

CENTRE FOR LABOUR MANAGEMENT RELATIONS

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2015 ANNUAL REPORT



Ryerson
University

TED
ROGERS
SCHOOL OF RYERSON
MANAGEMENT UNIVERSITY

CLMR

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ABOUT US

MISSION STATEMENT

Promoting collaborative, ethical, innovative, proactive & sustainable best-practices for labour and management to work better together in a way that results in greater productivity and profitability for businesses, improved job & income security for workers, & decreased inequality & injustice for all of society.

PROGRAM & RESEARCH THEMES

1. Exploring innovative models that arrange, design, distribute, and manage employment arrangements and work environments;
2. Developing strategies and processes for labour and management to create positive / productive relationships, reduce conflicts, and build trust;
3. Examining the past, present and future of macro-factors affecting employment / labour/ work (e.g., demographic, economic, ethical, geographical, legal, political, regulatory, social, and technological);
4. Understanding the experiences of economically, historically, and socially disadvantaged groups and eliminating barriers for them to thrive in the labour market; and
5. Leading dialogues around provincial and national working life issues:

Relevant priorities outlined in Premier's 2014 Mandate Letters to Ministries

Building retirement security	Ministry of Finance
Collaborating on Collective Bargaining	Ministry of Labour
Developing a health and wellness strategy	Ministry of Health and Long Term Care
Developing a wage gap strategy	Ministry of Labour
Leading a poverty reduction strategy	Treasury Board Secretariat
Reflecting the changing workplace	Ministry of Labour
Supporting a dynamic business climate	Ministry of Economic Development, Employment and Infrastructure
Transforming social assistance and developmental services	Ministry of Community and Social Services

OVERALL ACCOMPLISHMENTS

RESEARCH PROJECTS



KNOWLEDGE MOBILIZATION



HIGHLY QUALIFIED PERSONNEL





LETTER FROM BUZZ HARGROVE

CO-DIRECTOR OF THE CENTRE FOR LABOUR
MANAGEMENT RELATIONS

SINCE SEPTEMBER 2010, THE PROGRESS MADE BY THE TED ROGERS SCHOOL OF MANAGEMENT'S CENTRE FOR LABOUR MANAGEMENT RELATIONS (CLMR) AT RYERSON UNIVERSITY HAS BEEN EXTRAORDINARY.

The need for the CLMR is more crucial now than when we first began. Emerging economic, political, regulatory, social and technological factors are beginning to affect all aspects of employment, labour, & work across local and global marketplaces. This is an exciting time for labour and management to learn how to work better together to resolve emerging government priorities and market trends.

The CLMR is uniquely situated within the sphere of labour centres and management think tanks across North America. Our efforts bring key labour and management stakeholders together, to produce better, more productive, profitable, and equitable solutions for the critical labour and management issues we face today.

The CLMR has reached an exciting precipice, where growth and expansion is underway. Our research and knowledge mobilization capacity, strategic partnerships, and network of highly qualified personnel continues to grow, and our Centre remains ever focused on our mandate and mission.

Over the coming year, we look forward to continuing our important work in these areas, while also expanding with some new initiatives. Two new projects that are underway include an expansion of the Centre's research and publication database, equipping the Centre with tools to become a central hub for research in the field. We have also partnered with the Ryerson School of Journalism, engaging its faculty and students on key research projects, which among other goals, has facilitated and our knowledge dissemination strategies.

I look forward to continuing to work with the CLMR's advisory board, community partners, and faculty affiliates as we continue to produce research and programs that result in greater productivity, quality and profitability for organizations, increased income and job security for workers, and decreased inequality and injustice for all of society.

Best,

A handwritten signature in black ink that reads "Buzz Hargrove". The signature is fluid and cursive.

Buzz Hargrove

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



LETTER FROM STEVEN MURPHY

DEAN OF TED ROGERS SCHOOL OF MANAGEMENT
AT RYERSON UNIVERSITY

THE TED ROGERS SCHOOL OF MANAGEMENT (TRSM) PRIDES ITSELF ON FOSTERING A LEARNING AND RESEARCH ENVIRONMENT THAT FACILITATES INNOVATIVE PROBLEM-SOLVING, CRITICAL THINKING AND THE COURAGE TO ACT CREATIVELY.

Our students, faculty, staff and partners continuously push expectations and defy the conventional to positively impact society and the business world.

