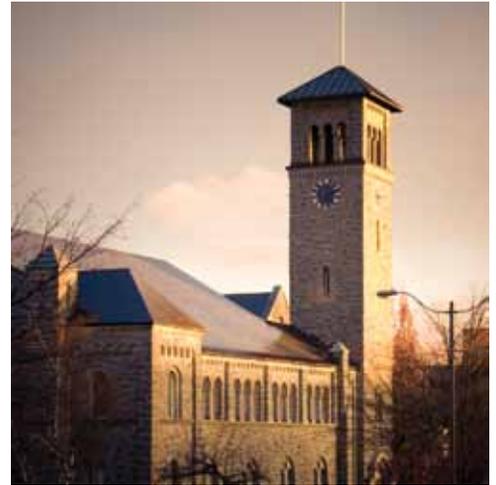


PROFESSIONAL MASTER OF
Industrial Relations



A part-time program for professionals in Labour Relations
and Human Resources Management

Message from the Program Director



Queen's University has a long and proud tradition of training many of Canada's leading Human Resources and Industrial Relations professionals. For over seventy-five years, we have offered graduate education programming that enables our alumni to make informed and decisive contributions to the employment landscape. Our core and elective course offerings are delivered by leading experts in their fields, ensuring our students are well prepared to meet the challenges and opportunities offered by contemporary workplaces. Beyond the classroom, the student experience is enhanced by the opportunity to participate in our regular speaker series, the annual inter-university negotiations competition, and international exchanges.

Graduates of the MIR program provide leadership, cutting-edge practice, and policy direction to many of Canada's most visible corporations, unions, non-profit organizations, and governments. Choose Queen's MIR and equip yourself with exceptional training, skills, and abilities to propel your future career.

Richard Chaykowski
MIR Program Director



Queen's Professional MIR is a part-time, multidisciplinary program, designed expressly for experienced managers and senior professionals who are seeking to enhance their knowledge, skills and confidence for leadership roles in labour relations and human resources management. Students benefit from the practical experience and knowledge of regularly scheduled guest speakers who are leaders in the broader field of industrial relations.

Program Features

Relevant, applied and leading-edge learning is a PMIR trademark. As organizations respond to demographic, social, economic, technological and environmental changes, the PMIR program is preparing a new generation of leaders.

A Strong Curriculum

The core curriculum focuses on the principles and approaches associated with human resources management, organizational theory and design, labour law and labour relations, and labour economics. Through a wide variety of elective courses, students individualize their studies. Optionally, students may undertake a Master's Research Project on a topic of special interest.

A Flexible Class Schedule

Combining full-time work, personal responsibilities and part-time studies is facilitated by the class schedule. The PMIR program consists of monthly week-end sessions (Friday and Saturday) from September to April and a two-week residency period in May/June.

An Accomplished and Diverse Student Body

The PMIR program draws students in midlevel and senior roles from small to large firms in the private sector, the federal, provincial and municipal governments, health and education. Their academic backgrounds are as diverse as their professional experience. This contributes significantly to the quality of the learning environment.

The PMIR Program Advantages

The Queen's PMIR offers a rich and rewarding learning experience, with faculty who are leading scholars and prominent policy advisors, among accomplished and ambitious student colleagues who are committed to making a significant difference in their workplace and more broadly for the benefit of their organizations.

Students benefit from the practical experience and knowledge of regularly scheduled guest speakers who are leaders in the broader field of industrial relations.

The PMIR emphasis is on Human Resources Management, Labour Relations, Labour Law and Organizational Design and Development. The program provides participants with advanced skills and knowledge to implement solutions to current and emerging workplace issues. New management skills help translate commitment into action to meet workplace challenges.

Through elective courses and an optional Master's Research Project, students apply their skills to the analysis and resolution of concrete problems.

The PMIR class schedule allows students to combine full-time professional responsibilities with part-time graduate studies. Students attend classes in Kingston one Friday and Saturday each month from September to April and for two weeks in May/June. Electronic resources facilitate research as well as regular contact with faculty and students between class meetings.

