Celebrating 75 Years of Industrial Relations at Queen’s
Dr. Cameron was the founder and head of the first university Industrial Relations Section in Canada, linked to the Queen’s School of Commerce and Administration. The Section was created in 1937 to investigate the complexities of industrial management-labour relations in the emerging field of IR.

Dr. Cameron was as much at home in the world of work as in the classroom: he had experience as a factory worker; as a student and teacher of economics and commerce; as a research assistant for four years; and as an economist for Canada Packers for four years, where he devoted much of his time to industrial relations.

From 1937 until his retirement in 1960, he broke new ground, overseeing the Section’s transformations in response to the needs of the IR community. While the Section’s early goal was primarily to gather and disseminate IR information, teaching soon became an important part of its role. To meet intense demand for IR training during the post-war surge of industrialization and unionization, for example, Dr. Cameron established a one-year diploma course in IR in 1945. Among his many activities over the years, Dr. Cameron also established Canada’s flagship IR program in 1939, a mainstay at Queen’s IRC to this day.

His many lasting contributions to IR were recognized in 1973 by an honorary degree from Queen’s University. The award citation describes Dr. Cameron’s influence: “His perseverance over 23 years as a stimulating teacher, productive researcher and writer, wise counselor of governments, effective arbitrator and conciliator, left an indelible imprint on the field of IR in Canada. His genuine idealism and concern for the dignity of employees, coupled with a tough practicality, persuasive gentleness and humour,” won him the lasting respect and friendship of his students — many of whom went on to hold senior posts in industry.

In 1945, a one-year diploma course was introduced by the Industrial Relations department to meet a demand from veterans for training in industrial relations. Some 29 students were enrolled that year.

Special conferences and seminars sponsored by the Industrial Relations Section

- **Industrial Relations**
  - Held annually from 1936-41

- **Special Wartime Seminars for Government Employees**
  - June, August, October, November and December 1942

- **21st Annual Conference**
  - June 1958

- **People and Production**
  - An annual one-week conference for Practitioners, 1960

- **Managing People**
  - A periodic evening seminar held in Kingston, Brockville, and Belleville for practitioners, 1937-60

**Did you know that...**

Collective bargaining was first recognized in 1937, following a strike by the United Auto Workers at the General Motors’ plant in Oshawa, Ontario.
The Wood years 1960-1985

Known as “Canada’s dean of Industrial Relations,” Dr. Donald Wood bridged the gap between academia and the world of work.

Dr. Wood was director of the newly re-named Industrial Relations Centre from 1960 to 1985, as well as professor of economics. In 1983, he also became director of the School of Industrial Relations, which was established to offer the multidisciplinary Masters of Industrial Relations (MIR) program he was instrumental in creating.

Despite his retirement in 1985, Dr. Wood ran the IRC’s continuing education program for another five years, and led training seminars well into the 1990s. He also established a specialized IR library.

Dr. Wood’s main influence on the study of IR was to link academics with IR practitioners; a dual focus also reflected in his pre-IRC experiences. After serving in the Royal Canadian Air Force during the Second World War, he studied economics at McMaster, Queen’s, and Princeton, where he received a scholarship to complete his PhD, and wrote his thesis on white-collar unionism. Then he gained practical experience as director of employee relations research at Imperial Oil for five years.

During 25 years as leader of the IRC, Dr. Wood built a world-renowned research and training institution, one that thrived while most of Canada’s other industrial relations centres folded. He helped shape public policy through his research and publications program — which informed debate on key issues such as wage price controls in 1975 and surveyed developments and trends in the IR field — and by serving on many federal and provincial task forces.

At the same time, Dr. Wood pioneered his continuing education program to teach human resources managers about employee-employer relationships. His talent for bringing together leading authorities from industry, unions, government, universities and consulting firms for programs enriched the education of IR students across Canada, and internationally.

