



Fall 2025

LEARNING CATALOGUE

September to December



Post
Secondary
Employers'
Association

◆ LEARNING

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Please note: We are entering a potentially busy time. All offerings may be subject to change, however, adequate notice will be given to participants.



CUSTOMIZED TRAINING

PSEA supports its members in building the capacity of their staff to manage labour relations issues effectively. PSEA can tailor workshops for your institution's specific needs and develop new workshops based on established labour relations best practices and theory.

The advantages of bringing our training in-house include the following:

- Allows people leaders and human resources team members to focus on gaps, issues, or challenges specific to their institution.
- Increases the transfer of learning and application of labour relations principles and practices by using institution-specific examples and scenarios.
- Provides an opportunity for people leaders and/or human resource team members to better align with labour relations practices: who does what, when and why.
- May be more affordable. Rather than employees travelling to PSEA, we can come to you!

Here is what one member said about our in-house deliveries:

“Several new labour relations concepts were introduced, and having the chance to practice and engage with the concepts with other leaders from the college and the Human Resources Team was invaluable.”

People Leader, Coast Mountain College

If you are interested in customized training, please email Janet Amos, Director of Learning and Development, at janet@psea.bc.ca.



WORKSHOPS



We are excited to share that PSEA will launch a new website and learning platform this fall! This will streamline registrations and allow you to pull reports on your team's learning. In 2025, you can continue using the PDF catalogue and the existing website. However, watch for details on our new and exciting platform later this year!

◆ Introductory

Labour Relations Essentials

Early bird rate of \$45.00 if registered by September 19, 2025

DESCRIPTION

This two-day workshop is recommended for people leaders new to their role and/or new to the post-secondary sector.

During the workshop, participants will learn foundational labour relations principles and practices as they apply to the post-secondary sector. Through this workshop, participants will:

- Gain an understanding of the legal framework behind labour relations,
- Explore the interplay between legislation and collective agreements, as well as key labour relations concepts such as management rights, union duties, roles and responsibilities of union and management, discipline, and grievances.

The workshop provides participants with opportunities to apply their knowledge and understanding of labour relations principles directly through group work and real-life examples.

WORKSHOP GOALS

Participants will gain a foundational understanding of the union/management relationship, the duties of each party, and the legal concepts that govern collective bargaining and contract administration.

LEARNING OUTCOMES

By the end of the workshop, participants will be able to:

- Describe the legal framework behind labour relations.
- Explain and apply foundational labour relations principles to the post-secondary sector.
- Explain the interplay of legislation and collective agreements.
- Describe key labour relations concepts:
 - a. Management rights
 - b. Union duties
 - c. Roles and responsibilities of union and management
 - d. The four employer duties
 - e. The grievance procedure
 - f. Fundamentals of progressive discipline

Workshop Length: 3 sessions

Format: Online

Date: October 9, 16, and 23, 2025

Location: Zoom

Time: 9:00 am – noon PST (3 sessions)

Cost: \$60.00 plus GST (Early bird rate of \$45.00 if you register by September 19, 2025)

Facilitator(s): Sara Grujin, PSEA Legal Counsel

Overview of the Progressive Discipline Process

DESCRIPTION

This workshop is recommended for people leaders, human resources, and labour relations practitioners seeking a refresher on progressive discipline's core principles and practices.

Leaders can find managing employee performance daunting, especially when managing performance concerns. This workshop seeks to demystify handling both culpable and non-culpable behaviour in the workplace. During the workshop, participants will learn when to establish performance expectations and determine an appropriate corrective response.

WORKSHOP GOAL

Participants will learn how to apply the progressive discipline process effectively.

LEARNING OUTCOMES

By the end of the workshop, participants will be able to:

- Explain the respective roles of union and employer representatives in the discipline process.
- Describe key labour relations concepts such as the four employers' duties: to inquire, the duty to accommodate, the duty to investigate, and the duty of reasonableness.
- Recognize and respond appropriately to common examples of non-culpable conduct.
- Apply effective progressive discipline correctly in culpable situations.

Format: Online

Date: November 13 and 20, 2025

Location: Zoom

Time: 9:00 am – 11:30 am PST (2 sessions)

Cost: \$25.00

Facilitator(s) TBD, Director of Labour Relations

Important Note for Registrants

If you plan to register for the *Labour Relations Essentials* workshop, you don't need to register for this session. The content in this session is fully covered within the *Labour Relations Essentials* workshop.

Overview of the Grievance Process

DESCRIPTION

This workshop is recommended for people leaders, human resources, and labour relations practitioners seeking a refresher on the core principles and practices of managing grievances.

During the workshop, participants will learn the role of managers, union representatives, Human Resources and PSEA in the grievance/arbitration process and the technical aspects of grievance handling, such as identifying, preparing for, and participating in grievance discussions.

WORKSHOP GOAL

Participants will leave the workshop with the knowledge and skills to effectively handle grievances at the workplace.

LEARNING OUTCOMES

By the end of this workshop, participants will be able to:

- Describe management's and the union's legal and contractual rights and obligations in the grievance process.
- Identify types of grievances.
- Describe the role of the PSEA in the grievance process.

