



CENTRE FOR LABOUR MANAGEMENT RELATIONS 2018 ANNUAL REPORT

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MISSION STATEMENT

Founded in Nov. 2010, the Centre for Labour Management Relations (CLMR) at Ryerson University inspires the next generation of diverse change makers and thought leaders to initiate cutting edge research into how historical and emerging cultural, demographic, economic, environmental, political, and social trends affect all aspects of employment, labour and work, and empowers them to act as catalysts in shaping Ontario's labour management relations landscape.

The CLMR promotes collaborative, competitive, dynamic, equitable, and sustainable approaches for industry and labour to work better together, and with other stakeholders (e.g., academia, community, government, media, students, and workers), in ways that inform innovative policy and drive positive change to achieve: reduced service interruptions and costly delays for governments; greater morale, innovation, productivity and favourable reputation for employers; improved job and income security for workers; and increased equity, fairness and justice for communities.

As of Dec. 31, 2018, the CLMR has funded **45+** research projects; hosted **90+** events; produced **10+** publications; partnered with **170+** organizations; affected the learning experience and skills development of **2700+** students; and has had its distinguished faculty featured in **120+** academic publications.

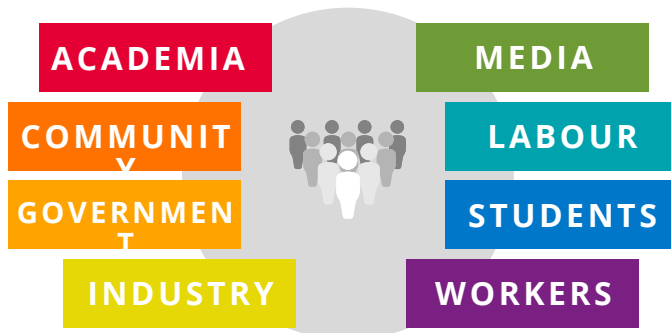
VISION STATEMENT

IMAGINE AN ONTARIO WITH A



THAT LEADS TO

- REDUCED SERVICE INTERRUPTIONS AND COSTLY INTERVENTIONS FOR GOVERNMENTS
- GREATER MORALE, INNOVATION, PRODUCTIVITY AND FAVOURABLE REPUTATION FOR EMPLOYERS
- IMPROVED JOB AND INCOME SECURITY FOR WORKERS
- INCREASED EQUITY, FAIRNESS AND JUSTICE FOR COMMUNITIES



