

Leading in a Unionized Workplace

Maintain Productive Relationships in a Union Setting

In a unionized workplace, being able to lead effectively under the terms of a collective agreement is critical to meeting employee performance objectives and establishing a productive workplace. This program prepares managers and supervisors to lead appropriately and confidently in such a setting, while developing collaborative interactions with employees and union representatives.

Designed with a managerial and supervisory focus, the program provides practical guidance on how to maximize workforce productivity within the union-management context. Develop the communication skills needed to address dysfunctional behaviours, performance issues, training needs and workplace dilemmas. Enhance your capacity for interpreting the collective agreement. Employ constructive ways to deal with conflict, grievances and disciplinary action.

Takeaways

- Recognize how a collective agreement affects the key managerial functions
- Anticipate and minimize conflict with the union over managerial actions
- Understand and interpret collective agreement provisions
- Develop positive approaches to performance management
- Approach the grievance process constructively
- Uncover root causes of chronic problems and grievances
- Ensure a safe workplace environment

Audience

This program is designed for managers and supervisors responsible for leading unionized workforces. New supervisors and managers new to a unionized workplace will find it particularly beneficial, but experienced managers will also gain insights on how to enhance union/management relations and the work environment.

Program Content

Organizational Context

- The organizational landscape
- Emerging leadership imperatives
- Situational leadership 101

Unionized Environment

- Features of a unionized workplace
- The union characterization of management
- The role of the union and its agents

Collective Agreement

- Labour Relations Code framework
- Key collective agreement elements
- Union-management relations

The Work

- Work schedules and workplace conditions
- Employee expectations and responsibilities
- Supervisory commitments and responsibilities

Performance Management

- Job descriptions and expectations
- Performance feedback and recognition
- Performance gaps and development

Team Environment

- Employee and work group relationships
- Employee personalities and behaviours
- Workplace communication and collaboration

Grievances

- The grievance process
- Grievance investigation and negotiation

Special Features

This highly interactive program includes case studies, “real-time” group solution-seeking activities, leadership videos and personal assessment exercises. You will leave with tools and tactics to use in your workplace, along with a clear sense of your leadership capabilities under a collective agreement and a set of goals for improving your performance.

Program Leader

Dr. Gordon McIntosh has more than 40 years of experience as a manager and executive, educator and consultant in the public sector. He has provided over 1,300 sessions throughout Canada and overseas involving over 140,000 elected, managerial and staff participants. Session participants affirm that his dynamic and practical sessions enable them to make an immediate leadership difference back at work.

To Register

Executive Education

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