Format: Online

Date: November 27 and 28, 2025

Location: Zoom

Time: 9:00 am – 11:30 am PST (2 sessions)

Cost: \$25.00

Facilitator(s): TBD, Director of Labour Relations

Important Note for Registrants

If you plan to register for the *Labour Relations Essentials* workshop, you don't need to register for this session. The content in this session is fully covered within the *Labour Relations Essentials* workshop.

Contract Language and Interpretation

DESCRIPTION

This workshop is recommended for people leaders, human resources, and labour relations practitioners.

During this workshop, participants will learn the basics of contract language and interpretation, including understanding the collective agreement, key steps to interpretation, knowledge of past practice, and how it applies in day-to-day practice.

WORKSHOP GOAL

Participants will learn the basics of contract language and the concepts of interpretation.

LEARNING OUTCOMES

By the end of the workshop, participants will be able to:

- Describe key terms and principles for contract interpretation.
- Explain and apply the meaning and purpose behind:
 - a. Language
 - b. Bargaining History
 - c. Past Practice
 - d. Law
 - e. Analysis and Summary
- Demonstrate how to interpret and apply collective agreement language in post-secondary workplaces.

Format: Online

Date: TBD

Location: Zoom

Time: 9:00 am – noon PST

Cost: \$25.00 (1 session)

Facilitator(s): Katie Cobban, PSEA Executive Director, Legal and Sector Services

◆ Skill Building

Critical Conversations: Leading In a Unionized Workplace

DESCRIPTION

We recommend this workshop to people leaders, human resources, and labour relations practitioners.

During the workshop, participants will learn communication skills to help them set expectations and address workplace issues constructively, leading to positive outcomes. These skills include active listening, empathetic communication, and conflict resolution techniques. By incorporating these skills into their day-to-day work, participants can become effective leaders who successfully manage people's issues in a unionized environment.

WORKSHOP GOALS

Participants will learn how to navigate common people issues that can arise within unionized workplaces to promote positive outcomes for both management and employees.

LEARNING OUTCOMES

By the end of the workshop, participants will be able to:

- Approach common people's issues positively and constructively using active listening, problem-solving, and conflict-resolution techniques.
- Prepare for and manage difficult conversations, including giving feedback.

Format: In-person

Date: TBD

Location: PSEA Office, 3rd floor 2889 East 12th Ave., Vancouver

Time: 9:00 am – 4:30 pm PST

Lunch: Provided

Cost: \$45.00 plus GST

Facilitator(s): Tom Teasdale, PSEA Director of Labour Relations

Foundations of Collaborative Conflict Resolution

Early bird rate of \$465.00, if you register by October 1, 2025

DESCRIPTION

This 3-day workshop is recommended for people leaders, human resources, and labour relations practitioners.

In collaboration with the Justice Institute of BC, PSEA is pleased to offer this foundational course in effective and practical ways to engage collaboratively in interpersonal conflict that can arise in the post-secondary sector workplace. By examining sources of conflict, attitudes and beliefs, conflict styles, and the role of assumptions and emotions, you will gain insight into conflict dynamics and practice evidence-based collaboration strategies.

Personal reflection and peer engagement will give you a broad view of conflict as an integral aspect of human nature. You will explore the possibilities conflict holds for learning, growth, and creativity. You will learn how to prepare to invite others in your workplace into a collaborative conflict conversation and how to lead a structured conflict resolution dialogue.

This highly participatory course emphasizes self-awareness and understanding through structured exercises and role play.

Please note: Participants who complete the workshop will receive credit from the JIBC toward their Certificate in Collaborative Conflict Resolution.

WORKSHOP GOAL

This course aims to provide learners with the knowledge and skills to recognize the benefits and opportunities in conflict and engage collaboratively with others in a conflict resolution dialogue.

Workshop Length: 3 days

Format: Online

Date: November 19, 20, and 21, 2025

Location: Zoom

Time: 9:00 am – 4:30 pm PST

Cost: \$620.00 plus GST (Early bird rate of \$465.00 if you register by October 1, 2025)

Facilitator(s): Raj Dhasi, as a leading expert in conflict resolution, Raj has been providing invaluable intervention services to workplace organizations, school districts, families, and communities for over 25 years. Raj specializes in assessing and resolving complex multi-layer conflicts, with keen attention to politics, diversity, equity, inclusion, power, privilege, and intersectionality. She brings a toolbox full of intervention approaches, including mediation, leadership and communication coaching, group facilitation, training, and restorative justice processes. In addition to leading a consulting company, Raj is a faculty member at the Justice Institute of BC, Centre for Conflict Resolution. Raj holds a specialized

degree in Adult Education and a Master's degree in Organizational Conflict Analysis and Management. She is currently completing her Doctorate in Social Sciences, focusing on resilience creation in the aftermath of trauma. As a skilled practitioner, Raj brings a blend of empathy, spirit, and strategic thinking to every classroom experience.

Additional coaches will be assisting on day 3.

Navigating Challenging Conversations

Early bird rate of \$125.00, if you register by October 1, 2025



DESCRIPTION

This session is recommended for people leaders, human resources, and labour relations practitioners.

