

Cyclical Program Review of Academic Programs offered by the Employment Relations Program Office

Progress Report on Implementation Plan: 4-year

Date: 3/4/2022

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Programs	Degrees
Master of Industrial Relations	MA
Professional Master of Industrial Relations	MA
Juris Doctorate/Master of Industrial Relations	JD, MA
Undergraduate Certificate in Employment Relations	Certificate

Table 1 Add/delete rows as required

At the conclusion of the cyclical program review, a final assessment report and implementation plan was agreed by the Teaching and Learning Office and the Deans of the Faculty of Arts and Science and the School of Graduate Studies. These deans are responsible for monitoring the implementation plan. This report is an important step in the overall cycle of continuous improvement and is an opportunity to reflect on, and document, the progress made on incremental improvements to address recommendations in the implementation plan.

Please complete the table below to report on progress made in the past 4 Years against the implementation plan. Add further explanation, if necessary, in the *additional notes* section.

Please complete this report and return it to qugap@queensu.ca by 2/25/2022. The Teaching and Learning Office will review this progress report. It will then be appended to the Deans' annual reports for the 2021-22 academic year, filed in the Office of the Provost and Vice-Principal (Academic). Please note that monitoring reports will be posted on the University web site.

R P Chyi

March 3, 2022

Signature of Unit Head

Date

B

March 18, 2022

Barbara Crow

Signature of Faculty Dean

Date

Fahim

March 22, 2022

Signature of Dean (SGS)

Date

K Kolowitz

March 31, 2022

Signature of Associate Vice-Principal (Teaching and Learning)

Date

Recommendation 5 was not endorsed by the Provost and Vice-Principal (Academic) and is not included in this report.

Recommendation 1: Reviewers recommend that there is a need for a larger compliment of undergraduate employment courses and degree offerings. That could include a minor in Employment Relations, and establishment of a major or medial incorporating Employment Relations	
Proposed follow-up	Continue development of new undergraduate employment courses and credentials. Engage resources provided by Centre for Teaching and Learning and Arts and Science Online
Responsibility for leading follow-up	Director, Graduate & Undergraduate Employment Relations programs
Timeline for addressing recommendation	Ongoing for next 1-3 years
Are there additional deliverables associated with the proposed follow-up?	Yes
Which support units have been engaged as collaborators in supporting additional deliverables? (If no, please indicate 'N/A')	Associate Dean, Teaching and Research, FAS
What is the current status of the follow-up? Include a completion percentage	In process 75%
Please provide a brief description of the current, completed or planned work	<p>1. <i>Completed Work</i>: Establishment of new array of undergraduate courses in Employment Relations to support increased student demand and establishment of new degree offering (see 2 below), including:</p> <p>2017 – 2018: Addition of the following courses EMPR 100 Introduction to Employment Relations EMPR 110 Workplace Communication and Interpersonal Skills EMPR 250 Managing Workplace Health, Safety, and Wellness (first offering) EMPR 260 Advancing Equity, Diversity, and Inclusion in the Workplace EMPR 370 Human Resource Analytics</p> <p>2018 - 2019: Addition of the following courses: EMPR 270 Introduction to Organizational Behaviour EMPR 280 Finance and Accounting for HR Professionals EMPR 331 Compensation</p> <p>2. <i>New Degree Offering</i>: Establishment of BA (Minor) in Employment Relations</p> <p>3. <i>Planned</i>: Establishment of new degree offering: BA (Major) in Employment Relations</p>

