



IRN Conference 2015

DATE Thursday, March 12th, 2015

START 8.30am sharp

VENUE O'Reilly Hall, UCD



Managing expectations beyond the crisis

Supported by
MCCANN FITZGERALD

morning

7.30: *Registration & Tea/Coffee*

Conference Chair Ingrid Miley is Industry and Employment Correspondent for RTE. In this capacity she is responsible for TV and radio coverage of news stories on various aspects of employment and industrial relations in Ireland. Ingrid has also worked on Today Tonight, Prime Time and Market Place.

8.30: *Conference opens - Introduction of conference chair*

1. INDUSTRIAL RELATIONS & WAGE BARGAINING

8.35: **Overview of Industrial Relations initiatives**
GED NASH TD, MINISTER FOR BUSINESS & EMPLOYMENT

Topics include the Low Pay Commission, Zero Hours & Low Hours study (currently being commissioned), collective bargaining legislation and Registered Employment Agreements (REAs).

9.00: **IRN-CIPD private sector pay survey.**

Presenter: MIKE McDONNELL (MD, CIPD) will present the findings of a joint private sector pay survey, conducted among IRN subscribers and CIPD member firms. This will give us an accurate overview of wage bargaining trends during 2014 and the outlook for pay in the private sector this year and beyond.

9.20: **Panel Discussion on Wage Bargaining prospects for 2015 and beyond: private and public sectors.**

This discussion will take into account of the results of the IRN-CIPD pay survey; the need for business competitiveness; equity considerations and affordability; the Government's commitment regarding the "orderly winding" down of FEMPI (emergency pay legislation) and the well-flagged talks between public service unions and Government.

Do we require a new national structure to manage wage bargaining in the private sector – a 'sensible' form of social partnership, as the LRC chief executive, Kieran Mulvey, called for recently? Or should the private sector stick with the new form of 'constrained wage bargaining' that has emerged in recent years, which combines some of the stability of national deals with the flexibility of local bargaining?

Included on the panel: Danny McCoy (CEO, Ibec); Shay Cody (General Secretary, Impact); Patricia King (General Secretary designate, ICTU); Mike McDonnell (MD, CIPD).

2. MEDIATION

10.15: **The adaptable mediator: research shows that context determines approach.**
DR DEIRDRE CURRAN, NUI GALWAY

Mediation is becoming increasingly popular as a process of dispute resolution. Deirdre is conducting unique research in the

workplace mediation field. Her focus for this important project is on the mediators themselves and how they perceive their own work. Four distinct contexts in which mediators operate are considered: the Labour Relations Commission; the Equality Tribunal; internal mediation services (i.e. in-company systems etc); and private mediation consultants.

10.45: *Coffee*

3. EMPLOYMENT LAW OVERVIEW

11.15: **Comprehensive employment law presentation by conference sponsors, McCann FitzGerald, one of Ireland's leading law firms.**
TERENCE McCRANN, PARTNER, McCANN FITZGERALD

In this session, Terence McCrann Partner and Head of the Employment Law Group at McCann FitzGerald will give an overview of the current key issues in employment, equality and industrial relations law including a legislative and case law update. This overview which is developed for IR and HR professionals will also consider 'do's and don'ts' for the busy practitioner.

4. WORKPLACE RELATIONS REFORM

12.00: **How the new workplace relations reforms will impact on the Labour Court and its clients.**
KEVIN DUFFY, CHAIRMAN, LABOUR COURT.

While the bulk of Labour Court hearings under the new reformed dispute resolution system will involve rights-based cases, its Chairman, Kevin Duffy, has stressed that the Court "must retain its primary role as the final industrial relations peacemaker in disputes of interest". The reforms present many challenges to the system, but Kevin believes the Court is ready to meet them and will continue to deliver a level of service that has been ever-present since the Court's inception.

5. COLLEAGUE/EMPLOYEE ENGAGEMENT

12.30: **CATHERINE LAMBE, HR DIRECTOR, MUSGRAVE.**

Employee engagement at Musgrave, which employs over 5,000 employees directly and over 30,000 indirectly through its Retail Partners in Ireland, is now seen as an essential tool in building an emotional connection between work colleagues, the brand and the customer. HR Director Catherine Lambe will explain what they set out to do, how they do it and what lessons have been learned on this "continuing journey" towards excellence. Musgrave believe that "engaged and engaging colleagues" not only deliver for the brand and its retail and foodservice customers, but also makes Musgrave a better place to work, enhancing the group's ability to attract and retain employees.

