing labor relation employment challenges

You Will Learn To:
- Understand labor and employment laws that every supervisor should know
- Recognize the purpose of the grievance process
- Comprehend arbitration and how it differs from a trial
- Avoid unnecessary grievances
- Identify past and current practices on contract interpretation
- Win your case before the hearing starts

Content:

An Advocate’s Perspective
- Introduction to Unions
  Why employees choose a union, the supervisors role, the union steward, NLRA
- Knowing and understanding all the rules
  Administering the Union Contract while maintaining productivity

The Arbitrator’s Perspective
- The Grievance Process and Arbitration
  The purpose of the grievance process and taking the mystery out of arbitration
- Effective Contract Administration – How to Avoid Going to Arbitration
  Developing a non-confrontational relationship
- What the Arbitrator Looks For
  Common issues which frequently arise at arbitration
- Winning Arbitration Strategies
  How an arbitrator really decides cases

"Better than any MBA labor relations course I have taken in the past."

Jeff Burke,
Plant Manager, Wheaton USA

(Except for the first day, this program is suitable for public sector employers)
Mastering the Collective Bargaining Process

Experience the collective bargaining process by participating in a simulated negotiation. Simulated negotiations cannot generate the type of pressures and anxieties witnessed in a real-life situation. They can, however, provide realistic insight into the emotional factors that can greatly affect the outcome of any negotiations.

Who Should Attend:
- Newly assigned negotiators on the management team
- Negotiators wanting a refresher

You Will Learn To:
- Identify how much time and preparation is necessary for collective bargaining
- Appreciate what it feels like when the stakes are high
- Understand the different ways to use your communication skills
- Gain experience
- Study important negotiating concepts

Content:
- Getting Ready to Bargain
  Selecting the team and deciding on long-vs. short-term contract, mediation techniques, and “when to take a strike” tactics
- Negotiating an Agreement
  Agreeing on a negotiating concept; what are signaling, extensions and retroactivity; structuring an offer
- Team Assignments
  You will be assigned to a union or management team and begin to develop strategies and plan for negotiation

The “Collective Bargaining Game”:

Day One
Getting ready to bargain

Day Two
Apply various techniques discussed on Day One. The game contains current business and economic conditions to encourage discussions that are pertinent to current situations. The game allows for a wide discretion of negotiating. The schedule is set by the bargaining teams

Day Three
The game continues through the morning session. After lunch, a round-table discussion brings the teams together to discuss and summarize their experiences. Day Three ends at 2:30pm

"A must attend for anyone sitting at the table during negotiations."
Rachael Zebro
Human Resources Consultant, Nuclear Management Co.

Mon.-Wed., Apr. 16-18
Instructor: Thomas W. MacKenzie
Early Bird: $1048
(register by Feb. 16)
Fee: $1,165 • CEUs: 2.1
Program No. 5045-2917
SPHR/PHR
Recertification Pending

For a detailed outline visit sce-LR.uwm.edu.
Advanced Collective Bargaining

This workshop uses case studies to highlight difficult problems confronting today’s organizations. Review escalating health care costs, outsourcing productivity improvements, job combinations, pension plans and strategic planning. It is a unique opportunity to hone your skills, address critical issues in bargaining and engage in an interactive process with your peers.

Who Should Attend:

- Experienced negotiators

You Will Learn To:

- Develop obtainable goals and objectives
- Research supporting data and documentation for use at the table
- Redefine the role of a union steward
- Handle rogue union committee members
- Respond to a union committee’s claim that they cannot sell a critical management demand

Content:

- Negotiation Prep
  - Apply an economic value to items historically viewed as non-economic
- Presentation of Bargaining Positions at the Table, including In-depth Approaches
  - Learn to communicate a theme and examine new systems of employee involvement.
  - Negotiate a comprehensive package
- Role-play to Deal with Some of the Intangibles Encountered during Negotiations
  - Move beyond the initial presentation to the organization’s objectives
- Special Feature
  - Half-day open forum where you bring unique, critical issues to the floor for full discussion and analysis. This is a one-of-a-kind opportunity to transcend the theoretical into a practical model for obtaining your bargaining goals. Don’t forget to bring your contract to the program

"A fantastic two days of interchange and learning."

