

## Senate Community Affairs Legislation Committee

### ADDITIONAL BUDGET ESTIMATES - 16 FEBRUARY 2012 ANSWER TO QUESTION ON NOTICE

#### Human Services Portfolio

**Topic:** Negotiating with Unions Training Workshop

**Question reference number:** HS 14

**Senators:** Moore, Fifield

**Type of question:** Hansard page 108

**Date set by the committee for the return of answer:** 29 March 2012

**Number of pages:** 3

**Question:**

- a) CHAIR: I was wondering if that is what they trade as, IR or communication people?  
Ms Bennett: I will have to take that on notice.
- b) Senator FIFIELD: If you could; and if there are any training materials that were provided, could they be tabled, taken on notice and provided.

**Answer:**

Adelhelm and Associates is a provider of specialist industrial law training.

The principal of Adelhelm and Associates has asked that for commercial reasons the intellectual property of the program workbook not be provided publicly.

**Attachment A** is a promotional flyer for the course in question.



registrations

EARLY BIRD  
SPECIAL  
SAVE \$150

## Negotiating With Unions Workshop

### Dates & Venues

- 22 & 23 February SYDNEY  
The Grace Hotel, 77 York Street
- 6 & 7 March MELBOURNE  
The Westin, 205 Collins Street

### Register direct by post, phone, email or online

Post Level 1, 530 Little Collins Street  
Melbourne, VIC 3000  
Phone 03 9387 9279  
Email [erconsulting@adelhelm.com.au](mailto:erconsulting@adelhelm.com.au)  
Online [www.adelhelm.com.au](http://www.adelhelm.com.au)

### Registration Fee

Early bird - register and pay 4 weeks prior \$1945.00 + GST  
One attendee \$2095.00 + GST

Two or more from the same organisation \$1995.00 + GST each

### Method of payment

Full payment must be received 14 days prior to the workshop as numbers are limited

- Invoice: Please forward your company's purchase number
- Credit Card: Please call our office for assistance

Cancellation. 75% refund if written cancellation received 14 days prior to workshop. Substitutions accepted.



### Upcoming Workshops:

#### Negotiating with Unions and Employee Groups

- 23 & 24 May SYDNEY
- 20 & 21 June MELBOURNE
- 26 & 27 June PERTH

#### Advanced Negotiating with Unions and Employee Groups

- 18 & 19 April MELBOURNE
- 25 & 26 July SYDNEY
- 10 & 11 October SYDNEY

Register online or by email.



### This workshop attended by:

ABC Australia, ActewAGL-Distribution, AE & E Australia Pty Ltd, Australian Air Express, Australian Vinyls Corporation, Bainsdale Regional Health Service, BHP Billiton, Brambles, CAE Australia Pty Ltd, Capral Limited, City of Norwood Payneham & St Peters, Clyde-Babcock Hitachi, Coles Supermarkets, Colorpak Limited, Community First Credit Union, CSR, David Jones, DB Schenker, Defence Material Organisation, Dental Health Services, Downer EDI Rail, Energex, Ergon Energy, ESSA, Exxon Mobil, Forests NSW, FujiXerox Australia, Gadens Lawyers, George Weston Foods - Speedibake, Harris Scarfe, HCF, Hydro Tasmania Consulting, IBM Australia, Incitec Pivot Limited, James Hardie Australia Pty Ltd, Lion Nathan National Foods, Medicare Australia, Menzies Aviation Australia, MRAEL Limited, NBN Co Limited, NEC Australia Ptd Ltd, Nephrol Care, Nestle, NYK Line, Oxford University Press, PACCAR Australia, Qantas Airways, QML Pathology, Queensland Health, Redland City Council, Reliance Petroleum, Reserve Bank of Australia, Schenk Process Australia Ltd, Security, Skilled Engineering, South Australian Wine Industry Association, South Burnett Regional Council, St Andrews War Memorial Hospital, Stratcom, Transfield Services, Transurban Ltd, Unilever, Unimin Australia Ltd, Uniting Care Wesley Port Adelaide, Westpac Banking Corporation, Xstrata Zinc.



### Who we are:

Adelhelm & Associates offers a range of IR services to clients, including strategic and tactical advice as well as practical, hands-on delivery of the following:

- In-company IR negotiating skills workshops
- Negotiating team preparation and coaching prior to and during EA negotiations
- IR & Relationship Audits
- Bargaining strategy and planning
- Strike management and conflict resolution
- Business and IR strategy alignment
- Performance and misconduct management

# Negotiating with unions and employee groups

22 & 23 February  
SYDNEY The Grace Hotel

6 & 7 March  
MELBOURNE The Westin



With a slowing economy, increasing strike action and unions pushing the Fair Work Act boundaries - EA negotiations will remain challenging for employers in 2012.