Learn to define and communicate successful outcomes in your difficult conversations while preparing to convey your message thoughtfully and respectfully. You will also learn how to manage an array of emotional responses with tact and sensitivity, and to end a challenging conversation that sets the stage for future collaboration.

When it comes to conflict, the 80-20 rule holds true; challenging conversations represent the minority of our workplace interactions while consuming a vast amount of our mental energy. Yet, if we take the time to prepare in a structured and thoughtful way, and practice our skills before the fact, we can greatly reduce our anxiety while increasing the likelihood of a positive outcome to even our most difficult conversations.

WORKSHOP GOAL

Participants will be able to prepare for a difficult conversation to ensure the objectives of the conversation are achieved while maintaining a positive working relationship.

LEARNING OUTCOMES

At the end of the workshop, participants will be able to:

- Identify the intent and goals of the conversation.
- Frame their messages in a way that reduces defensiveness.
- Manage the emotional aspects of a challenging conversation.
- Target their attention to the appropriate content/process/relationship aspects of the situation.
- Increase their self-awareness both during and after a difficult conversation.

Workshop Length: 2 half days

Format: Online

Date: October 21 and 22, 2025

Location: Zoom

Time: 9:00 am – noon PST

Cost: \$150.00 plus GST (Early bird rate of \$125.00 if you register by October 1, 2025)

Please note: Participants who complete the workshop will receive credit from the JIBC toward their Certificate in Collaborative Conflict Resolution.

Facilitator(s): Raj Dhasi, as a leading expert in conflict resolution, Raj has been providing invaluable intervention services to workplace organizations, school districts, families, and communities for over 25 years. Raj specializes in assessing and resolving complex multi-layer conflicts, with keen attention to politics, diversity, equity, inclusion, power, privilege, and intersectionality. She brings a toolbox full of intervention approaches, including mediation, leadership and communication coaching, group facilitation, training, and restorative justice processes.

Respectful Communication in a Changing Workforce

Early bird rate of \$125.00, if you register by October 1, 2025



DESCRIPTION

This session is recommended for human resources and labour relations practitioners.

This workshop presents an overview of effective communication in the face of change and increasing diversity in the workplace. You will explore the dynamics of conflict that infuse today's diverse workplace and the barriers to communication that these can cause in yourself and others. You will learn ways to acknowledge differences and gain concrete skills to communicate effectively in this setting to help create a climate of respect and understanding.

This workshop is designed to further efforts that aim to reduce tension in working relationships, increase respect between ethnic and gender groups, decrease incidents of harassment, and increase resolution of conflict.

WORKSHOP GOAL

Participants will be able to communicate more effectively and constructively in a diverse workforce.

LEARNING OUTCOMES

At the end of the workshop, participants will be able to:

- Describe the principles of effective communication as they apply to resolving workplace conflict.
- Identify effective and ineffective personal responses to various conflict styles encountered.
- Understand and apply para-verbal communication when defusing conflict.
- Apply effective verbal skills to handle hostility.
- Manage personal stress while resolving conflict

Workshop Length: 2 half days

Format: Online

Date: November 4 and 5, 2025

Location: Zoom

Time: 9:00 am – noon PST

Cost: \$150.00 plus GST (Early bird rate of \$125.00 if you register by October 1, 2025)

Please note: Participants who complete the workshop will receive credit from the JIBC toward their Certificate in Collaborative Conflict Resolution.

Facilitator(s): Vanessa Gray, BA, Cert. ConRes is a front-line conflict resolution practitioner with over 14 years of mediation and instructional experience. She provides conflict engagement processes such as conflict coaching, third-party facilitation, and assistance with harassment investigations at the

organizational level. As an instructor, Vanessa's engaging and practical approach connects with audiences large and small. Vanessa has provided intervention services to both public and private sector organizations, sport at the national level, the family courts, Restorative Justice, parent-teen mediation, and schools throughout the Lower Mainland.

Facilitating Repair After a Labour Relations Process

Early bird rate of \$265.00, if you register by September 26, 2025



DESCRIPTION

This 2-day workshop is recommended for people leaders, human resources, or labour relations practitioners.

Difficult people, situations, and interactions are pervasive within professional contexts, at times necessitating labour relations processes such as investigations and grievances. While these processes are vital for maintaining a safe and respectful workplace and institutional integrity, they frequently leave those involved feeling dissatisfied, hurt, and grappling with unresolved relational issues that persist in the workplace. To address these challenges, this comprehensive workshop equips participants with the essential skills to effectively support complainants, respondents, witnesses, and teams in the aftermath of investigations and grievances. This workshop focuses on restorative practices and strategies to repair relationships, reconcile outstanding issues, and foster healthy workspaces.

WORKSHOP GOAL

This workshop aims to foster a culture of understanding and collaboration by transforming difficult situations into opportunities for growth and reconciliation within academic environments.

LEARNING OUTCOMES

By the end of the workshop, participants will be able to:

- Coach forward movement: Empower those involved to find clarity, calm, and confidence in re-engaging in the workplace and resolve outstanding issues.
- Facilitate discussions: Create safe spaces for open dialogue between complainants and respondents, enable the repair of relationships, and the resolution of issues.
- Develop team charters: Guide teams to construct charters that realign their conduct to shared norms, thus preventing investigations and grievances and creating psychologically safe environments.

