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MIR Programs Industrial Relations

is academic year, we have another excellent cohort of incoming graduate students into the programs. In 2016, we are planning a number of events, including another MIR Alumni Event in Toronto, as well as one in Ottawa. In a number of activities ongoing, including the Winkler addition, we are beginning our planning for the 2016 Speaker Series, which is bringing through some remarkable individuals, including:

- t % 0 % S V N 0 E Former Senior VP and Chief Economist, TD Bank
- t + B T P U T J N N P O T Chief Negotiations Officer, Hospital Association
- t 4 V T 4 0 X B S U, Chair, Ontario Grievance Settlements Board
- t 5 J N) B E X F O Assistant Deputy Minister, Labour Relations Division, Ontario Ministry of Education

We promise to keep you posted on our new initiatives as well as on upcoming events.

In the following pages, we are pleased to provide some news on the Charles Wood Lectureship, as well as a feature on Emerging Skills and Competencies in Industrial Relations, based upon the October 2015 Roundtable on this theme, which was held as part of the Wood Visiting Lectureship event.

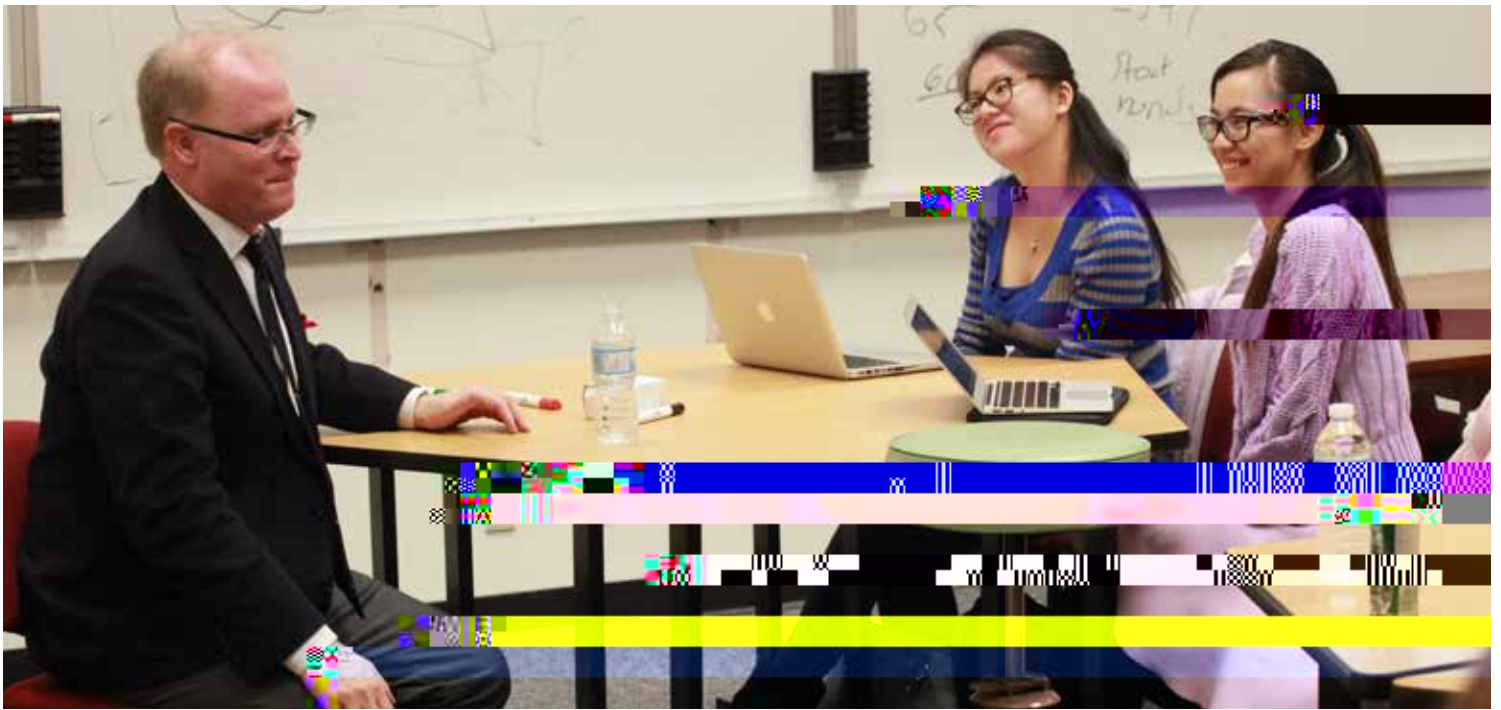
As always, I encourage you to stay in contact with your MIR colleagues and with the MIR Program.

