



CENTRE FOR LABOUR
MANAGEMENT RELATIONS
2010-2014 IN REVIEW



TED
ROGERS
SCHOOL OF MANAGEMENT
RYERSON
UNIVERSITY



Everyone Makes a Mark

PROMOTING
COLLABORATIVE,
ENTREPRENEURIAL,
ETHICAL, PROACTIVE
AND SUSTAINABLE

BEST-PRACTICE
LABOUR MANAGEMENT
RELATIONS IN CANADA



TABLE OF CONTENTS

04 LETTER FROM
BUZZ HARGROVE

06 LETTER FROM
STEVEN MURPHY

07 LETTER FROM
SHELDON LEVY

08 RESEARCH
ACCOMPLISHMENTS

09 RESEARCH
HIGHLIGHTS

10 KNOWLEDGE MOBILIZATION
ACCOMPLISHMENTS

11 KNOWLEDGE
MOBILIZATION HIGHLIGHTS

12 DEVELOPING HIGHLY
QUALIFIED PERSONNEL

14 MANAGEMENT TEAM
AND ADVISORY COMMITTEE

15 FACULTY
AFFILIATES





LETTER FROM BUZZ HARGROVE

Since 2010, the progress made by the Ted Rogers School of Management's Centre for Labor Management Relations (CLMR) at Ryerson University has been nothing less than extraordinary. The CLMR has served as a model of excellence for the productive way in which the public, private and not-for-profit sectors can have a lasting and meaningful impact on academics, students and stakeholder communities. As of May 2014, thanks to the generous support of our sponsors, the CLMR has been able to accomplish the following:

- Provide funding for 45 multi-disciplinary research projects that have brought together 35 academics and 48 undergraduate, graduate, and postdoctoral students to change the landscape of labour management relations in Canada;
- Demonstrate that the research it supports provides benefits for all Canadians by hosting 32 nationally relevant events, integrating research findings into university curriculum for 14 courses, and presenting and publishing research findings across 32 sources; and
- Develop the next generation of leaders and researchers through engaging over 65 students in our Top Talent Internship Program, and affecting the learning experience and skills development of 884 TRSM alumni have graduated with a major or minor in Human Resources Management/Organizational, Organizational Leadership or Labour and Employment Relations.

The need for the CLMR is more crucial now than ever as new financial and labour practices and policies are developed that affect entire industries within our local and global marketplaces. Moving forward, the CLMR has a number of special projects planned that will continue to foster greater productivity and profitability for organizations, and increased job and income security for workers. Although still in preliminary stages, some of these special projects include:

- Releasing bi-weekly "State of Labour Management Relations" newsletters, and monthly "Critical Issues in Labour Management Relations" discussion papers. These publications would not only capture the current state of events, news and research related to labour management relations, but they would also contribute to the discussion by developing relevant and timely content that would be shared with academics, students and stakeholder communities across Canada. Previously, the CLMR had released four "Voices of Experience" reports;



- Continuing efforts to establish the first Master of Management Science in Conflict Resolution program in Canada that would develop the next generation of researchers and leaders across society, both within academia and throughout the public, private and not-for-profit sectors. Currently, there are only a few Masters in Industrial Relations and/or Human Resources programs in Canada;
- Building national networks and relationships between the CLMR and academics, industry, and community groups to enhance research capacity across Canada. In June 2013 the CLMR submitted an industry grant application to bring together over 50 researchers and labour and management leaders from across Canada to develop evidence-based strategies, policies, and processes that would improve the global competitiveness of Canadian organizations while simultaneously creating safe, secure, and fair workplaces. Although unsuccessful, the CLMR hopes to incorporate feedback received from the review committee into future applications; and

- Developing a comprehensive communications, community engagement and knowledge mobilization strategy to ensure that research findings achieve maximum impact by reaching appropriate receptor communities.

We look forward to continuing to work with our advisory committee, community partners and faculty affiliates as we move forward on the next leg of our exciting journey towards promoting collaborative, ethical, proactive and sustainable best-practice labour management relations in Canada.

Best,

Buzz Hargrove

Executive Director, Centre for Labour Management Relations
Ted Rogers School of Management at Ryerson University



LETTER FROM STEVEN MURPHY

The Ted Rogers School of Management's (TRSM) undergraduate education is unparalleled in its 'real world,' hands-on approach. The curriculum at the TRSM blends theory with practice, unlocking our students' potential and enabling them to enter the workforce ready to take on industry challenges.