Workshop Length: 2 days

Format: Online

Date: October 28 and 29, 2025

Location: Zoom

Time: 9:00 am – 4:30 pm PST

Cost: \$350.00 plus GST (Early bird rate of \$265.00 if you register by September 26, 2025)

Facilitator(s): Raj Dhasi, as a leading expert in conflict resolution, Raj has been providing invaluable intervention services to workplace organizations, school districts, families, and communities for over 25 years. Raj specializes in assessing and resolving complex multi-layer conflicts, with keen attention to

politics, diversity, equity, inclusion, power, privilege, and intersectionality. She brings a toolbox full of intervention approaches, including mediation, leadership and communication coaching, group facilitation, training, and restorative justice processes. In addition to leading a consulting company, Raj is a faculty member at the Justice Institute of BC, Centre for Conflict Resolution. Raj holds a specialized degree in Adult Education and a Master's degree in Organizational Conflict Analysis and Management. She is currently completing her Doctorate in Social Sciences, focusing on resilience creation in the aftermath of trauma. As a skilled practitioner, Raj brings a blend of empathy, spirit, and strategic thinking to every classroom experience.

Facilitating Change

Register for all three sessions by August 15, 2025, for \$180.00

This series of three sessions is recommended for people leaders, human resources, and labour relations practitioners.



Please note you must have completed sessions 1 and 2 to be eligible to participate in Session 3.

DESCRIPTION

Session 1: Leading Through Instability – Managing Conversations About Change

Change in post-secondary institutions is constant, complex, and deeply personal. Leaders are being asked to guide faculty and staff through restructuring, workforce reductions, and institutional shifts—all while managing their uncertainty. This session explores the psychological, emotional, and leadership dimensions of change, equipping participants with strategies to lead with clarity, empathy, and resilience.

Participants will gain insights into the human impact of change, the role of psychological safety in uncertain environments, and techniques for communicating difficult decisions while maintaining engagement. By examining their own experiences with change and learning practical approaches to leading transitions, participants will strengthen their ability to support themselves and others effectively.

Key Topics:

- The psychological and emotional impact of change on individuals and teams
- Leading through uncertainty while balancing multiple and shifting priorities
- Strategies for communicating difficult changes with clarity and confidence
- Navigating concerns in a high-tension labour environment
- Building resilience and inclusion in times of instability

Session 1 Length: 3 hours

Format: Online

Date: Wednesday, September 17, 2025

Location: Zoom

Time: 9:00 am – noon PST

Cost: \$75.00 plus GST

Register for all 3 sessions at one time for a special discount rate of \$180.00

Session 2: The Labour Relations Overlay – What Academic Leaders Need to Know about Change in their Institutions

Labour relations considerations shape how post-secondary institutions navigate change. This session provides leaders with a foundational understanding of the legal, contractual, and labour relations

frameworks that govern restructuring decisions. Participants will explore collective agreements, employment law, and union dynamics, gaining insights into how grievances and disputes are triggered during organizational change. An expert panel featuring labour relations specialists, HR professionals, and legal advisors will guide them in navigating these complexities effectively.

Key Topics:

The role of collective agreements in change management decisions

- Triggers in the Codes, Acts, and other legislation
- How workforce restructuring impacts grievances and dispute resolution
- Understanding the responsibilities and limitations of leaders in labour relations
- Expert panel (or guest speaker) discussion on best practices and common pitfalls

Session 2 Length: 3 hours

Format: Virtual

Date: Tuesday, October 7, 2025

Location: Zoom

Time: 9:00 am – noon PST

Cost: \$75.00 plus GST

Session 3: Open Dialogue & Expert Feedback on Institutional Challenges

This highly interactive session provides participants with an opportunity to bring forward their real-world restructuring challenges, labour relations concerns, and change management questions. Guided by the facilitator and a panel of labour relations and leadership experts, participants will engage in structured discussions, receive direct feedback, and explore tailored solutions to the issues they are facing in their institutions. This session is designed to move beyond theory and provide actionable insights based on the realities of change in post-secondary institutions.

Key Topics:

- Addressing participant-specific challenges in restructuring and change leadership
- Best practices for navigating faculty relations in a high-tension labour environment
- Facilitated discussion on emerging issues in leadership and labour relations
- Live coaching-style expert feedback on institutional case studies and leadership dilemmas

Session 3 Length: 3 hours

Pre-requisite(s): Completion of Sessions 1 and 2

Format: Online

Date: Tuesday, November 18, 2025

Location: Zoom

Time: 9:00 am – noon PST

Cost: \$75.00 plus GST

Facilitator(s): **Georganne Oldham** is a seasoned educator, curriculum designer, and leadership development specialist with over two decades of experience in post-secondary and organizational contexts. She holds a Master's degree in Organization Development and is currently a doctoral candidate in the Doctor of Social Sciences program at Royal Roads University. With a background as an

Assistant Professor in the Master of Industrial/Organizational Psychology program at Adler University and a longstanding role as a Senior faculty member at the Justice Institute of British Columbia, Georganne brings deep expertise in facilitating reflective, inclusive, and transformative learning. Her work focuses on developing educational programs grounded in values-based and relational approaches. Georganne has supported change initiatives in various complex systems, guiding individuals and organizations through uncertainty with clarity, compassion, and insight.