Best regards and wishes for the New Year.

We have just concluded the 2015 Wood Lectureship event, with Peter Edwards (MIR 85; currently Vice-President of CPP) delivering the Wood Lecture. It was a tremendous success and an opportunity to engage current students as well as members of the academic and practitioner communities.

The Hon. Warren K. Winkler
Speaker Series
in Industrial Relations





MIR graduate students had the opportunity to meet with Mr. Edwards in small groups, on the Tuesday afternoon, to answer specific questions about his background and experience, major trends in the field, and his recommendations for job search strategies.

Queen's University Club, Roundtable Event



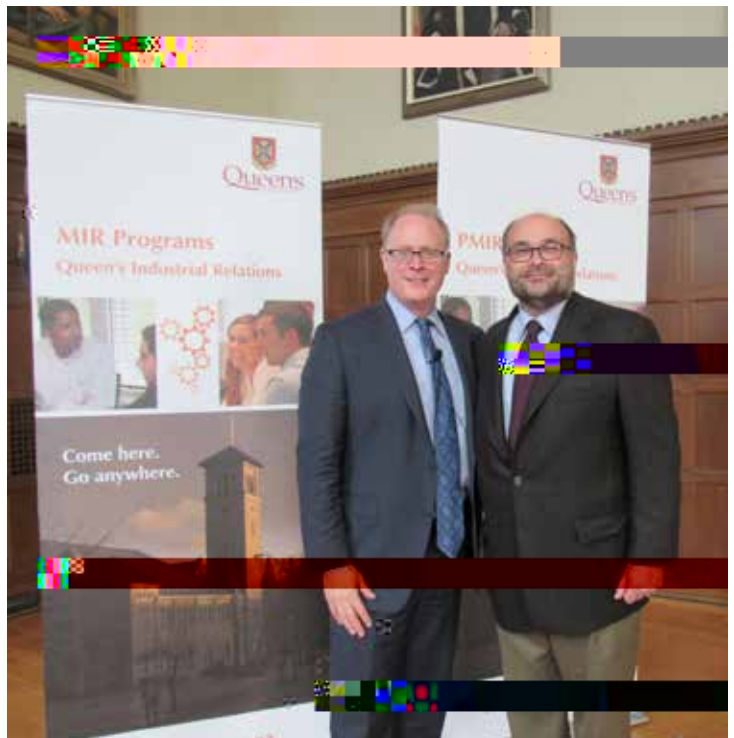
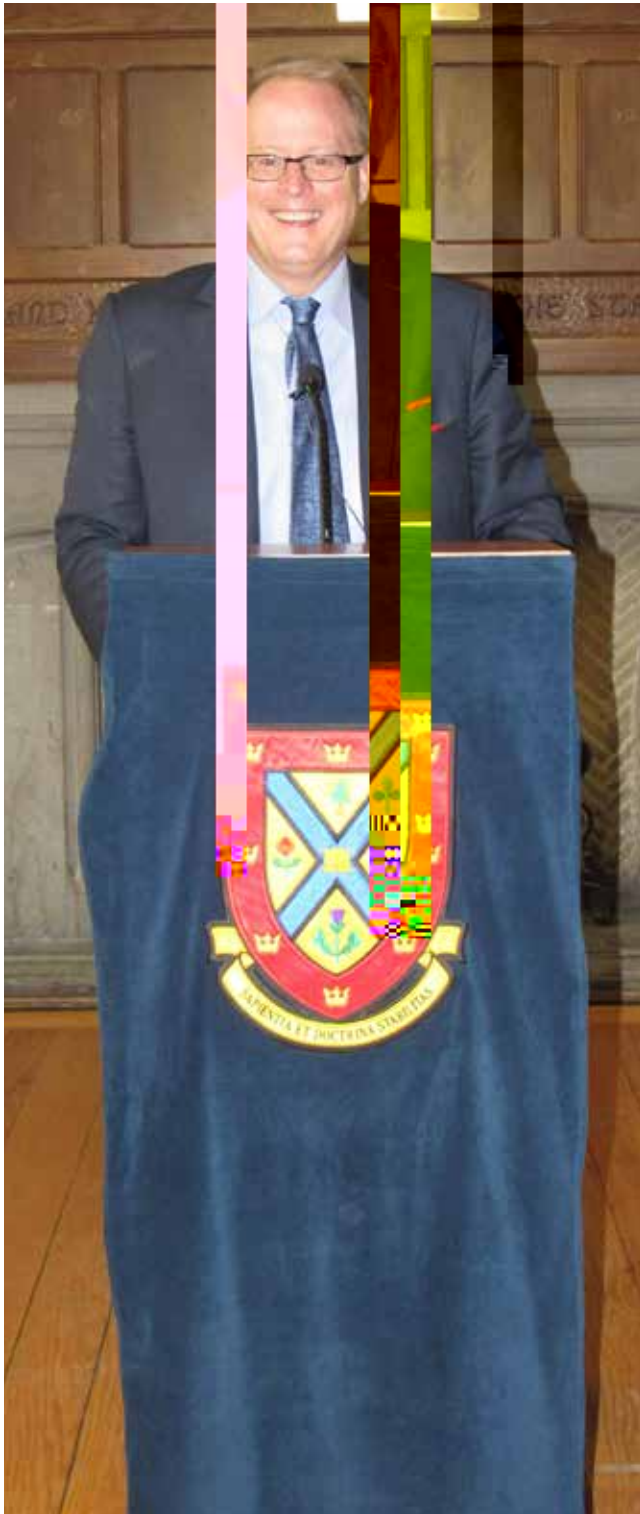
On Friday morning, Mr. Edwards joined a Panel, at the Queen's University Club, for a Roundtable discussion on the key skills and competencies required for future IR practitioners and the future of Canadian IR education. Along with Industrial Relations faculty members Professors Pradeep Kumar, Richard Chaykowski, Robert Hickey, and Jacoba Lilius, the Panel included MIR alumnus Mr. Vincent Panetta, from Hicks Morley.