- Understand the process of negotiating under the Fair Work Act
- Good Faith negotiations demand new management skills
- How to substantially increase your bargaining power
- Stay in control of the negotiating process and get the best commercial deal in the shortest possible period
- How to develop trust and improve relationships with your employees during negotiations
- Tactics and strategies to counter unacceptable employee and union demands and behaviour
- Explore new non-traditional bargaining methods
- How to achieve workplace operational and process change in Enterprise Agreements

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## Workshop Content:

### Day 1

#### Negotiating with Unions and Employee Groups

Registration 8.15am  
Workshop 8.30am - 5.00pm

#### Overview of negotiating principles and practices

- Understanding the internationally accepted ritual of union and employee bargaining
- The latest and most up-to-date traditional and non-traditional negotiating techniques including the highly rated 3D approach
- The role of individual relationships and collective psychology
- Practical steps to assist you in deciding what your opening position should be, when to make concessions and how to reach settlement

#### Negotiating under the Fair Work Act

- What is Good Faith Bargaining?
- Scope Orders, Bargaining Agents and Representation Rights
- Legal mechanisms available during negotiations
- Overview of current case law

#### Planning and preparation for negotiations

- Practical and essential steps for developing a detailed business case for each bargaining encounter
- Deciding on your negotiation team and how best to prepare the team
- Using Negotiating Process Protocols

#### The power equilibrium and the negotiation process

- How to increase your negotiating power and leverage
- How to assess the respective power position of both parties
- New techniques for getting the other party to concede to your claims including informal, non-traditional methods

#### Recognising union negotiation tactics and how to counter each

- An overview of more than 30 tactics used by unions in negotiations and detailed management responses for each one
- Understanding and recognising union tactics used in wage negotiations
- How to respond to surface bargaining, e.g. where the union creates an illusion of bargaining but does not actually move

### Day 2

#### Negotiating with Unions and Employee Groups

Workshop 8.30am - 5.00pm

#### Interpersonal strategies and behaviours for better negotiation outcomes

- Understanding the communication dynamics of collective bargaining
- Analysis of the primary talking and listening behaviours during bargaining
- Awareness and understanding of behaviour variations that can occur during bargaining
- Recognising the four major negotiating styles in collective bargaining
- Identifying your own dominant negotiating style and how to adapt this during bargaining
- Techniques for controlling the negotiation encounter

#### The negotiation encounter (negotiation simulation)

- A highly practical, and realistic simulation which allows you to test and apply new techniques and learnings in a user friendly environment.

Morning & afternoon teas and lunches provided.



#### Workbook

A feature of the workshop is the authoritative workbook issued to attendees. Designed as a comprehensive reference manual, the four-part workbook will serve as a valuable ongoing guide for negotiation planners and leaders.



#### Background

This unique workshop offers an in-depth experience of the most up-to-date international and local techniques for managing the complexities of IR bargaining and has regularly been presented to managers and HR practitioners of prominent companies in Australia. It features individual, confidential feedback and analysis of your personal negotiating profile.



#### Who should attend?

Both novice negotiators, who wish to learn the craft, and experienced advocates who seek new techniques or wish to refresh, will benefit from this workshop. The workshop is designed for executives, senior managers, HR and IR practitioners, line managers and employment law advisors responsible for planning, directing or leading negotiations with groups of staff and unions.



## Workshop Presenters:

**Fred Adelhelm** has both local and international experience as an industrial and employment relations specialist and negotiator. Fred has taught negotiating techniques and applied IR to managers of leading Australian and New Zealand companies.



**Katrina Greenwell** and **Jesse Yvanoff** are senior consultants with extensive practical HR/IR experience gained in both large and complex organisations. They both have strong negotiation and dispute resolution experience.

**Aran Alexander**, Baker & McKenzie, in Sydney

**Louise Russell**, Herbert Geer, in Melbourne



## What past attendees say:

An absolute must for all managers involved in IR. This isn't your typical 'negotiations course'. It's specifically designed around interactions with unions and equips you with the behaviours and knowledge to be successful.

#### - Human Resources Manager, Melbourne

Negotiating with Unions requires planning, structure, skill and flexibility. This workshop develops an understanding of the key elements essential to achieving successful bargaining outcomes, delivered in an informative and practical way.

#### - Industrial Relations Manager, Sydney

The workshop gave participants an interactive, hands-on approach to negotiating. It provided significant information on the new bargaining framework under the Fair Work Act. It is an absolute must for managers and consultants who negotiate agreements with unions.

#### - State Human Resources Manager, Brisbane

