

**A BETTER TOMORROW STARTS  
WITH BETTER WORK TODAY:**  
IMPROVING WORK FOR  
POST-PANDEMIC WORKERS

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REMODELER LE MONDE DU TRAVAIL  
ACTUEL POUR UN AVENIR MEILLEUR:  
AMÉLIORER L'EMPLOI DES TRAVAILLEURS  
À L'ÈRE POST-PANDÉMIQUE

**PROGRAM  
PROGRAMME**

**27-29/05/2023**

**ANNUAL CONFERENCE OF THE CANADIAN  
INDUSTRIAL RELATIONS ASSOCIATION**

**CONGRÈS ANNUEL DE L'ASSOCIATION  
CANADIENNE DES RELATIONS INDUSTRIELLES**



## THEMES / THÈMES

Industrial relations (IR) scholarship will play a pivotal role in resolving future work-related challenges and building a better post-pandemic world of work. Our **60th annual Canadian Industrial Relations Association (CIRA) conference** will examine IR's proposed solutions, with a particular emphasis on how work can be improved in a post-COVID era marked by economic uncertainty, high inflation, and rising worker discontent.

As we explore the future, the conference will also reflect on how sixty years of industrial relations scholarship and activism in Canada has contributed to improving government policymaking in the area of labour and employment, from increasing the performance of firms, to bettering the lives of working people. Our key conference themes are:

- In-Person vs. Remote Work Arrangements
- Labour Shortages, Migrant Workers and Essential Services
- Austerity and Employee Rights
- Gender and Work
- Digital and Climate Disruption
- Union Renewal and Experimentation



Les connaissances avancées en relations industrielles (RI) joueront un rôle crucial pour résoudre les futurs enjeux de l'emploi et bâtir un monde du travail meilleur après la pandémie. Au cours de notre **60e congrès annuel de l'Association canadienne des relations industrielles (ACRI)**, nous allons examiner les solutions proposées par le secteur des RI et mettre l'accent sur les façons d'améliorer le travail à l'ère post-COVID marquée par l'incertitude économique, un taux d'inflation élevé et une montée du mécontentement des travailleurs.

Dans notre exploration de l'avenir, le congrès 2023 sera l'occasion de nous demander comment les 60 ans d'études avancées et d'activisme en relations industrielles au Canada ont permis d'améliorer les politiques gouvernementales dans le domaine du travail et de l'emploi, depuis l'augmentation de la performance des entreprises jusqu'à l'amélioration de la vie des travailleurs. Les thèmes du congrès sont les suivants:

- Travail sur place ou travail à distance
- Pénuries de main-d'œuvre, travailleurs migrants et services essentiels
- L'austérité et droits des travailleurs
- Genre et travail
- Perturbations technologiques et climatiques
- Renouvellement et expérimentation de l'Union

# CONFERENCE PROGRAM / PROGRAMME DU CONGRÈS

*Unless otherwise noted, CIRA Conference events  
will take place in the Victor Phillip Dahdaleh Building.*

*Saturday, May 27*

**12:00 PM**                      Registration

**12:30 PM - 2:45 PM**      CIRA Executive Meeting | Room 2008

**2:45 PM - 3:00 PM**      Afternoon break

**3:00 PM- 4:45 PM**      Directors' Annual Virtual Forum | Room 2008 | [Zoom Participation](#)

*The Job of Professor in Work, Employment, Industrial Relations, Labour Law and  
Human Resources Programs* | all are welcome to attend

**5:00 PM - 7:00 PM**      Welcome Reception and Opening Plenary | Room 0014

*Disruptive Tech Changes and Union Responses in Call Centres across Canada, Germany,  
and the U.S.* | Sean O'Brady (McMaster University)

Simultaneous translation will be available in Room 0014 / Traduction simultanée  
disponible dans la Salle 0014.