PMIR learning can be applied immediately to the workplace, making the program a great investment for employers as well as their employees. Employer support to meet tuition and related costs is good value.

The PMIR fee structure, with an optional monthly payment plan, makes this program accessible even to students who must rely on personal resources.

PMIR Program Structure and Requirements

Required Courses

Organizational Theory and Design
Human Resources Management
Industrial Relations and Labour Law I and II
Unions and Collective Bargaining
Labour Economics and Industrial Relations
Analytical Methods in Industrial Relations

Elective Courses*

Elective courses permit in-depth study on such topics as:

Negotiations and Conflict Resolution
Contemporary Labour Policy
Industrial Relations in the Global Economy
High Performance Work Systems
Leadership in Organizations
Human Rights Law in the Workplace
Occupational Health and Safety Law
Advanced Topics in Human Resources Management
Compensation and Management in Health Care

Professional skills seminars (equal to one-third course credit) on such topics as:

Accounting
Finance
Mediation
Contract Administration
Change Management
Incentive Pay
Performance Management
Occupational Health and Safety

Research Project (optional)

The Master's Research Project provides an opportunity for students to pursue a research project on a topic of their choice with faculty supervision.

* See the Web page for course descriptions. Not all courses are offered each year.



Opportunities Beyond the Classroom

PMIR students may also benefit from the myriad of related supplementary activities offered by the School and its associated units. Of special interest are the **professional development programs** offered by the Queen's Industrial Relations Centre (IRC) – Canada's premier institution for management and executive training in labour arbitration, collective bargaining, change management, and organizational development, with national and international networks of practitioners.

The regular **Speaker Series** brings leading analysts and prominent scholars to campus for debate on major challenges in the field.

International Study Opportunity

Interchange study, focusing on Chinese Economic Reform and Public Policy Issues, is offered in the spring term in Shanghai at Fudan University, one of China's most renowned post-secondary institutions.

Kyle Hargreaves

Core Faculty

Queen's Professional Master of Industrial Relations boasts a full-time faculty whose members are renowned for their commitment to innovative teaching and advancement of scholarship. Professional achievements by our faculty include:

- Significant grants to fund groundbreaking research projects
- Publication of leading books, texts, and papers in prestigious national and international journals
- Regular invitations to present research papers and addresses to a wide range of leading professional and academic organizations
- Substantial contributions to various government commissions as researchers, advisors and project directors
- Practical expertise acquired from a variety of professional capacities in the private and public sectors

This combination of excellence in teaching, research and practice provides for stimulating learning.

For complete faculty biographies, we encourage you to consult <http://mir.queensu.ca/index.cfm/students-faculty/faculty/>



Richard Chaykowski

Professor
PhD, Cornell University

Research Interests: Labour policy, labour relations and collective bargaining, workplace practices, training and skills development



Deborah Leighton

Continuing Adjunct
LLM, University of Texas Law School
JD, Nova University

Research Interests: Arbitration and mediation



Glenda Fisk

Associate Professor and
MIR Program Director
PhD, Pennsylvania State University

Research Interests: Employee entitlement, emotion regulation and stress in service occupations, workplace fairness issues



Jacoba Lilius

Associate Professor
PhD, University of Michigan

Research Interests: Organizational implications of high-quality workplace relationships, occupational stress and emotional labour, compassion in the workplace, health-care management



Robert Hickey

Assistant Professor
PhD, Cornell University

Research Interests: Labour unions, collective bargaining and labour relations, negotiations, conflict management



Vincent Pohl

Assistant Professor
PhD, Yale University

Research Interests: Labour and health economics



“The alumni conference is special because it’s designed to address ideas that aren’t mainstream yet, but that everyone will be focused on in five years. It also gives students an opportunity to network with other MIRs. Every conceivable problem of human resources and labour relations is discussed with speakers who are able to talk about the big picture.”