WHEN STAKEHOLDERS
COME TOGETHER

TO INSPIRE THE NEXT GENERATION, INITIATE CUTTING EDGE RESEARCH,
INFORM INNOVATIVE POLICY, AND DRIVE POSITIVE CHANGE

BY ADDRESSING EMPLOYMENT,
LABOUR AND WORKPLACE GAPS IN

ADVOCACY

CO-OPS

EDUCATION

JOURNALISM

LAW

RESEARCH

Organizational Structure

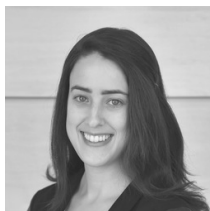
Management Team



Maurice Mazerolle
Director
Nov. 2010 - June 2014
June 2016 - Present



Peggy Nash
Senior Advisor / Chair
Sept. 2018 - Present



Tamar Becker
Policy Advisor
Jan. 2015 - Present



Aman Rajwani
Policy Advisor
Feb. 2013 - Present



Outgoing 2018-2019

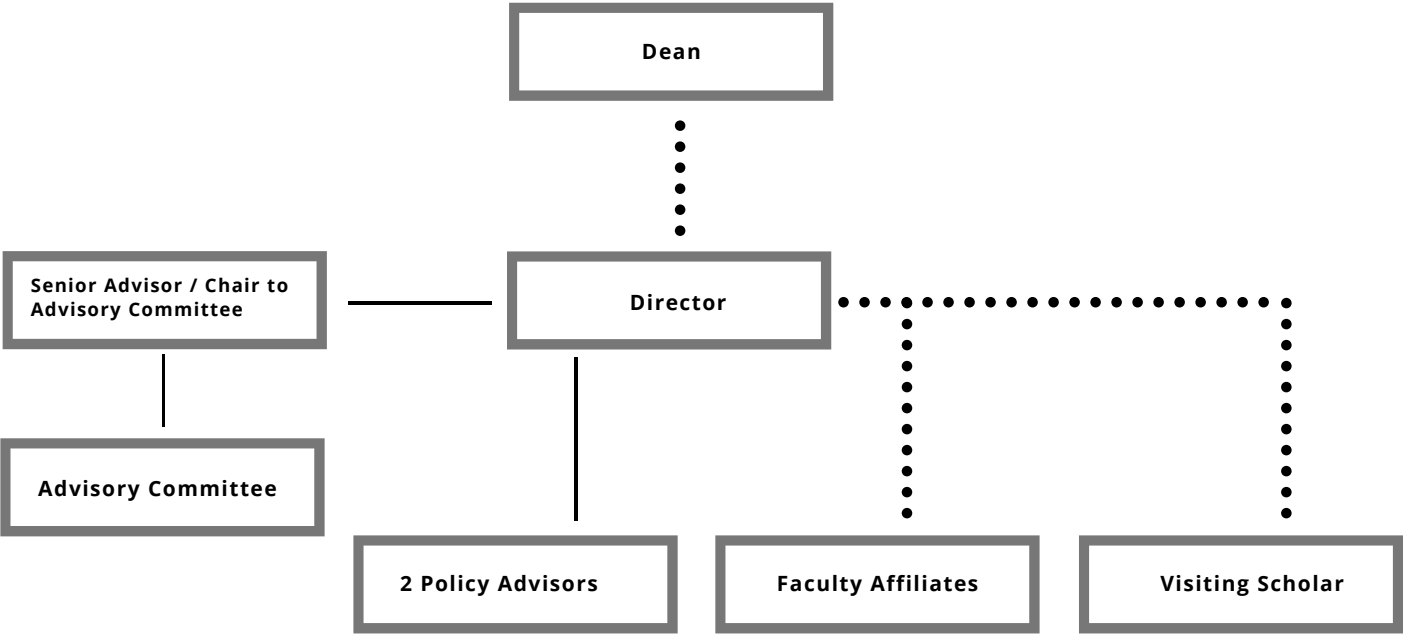
Buzz Hargrove
External Director
Nov. 2010 - June 2018



Andrea Pitelka
Policy Advisor
August 2017 - May 2018

Organizational Structure

Hierarchy





Letter From The President

**MOHAMED LACHEMI
PRESIDENT AND VICE-CHANCELLOR,
RYERSON UNIVERSITY**

Create solutions to meet societal needs. Advance equity, diversity and inclusion. Innovate through entrepreneurship. These are the pillars that sustain and fuel Ryerson University's role as a research and innovation leader with a clear purpose: to effect positive, practical change in the world.

The Centre for Labour Management Relations (CLMR) at the Ted Rogers School of Management demonstrates this mission. Through its research projects, events and relationship building across academia, government, industry, media, labour and the community, the CLMR is a champion of labour relations as critical to advancing a healthy democracy. It does this by informing innovative policy and driving positive change to achieve greater productivity and profitability for businesses, improved job and income security for workers, and increased equality and justice for communities.

Founded in November 2010, the CLMR is a thought leader inspiring and supporting the next generation of diverse changemakers to initiate cutting edge inquiry into how historical and emerging cultural, demographic, economic, environmental, political, and social trends affect all aspects of employment, labour and work.

The CLMR is empowering students to be change agents, shaping the domestic, national and global landscapes of labour management relations.