One under-recognized way in which our students acquire the necessary competencies, knowledge and skills required to succeed in their careers is through the support and opportunities made available to them thanks to our 12 research centres and institutes, especially the CLMR.

Thanks to the CLMR, our students are able to attend knowledge mobilization events where they learn about the latest academic research and professional practices. Our students are also able to gain real world experiences through participating in paid internships and research assignments that the CLMR coordinates through its extensive network. Finally, the research undertaken by the CLMR helps to enhance the TRSM's commitment towards fostering relevant, multi-disciplinary education, as findings from research projects are integrated into course curriculum.

Thank you to the CLMR and its generous sponsors for making a significant contribution towards positively impacting the learning experience and skills development of our students, and for helping the TRSM to develop the next generation of human resources and labour relations leaders and researchers.

Sincerely,

A handwritten signature in black ink, appearing to read 'S. Murphy'.

Steven Murphy
Dean, Ted Rogers School of Management
Ryerson University



LETTER FROM SHELDON LEVY

Ryerson University has always had its finger on the pulse. From the start, its mission has been to respond to the needs of society, and over the course of our development as a leading comprehensive, innovative university, it remains the foundation of what we do.

That is why the Ted Rogers School of Management's Centre for Labour Management Relations is a vital part of our university, bringing a depth of real life experience to considering complex issues and resolving them for the advancement of our communities. Ryerson takes seriously its responsibility to connect with the society we serve, and the CLMR offers a dynamic and inclusive focus on an extraordinary local and global profile.

Culturally diverse and inclusive, Ryerson is home to 38,950 students, including 2,300 master's and PhD students, nearly 2,700 faculty and staff, and more than 140,000 alumni worldwide. The university offers more than 100 undergraduate and graduate programs, and The G. Raymond Chang School of Continuing Education is Canada's leading provider of university-based adult education. Research is on a trajectory of growth and success, with externally funded research doubled in the past four years. We are known internationally for pioneering an entrepreneurial model of education represented by the Digital Media Zone, the Centre for Urban Energy and new zones under development – and for our declared commitment to be a city-builder.

Recent developments include the Mattamy Athletic Centre at the Gardens, the Ryerson Image Centre on campus, and the Student Learning Centre rising on Yonge Street as the new gateway to the university.

The role of the university is to advance knowledge and understanding in a sustainable and meaningful way, and strong relationships are at the heart of progress. With its research projects, events, publications and networks the CLMR is at the forefront of advancing this goal. Most of all, in providing exceptional opportunities for students, the Centre is developing the next generation of professionals in human resources and labour relations, an essential part of our shared future and a benefit to us all.

Sincerely,

A handwritten signature in black ink that reads "Sheldon Levy". The signature is fluid and cursive.

Sheldon Levy
President and Vice-Chancellor
Ryerson University

RESEARCH ACCOMPLISHMENTS

The CLMR believes in funding multi-disciplinary research projects that contribute to the development of innovative research and academic programmes.

As of May 2014, the CLMR has provided funding for 45 multi-disciplinary research projects that have brought together 35 academics and 48 undergraduate, graduate, and postdoctoral students to change the landscape of labour management relations in Canada.

Out of these 45 projects:



RESEARCH HIGHLIGHTS



FASHION VICTIMS: CLOTHING AND HEALTH IN HISTORICAL PERSPECTIVE

Alison Matthews-David (Assistant Professor, School of Fashion) received a CLMR grant in 2010 to investigate how the dyes and toxins used in manufacturing processes have damaged the health of the 26.5 million workers in the global garment industry. Alison was later awarded a Standard Grant from the Social Sciences and Humanities Council of Canada (SSHRC), and she is currently co-curating an exhibition at the Bata Shoe Museum to showcase her research findings.



THE LABOUR MARKET INTEGRATION OF FORMER LIVE-IN CAREGIVERS (LIC) INTO CANADA

Rupa Banerjee (Assistant Professor, Human Resources Management/Organizational Behaviour) received a CLMR grant in 2012 to investigate the labour market experiences of former LIC program workers, their adaption to Canadian society, and their access to social and economic support services. Rupa was later awarded a Standard Grant from the Social Sciences and Humanities Council of Canada (SSHRC), and she is now the lead investigator of a nation-wide study for this project.



AN IMMIGRANT ALL OVER AGAIN? RECESSIONS, PLANT CLOSURES AND OLDER IMMIGRANT WORKERS

Winnie Ng (CAW-Sam Gindin Chair in Social Justice and Democracy) received a CLMR grant in 2011 to explore the systemic and structural inequalities that disadvantaged, foreign-born, older workers in Canada face, as well as the effect that being suddenly laid off can have on these populations' levels of employment and health outcomes. Winnie partnered with Unifor and numerous advocacy and community groups to conduct this research and present her findings and recommendations, which were published in four national publications.