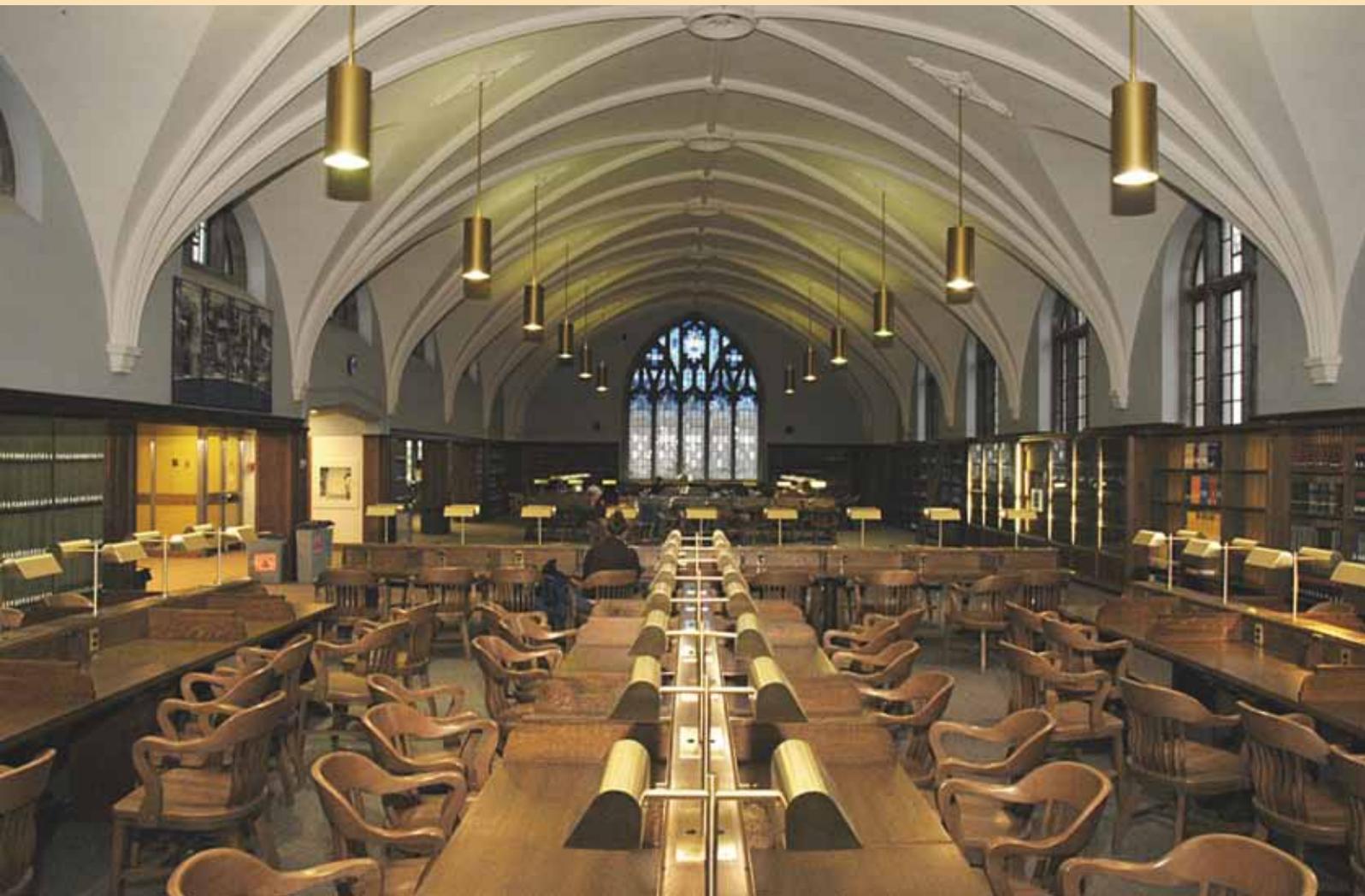
*Peter Edwards, Queen’s MIR Alumnus
Vice President of Human Resources and Industrial Relations, CP Rail*



“The PMIR at Queens has been one of my greatest professional and personal experiences. The pace of the program is ideal for applying key learnings in the workplace and the quality of teaching and class discussions with my professional colleagues has been extremely valuable. I would recommend this program to any HR or LR professional in a senior capacity and feel my competency as an HR practitioner has grown significantly since I began the program in the Fall of 2010.”