Labour Relations for Academic Leaders

PSEA is pleased to offer a new program specifically designed for people leaders who manage faculty. This program has been developed in extensive consultation with experienced academic leaders and human resources experts from the sector and was piloted in August 2024 to 22 participants from the sector.

DESCRIPTION

This program will give priority to academic leaders with fewer than two years of experience in an **excluded** academic leadership role (Typically Dean/Associate Dean/Director level) and/or who are new to working in BC.

During the program, participants work with leaders from across the sector to navigate the challenges of what they are expected to know and be able to do. The program supports leaders in managing the shift from peer to leader and from union member to excluded employee. The intensive program begins with a four-day in-person component in December 2025 and a half-day virtual session in February 2026. This cohort-based program requires full participation in all components.

LEARNING OUTCOMES

Through interactive sessions, with the support of expert facilitators from academic, legal, and labour relations fields, this program enables participants to:

- Appreciate what the transition from union member to management entails, personally and professionally.
- Recognize when and how to draw upon labour relations resources and guidance.
- Identify legal frameworks, policies, employer duties, limitations, and pitfalls when managing within a complex unionized post-secondary environment.
- Describe the differences and connections between leadership and management in a unionized workplace.
- Examine their biases, assumptions, triggers, and strengths as they apply to the labour relations aspects of their role.
- Proactively build purposeful, collaborative relationships to create a productive, respectful, and inclusive workplace.
- Manage employee performance, including providing timely feedback, setting expectations, applying progressive discipline, and knowing when to investigate.
- Engage confidently and constructively in disagreement or conflict, drawing on various strategies and practices.

Format: In-person and Zoom

Dates:

- In-person December 8-11, 2025
Time: 9:00 am to 4:30 pm PST (daily)
- Zoom call Friday, February 27, 2026,
Time: 9 am to noon PST

Location: PSEA Office, 3rd floor 2889 East 12th Ave., Vancouver

Cost:

Local Participants: \$750.00 plus GST

Discounted Rate for 2+ Participants from the Same Institution: \$650.00 plus GST

Non-local Participants: \$500.00 plus GST

Light Breakfast and Lunch provided.

Facilitator(s): Katie Cobban, PSEA Legal Counsel; Tom Teasdale, PSEA Director of Labour Relations; senior Dean from the sector; experts from the sector participate in panels throughout the workshop

If you require assistance with hotel rates or recommendations, please email learning@psea.bc.ca

Feedback from pilot program participants included:

“These are challenging times for the post-secondary sector. When I got back to work, I was faced with leading some major change initiatives. The program prepared me by providing a thorough overview of the collective agreement, labour relations practices, and the key communication and change management skills required to provide strong, sound leadership. Key takeaways included the importance of building and maintaining relationships, preparing for difficult conversations, and the value of knowing you are part of a larger community.”

“I appreciated the networking and knowing I am not alone. It helped me to create a community and feel less isolated. The program validated my impressions regarding the challenges and opportunities with my institution’s current Collective Agreement and union dynamics. The program provided me with just the overall confidence boost I needed!”

◆ Investigations

Overview of the Investigation Process

DESCRIPTION

This workshop is recommended for people leaders and human resources or labour relations practitioners seeking a refresher on investigating misconduct in the workplace.

During this workshop, participants will learn when a duty to investigate is triggered and what best practices are needed to ensure the investigation is fair, impartial, and legally defensible.

WORKSHOP GOAL

Participants will leave with an understanding of the overall investigation process, including when to conduct a comprehensive, timely, and fair investigation involving employee misconduct.

LEARNING OUTCOMES

By the end of the workshop, participants will be able to:

- Describe the types of workplace incidents requiring investigations.
- Determine when an investigation needs to occur.
- Articulate the investigation process and the key legislation, case law, and labour relations principles as they apply to conduct investigations.

Format: Online

Date: October 1, 2025

Location: Zoom

Time: 9:00 am – noon PST

Cost: \$25.00 plus GST

Facilitator(s): Katie Cobban, PSEA Executive Director, Legal and Sector Services

Conducting a Workplace Investigation

Early bird rate of \$125.00, if you register by September 1, 2025

DESCRIPTION

This workshop is recommended for people leaders, human resources, or labour relations practitioners who conduct investigations in their institutions.

Every workplace investigation will be distinctive in its facts and circumstances; however, your organization should follow general guidelines and principles to mitigate damage and protect positive workplace relationships. Investigations play an essential role in addressing misconduct in the workplace. A clear investigation process ensures your employees know that you will treat all employees fairly. If conducted properly, investigations can help protect the institution's interests by appropriately identifying and responding to misconduct in a fair and unbiased manner.

The workshop will be highly interactive and will include theory and hands-on practice in conducting an investigation.