Harriett Bennett, Human Resources Manager, Johnson Controls

Mon.-Tue., May 7-8
Instructors: Thomas W. Mackenzie and Jonathan Swain
Early Bird: $1075
(register by Apr. 7)
Fee: $1,195 • CEUs: 1.3
Program No. 5045-2918

SPHR/PHR Recertification Pending

NOTE: Attendance limited to 20 to allow for the easy exchange of ideas, approaches and experiences.
Instructors

**Howard L. Bernstein**
Howard is a Partner in the Labor and Employment Law Group of the Chicago law firm Neal, Gerber & Eisenberg. He concentrates solely in representing employers throughout the country in labor relations and employment law matters with emphasis on National Labor Relations Board proceedings, contract negotiations, arbitrations, union election campaigns and unfair labor practice cases. He is former Counsel to the Chairman of the NLRB in Washington and is a Fellow of the College of Labor & Employment Lawyers, as well as a member of the ABA Committee on Development of the Law Under the National Labor Relations Act.

**Steven M. Bierig**
Steven is an arbitration and mediation specialist with experience in labor and employment disputes on a national basis. He has been on a number of panels, including the United States Postal Service and its constituent unions, the City of Chicago and the Fraternal Order of Police and the State of Illinois/AFSCME. He is also a contract mediator for the EEOC. Steve is affiliated with the Federal Mediation and Conciliation Service, the American Arbitration Association and is on the roster of arbitrators, mediators and fact-finders for the Illinois State, Local and Educational Labor Relations Boards.

**Thomas W. Mackenzie**
Tom is a member of the Board of Directors and a senior shareholder of Lindner & Marsack, S.C., Milwaukee, Wisconsin. He has extensive experience in both labor and employment law. Tom has lectured in the area of personnel management and labor law in management, and has conducted “in-house” supervisory training for companies across the country. He is a member of the American Bar Association as well as its Labor Law Section. Tom also is a member of the Wisconsin Bar and its Labor Law Section where he has served two terms on its Board of Directors.

**Gary A. Marsack**
Gary is a member of the Board of Directors, President and a senior shareholder of the Law Firm of Lindner & Marsack. A substantial part of his legal work involves the representation of national clients in all phases of labor and employment law. He consults with clients on collective bargaining, general labor strategies, contract administration issues, plant closings, consolidations, work relocations and subcontracting issues and has represented clients in the litigation of complex labor issues in arbitration, before state and federal agencies and before state and federal courts.

**Harry J. Secaras**
Harry is a shareholder with Pappas Hubbard O’Connor Fildes Secaras, P.C. He has negotiated more than 50 collective bargaining agreements for employers and employer associations across the country. Harry has represented employers before the NLRB in more than 25 representation cases and in more than 50 unfair labor practice matters. He often represents employers in contract interpretation, discipline grievance and arbitration matters. Harry is a member of the American Bar Association, the Illinois State Bar Association and the Hellenic Bar Association of Illinois.

**Jonathan T. Swain**
Jon is a member of the Board of Directors and senior member with the law firm of Lindner & Marsack, S.C., Milwaukee. Jon devotes his practice to both labor and employment law issues. He consults with clients on contract administration and collective bargaining strategies and serves as chief spokesperson at the bargaining table. Jon has taught courses at the college level on human resource management and labor law. He is a frequent speaker on recent trends in contract negotiations, ADA, discrimination in the workplace, maintaining a non-union status, and trends before the National Labor Relations Board and state and federal courts.

For a detailed outline visit sce-LR.uwm.edu.
Customized Training

Capitalize on Our Capabilities

Maximize Your Training Dollars…and Your Results

Work with the UWM School of Continuing Education to create training that impacts your bottom line. Programs are designed around your requirements. They are customized to:

- Impact employee job performance
- Focus on priority business challenges
- Reinforce processes, procedures and best practices
- Use actual organization projects in course curriculum
- Maximize learning convenience through flexible scheduling

Are you ready to reap these rewards? The UWM School of Continuing Education is your one-stop resource for customized training.

For more information contact:

Erica Gumieny
414-227-3226 or 888-947-9947
egumieny@uwm.edu

Visit sce-customized.uwm.edu today.

CENTER FOR THE
STUDY OF THE WORKPLACE

TODAY’S WORKPLACE IS CHANGING RAPIDLY. ARE YOU PREPARED?

With rapid globalization, technology advancements and demographic shifts, today’s workplace is constantly evolving. Visit the new Center for the Study of the Workplace (CSW) at StudyofWork.com where leaders from the business and academic worlds educate you on the latest transformations.

- Gain insight from academic scholars
- Analyze professional perspectives from real-world experts
- Connect with a global community of change-makers
- Join the conversation:
  - Comment
  - Discuss on Blogs
  - Participate in Polls
  - Follow News Feeds
  - Share Insights

Check back often for updated discussion topics!
General Information

Seminar Location

Programs will be held at the UWM School of Continuing Education, 161 W. Wisconsin Avenue. SCE is conveniently located in downtown Milwaukee. It occupies a 100,000 square foot modern adult education and conference facility on the 6th and 7th floors of the Plankinton Building.