II. Wood Lecture:

“A Futurist’s Look at IR/HR: Why it’s Time to Start Over”

The Wood Lecture in Industrial Relations was delivered the afternoon of Friday November 6. Mr. Edwards’ lecture surveyed major industry-wide changes and their impacts on IR/HR, and emphasized the revolutionary impact of technological and market developments on IR/HR practices, and the need to adapt to these pressures in order to meet the rapidly changing organizational and industry demands.



III. rounDTaBlE DIScuSSION: *e Future of C*

to receive support from the IR community for an integrated policy-practice oriented program.

Formal approval for the MIR Program came in 1982, with program set to begin in September 1983. The new program was a joint initiative of the IRC, School of Business, Faculty of Law, and Department of Economics. Each unit participated in the administration of the new

t he Queen's MIR program has a practice of ongoing reflection on the level and mix of courses offered in HR and OB, LR, labour law, economics, and related areas such as negotiations and conflict management, and analytical skills. The overall objective has been to

***“MIR Competencies – Building a Foundation
of Applied Skills for LR/HR Practitioners”***

prof. robert Hickey

Prof. Robert

e View From the Field:

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Mr. Vince Panetta is a Partner with ibks-Morley and an MIR Alumnus; and M Peter Edwards is Vice-President at Canadian Paci c and an MIR Alumnus.

From their perspective as noted practitioners and MIR alumni, Mr. Vince Panetta and Mr. Peter Edwards commented on the emerging skills and competencies required for success in the eld, and how the MIR program at Queen's prepared them for their respective careers.