### **Sunday, May 28**

**8:00 AM - 8:30 AM**      Registration and morning refreshments

**8:30 AM - 10:15 AM**      Concurrent Session 1.1 | Room 0013

■ ***Triple Jeopardy for Racialized Immigrant Women in Canada: Work from Home as a Determinant of Resilience***

-Ayesha Tabassum, Tina Sharifi (York University)

■ ***COVID-19 and the Gender Gap in Research Productivity: Understanding the Effect of Having Primary Responsibility for the Care of Children***

-David Peetz (Griffith University)

-Alison Preston (University of Western Australia)

-Scott Walsworth (University of Saskatchewan)

-Johanna Weststar (University of Western Ontario)

■ ***Is life after COVID-19 a “new normal” or just the same old grind for caregivers?***

-Shelagh Campbell (University of Regina), James Chowhan (York University)

■ ***Le rôle du soutien organisationnel dans l'adaptation au télétravail : une approche basée sur les affordances technologiques***

-Jean Frantz Ricardeau Registre, Tania Saba ( Université de Montréal)

Chair / Président: Rafael Gomez (University of Toronto)

Concurrent Session 1.2 | Room 0014

- ***La notion d'établissement « déployé »: Conséquences juridiques et perspectives pour le travail atypique***  
-Laura Dehaibi (Université Laval)
- ***La « révolution » numérique, l'organisation du travail et la lean production: vers un nouveau modèle productif?***  
-Mathieu Dupuis, Alexis Massicotte (Université Laval)
- ***Le virage numérique de l'organisation syndicale***  
-Raoul Gebert (Université de Sherbrooke)
- ***Démocratie syndicale, mobilisation et virage numérique: expérimentations institutionnelles***  
-Carol-Anne Gauthier (Université Laval)  
-Marie-Pier Bernard Pelletier (Université TÉLUQ)

Chair / Président: Wassila Merkouché (Université du Québec)

10:15 AM - 10:30 AM Morning Break

10:30 AM - 12:15 PM Concurrent Session 2.1 | Room 0013

- ***Project-based Workplaces and the New Citizenship at Work: The Case of Videogame Developers***  
-Johanna Weststar (Western University)  
-Marie-Josée Legault (Université TÉLUQ)
- ***Organizational Dehumanization: A Potential 'Dark Side' of Home-Based Telework***  
-Ayesha Tabassum, Guler Kizilenis Ulusman (York University)
- ***Building Community in the Workplace: Exploring the Impact of Intentional In-Person Connections and Events on Perceptions of Community Amongst Remote Workers***  
-Aadim Rajan
- ***(Re)thinking eIR: A conceptual framework for analyzing e-industrial relations***  
-Yao Yao (University of Ottawa)  
-Lorenzo Frangi (Université du Québec à Montréal)

Chair / Président: Shelagh Campbell (University of Regina)

## WORKSHOP: Experimenting for Union Renewal Symposium I

- ***Experimenting for Union Renewal: Disruptions and Experimentations***  
-Mélanie Laroche, Gregor Murray (Université de Montréal)
- ***Return to sender - How a Canadian Postal Union Renewed Its Strategic Repertoire to Reach Out to Platform Workers***  
-Raoul Gebert (Université de Sherbrooke)
- ***The Fight for 15 Movement: An experimental mobilization at the crossroads of the 'old' labour and 'new' social movements***  
-Vincent Pasquier (HEC Montréal)
- ***Climate Jobs New York: A Labour-Led Climate Coalition***  
-John Peters (Université de Montréal)

Chair / Président: Blandine Émilien (ESG-UQAM)



Concurrent Session 2.3 | Room 0014

- ***Barriers Facing Employers to Include People with Disabilities in the Labour Force***  
-Wendy Cukier, Yamin Jahangir, Matthew Edwards (Toronto Metropolitan University)
- ***Serf-ing the Net: Neo-villeiny and Digital Platform Based Logistics Work***  
-Geraint Harvey (University of Western Ontario)  
-Naveena Prakasam (University of Southampton)  
-Refat Shakirzhanov (Swansea University)
- ***Paid Family and Medical Leaves (PFML) and Labor Market Implications in the US***  
-Lin Xiu, (University of Minnesota - Duluth)  
-Ting Zhang, Dong Chen, Claire Guo (University of Baltimore)

