



IUP Graduate Handbook

Human Resources and Employment Relations

Department of Employment Relations and Health Services
Administration

Handbook Updated 2022/2023

Human Resources and Employment Relations

Department of Employment Relations
and Health Services Administration

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Introduction

Welcome to the Department of Employment Relations and Health Services Administration! We are delighted that you have decided to join us. The Master of Arts in Human Resources and Employment Relations is a multidisciplinary program designed to prepare professionals for a career in the field of Human Resources and Employment Relations in the public and private sector in management, unions, government agencies, and neutral and service organizations. We have successfully graduated over 800 alumni from the program since its inception in 1977. Our program strikes a perfect balance between theory, history, law, and the practical application of Employment and Labor Relations. You can select from an array of electives to customize your study and meet your career goals. Our program provides you with hands-on practical experience in Human Resources and Employment Relations.

In addition to traditional coursework, you can take advantage of workshops, internships, conferences, leadership retreats, and other student activities to broaden your preparation for the field. Our program keeps you abreast with all the latest tools, techniques, and standards in Human Resources and Employment Relations. In addition, our graduates are exemplary at managing the ever-changing environment of Human Resources and Employment Relations. A graduate of this program is able to manage grievances, diffuse conflicts and disagreements in a positive manner, and create a framework and environment to foster positive working relationships between groups. The Human Resources and Employment Relations degree is designed to instill students with skills to analyze performance and make insights into optimizing employee productivity. IUP's HRER program enables graduates to be adept in negotiating and creating guidelines that enforce compliance of contracts and collective bargaining agreements. This program provides a comprehensive education that makes our graduates active participants in organizational strategic planning as well as skillful problem solvers in today's work environments.

This handbook is intended to serve as a practical guide for HRER graduate students. It supplements and amplifies certain parts of the School of Graduate Studies and Research Catalog as well as policies, rules, and regulations of the School of Graduate Studies and Research, the College of Health and Human Services, and the Department of Employment Relations and Health Services Administration. It by no means supplants any University, School, or Department policy and students are urged to consult relevant policies or to consult with the Departmental advisor or Chairperson, as appropriate, whenever questions or concerns arise. The handbook does attempt to cover most of the basic information which will be important and necessary for you to know as a student as you pursue your program of study in Human Resources and Employment Relations.

Indiana University of Pennsylvania

Indiana University of Pennsylvania is a leading public, doctoral/research university, strongly committed to undergraduate and graduate instruction, scholarship, and public service.

Indiana University of Pennsylvania engages students as learners and leaders in an intellectually challenging, culturally enriched, and contemporarily diverse environment.

Inspired by a dedicated faculty and staff, students become productive national and world

citizens who exceed expectations personally and professionally.

IUP's Civility Statement

As a university of different peoples and perspectives, IUP aspires to promote the growth of all people in their academic, professional, social, and personal lives. Students, faculty, and staff join together to create a community where people exchange ideas, listen to one another with consideration and respect, and are committed to fostering civility through university structures, policies, and procedures. We, as members of the university, strive to achieve the following individual commitments:

To strengthen the university for academic success, I will act honestly, take responsibility for my behavior and continuous learning, and respect the freedom of others to express their views.

To foster an environment for personal growth, I will honor and take care of my body, mind, and character. I will be helpful to others and respect their rights. I will discourage intolerance, hatred, and injustice, and promote constructive resolution of conflict.

To contribute to the future, I will strive for the betterment of the community, myself, my university, the nation, and the world.

Affirmative Action

<https://www.iup.edu/registrar/catalog/index.html>

Title IX Reporting Requirement

<https://catalog.iup.edu/index.php>

Student Conduct and Student Rights

www.iup.edu/studentconduct/policies/
<https://www.iup.edu/registrar/catalog/index.html>

Department of Employment Relations and Health Services Administration (ERHSA)

In the fall of 1976, Pennsylvania Secretary of Education, John C. Pittenger and IUP President Robert C. Wilburn announced the establishment at IUP of a Center for the Study of Labor Relations. Martin Morand was appointed as Director of the Center and Professor of Labor Relations with the immediate assignment of developing and securing the approval of a graduate degree program.

Additionally, the Center was charged with developing credit and non-credit labor education programs, conducting research, serving as an information and resource center for the Commonwealth in the area of public sector labor relations, and engaging in training and other activities which would facilitate the development of positive labor relations, especially in the public sector in Pennsylvania.

