

Labor Relations Unit (LRU) Training Topics

Labor Relations Pre-Requisite Training

Foundational Training 1: Unfair Labor Practices: Changing Culture in a Collective Bargaining Environment (Agency leadership teams must take this class first).

Participants will: Learn the three phases of organizational change; identify and avoid disruptive tactics; increase knowledge of what management and unions can and cannot do; and develop appropriate protocol and responses to union requests.

Leading in a Collective Bargaining Environment Series

The State of Nevada will be doing business differently as a collective bargaining entity. To pro-actively work with leadership teams on these changes, DHRM's Labor Relations Unit is hosting a series of 4- hour classes focused on Leadership in a Collective Bargaining Environment. The series will start in August and will be available for leadership teams within individual agencies, and departments. We will be facilitating the following:

Module 1: Setting Expectations *helps leaders to develop a trusting culture around change, starting with excellence in on-boarding practices.*

Participants will: Improve on-boarding and culture-building; implement the challenge + support model to grow employee capacity; learn leadership behaviors that build team trust and personal accountability in a collective bargaining environment.

Module 2: Employee Engagement *identifies the behaviors of highly engaged, non-engaged and actively disengaged employees and their effect on the agency in which they work. The class seeks to empower managers and leaders in how to appropriately reward, guide and discipline employees - even in collective bargaining environments, with union representation.*
Participants will: Identify employees engagement levels and disengagement behaviors; learn how to pulse-check to interrupt a disengagement cycle; describe healthy vs. unhealthy conflict and develop ways to promote healthy conflict.

Module 3: Managing Conflict *equips leaders to understand their own perceptions and responses to conflict, to better handle conflict with employees.*

Participants will: Use DiSC Assessments to better understand their leadership style, when it works and when it does not; use the conflict management style survey to discuss why some styles avoid conflict - even healthy conflict; identify triggers and "shark music" in order to strengthen their internal locus of control.

Module 4: Documenting Discipline *describes changes to the complaint and grievance processes here at the State, due to the Collective Bargaining Agreements (CBA'S) to be negotiated. Understanding and embracing these changes will lead to clear and concise leadership around disciplinary actions, including those with union representation.*

Participants will: Develop new methods for documenting concerns with employee behavior; learn the specific steps taken by the State during disciplinary actions in a collective bargaining environment; examine the idea of embracing discomfort in order to lead units, agencies, divisions and departments to better outcomes for the State.