Chair / Président: Dionne Pohler (University of Saskatchewan)

- ***The Consequences of Employer COVID-19 Vaccine Mandates on Workers in Canada: A Legal and Economic Analysis***
  - Dionne Pohler (University of Saskatchewan)
  - Rafael Gomez (University of Toronto)
  - Kevin Bardosh (University of Washington & University of Edinburgh)
- ***Talent Management: Effect of Employer Branding on Selection and Retention of Employees***
  - Iryna Kalynychenko, Dr. James Chowhan (York University)
  - Gordon Cooke, (Memorial University)
  - Sara Mann (University of Guelph)
- ***Manager's Trust and Trustworthiness in the Employment Relationship: Effects on Turnover and Manager's Performance***
  - Yufei Ren, Lin Xiu, Yang Cheng and Xin Liang (University of Minnesota Duluth)
  - Feng Lv (Nankai University)
  - Thomas Lange (Edinburgh Napier University)
- ***Strengthening Police Oversight: the Impacts of Misconduct Investigators on Police Officer Behaviour***
  - Andrew Jordan (Washington University)
  - Taeho Kim (University of Toronto)

Chair / Président: Sean O'Brady (McMaster University)





Concurrent Session 3.2 | Room 0015

### **WORKSHOP: Experimenting for Union Renewal Symposium II**

- ***Promoting Independent, Democratic Trade Unionism in Mexico: How the CALIS project leverages a continental trade agreement and Canada-Mexico trade union solidarity***
  - Fred Wilson, Angelo DiCaro, Lana Payne, Mohamad Alsadi (Unifor)
  - Hector de la Cueva (CALIS Mexico)
  - Luis Bueno Rodriguez (Metropolitan Autonomous University)
- ***Recentrer l'équité au travail: Le combat des Métallos québécois pour ramener les outsiders au sein de l'entreprise / Recentering Equity at Work: The Quebec Steelworkers' fight to bring the outsiders back in***
  - Mélanie Laroche (Université de Montréal)
  - Patrice Jalette (Université de Montréal)
- ***Strategic disruption and the quest for permanent union renewal through continuous experimentation: The Case of ELA, a Basque Union Confederation (Spain)***
  - Blandine Emilien (ESG-UQAM)
  - Adelheid Hege (CRIMT)
  - Christian Dufour (CRIMT)
- ***Experimenting for Union Renewal: Lessons from Union Experimentalism***
  - Mélanie Laroche, Gregor Murray (Université de Montréal)

Chair / Président: Raoul Gebert (Université de Sherbrooke)

Concurrent Session 3.3 | Room 0014

- ***Les déterminants du cynisme et ceux de l'intention de quitter seraient-ils les mêmes dans un contexte manufacturier en région au Québec?***
  - Wassila Merkouche, Louis Bélisle, Julie-Andrée Girard (Université du Québec)
- ***Précarité de l'emploi, santé et bien-être positifs des travailleurs québécois durant la crise de COVID19***
  - Albert Le Grand (Université Laval)
- ***L'évolution de la demande des compétences requises dans une économie numérique : Une analyse différenciée par groupe d'âge***
  - Alain Ilunga Tshimanga (Université du Québec en Outaouais)
- ***Exploration des acteurs du monde du travail à partir d'une revue systématique des écrits de la revue RI/IR***
  - Sondes Turki (Université du Québec à Montréal)

Chair / Président: Sébastien Parent (Université Laval)

3:45 PM - 4:00 PM Afternoon Break

4:00 PM- 5:00 PM H.D. Woods Memorial Lecture | Room 0014

***Building (Balanced) Bridges: Industrial Relations Scholarship in a Time of Polarization*** |  
Dionne Pohler (University of Saskatchewan)

5:00 PM - 5:30 PM Awards Ceremony | Room 0014

Simultaneous translation will be available in Room 0014 / Traduction simultanée disponible de la Salle 0014.