Allison Roberts, Director, Employee and Labour Relations, Wilfrid Laurier University

For more testimonials please go to: mir.queensu.ca





Queen's Library is one of Canada's leading academic research libraries. Featuring attractive facilities and modern technologies, the library provides convenient online access to extensive print and electronic collections as well as time-saving services and research support.



“As a Queen’s University alumni, I was thrilled to learn about the launch of the PMIR program. Queen’s continues to be a leader in graduate education. In today’s job market, it is important to maintain your skill set and gain new skills and knowledge. A firm believer in life long learning, the PMIR allows me the opportunity to continue my education at the graduate level while enhancing my knowledge and skills in labour relations and human resources management. The program provides a mix of theoretical and practical knowledge that translates directly into the workplace. The program offers a supportive atmosphere, a dynamic group of faculty all leaders in their respective fields, and a support staff committed to furthering each student’s success. The structure of the PMIR is attractive, allowing me the flexibility to balance full-time employment with part-time studies. The program continues to be a satisfying and rewarding experience and a great opportunity to learn from leading scholars and practitioners in the field.”

Leanne Deodato, BA, CHRP, Queen’s University, BA 2000 (Political Studies), PMIR 2012

Stauffer Library

This is the main arts and humanities library at Queen’s. It is a state-of-the-art facility housing books, journals, and electronic resources for the fine arts, humanities, and social sciences.

The large government documents collection includes depository materials produced by the federal and Ontario governments, United Nations, EU and more.

For detailed information please see:

<http://library.queensu.ca/>

Student Services and Resources at Queen’s University

Student Resources

Information about Queen’s student services and resources, including those listed below, is available at:

<http://www.queensu.ca/studentaffairs/>

- Academic Resources (e.g. Writing Centre, Library System including student services for those with disabilities and those requiring adaptive technologies)

Please review: <http://library.queensu.ca/websrs>

- Health, Counselling and Disability Services

- Resource Centres (e.g. Dean of Student Affairs Office, International Centre, Human Rights Office, the Ban Righ Centre)

- Personal Safety Services

- Online Resources for Students

Law Library

The William Lederman Law Library provides a vast range of print and online resources—all that you are likely to require for any topic of study or research. This library has a constantly evolving website with information about the range of services available:

<http://library.queensu.ca/law/>

Four Directions Aboriginal Services and Student Centre

Four Directions Aboriginal Student Centre seeks to enhance the development and well-being of the Queen’s University Aboriginal community. Four Directions welcomes and encourages all Queen’s University students to develop an awareness and appreciation of the Aboriginal experience in Canada. In keeping with the teachings of the Four Directions and the 7 Grand Father Teachings, the Centre strives to support individual Aboriginal students in balancing their academic, spiritual, physical, and emotional needs.

Telephone 613.533.6970

<http://www.queensu.ca/fdasc/>

Disability Services Office

Queen’s University is committed to facilitating the integration of students with disabilities into the University community. Students must register with the Disability Services Office and provide documentation of their disability. The Disability Services Advisor will make recommendations when appropriate about reasonable accommodations.