One of the reasons we are able to maintain this forward momentum is because of our 15 innovative research centres, institutes and labs. The Centre for Labour Management Relations (CLMR) helps us provide our students with the latest industry information through knowledge mobilization events, paid internships, and research assignments; allowing them to learn about the latest professional practices from labour management experts.

The research undertaken by the CLMR helps to enhance TRSM's commitment to fostering relevant, multi-disciplinary education, with research findings being integrated directly into TRSM course curriculum.

Students graduate from TRSM poised for action, with the skills, confidence and energy to enter the workforce and face industry challenges.

I would like to thank the Centre for Labour Management Relations and its generous sponsors for their significant contributions to TRSM as an innovative, problem-solving research centre, and its many impacts on our students' development as future leaders in the fields of human resources and labour relations.

Sincerely,

A handwritten signature in black ink, appearing to read 'Steven Murphy', written in a cursive style.

STEVEN MURPHY

Dean, Ted Rogers School of Management
Ryerson University

LETTER FROM MOHAMMED LACHEMI

PRESIDENT & VICE-CHANCELLOR OF RYERSON
UNIVERSITY



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 Centre for Labour and Management Relations at the Ted Rogers School of Management 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 Centre offers a dynamic and inclusive focus on an extraordinary local and global profile.

Culturally diverse and inclusive, Ryerson is home to 43,000 students, including 2,400 master's and PhD students, 2,700 faculty and staff, and more than 170,000 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 more than doubled in the past four years. We are known internationally for pioneering an entrepreneurial model of education represented by the Digital Media Zone and ten

zones of innovation – 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 award-winning Student Learning Centre 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, appearing to read 'Mohammed Lachemi'.

MOHAMMED LACHEMI

President & Vice-Chancellor,
Ryerson University

RESEARCH PROJECTS

The CLMR believes in funding multi-disciplinary research projects that contribute to the development of innovative research and academic programs. In 2015, the CLMR funded three new research projects:



Improving Labour Policy for Highly Flexible Workforces:

Charles Davis

Professor of Media in the Faculty of Communication and Design at Ryerson University

This project will identify leading policy, regulatory, and legislative frameworks for flexible, precarious and highly skilled labour forces, assess alternatives from the perspective of workers, unions, guilds, and policymakers, and then recommend a policy framework for the Canadian screen sector of media workers.

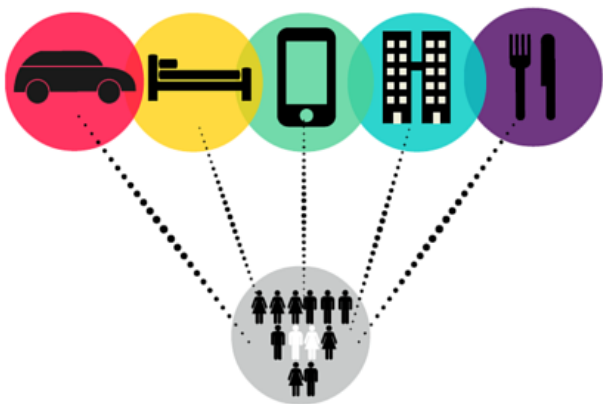


The Human Service Workforce Survey: A Toronto - New York Comparison of Workplace and Service Provisions

John Shields

Professor of Politics and Public Administration in the Faculty of Arts at Ryerson University

This project will explore the impact of current austerity-driven policy and regulatory measures on the capacity of government agencies, non-profits and some private sector providers to deliver high quality human services and the ability of workers to effectively do their jobs and serve their clients.



The Nature of Work in the Sharing Economy

Myer Siemiatycki

Professor of Politics and Public Administration in the Faculty of Arts at Ryerson University

This project will explore whether work in the sharing economy resembles the autonomy, creativity and fulfillment associated with being a freelancer, or rather, undermines workers' stable employment, labour rights and protections.