**Monday, May 29**

**8:00 AM - 8:30 AM**      Registration and morning refreshments

**8:30 AM - 10:15 AM**      Concurrent Session 4.1 | Room 0013

■ ***Emergency Department Physicians and the Gender Pay Gap***

- Shannon Potter (University of Toronto)
- Dionne Pohler (University of Saskatchewan)
- Megan Landes, Kate Hayman

■ ***Pathways to Board Work for Women: Understanding Experiences and Barriers***

- Rachael N. Pettigrew, Chantel Cabaj (Mount Royal University)

■ ***Trajectoires d'emploi post-Covid au Québec: quelles différences entre les femmes et les hommes?***

- Émilie Genin, Mélanie Laroche, Patrice Jalette, Éléonore Danthine (Université de Montréal)

■ ***Mobilisation contre les mesures d'austérité au Québec: Le cas des services de garde à l'enfance***

- Émilie Lessard-Mercier (Université Laval)

■ ***What do mentees see as inclusive mentorship for work?***

- Eva Kwan, Johanna Weststar (University of Western Ontario)

Chair / Président: Blandine Emilien (Université du Québec à Montréal)

Concurrent Session 4.2 | Room 0015

■ ***Bridging the Skills Gap Within Small and Medium-Sized Enterprises in Quebec: An Analytical and Empirical Analysis***

- Tania Saba (Université de Montréal)
- Wendy Cukier, Simon Blanchette (Toronto Metropolitan University)

■ ***The Implications of Single Pilot Operations for Airline Employment Relations***

- Geraint Harvey (University of Western Ontario)

■ ***Sustainable Aerospace Labour: Industrial Strategy for a Cosmopolitan Canada, Frontiers and Pitfalls of Human Resource Management***

- Shahab Bayani (York University)

Chair / Président: Taeho Kim (University of Toronto)

- ***Work and the Climate Crisis: Examining "Green" Collective Agreement Clauses in Canada***  
-Michael H.F. Thorburn (Stanford University)
- ***Transition in the construction industry: the importance of climate and energy literacy elements in the professional training programs of trade workers in Quebec***  
-Evelyn Dionne, Pier-Luc Bilodeau (Université Laval)
- ***The Double Crisis and Just Transitions Challenge: Evidence from Digital and Climate Disruptions and Actor Experimentation in the Auto Services and Primary Metal Transformations***  
-Mathieu Dupuis (Université Laval)  
-Gregor Murray (Université de Montréal)
- ***A comparative-historical study of the ILO's recognition of a safe and healthy working environment as a fundamental human right, 1966 to 2022***  
-Jeffrey Hilgert (Université de Montréal)
- ***Les litiges climatiques contre les entreprises: Trouver le chaînon manquant entre les pays-bas et le Canada***  
-Sébastien Parent (Université Laval)

Chair / Président: John Peters (Université de Montréal)