WORKSHOP GOAL

Participants will be able to conduct a fair and objective investigation following a standardized process.

LEARNING OUTCOMES

By the end of the workshop, participants will be able to:

- Understand when investigations are necessary and when other approaches may be more suitable.
- Adhere to the duty of fairness, navigate rules of evidence, and move beyond "he said, she said."
- Master active listening, interview strategies, and crafting questions.
- Write a report that documents the findings.
- Use credibility assessments and statement analysis.
- Ensure an unbiased investigation process.

Workshop Length: 2 days

Format: In-person

Date: October 14 and 15, 2025

Location: PSEA Office, 3rd floor 2889 East 12th Ave., Vancouver

Time: 9:00 am – 4:30 pm PST

Cost: \$150.00 plus GST (Early bird rate of \$125.00 if you register by September 1, 2025)

Lunch: Provided

Facilitator(s): Katie Cobban, PSEA Executive Director, Legal and Sector Services

Upon completion of the workshop, participants will receive a copy of the [*PSEA's Fact-finding and Investigation Toolkit*](#)—prepared in collaboration with Harris & Co.

Responding to Bullying and Harassment in the Workplace

DESCRIPTION

This workshop is recommended for people leaders, human resources, and labour relations practitioners.

Responding to and investigating workplace harassment complaints can be a complex, high-stakes process with far-reaching implications for teams. The workshop will provide insights from a legal and labour relations perspective and expertise from a Human Resources Leader and a professional investigator. Participants will engage in a first-hand investigation using simulations and role-play to develop their skills while learning to avoid costly pitfalls and legal liabilities.

WORKSHOP GOAL

Participants will learn how to respond to, investigate, and report on workplace harassment complaints.

LEARNING OUTCOMES

By the end of the workshop, participants will be able to:

- Understand the legal framework that applies to workplace conflict and harassment complaints.
- Articulate the legal and human risks of not investigating and the potential impacts that can occur when an investigation is conducted.
- Apply key considerations before starting an investigation or hiring an external investigator.
- Understand how to plan and prepare for conducting interviews.
- Analyze the evidence and report conclusions.
- Explore alternative ways of addressing problematic behaviour before it becomes an issue.
- Manage potential impacts following an investigation.

Workshop Length: 2 days

Format: In-person

Date: TBD

Location: PSEA Office, 3rd floor 2889 East 12th Ave., Vancouver

Time: 9:00 am – 4:30 pm PST

Cost: \$150.00 plus GST

Lunch: Provided

Facilitator(s): Tom Teasdale, PSEA Director of Labour Relations; Katie Cobban, PSEA Legal Counsel; Kyra Hudson, Lawyer, Mediator, and Investigator; and Barb Severyn, Former Executive Director of Human Resources, Camosun College

Additional Information on Facilitators:

Kyra Hudson was called to the bar in British Columbia and became a member of the Mediate BC Civil Roster of mediators in 2005. As a lawyer, mediator, investigator, and conflict coach, Kyra assists clients with matters in the public and private sector, in unionized and non-unionized environments, and in non-profit and for-profit organizations. Kyra often designs and supports conflict resolution processes in the post-secondary and sport sectors and has conducted mediations and investigations related to issues of discrimination, harassment, bullying, sexual misconduct, and code of conduct breaches.

Barb Severyn has a long and varied career in human resources in the public sector -- with the BC Public Service in the Ministry of Transportation and Highways, Motor Vehicle Branch, Ministry of Forests, and the BC Public Service Agency in both the Lower Mainland and Vancouver Island Regions. She was the ED of HR with the Vancouver Island Health Authority (now Island Health) for almost 5 years and, most recently, was the ED of HR with Camosun College in Victoria for 10 years.

◆ Bargaining

Fundamentals of the Collective Bargaining Process

DESCRIPTION

This workshop is intended for excluded staff interested in the collective bargaining process or who may become involved in bargaining as a member of the bargaining committee in the future.

WORKSHOP GOAL

Participants will leave with an understanding of the collective bargaining process in the post-secondary sector.

LEARNING OUTCOMES

This course will cover the fundamentals of the collective bargaining process in the post-secondary context and will examine:

- The relevant provisions of the Labour Relations Code, including the rights and duties of employers and unions, the general bargaining process, up to and including strikes or lockouts.
- Understanding bargaining in our sector, including the role of government, PSEC, PSEA, common tables, and the coordination of bargaining in our sector.
- The bargaining committee — who should be on a bargaining committee, and the roles of each member once bargaining commences.
- Preparing for bargaining — developing proposals, researching bargaining issues, and issuing estoppel notices.
- The bargaining process including negotiating protocol agreements, exchanging initial proposal packages, progressing from housekeeping to monetary items, package bargaining, and ratification of an agreement: and
- What happens when the bargain becomes difficult — mediation, job action, strikes or lockouts, essential services, and returning to work.

Format: Online

Date: TBD

Location: Zoom

Time: 9:00 am – noon PST

Cost: \$25.00 plus GST

Facilitator(s): TBD, Director of Labour Relations

Bargaining Academy

DESCRIPTION

This workshop is recommended for people leaders and human resources or labour relations practitioners who will be involved with bargaining at their institution.

