

CENTRE FOR LABOUR MANAGEMENT RELATIONS

2017 Annual Report





ARNOLD AMBER

1940 - 2017

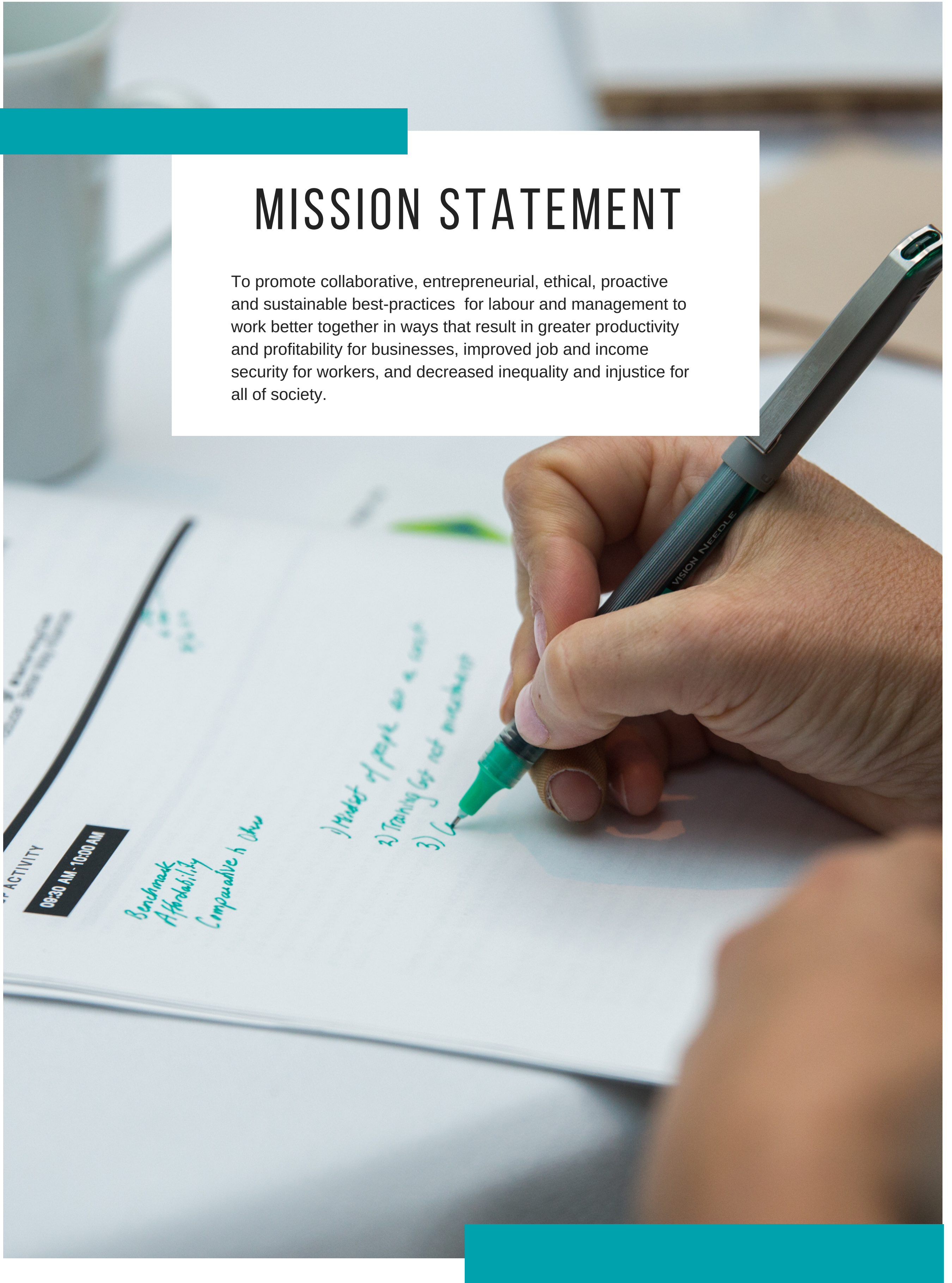
TABLE OF CONTENTS

04	About Us	11	Knowledge Mobilization
06	Impact	12	Qualified Personnel / Community Partners
08	Dean's Letter	13	Sponsors
09	President's Letter	14	Advisory Board
10	Research Projects	15	Research Affiliates

ABOUT US

MISSION STATEMENT

To promote collaborative, entrepreneurial, ethical, proactive and sustainable best-practices for labour and management to work better together in ways that result in greater productivity and profitability for businesses, improved job and income security for workers, and decreased inequality and injustice for all of society.