10:15 AM - 10:30 AM Morning Break

10:30 AM - 12:15 PM Concurrent Session 5.1 | Room 0013

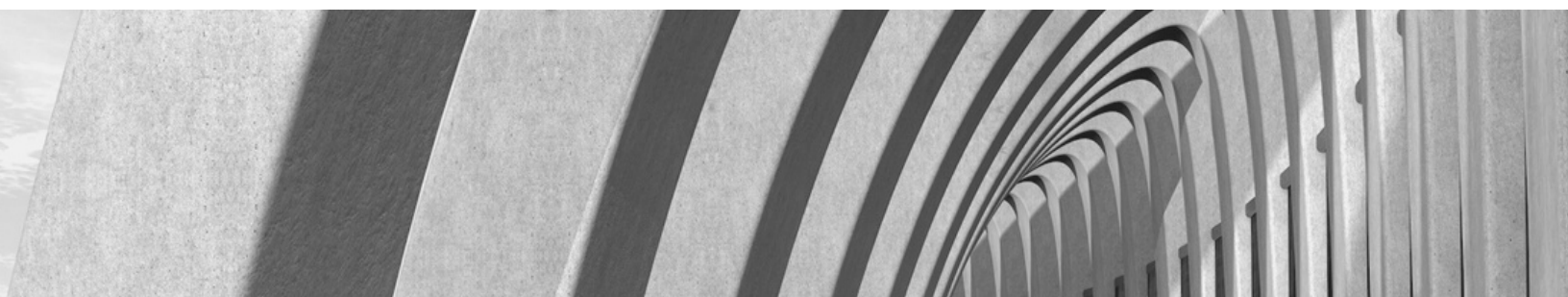
- **SHORT DOCUMENTARY: 'Promised Land':**  
**Foreign workers' experiences in the Quebec food processing industry**  
 Blandine Emilien (Université du Québec à Montréal)  
 Patrice Jalette (Université de Montréal)  
 Shelagh Campbell (University of Regina)
- ***Les pénuries de main-d'œuvre comme source de perturbation des relations industrielles : Le cas du Québec***  
 -Patrice Jalette (Université de Montréal)
- ***Comparing union-related perceptions and intentions among precarious and non-precarious union members***  
 -Chris Smith (University of New Brunswick)  
 -Aareni Uruthirapathy (Trent University)

Chair / Président: Aareni Uruthirapathy (Trent University)

Concurrent Session 5.2 | Room 0015

- ***Embracing managerial tactics: Exploring the use and potential gains of Human Resources Management (HRM) in unions***  
 -Jennifer M. Harmer (University of Toronto)
- ***Hatred of online democracy? Analysing the moderation practices of a trade union on Facebook***  
 -Vincent Pasquier (HEC Montreal)  
 -Stéphane Jaumier (Grenoble Ecole de Management)
- ***Secret Mandates and Government Interference in Public Sector Bargaining: The Case of Alberta***  
 -Jason Foster, Susan Cake, Bob Barnetson (Athabasca University)
- ***Union Renewal Through COVID and Beyond***  
 -Chris Smith (University of New Brunswick)  
 -Steffi Siegert (Linnaeus University)

Chair / Président: Johanna Weststar (University of Western Ontario)



Concurrent Session 5.3 | Room 0014

- ***Stakeholder Perceptions of Organizational Layoffs as a Normalized Business Practice***  
-Akierah Binns (University of Guelph)
- ***The Institutionalization of Job Loss: Comparing Repeated versus Isolated Downsizing Events***  
-Nita Chhinzer (University of Guelph)
- ***Legal consciousness and (in)justice at work: at the nexus of law and reality***  
-Béatrice Venne (Université du Québec à Montréal)
- ***Quel modèle pour les droits de la personne au travail de l'ère post-pandémique?***  
-Sébastien Parent (Université Laval)

Chair / Président: Mathieu Dupuis (Université Laval)

## GLOBAL LABOUR RESEARCH CENTRE OPEN HOUSE

The GLRC welcomes you to a drop-in Open House in our newly renovated lounge. Stop by to meet incoming GLRC Director, Adrian Smith (Osgoode Hall Law School), chat with other GLRC members, learn about our work, or just decompress before heading off to your next session. Light refreshments will be provided.

Monday, May 29 | 11:30-1:00pm | Ross Building - N816

**12:15 PM - 1:00 PM**      Lunch and Closing Remarks | Room 0013

**3:30 PM - 5:00 PM**      ***Authors Meet Critics - Canadian Labour Policy and Politics***  
(jointly sponsored with CAWLS) | Osgoode Hall

Author: John Peters, (Université de Montréal) | Discussants: Jason Foster (Athabasca University), Johanna Weststar (University of Western Ontario)

Chair / Président: Rafael Gomez (University of Toronto)