Three major philosophical assumptions motivated the establishment of the Center and its state support. First, almost uniquely among the major industrial states, Pennsylvania offered very little academic preparation in labor relations and little support for collective bargaining research. Secondly, as a national leader in the establishment of collective bargaining for public employees, Pennsylvania had few resources for training individuals with labor relations expertise to facilitate bargaining and many problems were occurring within the public sector, especially the public schools. Finally, with a national and state public policy commitment to collective bargaining as the mechanism for managing labor relations, it was believed that Pennsylvania should be a leader in providing trained, professional practitioners in the rapidly growing labor relations field.

In December 1976, the IUP University Senate approved the Master of Arts Degree in Labor Relations, and the degree program was approved by the Pennsylvania Department of Education the following August. With the approval of the Degree program, the Center was able to pursue its other objectives and in January 1978, the Department of Labor Relations was formally established to offer the degree. Donald S. McPherson was appointed Chairperson. Concurrently, the Center began the development of its research, extension, and training mission. The first students were admitted to the degree program in September of 1977, and the first graduate, Nancy Doverspike, received her degree at the commencement ceremonies in May of 1979.

Dr. Frederick Nesbitt joined the faculty in September 1978, from a position at St. Francis College and left to assume a position with the National Association of Letter Carriers in the summer of 1981. Dr. Paul Hoffner (deceased) transferred from the IUP College of Business in September 1979 and left to assume a position with the University of Phoenix in the summer of 1981. Conrad John Gates, formerly of St. Vincent College, and Thomas Sedwick, formerly of the University of Scranton, joined the faculty in September, 1981. In order to more accurately reflect the breadth and depth of the graduate program, the designation of the Department and Degree were officially changed to "Industrial and Labor Relations" in July 1983. Robert L. Gaylor, formerly Assistant Provost at IUP, joined the faculty in August 1984 after having taught part-time in the Department and supervised ILR interns over several years.

In September 1986, Professor Ramelle MaCoy and Dr. Charles McCollester joined the Department faculty as Associate Professors and Labor Relations Specialists in the Pennsylvania Center for the Study of Labor Relations. In January 1987, James F. Byers ('80) joined the faculty as Associate Professor and Chairperson. Dr. Byers, an alumnus of the Department, came from a position with the Industrial Relations Research Institute, University of Wisconsin-Madison. Dr. Gates retired in December 1994 and was named Professor Emeritus. In January 1995, Dr. Jennie Bullard ('84), an alumna of the program who later completed her law degree, joined the faculty to teach the law and dispute settlement courses.

Everett Kassalow (deceased), Professor Emeritus at the University of Wisconsin and national president of the Industrial Relations Research Association, served as Distinguished Visiting Professor in the Spring term, 1986-87, and taught a course in Comparative Industrial Relations.

Sylvester Garrett (deceased), a veteran steel industry arbitrator and mediator who mediated the 1986 strike between United Steelworkers and USX Corp., joined the Department from 1987-89 as Distinguished Visiting Professor, teaching an advanced arbitration seminar. In addition, he led a joint IUP - American Arbitration Association - National Academy of Arbitrators continuing education program for practicing arbitrators in the Pittsburgh region and conducted oral history interviews of early figures in labor arbitration. In 1991, he initiated the donation of the entire collection of his professional papers to IUP, spanning the 60-year history of post-Wagner Act industrial relations in the United States. The Sylvester Garrett Collection is maintained in the University Special Collections Archives and the Garrett Memorial Endowment supports the collection as well as scholarships and awards for ILR students.

Four distinguished practitioners have been awarded the Department's Lifetime Achievement Award: Henry Shore, (deceased) Regional Director, National Labor Relations Board (1982); Thomas J. Quinn, Director, Pennsylvania Bureau of Mediation (1988); Sylvester Garrett (deceased), Chairman, Iron Ore Industry Board of Arbitrators (1989) -- all named honorary faculty - and Conrad J. Gates, Professor Emeritus (1995).