PROGRAM THEMES

1. Exploring innovative models to arrange, design, distribute and manage employment arrangements and work environments;
2. Developing processes and strategies for labour and management to avoid conflicts, build relationships and create trust;
3. Examining the past, present and future of macro- factors affecting employment, labour and work (e.g., cultural, demographic, economic, environmental, ethical, legal, political, social, and technological);
4. Understanding the experiences of economically, historically and socially disadvantaged groups so as to eliminate barriers for them to thrive in the labour market; and
5. Leading dialogues around provincial and national working life issues as identified through government mandates and priorities including:
 - Building retirement security,
 - Building strong, inclusive, and diverse communities,
 - Collaborating on Collective Bargaining,
 - Developing a wage gap strategy,
 - Developing health and wellness strategies,
 - Reflecting the changing workplace, and
 - Supporting a dynamic business climate.

IMPACT

Every year seems to be an eventful year, usually marked by a number of changes, and 2017 was no exception. February saw the CLMR partner with Bob Bass and Associates to put on a Collective Agreement Costing Workshop. In March, the CLMR along with the Pay Equity Commission of Ontario put on a conference on *Beyond Pay Equity: The Next Steps to Female Empowerment in the Workplace*, to signify that it has been 30 years since the passage of the Pay Equity Act in Ontario.

In April we saw the release of the final report on the Changing Workplaces Review, of which many of its recommendations formed the basis for the passing of Bill 148. Although it was not part of the Changing Workplaces Review, the change in the Minimum Wage Legislation, bringing the minimum wage in Ontario to \$15.00 an hour by 2019, was the most talked about legislative change dealing with employment. Also in April, the province of Ontario launched the formal guaranteed annual income pilot program involving 4000 people while in May, the CLMR along with the Centre for Industrial Relations and Human Resources at the University of Toronto held a one day conference on the *Guaranteed Annual Income*, which was a very big success, given the timing of the GAI pilot.

On Labour Day, Arnold Amber from the Canadian Media Guild and one of the CLMR's biggest supporters passed away. To honour Arnold, the CLMR will host an annual Arnold Amber Memorial Lecture to be held in May of 2018, and Buzz Hargrove has agreed to be the first speaker.



Later in September, the CLMR along with the Better Way Alliance held a one day conference on *Building a Better Economy One Job at a Time*. At the event, both Premier Kathleen Wynn and Minister of Labour, Kevin Flynn spoke and graciously stayed to answer questions.

Also in September, the CLMR welcomed a new sponsor and partner, AMAPCEO, which is the union that represents all of the professionals working for the government of Ontario. David Bulmer, AMAPCEO's president will be joining us at future meetings and events and we are looking forward to partnering with their organization in 2018 on various events and workshops.

In looking forward to 2018 there will be additional changes to the CLMR. Working with our media services, Andrea Pitelka (mat-leave replacement for Tamar Becker), has been working to put together a podcast series that will feature interviews with prominent thought leaders on the future of work.

Finally, as many of you know, Buzz Hargrove will be ending his role of Executive Director at the CLMR at the end of June 2018. The Dean and the CLMR have engaged the search firm of Odgers-Berndtson to work with the CLMR to find our next executive directive. A search committee will be put together to work with the consultant and hopefully will begin their work early in the next year.

Thank you all for your unwavering support of the CLMR,

Maurice Mazerolle & Buzz Hargrove



Buzz Hargrove
Executive Director



Maurice Mazerolle
Academic Director



Aman Rajwani
Policy Advisor



Andrea Pitelka
Policy Advisor



Tamar Becker
Policy Advisor

DEAN'S LETTER

Since its beginnings as the Ryerson Faculty of Business in 1948, the Ted Rogers School of Management (TRSM) has remained committed to providing a first-rate education that is grounded in its connections to industry. We take pride in our continued commitment to community, innovation, diversity and inclusion, and we see these values come to life every day in our classrooms, in our students, and through the dedicated work of our researchers. Our research centres, including the Centre for Labour Management Relations (CLMR), are at the cutting edge of innovation and real-world practicality, ever evolving to meet the demands of the times.

With new economic, legal, political, social and technological factors affecting employment, labour, and work within local and global marketplaces, the need for the CLMR is vital now more than ever. Through research projects, conferences, workshops and other knowledge mobilization initiatives, the CLMR offers new and creative insights that improve conditions for employees, businesses, and society as a whole. The information contained in this 2017 Annual Report is a tribute to the dedication, innovation, insight and hard work of all the researchers, faculty contributors and staff at the CLMR.

Since 2010, the progress made by the Centre has been extraordinary, and our accomplishments have served as a model of excellence for the productive ways in which the public, private and not-for-profit sectors can have lasting and meaningful impacts in academia, in the lives of our students, and in the communities we serve.

The important work of the Centre would not be possible without the community groups, educational institutions, government bodies, labour groups, legal firms and research centres the CLMR collaborates with, and the generous support of our many sponsors. With their help, the Centre has been able to create and mobilize thought leadership, advancing the Centre's mission of increasing equality and justice for all of society, and carrying forth the Ted Rogers School of Management commitment to socially responsible and relevant research that serves the greater community.