Telephone 613.533.6467

<http://www.queensu.ca/hcds/ds/>



Benefit From Experienced Guest Speakers

Jim Vair, Chief Education Labour Relations Officer, Ministry of Education

Lecture Title: *Challenging times: Negotiations at the City of Toronto and Ontario's K-12 education sector*

The Honourable Peter Miliken, former Speaker of the House of Commons of Canada

Lecture Title: *Can Governments Cope?*

George Smith, former VP Human Resources, Air Canada

Lecture Title: *Reflections on Challenging Times: Looking Back and into the Future*

The Honourable Warren K Winkler, Chief Justice of Ontario

Lecture Title: *Labour Arbitration and Conflict Resolution: Back to our Roots*

Françoise Mathieu, Certified Mental Health Counselor and Compassion Fatigue Specialist

Lecture Title: *Understanding Compassion Fatigue and Burnout in Human Resources and Labour Relations Professionals*

Jana Raver, Assistant Professor and E. Marie Shantz Faculty Fellow of Organizational Behaviour, Queen's School of Business

Lecture Title: *Workplace Harassment, Incivility and Bullying*

Warren "Smokey" Thomas, President, Ontario Public Service Employees Union (OPSEU)

Lecture Title: *The Future of Unions in a Difficult Environment*

Elizabeth Macpherson, Chair, Canadian Industrial Relations Board

Lecture Title: *Know your board: Similarities and Differences between the Federal and Provincial Board*

Richard J. Dixon, Vice President and Human Resources Officer, Nav Canada

Lecture Title: *Managing LR in a Time of Increasing Complexity*

Don Drummond, Adjunct Professor, Matthews Fellow

Lecture Title: *On the Commission on the Reform of the Ontario Public Service*



Top left: Don Drummond

Middle left: Warren "Smokey" Thomas and Chief Justice Warren Winkler

Bottom left: Chief Justice Warren Winkler

Admissions

- Applications are accepted under the general regulations of the School of Graduate Studies and Research.
- The normal minimum academic qualification for admission to the PMIR program is a four-year bachelor's degree with upper second-class standing (B+) (or equivalent) from a recognized university.
- Professional MIR candidates must also have three years of full-time employment experience (or equivalent) in the field.
- Candidates, with significant employment experience, who do not meet the normal minimum academic qualification, must provide additional evidence of strong academic potential. This evidence normally involves completion of two courses at the senior undergraduate or graduate level, with a minimum B+ standing in each course, or completion of the Graduate Record Admission Examination (GRE) or the Graduate Management Admission Test (GMAT), with a minimum score at the 75 percentile in the verbal and analytical categories.

For more information, go to:
mir.queensu.ca

Selected Prior Fields of Study of Queen's IR Students

Accounting
Biology
Business
Communications
Defence Studies
Economics
Engineering
English
Geography
History
Industrial Relations
Information Science
Labour Studies
Law
Life Sciences
Nursing Science
Philosophy
Political Studies
Public Administration
Psychology
Sociology

Advanced Standing

Students in the PMIR program must complete 11 half-course credits. PMIR applicants may be eligible for advanced standing (course credit) based on prior academic experience.

Request for advanced standing should be made at the time of application. Courses credited towards another academic degree will not be considered for advanced standing.

Program Application

Admissions are accepted on a rolling basis.

To apply for admission, through the School of Graduate Studies, go to:

<https://eservices.queensu.ca/apps/sgsapp/>

Early application is encouraged.

For more information on the Queen's PMIR please contact:

PMIR program
138 Union Street, Room 217
Queen's University
Kingston, ON K7L 3N6

Telephone: 613.533.3020

Fax: 613.533.2135

Email pmir.program@queensu.ca

Or visit: mir.queensu.ca



PMIR Program

- The Professional Master of Industrial Relations is a new flexible format for delivering a highly respected and successful professional graduate degree in human resources management, labour relations and labour law.
- The program offers the benefit of maintaining full-time employment while completing a graduate degree in 30-36 months.
- Open to applicants from all undergraduate fields of study with three or more years related experience.
- A strong core curriculum, with elective courses and skills seminars.
- Portable knowledge and skills for a fast-changing workplace.
- Outstanding faculty and fellows.
- Educational and professional opportunities outside the classroom.
- A diverse and accomplished group of student colleagues.