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W. Donald Wood receives honourary degree from Queen’s University

At Queen’s fall 1996 convocation, Dr. Wood received an honourary L.L.D. degree in recognition of his contribution to the University and his achievements in the field of industrial relations and human resource management. The fall convocation was particularly appropriate for conferring this honour as the 1996 MIR class, also receiving their degrees, were there to share in this special occasion.
A teacher in the Faculty of Law at Queen’s since 1968 and a grad of Queen’s and Oxford universities, Dr. Carter brought exceptional academic credentials to the position. As well, he had practical experience in the world of work, gained as a well-known arbitrator and chairman of the Ontario Labour Relations Board from 1976 to 1979.

Dr. Carter moved quickly to build on the foundations of his predecessors. With the IRC and the MIR program already in good health, and Don Wood running the successful continuing education program, Dr. Carter turned his attention to reinforcing academic content. His main goal was to establish a core, full-time faculty within the School of Industrial Relations to help meet the growing demand for university-trained HR/IR professionals in a field that was becoming ever more complex.

He succeeded admirably: during Dr. Carter’s directorship, two full-time faculty were appointed; research capacity and publications expanded, further enlarging the IRC’s presence in the IR community; the Queen’s Papers in IR series was developed to make preliminary research available to the academic community before it was submitted for publication; and the School of IR Research Essay Series circulated selected students’ work to IR scholars, practitioners, and policy makers. In addition, the Labour Arbitration program—which is still popular today—was added to the list of continuing education offerings for practitioners working in the field.

Other important milestones during Dr. Carter’s directorship include: the IRC’s celebration of its 50th anniversary; the move to the new Policy Studies Building at Queen’s; the integration of the Industrial Relations Collection within the new May Ball Library; and the inaugural Don Wood Visiting Lectureship in Industrial Relations.

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Don Wood Lectureship in Industrial Relations

Under the directorship of Don Carter, The Don Wood Visiting Lectureship in Industrial Relations was established in 1987 to honour Dr. Wood’s role in building an outstanding research, teaching, and continuing education program at Queen’s, and to recognize his accomplishments in the wider industrial relations community. In keeping with these achievements, the terms of the Lectureship expressly state that its purpose is to bring to Queen’s University “a distinguished individual who has made an important contribution to industrial relations in Canada, or in other countries.”
Dr. Bryan Downie was an outstanding scholar and experienced practitioner in the fields of dispute resolution, industrial relations, and human resource management. He was the IRC’s director for five years, and a teacher and lecturer at Queen’s for over 30 years, much of it at the School of Business.

Before coming to Queen’s and the IRC, Dr. Downie studied at the University of Chicago’s business school with luminaries including Robert McKersie, a pioneer in human resources and labour relations, who had a big influence on his work. Dr. Downie, who at the time noticed major changes taking place in the IR environment, recognized a growing emphasis on human resource management, and turned his scholarly research to this area.

Under Dr. Downie’s stewardship, the IRC and the IR School moved in a number of new and important directions. His activities reflected his commitment to bridging the gap between the world of academic research and the actual world of industrial relations/HR management practice.

For example, the two-year Project on the Management of Human Resources, sponsored by the IRC, brought together an impressive research team in the first-ever study of trends in this area in Canada. It linked top practitioners and authorities in IR with prominent scholars. The project culminated in a major conference in 1994.

As well, the centre published a series of papers that resulted from the project, including Managing Human Resources in the 1990s and Beyond, which greatly contributed to the understanding of trends in this field. He expanded publications for academics and practitioners: he officially named the centre’s publishing arm, the IRC Press, and created an editorial board to ensure academic quality.

Bryan Downie assumed responsibility for continuing education when Don Wood stepped down. He created several new programs such as Negotiation Skills and Teams, both of which continue today. He organized many academic conferences and workshops. Along with former IRC Director Don Carter, who had gone on to become Dean of the Queen’s Law School, Bryan was a driving force behind the creation of the joint MIR-LLB program.
Dr. Carol Beatty is an academic expert and practitioner in the field of organizational behaviour, change management, teamwork and business strategy.