Avner Levin
Interim Dean
Ted Rogers School of Management
Ryerson University

PRESIDENT'S LETTER

At Ryerson, 2018 marks a double anniversary. Seventy years ago, in 1948, the Ryerson Institute of Technology was founded; and twenty-five years ago, in 1993, Ryerson was granted full university status by the government of Ontario.

Throughout its history, Ryerson has been guided by a foundational mission: responding to the needs of society. The university is known for academic programs and research connected to real life, and vital partnerships advancing knowledge and opportunity – especially now, at a time of change in the nature of communication and interactions.

The Centre for Labour Management Relations at the Ted Rogers School of Management plays a unique and significant role in navigating the context for shared understanding. Through research, publications and events the Centre's expertise and trusted leadership encourages a level of dialogue and teamwork that serves and inspires the university mission, and contributes to the strength of our communities.

Today, Ryerson is home to more than 45,500 students including 2,600 master's and PhD students, 3,100 faculty and staff, and nearly 185,000 alumni worldwide. The university is recognized as an engaged and proactive city-builder, a global leader in entrepreneurial learning and groundbreaking collaboration, and a champion of diversity and inclusion.

Multidisciplinary research reflects current themes including energy and sustainability, social justice and health, management and competitiveness, culture and innovation, and teaching and learning for the new economy. Anticipated new developments include the Centre for Urban Innovation under construction on campus, the \$10 million Canada Excellence Research Chair in Migration and Integration, and the Ryerson law school.

All of these initiatives and strategies benefit from the professional help of the CLMR – and we are proud most of all to partner by providing an environment of confidence and support for our students, whose discovery and bold ideas are the shape of our future.

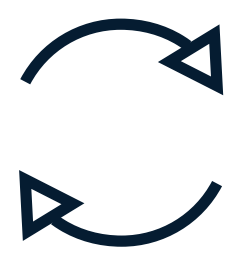
Sincerely,



Mohamed Lachemi
President and 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. Between Sep. 2010 and Dec. 2017 the CLMR funded 47 research projects, including:



8

THAT
FOCUS ON

EXPLORING INNOVATIVE MODELS TO ARRANGE, DESIGN, DISTRIBUTE AND
MANAGE EMPLOYMENT ARRANGEMENTS AND WORK ENVIRONMENTS



22

THAT
FOCUS ON

UNDERSTANDING THE EXPERIENCES OF ECONOMICALLY, HISTORICALLY
& SOCIALLY DISADVANTAGED GROUPS



12

THAT
FOCUS ON

EXAMINING THE PAST, PRESENT & FUTURE OF MACRO FACTORS AFFECTING
EMPLOYMENT, LABOUR & WORK



5

THAT
FOCUS ON

DEVELOPING PROCESSES AND STRATEGIES FOR LABOUR AND MANAGEMENT
TO AVOID CONFLICT, BUILD RELATIONSHIPS AND CREATE TRUST

For all research projects that have received funding, please visit: www.ryerson.ca/clmr/research

KNOWLEDGE MOBILIZATION

The CLMR believes in moving research into communities to increase the cultural, economic, intellectual and social impacts of these findings. Between Sep. 2010 and Dec. 2017 the CLMR has moved research findings into the community by:



HAVING RESEARCHERS
FEATURED IN OVER

794

MEDIA PIECES INCLUDING TELEVISION, RADIO, &
ONLINE / PRINT



HOSTING
OVER

86

EVENTS, INCLUDING CONFERENCES,
PRESENTATIONS, AND WORKSHOPS



DISSEMINATING
FINDINGS ACROSS

107

SOURCES, INCLUDING CONFERENCES,
JOURNALS, & REPORTS

In 2017, the CLMR hosted 8 conferences, presentations, and workshops, including:

ONTARIO'S NEXT STEPS TOWARDS WOMEN'S ECONOMIC
EMPOWERMENT



THE NEW ECONOMY AND A BASIC INCOME GUARANTEE



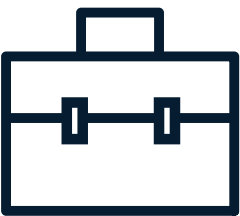
SMART EMPLOYERS TALK: BUILDING A BETTER ECONOMY ONE JOB AT A
TIME



For all conferences, presentations, and workshops hosted please visit: <http://www.ryerson.ca/clmr/events/>
For all proceedings and other publications, please visit: www.ryerson.ca/clmr/publications

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. Between Sep. 2010 and Dec. 2017 the CLMR has developed qualified personnel by:



