

# QUEEN'S INDUSTRIAL RELATIONS CENTRE DIRECTORS, 1937-2005

## The Cameron Years: 1937-1960

### Dr. James Carruthers Cameron

Dr. Cameron was a pioneer practitioner and teacher in Canadian industrial relations.

He 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 counsellor 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.

## **The Wood Years, 1960-1985**

### **Dr. Donald William Wood**

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

He 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, established to offer the multidisciplinary Masters of Industrial Relations (MIR) program he was instrumental in creating.

Despite his retirement in 1985, for another five years, Dr. Wood ran the IRC’s continuing education program, 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.

## The Carter Years, 1985-1990

### Dr. Donald D. Carter

The five-year directorship of Dr. Donald Carter, a law professor and arbitrator, was both eventful and productive.

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 growing demand for university-trained HR/IR professionals in this 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 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, Labour Arbitration, still a popular program 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: IRC's celebration of its 50<sup>th</sup> anniversary; the move to a new location within the 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, which featured John Dunlop from Harvard. Since this debut in 1987, the lectureship has become a Queen's tradition, bringing an individual to campus each year who has made an important contribution to IR to speak to faculty, students and IR practitioners.

## The Downie Years, 1990-1995

### Dr. Bryan M. Downie

Dr. Bryan Downie was an outstanding scholar and experienced practitioner in the field of dispute resolution, industrial relations and human resource management. He was 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 IRC, Dr. Downie had studied at University of Chicago's business school with luminaries including Robert McKersie, a pioneer in relating human resources and labour relations who had a big influence on his work. Dr. Downie 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, 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/human resource 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.

Dr. 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 Dr. Don Carter, who had gone on to become Dean of the Queen's Law School, he was a driving force behind the creation of the joint MIR-LLB program.

## **The Beatty Years, 1996-2005**

### **Dr. Carol Beatty**

Dr. Carol Beatty is an academic expert and practitioner in the field of organizational behaviour, change management, teamwork and business strategy.

She holds a PhD, MBA and BA from the University of Western Ontario, and an MA from University of Waterloo. She is a professor with Queen's School of Business who has taught in undergraduate and graduate programs in the Schools of Business, Industrial Relations and Policy Studies.

During Dr. Beatty's directorship, IRC became known as "Canada's people management finishing school," specializing in human resources management, organization development and industrial relations. Her focus was on gearing IRC's programs, research and publications toward helping practitioners build knowledge and skills in advanced people management.

One priority was to revamp and expand IRC's people management education programs. Innovative adult education methods featuring experiential, interactive activities such as computer simulations were introduced, enabling participants to learn theory while also gaining expertise and confidence in applying it.

Another part of Dr. Beatty's strategy was to fund academic papers; and to develop a high-quality electronic publishing program to support research by disseminating discussion papers, a current issues series, case studies and book excerpts.

During Dr. Beatty's decade-long directorship, 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 IR Certificate, the HR Certificate, and the 2004 OD and OD Masters certificates. IRC became the first and still only Canadian institution offering advanced practitioner education in OD.

Dr. Beatty is a tireless promoter of the IRC, working to enhance its reputation by making speeches and presentations around the province and the country, and working with a range of public and private sector companies as a sought-after speaker and trainer.

From these activities a number of partnerships grew. Working with the Human Resources Professionals Association of Ontario, IRC offered a series of "clinics," one- and two-day programs that gave HR leaders the essentials of high-performance teams, strategic thinking, and organizational learning. As well, IRC began to partner with "learning consortiums," to bring training programs to various parts of Canada.

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, which was conferred on IRC for innovative training methods and high service standards in its popular people management education programs.