Letter From The Dean

DR. DAPHNE TARAS
DEAN, TED ROGERS SCHOOL OF
MANAGEMENT, RYERSON UNIVERSITY



On behalf of the Ted Rogers School of Management, I want to thank the Centre for Labour Management Relations for another year of achievements that bring pride to Ryerson University.

Through knowledge mobilization initiatives, such as research projects, conferences and workshops, the CLMR offers insights to advance their mission of decreasing inequality and injustice for society. This Annual Report is a tribute to the dedication of the researchers and staff at the Centre.

The CLMR believes in supporting multi-disciplinary studies that contribute to the development of innovative research and academic programs. To date, the Centre has funded 50 research projects in critical areas, such as understanding the experience of economically, historically and socially disadvantaged groups.

The CLMR believes in moving research into communities. It does so through published journal articles and reports, features in the media and events. In 2018, the CLMR hosted 6 conferences, presentations, and workshops, including one on the impact of artificial intelligence and new technology on employment.


The progress made by the CLMR over the past decade has been tremendous, and it would not be possible without many industry, community, government and research partners and the generous support of its sponsors. With their help, the Centre has been able to create and mobilize thought leadership to improve conditions not only for employees and businesses, but for society as a whole. Congratulations to the entire CLMR community for your meaningful work.

CLMR IMPACT

Since its founding in Nov. 2010, the Centre for Labour Management Relations has made extraordinary progress for the labour management relations community in Ontario.

The Centre has served as a model of excellence at Ryerson University demonstrating ways that stakeholders can have lasting and meaningful impacts on the provincial and national world of work. In fact, Ryerson has used our Centre as a model to launch over 125 multi-disciplinary research centres, institutes and labs that reflect the high priority issues of communities, societies and workplaces. It is amazing to reflect upon our Centre's impact over the past 9 years, and in fact the need for the CLMR is more crucial now than ever as new cultural, demographic, economic, environmental, political, and social trends affect all aspects of employment, labour, and work within Ontario.





"THE NEED FOR THE CLMR IS MORE CRUCIAL NOW THAN EVER AS NEW CULTURAL, DEMOGRAPHIC, ECONOMIC, ENVIRONMENTAL, POLITICAL, AND SOCIAL TRENDS AFFECT ALL ASPECTS OF EMPLOYMENT, LABOUR, AND WORK WITHIN ONTARIO."

Letter from Director and Chair:

This has been a year of transition for the CLMR. We saw the departure of former external director Buzz Hargrove, and welcomed Peggy Nash as an advisor to and chair of the CLMR Advisory Committee. There is also the impending retirement of faculty executive director Maurice Mazerolle. Both Buzz and Maurice have been with the CLMR since its inception. A new search will begin shortly to look for a new executive director.

We also welcomed a new Dean of the Ted Rogers School of Management (TRSM), Dean Daphne Taras, who is an expert in labour relations. With this transition has been a move from complete reliance on a donor or partnership model, to a plan that includes funding from events, programs and grants. One of the external factors that have taken place during our transition has been the election of a new Conservative government for the province of Ontario. One of this government's first acts was to freeze the minimum wage and roll back

most of the changes to the Employment Standards Act that came about as a result of the recommendations of the two year Changing Workplaces Review consultations.

Labour law reform has been a key area of focus for the CLMR with several conferences and other events on this important issue. In fact one of our most recent events has been a very successful one-day conference entitled “Labour Law Reform: Where do we go from here?” With a roster of excellent speakers including Harry Arthurs giving the keynote address, the conference included a spectrum of political views and participants from a wide variety of sectors.

Last fall, in cooperation with AMAPCEO and the Broadbent Institute, the CLMR hosted a very successful event on December 4 th with US labour leader Mary Cathryn Ricker. She is the Vice President of the American Federation of Teachers and has been leading a renewed resistance to the underfunding of public education and the erosion of public sector unions. Labour, academia, students and community members attended this event. Next month, the week of May 13-17, the TRSM, the CLMR and Lancaster House Publishing will be offering a new and exciting five day intensive certificate program in labour management relations. The program development was overseen by Jeffrey Sack in consultation with Dean Taras and the CLMR. Our plan is to run this program twice annually. We look forward to the launch of this important initiative.