KNOWLEDGE MOBILIZATION

The CLMR believes in moving research findings into broader communities and society so as to increase their intellectual, economic, social, and cultural impact. In 2015, the CLMR hosted 16 conferences, discussions, and workshops including:

Labour Law Reform Panel

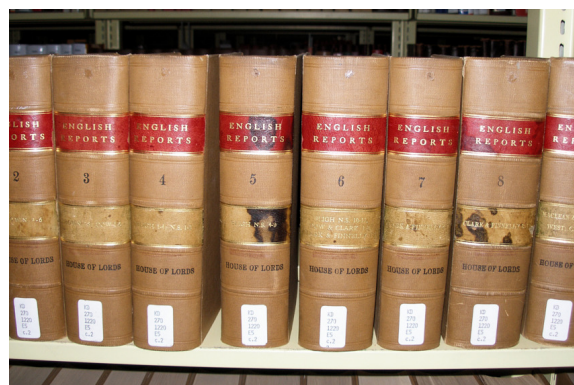
On June 10, 2015 the CLMR hosted a panel discussion that explained and clarified the consultation process for stakeholders interested in preparing a submission for the Ministry of Labour's Changing Workplaces Review. Speakers and collaborators included:

Deena Lad; **Workers' Action Centre**

John Cartwright; **Toronto & York Region Labour Council**

Lewis Gottheil; **Unifor**

Sheila Block; **Canadian Centre for Policy Alternatives -Ontario Office**



The Case for Pay Equity

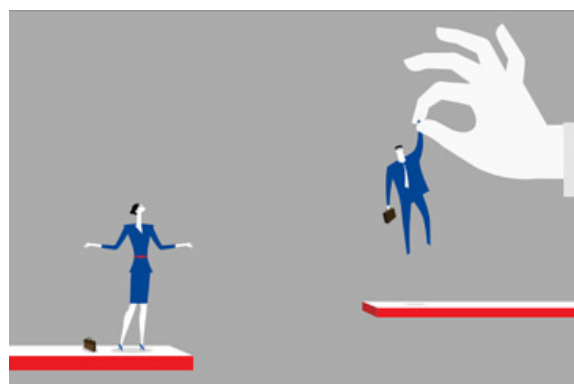
On September 28, 2015, in partnership with the Ontario Pay Equity Commission, the CLMR hosted a one-day conference to support attendees in building a business case for pay equity within the organizations that would reflect an accountable and transparent pay model. Speakers and collaborators included:

Emanuela Heyninck; **Ontario Pay Equity Commission**

Minister Kevin Flynn; **Ontario Ministry of Labour**

Mary Cornish; **Equal Pay Coalition**

Lousie McSorley; **Australian Workplace Gender Equality Agency**



Envisioning the Future of Pensions

On November 20, 2015, in partnership with the National Institute on Ageing (formerly the Pension Innovation and Research Centre), the CLMR hosted a one-day conference to capture young workers perspectives on retirement income and determine how prepared Canada is to meet the needs of its aging population. Speakers and collaborators included:

Diane Francis; **National Post**

Mahmood Nanji; **Ontario Retirement Pension Plan Secretariat**

Mitch Frazer; **Torys LLP**

Samir Sinh; **Mount Sinai Hospital**



Management Team and Advisory Board

2015

Management Team

Aman Rajwani (Research and Special Projects Coordinator)
Buzz Hargrove (Co-Director)
Gerald Hunt (Co-Director)
Sina Truong (Research and Special Projects Coordinator)

Advisory Board

Adam Kahan on behalf of Sheldon Levy (Ryerson University)
Angelo Di Caro on behalf of Jerry Dias (Unifor)
Arnold Amber (CWA/SCA Canada)
Bob Walker on behalf of Don MacKinnon (Power Workers' Union)
Dave Ritchie (IAMAW)
Joe Kennedy on behalf of Jason Fitzsimmons (Ontario Power Generation)
John Crowell on behalf of Marc Neeb (Magna International Inc.)
John Paul MacDonald (Bombardier)
Kelly MacKay on behalf of Steven Murphy (Ted Rogers School of Management)
Ken Georgetti (Canadian Labour Congress)
Lilian Allilovic on behalf of Kevin Smith (Pratt & Whitney Canada)
Myfanwy Marshall on behalf of Kim Madigan (Canadian National Railway Company)
Emma Heslop on behalf of Scott Morey (Air Canada)
Steve Majer (Ford Motor Company of Canada)

2016

Management Team

Aman Rajwani (Research and Special Projects Coordinator)
Buzz Hargrove (Co-Director)
Gerald Hunt (Co-Director)
Tamar Becker (Research and Special Projects Coordinator)