Collective bargaining can be complicated, challenging, and, at times, stressful. During the workshop, participants will learn the fundamentals of collective bargaining and experience the bargaining process from start to finish through simulation and role play.

WORKSHOP GOAL

Participants will learn how to prepare for and conduct collective bargaining in the post-secondary sector.

LEARNING OUTCOMES

By the end of the workshop, participants will be able to:

- Attain an understanding of the legal, political, and relationship landscape in which bargaining occurs.
- Articulate how to prepare and conduct actual negotiations.
- Assess the outcome of a negotiation.
- Recognize the psychology behind contract negotiations.
- Practice the art of negotiation- the mechanics of give-and-take, compromise, and trading issues.
- Identify the issues in collective bargaining and the challenge of writing acceptable provisions for both parties.
- Acknowledge the importance of and problems associated with teamwork and intra-organizational bargaining.
- Acquire an appreciation for the application of bargaining theories to negotiations.

Program Length: 3 days

Format: In-person

Dates: TBD

Location: PSEA Office, 3rd floor 2889 East
12th Ave., Vancouver

Time: 9:00 am – 4:30 pm PST

Cost: Local Participants: TBD

Non-Local Participants: TBD

Lunch: Provided

Facilitator(s): PSEA Staff Members and Kindree
Draper, Director, Corporate Relations, Ministry of
Finance, Public Employers' Council (PSEC)



EMERGING ISSUES

In addition to pre-scheduled learning opportunities, PSEA coordinates sessions on emerging issues. These sessions provide members with timely information to address an immediate or emerging concern or topic.

Examples include:

- Integrating Indigeneity
- Workplace Accommodation Playbook
- Accessible BC Act
- Trauma-Informed Investigations
- Navigating Freedom of Expression, Hate Speech, and Academic Freedom

PowerPoint slide decks and/or video recordings of sessions are available upon the presenters' permission.

We email emerging issue session alerts to members. If you have questions about these sessions or topic suggestions, please contact us via email at learning@psea.bc.ca.

Pay Transparency

DESCRIPTION:

In May of 2023, the [Pay Transparency Act](#) passed, placing new requirements on employers to address systemic discrimination in the workplace. Using a phased approach, provincially regulated employers above a certain size are required to complete and post pay transparency reports by November 1st each year. As of November 2024, employers with 1,000 or more employees (as of January 1st) were required to begin posting. The same requirement then applied to those with 300 or more employees in 2025 and will apply to those with 50 or more employees in 2026.

The [Pay Transparency Regulation](#) sets out the requirements for completing pay transparency reports. A simple, online reporting tool for employers has been created for pay transparency reports. The tool requires a Business [BCeID](#) account to log in and allows employers to upload their data in CSV format to automatically generate a report that would look similar to this [mock report](#). A webpage, [Guidance for preparing pay transparency reports](#), is a comprehensive step-by-step guide with a link to the [reporting tool](#) and additional resources.

The session's purpose is to provide a brief overview of the requirements that the Pay Transparency Act places on employers and a short demonstration of the pay transparency reporting tool.

Presenter(s):

Jessica (Jess) Hodge is the Director of a new Pay Transparency Unit in the Gender Equity Office of the Ministry of Finance. The Unit is responsible for supporting employers to meet their obligations under the Pay Transparency Act and to track and monitor compliance. She has been in various roles and Ministries within the BC Public Service since 2007. Any questions related to pay transparency can be directed to Jess at Jessica.Hodge@gov.bc.ca.

Shoko Sato works as the Client Management Coordinator in the Pay Transparency Unit. Shoko joined the Unit in June 2024, and she supports employers with preparing pay transparency reports and being compliant with other requirements of the Pay Transparency Act.

Format: Online

Date: June 18, 2025

Location: Zoom

Time: 10:00 am – 10:45 am PST

Cost: Included in PSEA Membership

WorkSafeBC Series

PSEA is excited to partner with WorkSafeBC to bring you a series of informative workshops. These sessions are ideal for people leaders, HR/LR professionals, and disability management employees looking to better understand the WorkSafeBC claims process and employer responsibilities.

SESSION 1 – DESCRIPTION:

Dealing with an Occupational Injury or Illness: What You Need to Know

When an employee is injured or falls ill due to work, navigating the claims and return-to-work process can be complex. This interactive session will equip you with the knowledge and strategies to manage claims effectively and fulfill your legal obligations.

LEARNING OUTCOMES

- An overview of the WorkSafeBC claims process
- When and how to communicate with WorkSafeBC
- Employer responsibilities under the **Return-to-Work (RTW) obligations**, including:
 - Duty to Cooperate and Duty to Maintain Employment
 - Best practices for supporting injured employees in a timely and fair return-to-work process

Format: Online

Date: October 6, 2025

Location: Zoom

Time: 10:00 am – noon PST

Cost: Included in PSEA Membership

Facilitator(s):

Juanita Woodrow is a Return-to-Work Specialist-Nurse at WorkSafeBC and a certified disability management professional. Juanita has worked in a variety of roles at WorkSafeBC for the last 27 years, including claims management. In her current role, Juanita provides consultation and education services to a variety of stakeholders, assisting with injury management and supporting the return-to-work process.