KNOWLEDGE MOBILIZATION ACCOMPLISHMENTS

The CLMR believes in moving research findings into society so as to increase its intellectual, economic, social and cultural impact.

As of May 2014, the CLMR has mobilized knowledge in many forms, including:

HOSTING
32 EVENTS,
INCLUDING
CONFERENCES,
WORKSHOPS AND
SYMPOSIUMS

INTEGRATING RESEARCH FINDINGS
INTO UNIVERSITY CURRICULUM FOR
14 COURSES

PRESENTING AND PUBLISHING
RESEARCH FINDINGS ACROSS
32 SOURCES,
INCLUDING CONFERENCES,
JOURNALS, AND REPORTS

Additionally, in 2013 alone, the CLMR Directors and eight of our **34** Faculty Affiliates* received:



INCLUDING



**Please note that at the time of this reports printing, media mentions data was not available for 26 of our Faculty Affiliates, and for the years 2010, 2011, and 2012.*

KNOWLEDGE MOBILIZATION HIGHLIGHTS

COLLABORATIVE APPROACH TO WORKPLACE ACCOMMODATION

Held in October 2013, this conference brought together 75 provincial representatives from the public, private and not-for-profit sectors to discuss how government, labour, and management can cooperate to develop innovative accommodation and return-to-work programs for workers with physical injuries and mental health issues.

FROM RESEARCH AND THEORY TO PRACTICE AND POLICY IN EMPLOYMENT AND WORK

Held in May 2013, this conference brought together over 150 international delegates from academia to reflect on the enormous changes that have taken place in the realms of employment and work in relation to the roles of government, labour, and management since the 1960s.

THE FUTURE SUSTAINABILITY OF CANADA'S PENSIONS

Held in November 2012, this conference brought together over 125 national representatives from academia and the public, private and not-for-profit sectors to discuss creative alternatives towards maintaining pension security for all Canadians.

MENTAL HEALTH IN THE WORKPLACE

Held in September 2011, this conference brought together 90 provincial representatives from academia and the public, private and not-for-profit sectors to examine the mental health challenges faced by labour and management, while also sharing best-practices, recommendations and strategies to reduce the effects of workplace stress.

DEVELOPING HIGHLY QUALIFIED PERSONNEL

The CLMR believes in supporting undergraduate, graduate and postdoctoral students in order to develop the next generation of researchers and leaders across society, both within academia and throughout the public, private and not-for-profit sectors.

As of May 2014, the CLMR has developed highly qualified personnel through many forums, including:



ENGAGING OVER
65 STUDENTS
IN OUR TOP TALENT INTERNSHIP PROGRAM (TTIP)

Affecting the learning experience and skills development of:

441 TRSM ALUMNI

WHO HAVE GRADUATED WITH A MAJOR
IN HUMAN RESOURCES MANAGEMENT/
ORGANIZATIONAL BEHAVIOUR

443 TRSM ALUMNI

WHO HAVE GRADUATED WITH A MINOR IN HUMAN RESOURCES
MANAGEMENT/ORGANIZATIONAL BEHAVIOUR, ORGANIZATIONAL
LEADERSHIP OR LABOUR AND EMPLOYMENT RELATIONS

DEVELOPING HIGHLY QUALIFIED PERSONNEL



Since 2010 the TTIP has offered a diverse group of students with unique internship opportunities where they have worked with cutting-edge unions and employers of choice from across Ontario. As of May 2014 the TTIP has coordinated over 65 internships where students have acquired the necessary skills to succeed in the globalized 21st century workplace, while at the same time contributing their knowledge of the latest academic research and professional practices towards providing strategic direction and enhancing the bottom line of their respective workplaces.

Launched in 2011, the Labour and Employment Relations (LER) minor provides undergraduate students with an interdisciplinary approach to the examination of labour and employment relations in Canada. With required coursework in both management and the social sciences, the LER minor is designed to assist students in their pursuit of professional opportunities in labour and employment relations, and to enable more advanced and diverse opportunities for further study in the field.