In fall of 2009, in response to the changing field of labor relations, the department officially changed its name from Industrial and Labor Relations to Employment and Labor Relations. This name change reflected the shift from a predominantly industrial setting to one that encompassed the increasing number of opportunities graduates find in services, healthcare, the public sector as well as manufacturing and heavy industries, while retaining its core focus on labor relations. In 2019, the degree Employment and Labor Relations changed to Human Resources and Employment Relation. In the Fall of 2021, the Department's name was changed to Employment Relations and Health Services Administration. Dr. Michael Kornis retired from teaching in 2021.

As the program approaches 45 years, its results and reputation could not be better. Led by Chairperson, Dr. David M. Piper, Assistant Professor Dr. Scott E. Decker, and Assistant Professor Dr. Dennis Frketich the program continues to uphold a tradition of excellence. A little over 1,400 students have graduated the program since its inception in September of 1977 and the numbers continue to grow year by year. With exciting internship opportunities, fulfilling job options, and limitless experiences, where in the world will a degree in Human Resources and Employment Relations from Indiana University of Pennsylvania take you?

Mission Statement and Program Objectives

Our faculty members are educated professionals in the fields of Human Resources and Employment Relations. As you embark on your educational journey, it is the expertise of these professors that will assist you in gaining the knowledge and skills necessary to be successful in the professional application of this major.

The faculty members are here to help you, especially your graduate coordinator. You can

expect assistance in making timely progress towards your degree. Your graduate coordinator (or major advisor identified in your admission letter) will communicate regularly with you and will provide you with intellectual guidance and support for your scholarly efforts. Your advisor will also assist you in participating in scholarly and professional experiences that will add depth and breadth to your skills.

Your graduate coordinator will provide you with accurate and timely information about academic requirements and academic evaluation. The faculty should tell you about the availability of courses you wish to take and the program of study requirements. There should be a mutually agreed upon set of meetings between you and your advisor (these could be e-meetings) so that you may receive the guidance you need.

Faculty members will treat you professionally. Verbal abuse, hostile and threatening actions, and physical violence are not tolerated at IUP. Similarly, unprofessional requests such as being asked to babysit or to mow your advisor's lawn should be declined. The advisor/ advisee relationship is built on trust and anything that breaks that trust will damage the relationship. You should report to the School of Graduate Studies and Research any behavior that you feel is inappropriate.

Faculty and Staff

Dr. David M. Piper

Chairperson and Professor
Employment and Labor
Relations 724-357-4471
david.piper@iup.edu



Degrees

- B.S., Business Administration, IUP
- MBA, IUP
- M.A., Industrial and Labor Relations, IUP
- D.Ed., Administration and Leadership Studies, IUP

Interest Areas

- Research
- Human Resource Management
- Contract Administration
- Labor Relations in the Public Sector
- Conflict Resolution
- Compensation and Benefits
- Dispute Settlement

Professional Activities

- Arbitrator/Mediator, Federal Mediation and Conciliation Services
- Arbitrator/Mediator, Pennsylvania Department of Labor and Industry
- Pennsylvania Registered School Business Administrator
- Presenter — PASBO Speakers Bureau, GASB 34 Implementation, Student Activity Guide, School Business Academy
- Board Member, Pennsylvania Association of School Business Officials
- Mentor and Reviewer, Pennsylvania Association of School Business Officials

Awards and Publication Credits

- Pennsylvania School Business: A Guide for Educational Administrators 4th Edition (2008, 2011, 2014, 2017)
- 2012 Indiana University of Pennsylvania, Distinguished Faculty Award for Service
- 2007 College of Health and Human Services Outstanding Teacher Award
- Federal Wage and Hour Law: The Fair Labor Standards Act — 2017 4th Edition, Harrisburg: PASBO
- The Elements of Human Resources — Fourth Edition, Harrisburg: PASBO (Revised 2014)
- Pennsylvania Association of School Business Officials. (2002) Student Activity Funds Guide — Third Edition, Harrisburg: PASBO
- Pennsylvania Association of School Business Officials. (2001) GASB Statement Number 34 Illustrative Guide, Harrisburg: PASBO
- 1999 State and National Pinnacle of Achievement Award, Association of School Business Officials

Dr. Scott E. Decker

Assistant Professor
Employment and Labor Relations
Coordinator, Health Services Administration
Program 724-357-4423
s.e.decker@iup.edu



Degrees

- B.A., History, IUP
- MBA, IUP
- Master of Public Health, University of Pittsburgh
- Juris Doctor, University of Pittsburgh School of Law

Interest Areas

- Labor and Employment Law
- Employee Benefits and Compensation
- Health Care Policy and Reform
- Labor History

Admission

Minimum Requirements

To be accepted to the School of Graduate Studies and Research, applicants must have a cumulative undergraduate grade point average of 2.7 if the bachelor's degree was earned within the past five years. If an applicant's bachelor's degree is older than five years, the minimum cumulative grade point average required is 2.4. If an applicant's cumulative undergraduate grade point average does not meet minimum standards, he/she must submit Miller Analogies Test (MAT) scores.