We welcome the relaunch of the CLMR Advisory Committee at a meeting for the first week of May. We are pleased with the enthusiasm of those who have been recruited and we anticipate this new committee will be a big boost in support and engagement for the CLMR. We have been reaching out to leaders in the labour movement, business and in the community to inform them of the relaunch of the Centre and our new initiatives.

We have redesigned the CLMR website in the University's new responsive templates format. The new website can be viewed at www.ryerson.ca/clmr/. We have also transferred our mailing list names to the new listserv. We will continue to promote our mailing list at all our events.

Among our upcoming events, we will once again join with the Canadian Media Guild to host the Arnold Amber annual lecture on May 29. Our speaker this year is Alex Himelfarb, former head of the Privy Council Office, who will address the issue of taxation and reducing inequality.

We will also welcome Dr. Lorenzo Frangi, from the University of Quebec in Montreal (UQAM) as a visiting scholar who will be working on several projects looking at a number of employment practices from an international perspective. Also, the Ted Rogers School of Management and the CLMR will be hosting the 10th International Labour and Employment Relations Association Regional Congress of the Americas, June 24-27, 2020, so part of this year will be used to prepare for this event.

With a past series of accomplishments, we look forward to a coming year of renewed energy and organizing to promote strong labour relations as a foundation of a strong democracy, an effective economy and health society.



A handwritten signature in cursive script that reads "Maurice Mazerolle".

Maurice Mazerolle
Director



A handwritten signature in cursive script that reads "P. Nash".

Peggy Nash
Senior Advisor / Chair

RESEARCH THEMES

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. 2018 the CLMR funded 55+ research projects and proceedings, including:



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PROJECTS

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

22

PROJECTS

UNDERSTANDING THE EXPERIENCES OF ECONOMICALLY, HISTORICALLY AND SOCIALLY DISADVANTAGED GROUPS

12

PROJECTS

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

5

PROJECTS

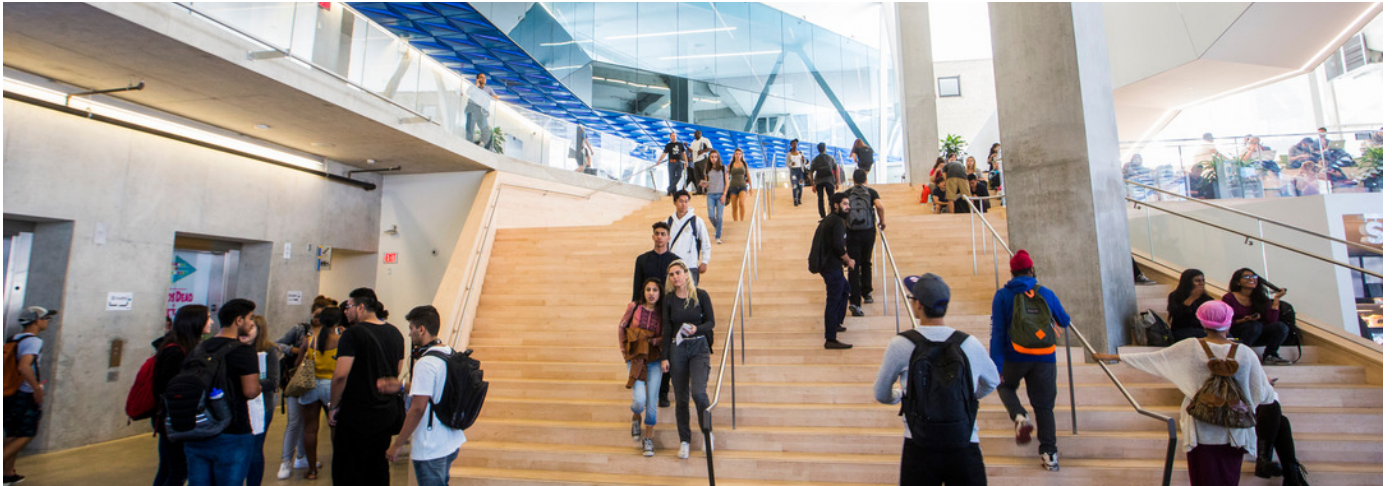
DEVELOPING PROCESSES AND STRATEGIES FOR LABOUR AND MANAGEMENT TO AVOID CONFLICT, BUILD RELATIONSHIPS AND CREATE TRUST