Mr. Panetta emphasized that two of the skills developed through the MIR Program, and that are essential to achieving success as an LR/HR professional, include communications and negotiations.

t Communication, including the ability to write clearly and for the purpose of advocacy, is a critical competency whether at the strategic, functional or day-to-day level. For example, concise report writing for workplace investigations, that e ectively describe the events discussed, or clearly written policies and procedures that are communicated to the entire organization and are legally defensible. In terms of communication, engaging in purposeful dialogue and asking questions can enhance understanding and the e ective articulation of underlying workplace issues (e.g., in proposals in contract negotiations).

t Relationship building is also a key skill, especially when addressing collective agreement issues. e art of negotiations is a critical skill; and the MIR Program provides a foundation in this skill. Advocacy related not only to roles in collective bargaining, but also to all LR/HR roles, involves learning to share mutual interests in order to accomplish a goal. Overall,

the MIR program teaches the substantive applied knowledge, as well as the underlying theory to support this knowledge.

Mr. Edwards also highlighted communication skills as being critical to success in the eld. In addition, he emphasized the importance of including rational, solid evidence in written proposals. Another aspect of longterm success in the eld, emphasized by Mr. Edwards as essential, was utilizing key skills with velocity. Not only is critical thinking a skill, but movement towards objectives while engaging in thorough thought processes is also crucial. Finally, Mr. Edwards noted that evidence-based management is important to the future of LR/HR, and MIR graduates should aim to use this approach in the workplace to add value to their organizations.



Mr. Edwards noted that the knowledge gained in the MIR program was used e ectively throughout his career. He also emphasized that the MIR program provides students with the necessary tools; however, it is how the tools are used that determines success.



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V. SpoTLIgHT on Mir aLuMnI

Fall 2015 Spotlight - John Staple, MIR '91

John Staple (MIR' 91) retired as Deputy General Secretary of the Canadian Teachers' Federation in 2011, capping a career in education and labour relations spanning over 42 years. As Deputy General Secretary of CTF he played a critical role in overseeing financial and administrative functions, including program development, advocacy and partnership building. In roles at both the CTF and the Newfoundland & Labrador Teachers' Association John was heavily involved in labour relations issues including collective bargaining and contract administration.

In the spring of 2011, John was confirmed as an honorary life member of the Newfoundland and Labrador Teachers' Association.

Summer 2015 Spotlight – Peter Edwards, MIR '85

Peter Edwards (MIR '85) was appointed Vice-President Human Resources and Industrial Relations at CP in August 2010, and is responsible for the integrated function across North America. Prior to joining Canadian Pacific in 2009 as Vice-

Introducing the new MIR web spotlight series

Summer 2015 Spotlight - Matthew Dusureault, MIR '13

Matthew Dusureault (MIR '13) graduated through the PMIR Program. Manager of Human Resources for the Toronto Blue Jays Baseball Club since 2013, he is responsible for both day-to-day and strategic human resources leadership to all employees including executives at the Club.

Matthew completed the PMIR Program while working as the head of human resources for a unionized auto parts manufacturing plant located in Ontario. In this role Matthew was the point person for all human resources functions, and the chief spokesperson for the company in successful grievance resolution and collective bargaining negotiations.

Spring 2015 – Alumni Spotlight - Allison Roberts, MIR '13

Allison Roberts (MIR '13) achieved her Master of Industrial Relations through the Professional (PMIR) program.

Allison has been with the Human Resources department of Wilfrid Laurier University since 1999 and currently holds the position of Director, Employee and Labour Relations, which provides strategic oversight for both faculty and non-academic employee groups. Allison is the university's Chief negotiator for all six unions and has extensive experience with Human Resources and Labour Negotiations.



Spring 2015 -Ruben Benmergui, MIR '84

Ruben Benmergui (MIR '84) has over 35 years of experience in all aspects of Human Resources Management, in the private and public sectors.

He is the founder and Principal of Breakthrough HR Solutions, which provides HR Management and Labour Relations services to Clients and ConcilioADR Services which provides Mediation and Conflict Resolution ADR services. He teaches in the Department of Law and the Sprott School of Business at Carleton and is a published author, including several sections of Lexis Nexis' (Canada) "The Ultimate HR Manual", and Thompson-Reuters Carswell's HR Audit Toolkit Online. He is a past member of the HRP Ontario Board.