Recommendation 2: Reviewers recommend that there is a need to expand the offering of certain key courses in Employment Relations, including Employment Health and Wellbeing, International Employment Relations, and Diversity in the Workplace.	
Proposed follow-up	Continue expansion of key graduate and undergraduate courses. On the graduate side, move toward courses that can be delivered on a regular basis so not to limit access to content for one-year programs
Responsibility for leading follow-up	Director, Graduate & Undergraduate Employment Relations programs
Timeline for addressing recommendation	Ongoing for next 3-5 years
Are there additional deliverables associated with the proposed follow-up?	No
Which support units have been engaged as collaborators in supporting additional deliverables? (If no, please indicate 'N/A')	NA
What is the current status of the follow-up? Include a completion percentage	Completed 100%
Please provide a brief description of the current, completed or planned work	<p><i>Completed:</i> Courses across the graduate and undergraduate programs, related to Employment Health and Wellbeing, International Employment Relations, and Diversity in the Workplace, now include:</p> <p>Graduate:</p> <ul style="list-style-type: none"> • <i>MIR 815 Seminars in Diversity, Equity and Inclusion</i> Seminars on key employment topics regarding workplace management practices and programs that support employee inclusivity, equity and diversity. Specific topics may vary from year to year, as issues change and different instructors are involved. (Seminar; 1.0 credit units.)

- *Existing but offered on a regular basis (instructor availability permitting):MIR 885 Industrial Relations in the Global Economy*

This course develops a critical appreciation of the role of industrial relations in a global economic environment. The emphasis is on providing an understanding of the nature and scope of adjustments and adaptations in labour-management institutions and relationships required to deal with international competitive pressures, focusing on strategic links between HR/LR and competitiveness, the Japanese challenge, evolving management approaches and strategies, union responses and the labour agenda, and restructuring experience in key Canadian industries. (3.0 credit units.)

- Approved May 2021: MIR-853 Advancing Equity, Diversity, and Inclusion in the Workplace Units: 3.0 The course considers the range of human resource management and labour relations practices, laws and policies that influence equity, diversity, and inclusion in the modern workplace, and helps students develop their critical thinking on topics such as implicit and systemic bias, and how they relate to organizational issues of power, privilege, opportunity, inclusion, creativity and innovation, and effectiveness.

Undergraduate:

- *EMPR 250 Managing Workplace Health, Safety, and Wellness Units: 3.00*

This course introduces students to employment relations practices and legislative frameworks related to workplace health and wellness. The course examines roles and responsibilities of employers, employees, and unions in occupational health and safety. Students will explore efforts to address stress and promote wellness, including mental health. (First offered W 2018 and again F 2021 with an enrollment of 152.)

- Approved February 2021 to deliver this existing classroom based course for online format delivery: *EMPR 260 Advancing Equity, Diversity, and Inclusion in the Workplace Units: 3.00* The course considers the workplace policies, laws, and human resource management and labour relations practices that advance equity and diversity in the workplace. This course examines the nature and extent of diversity in the Canadian labour force and the implications for establishing and supporting equitable, diverse and productive workforces.

Recommendation 3: Reviewers recommend that there is a need for greater student funding.	
Proposed follow-up	Continue advancement activities and the establishment of regular TA positions in the undergraduate programs.
Responsibility for leading follow-up	Director, Graduate & Undergraduate Employment Relations programs
Timeline for addressing recommendation	Ongoing
Are there additional deliverables associated with the proposed follow-up?	No
Which support units have been engaged as collaborators in supporting additional deliverables? (If no, please indicate 'N/A')	NA
What is the current status of the follow-up? Include a completion percentage	Completed 100%
Please provide a brief description of the current, completed or planned work	<p><i>Completed:</i> The department has followed the approach of provided long term graduate MIR students with funding through TA positions, as the number of undergraduate courses expanded; undergraduate enrollments have been especially strong and growing, thus supporting the expansion of TA positions/funding for MIR students. In order to assist in the transition to a state of a robust number of TA offerings, the department provided additional student support to all incoming MIR students as follows: Total for 2020-2021 - \$125,598; Total for 2021-2022 - \$110,200.</p> <p>The number of TA positions offered to MIR graduate students, and associated aggregate funding, by year, and was: <i>TAships – EMPR (MIR Program Funded)</i> 2021-2022 - \$43,579 (12 TAs) 2020-2021 - \$40860.90 (12 TAs) 2019-2020 - \$5458.30 (2 TAs)</p>

2018-2019 - \$5739 (3 TAs)

TAships - EMPR (Arts and Science Online)

2021-2022 - \$89535 (29 TAs)

2020-2021 - \$44260 (14 TAs)

2019-2020 - \$37308 (19 TAs)

2018-2019 - \$26443 (10 TAs)

TA positions and associated funding will continue and is expected to increase in relation to projected course (enrollment) growth.