9

PROCEEDINGS

LEADING DIALOGUES AROUND PROVINCIAL AND NATIONAL WORKING LIFE ISSUES

RESEARCH HIGHLIGHTS



As of Dec. 2018, the CLMR has funded 45+ multi-disciplinary research projects that have initiated cutting edge inquiry into how historical and emerging cultural, demographic, economic, environmental, political, and social trends affect all aspects of employment labour and work. Projects highlights include:

THE POLITICS OF THE CANADIAN EXIT STRATEGY FROM FISCAL STIMULUS



Bryan Evans

Professor

*Department of Politics and Public Administration
Ryerson University*

b1evans@politics.ryerson.ca

416.979.5000 ext. 4199

Bryan's research project fills a gap in the analysis to date in examining the political context of Canada's social stimulus rescue strategy and the subsequent turn to exit. The central question in Canada, as everywhere else, has been who will pay for the economic crisis? Canada's federal and provincial governments have answered by signaling a sharp turn to austerity in targeting public sector workers and public services. While examples of resistance are noted, these remain far too limited to effectively challenge what is becoming a return to not just neoliberalism but a more authoritarian form at that.



RESISTING PRECARIITY IN TORONTO'S MUNICIPAL SECTOR



*Jenny Carson, and Myer Siemiatycki
Associate Professor, and Professor
Department of History, and Department of Politics and
Public Administration
Ryerson University*

*jcarson@arts.ryerson.ca, and msiemiat@ryerson.ca
416.979.5000 ext. 2265, and 6293*

Jenny and Myer's research projects examines a relative rarity in recent Canadian labour-state relations: the successful resistance by public sector workers and their allies to government-driven employment precarity. At stake was Toronto mayor Rob Ford's determination to contract out a thousand jobs held by city cleaners. In response, the cleaners and the city's labour movement launched a Justice and Dignity for Cleaners campaign to preserve these jobs as living wage employment. Effective coalition building behind a morally compelling campaign, together with some fortuitous political alignments, has forestalled city efforts to privatize a significant yet undervalued segment of the workforce. Our examination of the Justice and Dignity for Cleaners campaign reveals that resistance to precarity is not futile, notwithstanding some attendant ambiguity of what constitutes a labour victory.

KNOWLEDGE MOBILIZATION

In 2018, the CLMR hosted 6 Events:



- Harassment in the cultural sector: How do we achieve institutional and cultural change? **March 7, 2018**
- Building bargaining power for precarious workers: The United Steelworkers campaign to organize security guards. **March 21, 2018**
- Including the excluded: AMAPCEO's campaign to represent excluded workers. **April 18, 2018**
- Is this the end of work as we know it? The impact of AI and new tech on employment. **May 1, 2018**
- Arnold Amber memorial lecture: Honouring a warrior of the right and fair. **May 10, 2018**
- Bargaining for the common good. **December 4, 2018**

Between Sep. 2010 and Dec. 2018, the CLMR has moved research findings into communities by:

HAVING RESEARCHERS
FEATURED IN

1,100+

MEDIA PIECES, INCLUDING TELEVISION APPEARANCES,
RADIO INTERVIEWS, & ONLINE / PRINT PUBLICATIONS

HOSTING

90+

EVENTS, INCLUDING
CONFERENCES, PRESENTATIONS
& WORKSHOPS

PRESENTING & PUBLISHING
RESEARCH FINDINGS ACROSS

120+

SOURCES, INCLUDING
CONFERENCES, JOURNALS, &
REPORTS

FOR A FULL LIST OF CLMR EVENTS, PLEASE VISIT: WWW.RYERSON.CA/CLMR/EVENTS/

KNOWLEDGE MOBILIZATION...



As of Dec. 2018, the CLMR has hosted 90+ events that have informed innovative policy and driven positive change for all stakeholders (e.g., academia, community, government, industry, labour, media, students, and workers). An event highlight from 2017 includes:

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



*Aman Rajwani, Tamar Becker, and
Andrea Pitelka Policy Advisors
Centre for Labour Management
Relations Ryerson University
arajwani@ryerson.ca,
tamar.becker@ryerson.ca,
andrea.pitelka@ryerson.ca*

The 2008 global recession led to widespread austerity measures across Ontario. These measures included contracting out work, freezing worker wages, and privatizing public services among other courses of action that were intended to improve business, economic and social conditions. Unfortunately the opposite outcomes emerged. These measures

...HIGHLIGHTS

encouraged “high churn / low pay” employment models where contracts became precarious, employment rates fell, minimum wages stagnated, and workplace violations rose. When compounded, these factors all served to short-change businesses, communities, governments, unions and workers.

In April 2017, a group of employers across Ontario put forward the business case for a good jobs strategy by launching the Better Way to Build the Economy Alliance (BWA).

In May 2017, the Special Advisors to the Ontario Ministry of Labour's Changing Workplaces Review released a final report, which proposed 173 recommendations aimed at creating better workplaces where there would be decent working conditions and widespread compliance with the law.

Following the release of this report, in June 2017, the Government of Ontario introduced Bill 148 - also known as the Fair Workplaces, Better Jobs Act, 2017 - to create more opportunity and security for workers. This would include raising the minimum wage, ensuring part-time workers are paid the same hourly wage as full-time workers, introducing paid sick days for every worker, enabling at least three weeks' vacation after five years with the same employer, and stepping up enforcement of employment laws. Other highlights include fairer scheduling rules, expanded family leaves, measures to address misclassification of employees, a modernized Labour Relations Act, and a program for educating employees and small- and medium-sized business owners about their rights and obligations under the Employment Standards Act.

Some employers across Ontario expressed concern about the proposed changes, stating that Bill 148 would threaten their bottom line and lead them to slash jobs, raise prices and/or shut down altogether.

The goal of this conference WAS to provide *#smartemployers* - who vary in scope and size - an opportunity to share how providing *#decentwork* and *#goodjobs* has allowed them to

surpass their competition, and ultimately *#buildabettereconomy* for everyone. These employers' stories' demonstrated that supporting a good jobs strategy resulted in greater productivity and profitability for businesses, improved job and income security for workers, and decreased inequality and injustice for all of society.

Knowledge shared at this event was mobilized into a conference proceedings. For more information please search: (2017). *Smart Employers Talk - Building a Better Economy One Job at a Time*. Centre for Labour Management Relations at Ryerson University.