MANAGEMENT TEAM AND ADVISORY COMMITTEE

MANAGEMENT TEAM

- Steven Murphy, *Chair*
- Buzz Hargrove, *Executive Director*
- Maurice Mazerolle, *Research Director*
- Aman Rajwani, *Research and Special Projects Coordinator*
- Sina Troung, *Research and Special Projects Coordinator*

ADVISORY COMMITTEE

- Adam Kahan, *Ryerson University*
- Arnold Amber, *CWA / SCA Canada*
- Caroline Hagan, *Aeroplan*
- Catherine Barker, *Ontario Lottery and Gaming Corporation*
- Dave Ritchie, *IAMAW*
- David Wakely, *Filion Wakely Thorup Angeletti*
- Don MacKinnon, *Power Workers' Union*
- Isabel Meharry, *Green Shield Canada*
- Jason Fitzsimmons, *Ontario Power Generation*
- Jeff Mayer, *Lear Corporation*
- Jerry Dias, *Unifor*
- John Crowell, *Magna International Inc.*
- John Paul MacDonald, *Bombardier*
- Kathy Martin, *Loblaws Companies Limited*
- Ken Georgetti, *Canadian Labour Congress*
- Kevin Smith, *Pratt & Whitney*
- Kim Madigan, *CN*
- Paul Meinema, *UFCW Canada*
- Robert Magee, *The Woodbridge Group*
- Scott Morey, *Air Canada*
- Steve Majer, *Ford Motor Company of Canada*

FACULTY AFFILIATES

FACULTY OF ARTS

- Alison Matthews-David, *Fashion*
- Andrea Noack, *Sociology*
- Aparna Sundar, *Politics*
- Bryan Evans, *Politics*
- Catherine Ellis, *History*
- Grace-Edward Galabuzi, *Politics*
- Jenny Carson, *History*
- John Shields, *Politics*
- Melanie Knight, *Sociology*
- Myer Siemiatycki, *Politics*
- Pamela Sugiman, *Sociology*
- Patrizia Albanese, *Sociology*
- Sedef Arat-Koc, *Politics*

FACULTY OF COMMUNITY SERVICES

- Winnie Ng, *Social Justice*
- Esther Ignagni, *Disability Studies*
- Melanie Panitch, *Disability Studies*
- Kathryn Church, *Disability Studies*
- Kiaras Gharabaghi, *Child/Youth Care*

FACULTY OF ENGINEERING AND ARCHITECTURAL SCIENCE

- Cory Searcy, *Industrial Engineering*
- Patrick Neumann, *Mechanical Engineering*

FACULTY OF SCIENCE

- Peter Danziger, *Mathematics*

TED ROGERS SCHOOL OF MANAGEMENT

- Asher Alkoby, *Law*
- Avner Levin, *Law*
- Bettina West, *Marketing*
- Chris MacDonald, *Law*
- Danielle Lamb, *HRM/OB*
- Fei Song, *HRM/OB*
- Gerald Hunt, *HRM/OB*
- Ian Sakinofsky, *HRM/OB*
- Kernaghan Webb, *Law*
- Kimberly Bates, *Entrepreneurship*
- Mary Foster, *Marketing*
- Murtaza Haider, *Global Management*
- Pnina Alon-Shenker, *Law*
- Rupa Banerjee, *HRM/OB*
- Timothy Bartkiw, *HRM/OB*
- Wendy Cukier, *Info. Tech.*

EXTERNAL FACULTY AFFILIATES

- Amanda Shantz, *York University*
- Ana Virginia Gomes, *Queen's University*
- Anil Verma, *University of Toronto*
- Anna-Carin Nordvall, *Umea University*
- Jeffrey Reitz, *University of Toronto*
- Leah Vosko, *York University*
- Mark Thomas, *York University*
- Philip Kelly, *York University*
- Rafael Gomez, *University of Toronto*



AIR CANADA 

BOMBARDIER
the evolution of mobility

 Canadian Labour Congress
Congrès du travail du Canada



 **CWA | SCA CANADA**
Communications Workers of America
Syndicat des communications d'Amérique

**Filion Wakely
Thorup Angeletti**
management labour and employment law



gsc
green shield canada 



 **LEAR**
CORPORATION

Loblaws
COMPANIES LIMITED

 **MAGNA**

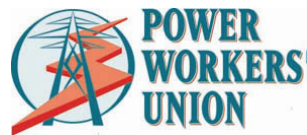


**ONTARIO POWER
GENERATION**

 **Pratt & Whitney Canada**
A United Technologies Company

 **UFCW**
a **VOICE** for working America

 **unifor**
theUnion | lesyndicat



 **THE WOODBRIDGE GROUP**
Mastering Science To Serve Our Customers™



www.ryerson.ca/clmr

clmr@ryerson.ca

[@RyersonCLMR](https://twitter.com/RyersonCLMR)

416-979-5000 ext. 2379