Recommendation 4: Reviewers recommend that the expansion of the undergraduate program could justify the creation of TA-ship opportunities for Masters Students.	
Proposed follow-up	Evaluate measured expansion of TA positions based upon undergraduate enrolment
Responsibility for leading follow-up	Director, Graduate & Undergraduate Employment Relations programs
Timeline for addressing recommendation	Ongoing
Are there additional deliverables associated with the proposed follow-up?	No
Which support units have been engaged as collaborators in supporting additional deliverables? (If no, please indicate 'N/A')	NA
What is the current status of the follow-up? Include a completion percentage	Completed 100%
Please provide a brief description of the current, completed or planned work	<p><i>Completed:</i> The number of TA positions offered to MIR graduate students, and associated aggregate funding, by year, and was:</p> <p><i>TAships – EMPR (MIR Program Funded)</i> 2021-2022 - \$43,579 (12 TAs) 2020-2021 - \$40860.90 (12 TAs) 2019-2020 - \$5458.30 (2 TAs) 2018-2019 - \$5739 (3 TAs)</p> <p><i>TAships - EMPR (Arts and Science Online)</i> 2021-2022 - \$89535 (29 TAs) 2020-2021 - \$44260 (14 TAs) 2019-2020 - \$37308 (19 TAs)</p>

	<p>2018-2019 - \$26443 (10 TAs)</p>
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TA positions and associated funding will continue and is expected to increase in relation to course (enrollment) growth.

Recommendation 6: Reviewers recommend the establishment of a more formal system for maintaining connections to and communicating with the MIR alumni.	
Proposed follow-up	Enhance existing methods of Alumni outreach
Responsibility for leading follow-up	Director, Graduate & Undergraduate Employment Relations programs
Timeline for addressing recommendation	Initial steps implemented by Winter term 2019 then ongoing
Are there additional deliverables associated with the proposed follow-up?	No
Which support units have been engaged as collaborators in supporting additional deliverables? (If no, please indicate 'N/A')	NA
What is the current status of the follow-up? Include a completion percentage	Completed 100%
Please provide a brief description of the current, completed or planned work	<p><i>Completed:</i> In 2021, the MIR Program revamped one of its administrative positions, and hired a new Staff person, whose job description includes responsibility for formally maintaining connections to and communicating with the MIR alumni, including responsibility to:</p> <ul style="list-style-type: none"> • Develop and support ongoing Alumni relations including: <ul style="list-style-type: none"> ○ Collect and update professional and personal alumni records. ○ Issue invitations for alumni-student events and make recommendations and implement strategies to strengthen the department's relationship with its graduates, and nurture relationships among graduates and between current students and alumni. ○ Support Alumni giving campaigns, acting as the liaison for the department for advancement activities. • Plan, coordinate, direct, and participate in off-campus Alumni events and related outreach activities for prospective students and Alumni

Recommendation 7: Reviewers recommend that the program moves the endowment for the Woods lecture to the MIR program. Part of the fund can be used for an annual Woods award.	
Proposed follow-up	Unit to work with the Faculty of Arts & Science to explore the feasibility of repatriation of the Wood award
Responsibility for leading follow-up	Director, Graduate & Undergraduate Employment Relations programs and Dean, Faculty of Arts & Science
Timeline for addressing recommendation	Decision to be made by Fall 2019
Are there additional deliverables associated with the proposed follow-up?	No
Which support units have been engaged as collaborators in supporting additional deliverables? (If no, please indicate 'N/A')	NA
What is the current status of the follow-up? Include a completion percentage	Completed 100%
Please provide a brief description of the current, completed or planned work	<i>Completed:</i> The Wood Lecture endowment was transferred to the MIR Program in 2021. New updated terms of reference were completed in 2022. A Wood Lecture will be planned as soon as COVID restrictions permit.