School of Graduate Studies and Research Requirements

- Application (online)
- Nonrefundable \$50 application fee (submitted upon completion of the online application)
- Official transcripts from every college or university attended, including institutions from which a degree was not earned
- Goal Statement
- Two letters of recommendation. Submit letters via e-mail to graduate-admissions@iup.edu.
 - o Emailed letters must come directly from the recommender. Letters may also be submitted via U.S. postal mail. They must be on company letterhead and signed by the recommender. Please ask recommenders to include your full name (first name, middle initial, and last name) and the program to which you are applying.

Applying to the Employment and Labor Relations Department

To receive admission to the HRER graduate department, all applicants must first be admitted to the School of Graduate Studies and Research. The School of Graduate Studies and Research has an online form for applicants to apply.

Due Dates and Average Timeline for Decisions

Admission to the HRER department and the School of Graduate Studies and Research is on a rolling admissions schedule. The department has a two-week period to make a decision once the completed file is received from the School of Graduate Studies and Research. You cannot be considered for placement in the HRER department or register for classes until the School of Graduate Studies and Research has received all of the required materials.

Graduate Admissions: www.iup.edu/admissions/graduate/

For more information regarding Admission Classification and Provisional Admission for International Graduate Application, view the Graduate Catalog: [Indiana University of Pennsylvania - Acalog ACMS™ \(iup.edu\)](http://Indiana University of Pennsylvania - Acalog ACMS™ (iup.edu))

Financial Assistance

In order to receive federal assistance, you must meet a number of eligibility requirements. Briefly stated, these include the following: You must be enrolled on at least a half-time basis in a degree granting program (part-time is considered to be 4.5 credit hours); you must maintain satisfactory academic progress in your course of study; you must be a U.S. citizen or permanent resident alien; you cannot be in default of a federal educational loan or owe a repayment of federal grant funds. Federal verification requirements must also be completed for selected students.

Information on Graduate Assistantships and Fellowships is available through the School of Graduate Studies and Research, located in Stright Hall, or by sending e-mail to graduate-admissions@iup.edu.

External scholarship opportunities may be explored through the FinAid website <http://www.iup.edu/scholarships>.

Further assistance can be found by taking a look at this brochure: Financing Graduate Education.

Educational Loan Programs

Federal Stafford Loans are available to help meet educational expenses. Graduate students may borrow up to \$20,500 each academic year (Fall, Spring, and Summer). A FAFSA must be on file along with a Federal Direct Stafford Loan electronic Master Promissory Note (eMPN).

First-time Stafford recipients at IUP must also complete entrance counseling requirements before receiving their loan funds. To complete the eMPN and Entrance Counseling, please visit the U.S. Department of Education's Direct Loan website. All students who are requesting a Stafford Loan for any period after Spring 2010 will be required to complete a new eMPN. Exit counseling as you leave IUP can provide you with valuable information on loan repayment and is available at the U.S. Department of Education's Direct Loan website.

Grad PLUS Loans are also available to graduate students. You must apply for a grad PLUS loan online at the U.S. Department of Education's Direct Loan website. If credit is approved, you must also sign the eMPN for the Graduate PLUS Loan at the U.S. Department of Education's Direct Loan website. If denied, you will have the option to appeal the credit decision or reapply with an endorser/cosigner.

Further information will be sent from the U.S. Department of Education.

Graduate students interested in applying for the Federal Direct Graduate PLUS Loan should complete the electronic PLUS Loan application available on the U.S. Department of Education's Direct Loan website. You will be notified of the credit decision immediately, and the Financial Aid office will receive electronic communication of the decision within two business days. A credit check is only valid for ninety days, so you should not apply any earlier than ninety days prior to the start of a semester or academic year.