There is easy access to the airport, hotels, restaurants, theaters and sporting events. SCE offers convenient parking and shopping opportunities.

Detailed information on local hotels, directions and maps will be provided with your registration confirmation.

For the latest information on getting to and from SCE, visit sce-directions.uwm.edu. The webpage includes access to printable color PDFs of current maps, information about parking, public transportation information and other details relevant to our location.

Cancellations and Transfers

Cancellation and transfer requests made five working days or more prior to the program will not incur a penalty. A $50 administrative fee is charged when notification is received within five working days of the program. Cancellations made after the program begins are subject to the full fee. Substitutions are always accepted.

To transfer, substitute or cancel a registration contact Donna Shepard at 414-227-3208, 888-947-9947 or dshepard@uwm.edu.

You Are In Good Company

Organizations that have participated in our Labor programs:

ASC Inc.  Holland America  Orbis Corporation
Bharat Forge  HPE Inc.  Pacific States Cast Iron
Bluffton Motorworks  Jacobs Technology  Pipe Co.
BP  John Deere  Reichert Inc
Burnham Holdings  Ken-Tron Manufacturing  Rixson
Citgo Petroleum  LB&B Associates  Schneider Electric
Cornell Companies  Lennox Manufacturing  Supervalu
DEX  Little Rapids Corporation  United States Lime & Minerals Inc.
Evonik Goldschmidt Corp.  Marathon Petroleum  Vulcan Materials
Ferro Corporation  Mayo Clinic  Wacker Corporation
GCR Tire Centers  Nichols Aluminum  Waukesha Engine
General Dynamics Nassco  NTelos
Hoffmaster Group

For a detailed outline visit sce-LR.uwm.edu.
Registration Form - Please Print

ONLINE
sce-registration.uwm.edu
FAX*
414-227-3146 – Direct
800-399-4896 – Toll Free

MAIL
Noncredit Registration
UW-Milwaukee
Drawer No. 491
Milwaukee, WI 53293-0491

IN PERSON
(advanced registration only)
161 W. Wisconsin Ave., 6th Flr.
Milwaukee, WI
Plankinton Bldg. adjacent to the Shops of Grand Avenue, 8a-5p (Central) M-F

* Please call in advance to arrange a secure fax line for the receipt of fax materials.
If you need special accommodations, please advise us when registering. Requests will be kept confidential.

Photocopy for multiple person registrations. □ I cannot attend, but please keep me on your mailing list.

Prog. #: _____-____ Title ____________________________ Date ______ Fee $ ______

Prog. #: _____-____ Title ____________________________ Date ______ Fee $ ______

Prog. #: _____-____ Title ____________________________ Date ______ Fee $ ______

Prog. #: _____-____ Title ____________________________ Date ______ Fee $ ______

Most classes require full payment at the time of registration.

Subtotal $ __________________

Less Gift Certificate or discount amount (if applicable*) $ __________________

Total $ __________________

* Gift Certificate # __________________

☐ Check enclosed (Payable to UW-Milwaukee.)
☐ Bill my organization (See information on the left.)
☐ VISA ☐ MasterCard ☐ American Express

Cr. Cd. No. _______ ________ ________ ________
Expiration Date __________________________________
Cardholder’s Name _______________________________
Signature ______________________________________

Required Address on credit card statement is:

☐ Same as address of orderer ☑
☐ Other

Address

City State Zip

Voluntary Information collected to enhance programming

Gender: ☐ Female ☐ Male

Birth Date: Month __________ Day _______ Year _______

Is this enrollment career related? ☐ Yes ☐ No

Heritage:
☐ African American ☐ Hispanic/Latino
☐ Asian/Pacific Islander ☐ White/Other
☐ American Indian/Alaskan Native

Please enter the keycode located to the left of the name on the mailing panel.

KEYCODE: WPDF

MESSAGE CODE: DC-26-11-W
Spring 2012
Labor Relations Programs At-a-Glance

Dealing with the Union – with Confidence!
Mar. 5-8

Labor Relations Training for Managers and Supervisors
Apr. 2-3

Collective Bargaining: Tactics, Techniques & Table Manners
May 12-14 or June 4-6

Mastering the Collective Bargaining Process
Apr. 16-18

Advanced Collective Bargaining
May 7-8

Visit sce-LR.uwm.edu

EARLY BIRD
Receive 10% OFF when you sign up 30 days in advance.