Brittney McNabb is a Recovery and Return-to-Work Specialist at WorkSafeBC. Prior to this, she spent more than 15 years working as a kinesiologist and clinical exercise physiologist in the private sector. In her current role, Brittney provides consultation and education services to a variety of stakeholders, assisting with injury management and supporting the return-to-work process.

WorkSafeBC Series *(continued)*

SESSION 2 – DESCRIPTION

Psychological Health and Safety in the Workplace (Offered on two separate dates for your convenience)

Psychological health and safety in the workplace are more important than ever. In this session, concepts on mental health such as psychological health and safety, and mental well-being will be explored. This session will include strategies on how organizations can create psychologically safe environments and the tools leaders can utilize to cultivate a psychologically healthy and safe workplace. Learn about how to reduce stigma and ensure that your workplace is equipped with mental health resources to support everyone.

Format: Online (Option 1)

Date: October 15, 2025

Location: Zoom

Time: 10:00 am – 11:00 am PST

Cost: Included in PSEA Membership

Format: Online (Option 2)

Date: November 7, 2025

Location: Zoom

Time: 10:00 am – 11:00 am PST

Cost: Included in PSEA Membership

Facilitator(s):

Jennifer Irwin is a seasoned safety and mental health professional with over 17 years of experience across various industries, including mining, road construction, container terminals, and municipal government. Currently, she serves as an Industry Program Specialist at WorkSafeBC, focusing on mental health injury prevention in the workplace. Jennifer holds two diplomas and professional certifications, one in Occupational Health and Safety and another in Counseling, along with a certificate in Life Coaching. Her unique combination of expertise in both safety and mental health drives her passion for integrating mental wellness into the heart of occupational health and safety practices. She is deeply committed to fostering a mindset that values both safety and mental well-being from the start of the workday to its close. Jennifer firmly believes that we work to live—not the other way around—and is dedicated to ensuring that everyone goes home healthy and safe every day.

Amenda Kumar has worked in the mental health field for over 15 years, working for both government and private organizations. She joined WorkSafeBC in 2014 and since then, she has worn several hats including working as a Case Manager in Claims, Investigations Officer in Fatal and Series Injury Investigations, and currently as an Industry and Programs Specialist for Psychological Health and Safety in Prevention Programs and Services Department. Outside of WorkSafeBC, Amenda is involved in promoting mental health in her role as a registered clinical counsellor and registered social worker. Amenda has her Master of Social Work from UBC and is currently a member of the BC College of Social Workers. She also works closely with the BC First Responders' Mental Health Committee in supporting first responder mental health.

Estoppel: Managing Past Practices and Promises

This session is recommended for human resources and labour relations practitioners.

DESCRIPTION

Does your organization have a long-standing practice that either contradicts the Collective Agreement or goes beyond what is required in the Collective Agreement, or is it just so long-standing you wonder if you can change it? Did someone write an email 15 years ago promising to act in a certain way, but that promise doesn't make sense anymore? Are you unsure if a promise was made or exists?

Estoppel is the legal practice of identifying and ending promises to act in a way that is contrary to the language of the collective agreement. Learning how to identify and implement estoppel notice effectively can help.

In this session, we will cover how to identify and respond to situations in which estoppel may come up, including consistent and inconsistent past practices and historic promises, and how and when to address changes in bargaining and beyond.

Format: Online

Date: TBD

Location: Zoom

Time: 9:00 am – 11:00 am PST

Cost: Included in PSEA Membership

Facilitator(s): TBD

University and College Governance: Their Relationship to the Practice of Labour Relations

This session is recommended for labour relations practitioners and policy drafters.

DESCRIPTION

University and College governance is a complex matter involving multiple interest holders. The College and Institute Act and the University Act set out a bicameral governance model that is sometimes complicated. As legislative bodies operate outside Human Resources, their roles can sometimes be forgotten when responding to grievances or discussing bargaining issues. At times, labour relations issues can creep into decisions that properly belong to the governance bodies. The Collective Agreement cannot interfere with the Senate or Education Council's authority in certain areas. This workshop explores the intersectionality between labour relations and Board governance and clarifies the relationship between labour relations and governance using case examples.

Format: Zoom

Date: TBD

Location: Zoom

Time: 9:00 am – 11:00 am PST

Cost: Included in PSEA Membership

Facilitator(s): TBD

Cancellation and Refund Policy

Sometimes, PSEA needs to cancel a workshop, webinar, or academy. We will try to provide at least one week's notice for such occasions; however, there may be a last-minute cancellation due to the presenter's illness. PSEA will notify each registrant by email. PSEA will not be responsible for travel reimbursement, or any other expenses incurred by the registrant before the specified cancellation date but will refund the session cost.

Cancellations by registrants must be communicated in writing to learning@psea.bc.ca at least ten business days in advance of the session. A full refund, minus the processing fee, will be issued for cancellations received in writing ten or more business days before the session. If a registrant cannot attend, you may substitute another excluded employee from your institution to attend in your place; please let us know in writing about any substitution to learning@psea.bc.ca before the event.