Advisory Board

Alexandar Zakonovic on behalf of Mohamed Lachemi (Ryerson University)
Angelo Di Caro on behalf of Jerry Dias (Unifor)
Bob Walker on behalf of Don MacKinnon (Power Workers' Union)
Carmel Smyth on behalf of Arnold Amber (CWA/SCA Canada)
Joe Kennedy on behalf of Dave Milton (Ontario Power Generation)
John Crowell on behalf of Marc Neeb (Magna International Inc.)
John Paul MacDonald (Bombardier)
Kelly MacKay on behalf of Steven Murphy (Ted Rogers School of Management)
Hassan Yussuff (Canadian Labour Congress)
Lilian Allilovic on behalf of Kevin Smith (Pratt & Whitney Canada)
Louis Erlichman on behalf of Dave Ritchie (IAMAW)
Myfanwy Marshall on behalf of Kim Madigan (Canadian National Railway Co.)
Michael Abbott (Air Canada)
Steve Majer (Ford Motor Company of Canada)

Faculty Affiliates

Faculty of Arts

• Alison Matthews-David (Fashion)
• Andrea Noack (Sociology)
• Bryan Evans (Politics)
• Catherine Ellis (History)
• Grace-Edward Galabuzi (Politics)
• Jenny Carson (History)
• John Shields (Politics)
• Melanie Knight (Sociology)
• Myer Siemiatycki (Politics)
• Pam Sugiman (Sociology)
• Patrizia Albanese (Sociology)
• Sedef Arat-Koc (Politics)

• Amanda Shantz (York University)
• Ana Virginia Gomes (Queen's University)
• Anil Verma (University of Toronto)
• Anna-Carin Nordvall (Umea University)
• Guy Davidov (The Hebrew University)
• Jeffrey Reitz (University of Toronto)
• Jennifer Zelnick (Touro College)
• Leah Vosko (York University)
• Mimi Abramovitz (Hunter College)
• Philip Kelly (York University)
• Rafael Gomez (University of Toronto)
• Sara Slinn (York University)
• Shane Dixon (Wilfrid Laurier University)

International

Faculty of Communication and Design

• Charles Davis (Media)
• Laurie Petrou (Interior Design)
• Lorella Di Cinto (Interior Design)

Faculty of Community Services

• Esther Ignagni (Disability Studies)
• Kathryn Church (Disability Studies)
• Kiaras Gharabaghi (Child/Youth Care)
• Melanie Panitch (Disability Studies)
• Winnie Ng (Social Justice)

Faculty of Engineering and Architectural Science

• Cory Searcy (Industrial Engineering)
• Patrick Neumann (Mechanical Engineering)

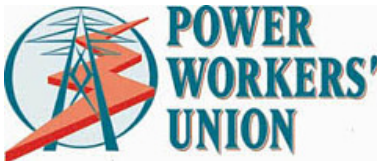
Faculty of Science

• Peter Danziger (Mathematics)

Ted Rogers School of Management

• Asher Alkoby (Law)
• Avner Levin (Law)
• Chris MacDonald (Law)
• Danielle Lamb (HRM/OB)
• Fei Song (HRM/OB)
• Ian Sakinofsky (HRM/OB)
• Kernaghan Webb (Law)
• Kim Bates (Entrepreneurship)
• Mary Foster (Marketing)
• Maurice Mazerolle (HRM/OB)
• Murtaza Haider (Global Management)
• Prina Alon-Shenker (Law)
• Rupa Banerjee (HRM/OB)
• Tim Bartkiw (HRM/OB)
• Tina West (Marketing)
• Wendy Cukier (ITM, OVPRI)

THANK YOU TO OUR SPONSORS



SUPPORT THE CLMR

All employers of choice and award-receiving labour unions are encouraged to demonstrate their commitment to avoiding conflicts, building relationships, and creating trust in a way that results in greater productivity and profitability for businesses, improved job and income security for workers, and decreased inequality and injustice for all of society by supporting the CLMR.

To inquire about sponsorship opportunities please contact Buzz Hargrove at clmr@ryerson.ca or
416.979.5000 ext. 2379 / 2495

“

PROMOTING COLLABORATIVE, ETHICAL, INNOVATIVE, PROACTIVE
AND SUSTAINABLE BEST-PRACTICES FOR LABOUR AND
MANAGEMENT TO WORK BETTER TOGETHER IN A WAY THAT
RESULTS IN GREATER PRODUCTIVITY AND PROFITABILITY FOR
BUSINESSES, IMPROVED JOB AND INCOME SECURITY FOR
WORKERS, AND DECREASED INEQUALITY AND INJUSTICE FOR ALL
OF SOCIETY.

”



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