If your credit is approved, you will be required to complete the electronic Master Promissory Note (eMPN) for the Federal Direct PLUS Loan on the U.S. Department of Education's Direct Loan website. If you have not previously borrowed a Federal Graduate PLUS Loan, you will also need to complete entrance counseling. If your credit is denied, you will have the option of appealing the credit decision or re-applying with an endorser. Further information will be provided to you upon notification of denial.

There are numerous types of privately financed educational loans, but it is recommended that students utilize the Federal Stafford Loan or Grad PLUS programs as their first borrowing options. To see a list of some private educational loans, go to the Financial Aid office.

Student Employment

There are two employment programs that may be of interest to students who do not have a graduate assistantship or fellowship. These are the Federal Work Study Program (FWSP) and University Employment (UE). FWSP is based on financial need as defined by the FAFSA. You must also complete an institutional FWSP application. An FWSP award is an opportunity for employment but not a guarantee of placement. For all employment programs, students are responsible for securing their own positions, whether through FWSP or UE, but placement assistance is available online at the Student Employment Center. Wages are paid directly to the student every two weeks. Both types of employment programs permit working up to 25 hours per week during period of enrollment and 40 hours per week when classes are not in session.

Cost of Attendance

As a public institution receiving state support, IUP maintains a relatively modest cost of education. If you find, however, that you require additional funds to meet your educational needs, please outline your monthly expenses in writing and forward them to the Financial Aid office. Your eligibility for additional assistance will be evaluated for appropriate graduate educational expenses.

Enrollment Status

Graduate students must register for at least 4.5 graduate credits per semester in order to be considered a half-time student, which is the minimum allowable for receipt of Federal Stafford Loans and deferment of repayment on previous student loans. Full-time status is 9

graduate credits per semester. With the exception of study abroad programs, all coursework must be taken at IUP — enrollment at other institutions is not counted for student aid purposes. Doctoral students in the Psy.D. program and School Psychologist program are considered enrolled on a full-time basis during their internships. Students enrolled in dissertation credits are also considered to be enrolled full time.

The Registrar's Office (724-357-2217) in Clark Hall provides enrollment verification and information regarding the student's expected graduation date. All requests for information of this nature should be forwarded to the Registrar's Office along with the name and address of the agency or institution that is to receive the information.

Refunds of Student Aid

All student aid funds, with the exception of earnings, are applied directly to your account at IUP. Refunds are generated by the Financial Aid Office (724-357-2218) for any proceeds in excess of amounts owed to the university. All refund checks are distributed through direct deposit (set up through your online IUP account) or by mail.

Summer Financial Aid

For information regarding Summer financial aid, go to the [Summer Financial Aid Opportunities - Types of Financial Aid - Financial Aid - IUP](#).

Additional Assistance

If you have any questions regarding your eligibility for student aid, please contact the Financial Aid Office in Clark Hall for assistance. The office is open Monday through Friday during regular university business hours. However, you may view at any time all of your personal information on financial aid, registration, and student account by accessing the MyIUP website and using your Student ID and PIN numbers to log in to the secured area.

Graduate Assistantships

Graduate assistantships at IUP are selectively awarded to highly qualify graduate students. Assistantships are awarded on the basis of academic excellence. Graduate Assistantship information can also be found at [Graduate Assistantships at IUP - Costs and Financial Aid - Graduate Admissions - Admissions - IUP](#).

Twenty-hour assistantships (awarded only to full-time graduate students):

- Require approximately 20 hours of assigned duties per week during the Fall and Spring semesters (maximum of 600 hours over the period of the assistantship)
- Provide a specific stipend amount
- Include full tuition remission for 9–12 graduate degree-required credits during the Fall and Spring semesters

- Enable students to be eligible for up to 9 degree-required credits of tuition waiver in the summer following the assistantship

Ten-hour assistantships (awarded only to full-time graduate students):

- Require approximately 10 hours of assigned duties per week during the Fall and Spring semesters (maximum of 300 hours over the period of the assistantship)
- Provide a specific stipend amount
- Includes specific amounts of tuition waiver for graduate degree-required credits during the Fall and Spring semesters

Assistantships for students enrolled part-time (awarded to part-time students enrolled in six credits in the Fall and six credits in the Spring):

- Require approximately 10 hours of assigned duties per week during the Fall and Spring semesters (maximum of 300 hours over the period of the assistantship)
- Provide a specific stipend amount
- Includes a specific amount of tuition waiver during the Fall and Spring semesters

Stipends for assistantships may change from year to year. Applicants should check with the School of Graduate Studies and Research for current stipend levels.