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. Between Sep. 2010 and Dec. 2018 the CLMR has developed highly qualified personnel by:

ENGAGING

50+

STUDENTS IN PRACTICAL AND
RESEARCH INTERNSHIPS

AFFECTING THE LEARNING
EXPERIENCE & SKILLS
DEVELOPMENT OF

2700 +

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

COMMUNITY PARTNERS



As of Dec. 2018, the CLMR has collaborated with **170+** community partners, including **~30** community groups, **~30** educational institutions, **~20** government bodies, **~20** labour unions, **~70** private sector, and **~10** research centres to deliver our events projects and research. Collaboration highlights include:

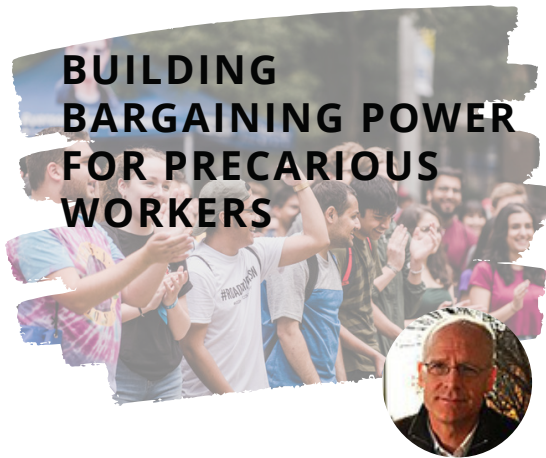


Collaborators: AMAPCEO, Broadbent Institute

Speaker: Mary Cathryn Ricker (Executive Vice President, American Federation of Teachers)

Event Date: Tue. Dec. 04 2018

This talk reviewed the AFT's pioneering work on centering community demands in union bargaining and building power for both unions and greater communities in times of crisis. This event explored how union activists are building strength in Trump's America, and asked if there are insights for Ontario labour and community activists.



Collaborator: USW Canada

Speaker: Brad James (Former Coordinator, National Organizing - USW Canada)

Event Date: Wed. Mar. 21 2018

The growth of low paid, insecure employment in Ontario has included the expansion of contracted-out security services. The USW Canada began their campaign to organize security guards in Ontario in the early 1990s - at a time when the province's labour legislations prevented workers in this sector from joining mixed-membership unions. Today, the USW currently represents approximately 15,000 security guards, and other unions have developed membership bases in the sector as well. This talk reviewed the USW Canada's efforts to organize security guards; and considered how amendments to Ontario's Employment Standards Act (2000) and the Labour Relations Act (1995), as well as future possible changes proposed by the province's Changing Workplaces Review, could open up new avenues for building unity and strength for workers in precarious sectors like the security services.

FOR A FULL LIST OF CLMR PARTNERS, PLEASE VISIT: WWW.RYERSON.CA/CLMR/COLLABORATE/

SUSTAINABILITY



Over the past year, the CLMR has been engaged in strategic sustainability planning, transitioning its revenue model toward a new direction that reflects its future goals.

FINANCIAL DATA	2018 - 2019	2019 - 2020*
Revenue		
Sponsorship	\$137,000	\$100,000
Events, Programming, Workshops	\$8,605	\$110,000
Grants	--	\$75,000
Total Revenue	\$145,605	\$285,000
Expenses		
Salaries + Benefits	\$171,768	\$173,000
Administration	\$91,630	\$22,000
Total Expenses	\$263,398	\$195,000
Available Funds		
Net 2010 - 2019	\$1,003,570	\$1,093,570

*Based on a projected budget that takes into account upcoming employment, events, research and projects already in various stages of planning and execution.

SPONSORS

All CLMR events, projects and research are made possible through the generous in-kind contributions of Ryerson University and the donations of our sponsors:

- AIMIA
- Air Canada
- AMAPCEO
- Bombardier Inc.
- Canadian Labour Congress
- CN
- CWA Canada – The Media Union
- Fillion Wakely Thorup Angeletti LLP
- Ford Motor Company of Canada Limited
- Green Shield Canada
- IAMAW
- Lear Corporation
- Loblaw Companies Limited
- Magna International Inc.
- Ontario Lottery and Gaming Corporation
- Ontario Power Generation Inc.
- Power Workers' Union
- Pratt & Whitney Canada
- UFCW Canada
- Unifor