1.00: *LUNCH*

afternoon

 starts 2.00pm

JOINT MANAGEMENT-UNION CASE STUDIES:

2.00: **Bausch & Lomb: Cost restructuring 'dividend' follows Management-Union agreement**
MARK FITZGERALD (HR MANAGER) AND ALLEN DILLON (SIPTU).

Facing possible closure, management and trade unions at the well-established Waterford-based Bausch & Lomb plant, concluded a cost restructuring agreement in 2014 that has, ultimately, saved 900 jobs. Now, more work will come on stream following the recent announcement of a €41m investment programme, which arrived quickly on the heels of the cost savings deal. This is the story of a remarkable turnaround, which would not have been possible without the leadership shown by company and union representatives, and crucially, due to the willingness of workers to accept sacrifice.

2.45: **Pfizer Pharmaceuticals: Workplace transformation in response to an increasingly challenging business environment**
MIKE CROWLEY, HR DIRECTOR, PFIZER IRELAND PHARMACEUTICALS & ALAN O'LEARY, SIPTU SECTOR ORGANISER.

A joint management-union-led 'transformation agreement' at Pfizer in Ringaskiddy helped to greatly improve operational competitiveness

and preserve 100 permanent jobs slated for redundancy across all grades, at a time when the plant faced inevitable change driven by patent expiry. Along with transitioning the site from a traditional functional design to a "value stream" based one, the transformational agreements developed in a spirit of cooperation with all employees & trade union stakeholders delivered an unprecedented platform from which to secure employment levels and increase competitiveness. The site's competitiveness within the parent company also helped to secure a €30m investment in a New Products Technology Laboratory (NPTL).

POLITICS:

3.30: **MARY LOU McDONALD, SINN FÉIN SPOKESPERSON ON PUBLIC EXPENDITURE & REFORM.**

Mary Lou McDonald will address Sinn Fein's approach to pressing issues like public service pay and reform, national pay negotiations & social partnership, low pay, competitiveness and productivity, industrial relations legislation (such as the proposed amendment on collective bargaining rights) and employment equality issues.

Could Sinn Fein meet the demands these challenges would inevitably pose if the party was in Government? For example, how would Sinn Fein approach the question of pay restoration in the public service? Would it prefer national-level bargaining in the private sector, or would it opt to continue with the current system of company-by-company local bargaining? Could Sinn Fein deliver on its socio-economic expectations and policy priorities, while at the same time ensuring budget sustainability and provide re-assurance for inward investors?

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about the speakers

SHAY CODY - General Secretary of IMPACT and a member of the Executive Council of the Irish Congress of Trade Unions (ICTU). He is the Chairperson of the ICTU Public Service Committee and has also represented staff interests in the commercial and private sectors. Shay has represented IMPACT and ICTU in national-level negotiations, most recently in talks on the Haddington Road Agreement.

MIKE CROWLEY - HR Director of Pfizer's two API Manufacturing plants in Ringaskiddy & Little Island Co. Cork. He has worked with Pfizer since 2000, having previously worked in the aerospace industry. He has a wealth of experience in change management, organizational redesign/restructuring and industrial relations. Mike has a BBS from the University of Limerick, an MBS (HR & IR) from The Smurfit Graduate School of Business University College Dublin and a Certificate in Leadership & Strategy from University College Cork.

DEIRDRE CURRAN, PhD - has been employed as an academic at NUI Galway for the past fifteen years. Deirdre's current area of research interest is workplace mediation. Her most recent academic article explored the use of mediation in the resolution of collective industrial disputes. Deirdre is currently working on a comprehensive research project which explores the factors impacting mediator approach in different institutional contexts. She presented initial findings at the Irish Academy of Management Conference (2014), the Kennedy Institute's International Mediation Conference (2014), and at Cornell University in the US (2014). Deirdre is also an associate researcher with the Kennedy Institute at NUI Maynooth.

ALLEN DILLON - Industrial Organiser, SIPTU. Allen has worked with SIPTU for over 10 years in a number of locations. Now based in Waterford, Allen has represented SIPTU members in both public and private sectors. For the last 3 years he has worked exclusively in the Pharmaceutical & Medical Devices Sector within the SIPTU Manufacturing Division, representing members in employments such as Bausch & Lomb, Merck Sharp & Dohme, Novartis, Pfizer, Stryker and Teva. Allen has been involved in high profile cases like the MSD Harmonisation project (which featured at IRN conference, 2014) and the Novartis Pension transition.