Applications for graduate assistantships should be submitted by March 15 of the same calendar year.

International Students

Assistantships cannot be used to indicate financial support on IUP's Foreign Student Financial Statement Form.

Students awarded a graduate assistantship will receive an agreement via mail for review and signature.

- <https://www.iup.edu/admissions/graduate/financialaid/graduate-assistantships-at-iup.html>
- Office of Financial Aid: www.iup.edu/financialaid/

Academic Advisement

- Our faculty members are educated professionals in the field of Human Resources and Employment and Labor Relations. As you embark on your educational journey, it is the expertise of these professors that will assist you in gaining the knowledge and skills necessary to be successful in the professional application of this major.
- The faculty members are here to help you, especially your graduate coordinator. You can expect assistance in making timely progress towards your degree. Your graduate coordinator (or major advisor identified in your admission letter) will communicate

regularly with you and will provide you with intellectual guidance and support for your scholarly efforts. Your advisor will also assist you in participating in scholarly and professional experiences that will add depth and breadth to your skills.

- Your graduate coordinator will provide you with accurate and timely information about academic requirements and academic evaluation. The faculty should tell you about the availability of courses you wish to take and the program of study requirements. There should be a mutually agreed upon set of meetings between you and your advisor (these could be e-meetings) so that you may receive the guidance you need.
- Faculty members will treat you professionally. Verbal abuse, hostile and threatening actions, and physical violence are not tolerated at IUP. Similarly, unprofessional requests such as being asked to babysit or to mow your advisor's lawn should be declined. The advisor/ advisee relationship is built on trust and anything that breaks that trust will damage the relationship. You should report to the School of Graduate Studies and Research any behavior that you feel is inappropriate.

Campus Resources & Student Support

The School of Graduate Studies and Research: www.iup.edu/graduatestudies/

Graduate Catalog: <https://www.iup.edu/registrar/catalog/index.html>

Office of Student Billing: <https://www.iup.edu/student-billing/>

Office of the Registrar: www.iup.edu/registrar/

Disability Support Services: www.iup.edu/disabilitysupport/

Office of Social Equity: www.iup.edu/socialequity/

IUP Campus Library: www.iup.edu/library/

MyIUP: www.iup.edu/myiup/

IT Support Center: www.iup.edu/itsupportcenter/

Veterans and Service Members: www.iup.edu/veterans/resource-center/

IUP Writing Center: www.iup.edu/writingcenter/

IUP Career and Professional Development Center: www.iup.edu/career/

IUP Parking Services and Visitor Center: www.iup.edu/parking/

University Policy: www.iup.edu/police/ | 724-357-2141

Crisis Intervention 24/7 Hotline: 1-877-333-2470

Student Registration: www.iup.edu/registrar/students/registration-resources/index.html

IUP Email

IUP offers an email account to all active students. **Your IUP email address is the primary means by which the university will contact you with official information and you should use for all IUP official communications. It is your responsibility to check your IUP email regularly.** Visit <https://www.iup.edu/itsupportcenter/get-support/e-mail-and-calendar/general/> to learn more about setting up this account. For more information regarding University Policy on email communications, view the Graduate Catalog: <https://www.iup.edu/registrar/catalog/index.html>

Graduate Student Assembly

The Graduate Student Assembly (GSA) represents the graduate student body's interests at IUP and within the Indiana community. The GSA makes recommendations related University-wide and graduate-specific policies and in areas of concern in the cultural, intellectual, and social life of the part- and full-time graduate student. Visit <https://www.iup.edu/graduatestudies/resources-for-current-students/student-engagement/graduate-student-assembly/index.html> for more information.

Programs and Degrees

Master's Program

IUP offers a Master of Arts in Human Resources and Employment Relations.

I. Required Core (24 cr.)

- HRER/HSAD - 610 Employee Rights under Law - 3 cr.
- HRER 615 - Dispute Settlement - 3 cr.
- HRER 619 - Research in Employment and Labor Relations - 3 cr.
- HRER 625 - Processes of Collective Bargaining - 3 cr.
- HRER 627 – Organizational Behavior
- HRER/HSAD 631 - Human Resources Management in the Public Sector - 3 cr.
- HRER 632 – Compensation Administration
- HRER 641 - Contract Administration - 3 cr.