Recommendation 8: The Reviewers recommend that the MIR program, now that it has an undergraduate program, should be formally recognized as a Department under the Faculty of Arts and Science	
Proposed follow-up	Faculty of Arts & Science to consider recommendation in light of: overall preferred organization of the faculty; and, optimal timing for transitioning from a unit to a department
Responsibility for leading follow-up	Dean, Faculty of Arts & Science
Timeline for addressing recommendation	Recommendation to be formally considered by Arts and Science by Winter 2019
Are there additional deliverables associated with the proposed follow-up?	Yes
Which support units have been engaged as collaborators in supporting additional deliverables? (If no, please indicate 'N/A')	Faculty of Arts and Science Administration
What is the current status of the follow-up? Include a completion percentage	Not started <25%
Please provide a brief description of the current, completed or planned work	<i>Planned:</i> The MIR Program anticipates putting forward a plan for recognition as a department when undergraduate program expansion has been fulfilled.

Recommendation 9: Reviewers recommend that the program develops a more formal career development seminar to help MIR students navigate the transition from the program to industry.	
Proposed follow-up	Develop a non-credit course in consultation with faculty, graduate students and MIR Alumni with the support of Career Services
Responsibility for leading follow-up	Director, Graduate & Undergraduate Employment Relations programs
Timeline for addressing recommendation	By September 2019
Are there additional deliverables associated with the proposed follow-up?	No
Which support units have been engaged as collaborators in supporting additional deliverables? (If no, please indicate 'N/A')	NA
What is the current status of the follow-up? Include a completion percentage	Completed <25%
Please provide a brief description of the current, completed or planned work	<p><i>Completed:</i> In 2021, the MIR Program revamped one of its administrative positions, and hired a new Staff person, whose will assume responsibility for formally supporting MIR student career development, including responsibility to organize a non-credit course in consultation with faculty, graduate students and MIR Alumni with the support of Career Services.</p> <p>Since 2018, by way of transition, the MIR Program continued to engage in hosting workshops, Roundtable Networking opportunities, and regular informal external speaker series (including alumni) in order to support MIR students in navigating the transition from the program to industry.</p> <p><i>Planned:</i> establishing a non-credit course in consultation with faculty, graduate students and MIR Alumni with the support of Career Services (work pending complete return to campus post-COVID).</p>

Recommendation 10: Reviewers recommend that the program hires 1-2 additional tenure track faculty members, with particularly priorities in the area of i) diversity and inclusion in work and employment, ii) international labor and employment issues and globalization.	
Proposed follow-up	Unit to create strategic plan that addresses future faculty hiring and succession planning. Faculty office to continue to assess the Unit's needs and advocate for new faculty hires.
Responsibility for leading follow-up	Director, Graduate & Undergraduate Employment Relations programs in conjunction with Dean, Arts & Science
Timeline for addressing recommendation	Ongoing
Are there additional deliverables associated with the proposed follow-up?	Yes
Which support units have been engaged as collaborators in supporting additional deliverables? (If no, please indicate 'N/A')	NA
What is the current status of the follow-up? Include a completion percentage	In process 50%
Please provide a brief description of the current, completed or planned work	<p><i>Completed:</i> In support of the strategic global of strengthening in EDII in the graduate and undergraduate programs, the department is in the process of hiring a new tenure-track faculty member whose teaching and research engage equity, diversity, inclusion, and indigeneity in workplace employment relations.</p> <p><i>Planned:</i> In order to meet the recommendation, and in order to provide needed support in relation to graduate and undergraduate program growth, the MIR Program will seek to hire an additional tenure-track faculty member with specialization in employment relations.</p>

Additional Notes:

Please note any additional issues affecting progress, if applicable.

Progress on recommendations listed as not yet 100% addressed were adversely affected by the COVID epidemic and its impacts on university program operations.