KEVIN DUFFY - Chairman, Labour Court. Kevin has been Chairman of the Court since December 2003. Kevin's earlier career was in the trade union movement. He had been an official of the Building and Allied Trades Union from 1973 to 1987. He was then appointed Assistant General Secretary of the Irish Congress of Trade Union with responsibility for industrial relations, trade union organisation and labour legislation; a position which he held up to his appointment to the Court. He holds the degree of Barrister-at-Law from Kings Inns, Dublin and has been called to the Irish Bar.

MARK FITZGERALD - Human Resources Manager at Bausch & Lomb Ireland. Mark has over 20 years of Human Resources experience, 17 of which have been in a leadership role. CIPD qualified working in both an FDA-regulated manufacturing environment and WCM environment. Overall responsibility includes HR policy aligned with corporate and plant strategy; Organisational Development aimed at improving organizational effectiveness, change management, employee and industrial relations, resourcing, talent management, training and development and reward and recognition.

CATHERINE LAMBE - HR Director, Musgrave Wholesale Partners, holds a MSc in Strategic Human Resource Development and a Diploma in Human Resource Management from the National College of Ireland. Catherine previously held Senior HR roles with Hewlett Packard Ireland and its EMEA strategic outsourcing business. Prior to this, Catherine held roles with Reckitt Benckiser and H.J Heinz. Catherine joined Musgrave as HR Director in August 2005. Her role is to ensure that through an integrated Human Resources strategy, Human Resources is aligned to the Groups strategic and operational business needs in addition to driving the growth and change agenda across the business.

DANNY McCOY - Director General at the Irish Business & Employers Confederation (Ibec). Prior to joining Ibec he was a Senior Research Officer at the Economic and Social Research Institute (ESRI) and an economist in the Central Bank of Ireland. He has represented Ibec in national-level negotiations.

TERENCE McCRANN - Head of the Employment Group at McCann FitzGerald. Terence advises many organisations throughout the public and private sector, including many multi national companies based in Ireland, on all aspects of employment, equality and industrial relations law. Terence is a former chairman of the Employment and Equality Law Committee of the Law Society as well as the Irish Board member of the European Employment Lawyers Association (EELA) and is a CEDR accredited mediator.

MARY LOU McDONALD - TD for Dublin Central, Sinn Féin Deputy Leader and the party's Spokesperson on Public Expenditure & Reform. She was an MEP for Dublin from 2004 to 2009 and during her time in the European Parliament Mary Lou was a prominent member of the Employment and Social Affairs committee and Civil Liberties committee. Mary Lou led both Sinn Féin campaigns against the Lisbon Treaty and was part of the Sinn Féin negotiating team who delivered the St. Andrew's Agreement.

MIKE McDONNELL - MD, Chartered Institute of Personnel and Development Ireland (CIPD). Under Mike's direction CIPD Ireland has grown from 500 to over 5,000 members. Prior to joining CIPD, he worked in a number of HR roles with Adams Foods in the UK and as head of corporate affairs with the NRB. A Chartered Fellow of the CIPD, Mike is a graduate of the University of Limerick and has an MSc in HRM Leadership from Sheffield Hallam University. He has been a visiting lecturer in people management at a number of universities and an external examiner for several HR degree/postgraduate programmes in Ireland and the UK. Mike is a past president of the European Association of People Management (EAPM).

ALAN O'LEARY - SIPTU Sector Organiser. Alan has represented both public and private sector workers in many general and specialist union branches in the Munster region. From 2000 he was responsible for the Administrative Professional and Technical Branch (APT) and Sector Organiser since 2006. In 2010, Alan took up the role of National Sector Organiser for the strategically important Pharmaceutical Chemical and Medical Devices sector (PCMD), establishing a highly successful collective bargaining pay model – "Stability and Pay Pacts" – with employers now covering over 11,000 sector members. A graduate of University of Limerick Kemmy Business School (KBS) and UCD, Alan has primarily studied the fields of HRM and Trade Union Studies, with particular interest in the development of innovation and stakeholder bargaining.

GED NASH TD - Minister of State at the Department of Jobs, Enterprise and Innovation with responsibility special responsibility for small business and collective bargaining.