Under Dr. Beatty’s leadership, the IRC became known as “Canada’s people management finishing school,” specializing in human resources management, organization development and industrial relations. Carol’s focus was on gearing the IRC’s programs, research, and publications toward helping practitioners build knowledge and skills in advanced people management.

During Dr. Beatty’s directorship, the IRC’s training activities grew exponentially. By 2005, the Centre offered 15 programs that bridged the gap between theory and practice. Two programs, for example, were structured around Dr. Beatty’s research into the key success factors for change management and teamwork. This research also formed the basis of her books, Employee Ownership (with H. Schachter) and Building Smart Teams (with B. Barker Scott).

In addition, three respected, ground-breaking certificates were launched: the Industrial Relations Certificate, the Human Resources Management Certificate, and the 2004 Organization Development and Organization Development Masters certificates. The IRC became the first and still only Canadian institution offering advanced practitioner education in Organization Development.

In early 2005, Dr. Beatty’s efforts to provide top management training to those in the field were rewarded with The Ray & Berndtson Vision Award, recognizing excellence in providing an HR product or service. The award was conferred on the IRC for innovative training methods and high service standards in its popular people management education programs.

The Beatty years 1996-2005

During Dr. Carol Beatty’s decade-long directorship, the IRC’s training activities grew exponentially. By 2005, the Centre offered 15 programs.

Dr. Carol Beatty poses with a Human Resources Management Certificate graduate

State of the Art and Practice in Dispute Resolution Symposium

In 2000, the IRC held a very successful symposium in honour of the late Dr. Bryan Downie, which was attended by senior labour relations officers and academics. The topic was Dispute Resolution and the renowned speakers were the Honorable George Adams and Dr. Chris Moore.
Paul Juniper became the sixth Director of the Queen’s Industrial Relations Centre in 2006. As a CHRP, SPHR and an Honourary Life Member of HRPA, he has provided the IRC with the ability to grow its Human Resources programming, and has expanded the Queen’s IRC name globally.

Mr. Juniper is a leading and respected figure in Canada’s HR community, with over 30 years of experience in HR and association leadership. He speaks regularly at national and international conferences on trends in HR, and the ways in which individuals and their organizations can continue to raise the bar on HR. Paul developed and designed the IRC’s Advanced HR programming to meet the increasingly complex professional development needs of HR practitioners. Mr. Juniper’s practitioner-oriented research focuses on the state of the HR profession both in Canada and around the globe. Since 2011, the IRC has conducted two important national surveys: An Inquiry into the State of HR in Canada and An Inquiry into the State of Labour Relations in Canada. The research revealed the key challenges facing the HR and LR professions, the skills and knowledge critical in the fields, along with the immediate and long range priorities for HR and LR departments across Canada, from the perspective of practitioners.

During Mr. Juniper’s tenure, he has catapulted the IRC into national and international waters. Since 2007, Queen’s IRC has extended their reach ten-fold – from offering programs only in Kingston to offering professional development training across Canada and internationally. Under Paul’s leadership, the IRC has formed several collaborative partnerships with other companies and institutions, to offer programming and conduct practitioner-focused research.

With the IRC celebrating 75 years of industrial relations at Queen’s, Mr. Juniper will continue to push the boundaries to allow the IRC to continue to grow exponentially.

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Queen’s IRC introduces the Advanced Human Resources Certificate
This fall, the IRC officially launched the new Advanced Human Resources Certificate. This certificate is the first of its kind in Canada, and has been designed to broaden and deepen the knowledge of the HR practitioner. It is truly unique in the field of Human Resources education. An exciting addition to our portfolio, the Advanced Human Resources Certificate is an excellent complement to our existing Labour Relations, Advanced Labour Relations, and Organization Development Certificates.

Partnerships
Under Paul Juniper’s directorship, the IRC has been working to build partnerships with companies and institutions that share complementary missions. Some of these partnerships include:

Paul Juniper speaking at the ACEC National Summit and Convention in PEI. (Photo credit: ACEC-Canada)