ENGAGING OVER **50** STUDENTS IN PRACTICAL AND RESEARCH INTERNSHIPS



AFFECTING THE LEARNING EXPERIENCE AND SKILLS DEVELOPMENT OF **2399** ALUMNI WHO HAVE GRADUATED WITH A MAJOR OR A MINOR IN HUMAN RESOURCES MANAGEMENT / ORGANIZATIONAL BEHAVIOUR, ORGANIZATIONAL LEADERSHIP, OR LABOUR AND EMPLOYMENT RELATIONS

COMMUNITY PARTNERS

The CLMR collaborates with a number of community groups, consulting firms, educational institutions, government bodies, labour groups, legal firms and research centres to deliver it's events, programs and research. Between Sep. 2010 and Dec. 2017 the CLMR collaborated with:



30 COMMUNITY GROUPS



32 EDUCATIONAL INSTITUTIONS



19 GOVERNMENT BODIES



14 LABOUR UNIONS



66 PRIVATE PARTIES



10 RESEARCH CENTRES

For a full list of collaborators, please visit: <https://www.ryerson.ca/clmr/collaborate/>

SPONSORS

All CLMR events, projects and research are made possible through the generous donations of our sponsors:

AIMIA
Air Canada
AMAPCEO
Bombardier
Canadian Labour Congress
Canadian National Railway Company
Communications Workers of America
Filion Wakely Thorup Angeletti LLP
Ford Motor Company of Canada
Green Shield Canada
International Association of Machinists and Auto Workers
Lear Corporation
Loblaw Companies Ltd.
Magna International
Ontario Lottery and Gaming Corporation
Ontario Power Generation
Power Workers' Union
Pratt & Whitney Canada
United Food and Commercial Workers
Unifor

All employers of choice and award receiving labour unions are encouraged to support the CLMR, in demonstration of their commitment to avoiding conflicts, building relationships, and creating trust.

ADVISORY BOARD

AIR CANADA

Michael Abbott

AMAPCEO

Dave Bulmer

CANADIAN LABOUR CONGRESS

Chris Roberts, Hassan Yussuff

CANADIAN MEDIA GUILD

Lise Lareua, Kamala Rao

CANADIAN NATIONAL RAILWAY COMPANY

Doug Fisher, Kim Madigan

CWA / SCA CANADA

Arnold Amber, Martin O'Hanlon

FORD MOTOR COMPANY OF CANADA

Sandy Krus, Steve Majer

IAMAW

Aur lie Sarraz lles, Stan Pickthall

MAGNA INTERNATIONAL INC.

John Crowell, Marc Neeb

ONTARIO POWER GENERATI

Barb Keenan, Dave Milton, Matt Dowdle

POWER WORKERS' UNION

Bailey Farrell, Bob Walker, Don MacKinnon

PRATT & WHITNEY CANADA

Kevin Smith, Khesh Prashad

RYERSON UNIVERSITY

Kelly MacKay, Mohamed Lachemi, Steven Murphy

UNIFOR

Angelo Di Caro, Bill Murnighan,Bob Orr, Jerry Dias

RESEARCH AFFILIATES

FACULTY OF ARTS

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

FACULTY OF COMMUNICATION AND DESIGN

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

FACULTY OF COMMUNITY SERVICES

Akua Benjamin (Social Work)
Esther Ignagni (Disability Studies)
Idil Abdillahi (Social Work)
Jennifer Poole (Social Work)
Kathryn Church (Disability Studies)
Kiaras Gharabahgi (Child/Youth Care)
Kiké Roach (Social Justice)
Melanie Panitch (Disability Studies)
Winnie Ng (Social Justice)

FEAS

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)
Gerald Hunt (HRM/OB)
Ian Sakinofsky (HRM/OB)
Kernaghan Webb (Law)
Kim Bates (Entrepreneurship)
Mary Foster (Marketing)
Maurice Mazerolle (HRM/OB)
Murtaza Haider (Global Management)
Pnina Alon-Shenker (Law)
Rupa Banerjee (HRM/OB)
Tim Bartkiw (HRM/OB)
Tina West (Marketing)
Wendy Cukier (ITM)

EXTERNAL

Amanda Shantz (York University)
Ana Virginia Gomes (Queen's University)
Anil Verma (University of Toronto)
Anna-Carin Nordvall (Umea University)
Aparna Sundar (Azim Premji University)
Diane Dyson (Wood Green Community Services)
Guy Davidov (The Hebrew University)
Jeffrey Reitz (University of Toronto)
Jennifer Zelnick (Touro College)
Leah Vosko (York University)
Mark Thomas (York University)
Mimi Abramovitz (Hunter College)
Philip Kelly (York University)
Rafael Gomez (University of Toronto)
Rob Howarth (Toronto Neighborhood Centres)
Sara Slinn (York University)
Shane Dixon (Wilfrid Laurier University)
Trish Hennessy (CCPA)



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