ADVISORY COMMITTEE

EFFECTIVE MAY 2019

CHAIR



Peggy Nash
Senior Advisor and
Chair, CLMR

CLMR DIRECTOR & ADVISORS



Maurice Mazerolle
Director, CLMR



Tamar Becker
CLMR



Aman Rajwani
CLMR

ADVISORY COMMITTEE



Pnina Alon-Shenker
Associate Professor, Law and
Business
Ryerson University



Sam Hammond
President
ETFO



Gilleen Pearce
Spokesperson
The Better Way to Build the
Economy Alliance



Karim Bardeesy
Co-Founder, Leadership Lab
Ryerson University



Ryan Kantautas
Vice President, Human
Resources, Ford Motor
Company of Canada



Reg Pearson
President
Reg Pearson Mediation Services



Bob Bass
Principal
Bass Associates



Ausma Malik
Director, Social Engagement
Atkinson Foundation



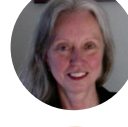
Allen Ponak
Arbitrator
Ponak Arbitration Services



Dave Bulmer
President
AMAPCEO



Patrick Neumann
Professor, Mechanical and
Industrial Engineering
Ryerson University



Victoria Skelton
Head Librarian, CIRHR
University of Toronto



Jenny Carson
Assistant Professor, History
Ryerson University



Bob Orr
Former Secretary-Treasurer
Unifor



Abdullah Snobar
Executive Director, Digital Media
Zone
Ryerson University



Patty Coates
Secretary-Treasurer
Ontario Federation of Labour



Melanie Panitch
Associate Professor, Child
and Youth Care
Ryerson University

FACULTY AFFILIATES

Between Sep. 2010 and Dec. 2018 the CLMR provided research grants to 32 faculty affiliates across 5 Faculties at Ryerson University. These grants enabled important multi-disciplinary research projects that contributed to the development of innovative research and academic programs.



Faculty of Arts, left to right: Patrizia Albanese (Professor, Sociology); Jenny Carson (Assistant Professor, History); Catherine Ellis (Professor, History); Bryan Evans (Professor, Politics and Public Administration); Melanie Knight (Assistant Professor, Sociology); Andie Noack (Associate Professor, Sociology); John Shields (Professor, Politics and Public Administration); Myer Siemiatycki (Professor, Politics and Public Administration).



Faculty of Communication and Design, left to right: Charles Davis (Professor, Media); Lorella Di Cintio (Associate Professor, Interior Design); Alison Matthews David (Associate Professor, Fashion).



Faculty of Community Services, left to right: Kiaras Gharabhazi (Associate Professor, Child and Youth Care); Esther Ignagni (Assistant Professor, Disability Studies); Winnie Ng (Distinguished Visiting Scholar); Kikéola Roach (Unifor National Chair in Social Justice and Democracy).



Faculty of Engineering and Architectural Sciences, left to right: Patrick Neumann (Professor, Mechanical and Industrial Engineering); Cory Searcy (Assistant Professor, Disability Studies).



Ted Rogers School of Management; first row, left to right: Asher Alkoby (Professor, Law and Business); Pnina Alon-Shenker (Associate Professor, Law and Business); Rupa Banerjee (Assistant Professor, Human Resources Management); Tim Bartkiw (Associate Professor, Human Resources Management); Kim Bates (Professor, Global Management Studies); Wendy Cukier (Professor, Information Technology Management); Murtaza Haider (Associate Professor, Global Management Studies); Dabielle Lamb (Assistant Professor, Human Resources Management); second row, left to right: Avner Levin (Professor, Law and Business); Chris MacDonald (Associate Professor, Law and Business); Maurice Mazerolle (Professor, Human Resources Management); Ian Sakinofsky (Professor, Human Resources Management); Fei Song (Professor, Human Resources Management); Kernaghan Webb (Associate Professor, Law and Business); Tina West (Associate Professor, Marketing).

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2018 ANNUAL REPORT