II. Elective Area (12 cr.)

Fifteen semester hours chosen from other elective courses in Employment and Labor Relations or from related departments with the approval of student's advisor and the chair of the department

Course Descriptions

Required

HRER 610 – Employee Rights Under Law

Provides a review of the major legislative rights and benefits available to employees under law in terms of their impact on labor and management in the employment relationship. The main focus will be the analysis and application of state and federal employment laws.

HRER 615 – Dispute Settlement

Review of the theories underlying and legislation supporting labor arbitration, emphasizing development of advocacy skills through simulations of actual disputes.

HRER 619 – Research Methods in Employment and Labor Relations

Provides students with the advanced knowledge needed to understand the process of research development, effectively evaluate research studies, interpret common statistical information, use the statistical package for social sciences, and develop and execute a research project.

HRER 625 – Processes of Collective Bargaining

Survey of current laws, principles, and procedures in use in modern collective bargaining and evolving trends.

HRER 627 – Organizational Behavior

Examines organization behavior is to help students define and be able to articulate critical factors that affect behavior within public and private organizations. This course studies the impact that individuals, groups, organizational structure and processes have on behavior within organizations. As a result, students will be able to improve their ability to navigate diverse organizational systems as well as manage individuals and teams in large and small organizations.

HRER 631 – Human Resources Management in the Public Sector

Provides students with an in-depth analysis of human resource management with a special examination of public sector organizations. Emphasizes the job functions and issues facing the human resource professional and organizations. Course topics include the current environment in human resources, the acquisition and preparation of human resources, the assessment and development of Human Resource Management (HRM), the strategies involved in compensation administration, and collective bargaining and labor relations issues in the public sector.

HRER 632 – Compensation

Study of the field of compensation management and benefits administration in the public and private sectors. Special emphasis on the input of collective bargaining in the development and administration of compensation and benefit systems and the necessary skills to function as a professional in the field.

HRER 641 – Contract Administration

Analysis of the practices and responsibilities of labor and management in the mutual performance of a collective bargaining agreement with primary attention given to the process of grievance resolution.

Electives

HRER 526 – Case Studies in Labor-Management

Study of labor-management relationships in a variety of organizational settings through utilization of the case study technique.

HRER 581 – Special Topics in Employment and Labor Relations

According to student demand, special graduate course on selected topics. **HRER 612 – Labor Relations Practice and**

Administration

Practice and administration of labor relations, focusing on the operation and internal relationships of the individuals involved and upon the application of labor relations skills.

HRER 618 – Seminar: Current Issues in Employment and Labor Relations

Detailed examination of current professional issues in the field.

HRER 621 – Employment and Labor Relations in the Public Sector

Developments in federal, state, and local labor relations, including presidential orders and federal agencies, survey of the states, Pennsylvania Acts 111 and 195, effects of public sector fact-finding, and arbitration.

HRER 622 – Discrimination in Employment

Investigation of employment discrimination in the United States with special attention to the roles of government, industry, and labor and the impact of federal intervention since 1960.

HRER 623 – Structure and Government of Unions

The union examined as an institution, with focus on its organizational structure, administration, relationships with the employer, members, and state and national affiliates. Particular unions will be chosen for case study.

HRER 624 – Comparative Labor Relations

International dimensions of labor relations are explored by examining the labor-management relations in a foreign country or region.

HRER 640 – Negotiations

A course on negotiations theory and practice which applies negotiations strategies from a variety of fields in hands-on simulations of collective bargaining in labor relations.

HRER 642 – Concerted Activity

Examines the various strategies and tactics available to the parties in confrontational situations. Emphasizes the statutory limitations set forth in the Labor Management Relations Act relating to topics such as picketing, consumer appeals, and boycotts.

HRER 650 – Alternative Work Styles

Review of efforts to increase worker participation in certain levels of managerial decision making in private and public production or service enterprise, through shares in ownership, seats on boards, quality circles, and other participative structures. Results are considered from the point of view of productivity, worker satisfaction, and social utility.

HRER 681 – Special Topics in Employment and Labor Relations

According to student demand, special graduate courses on

selected topics. **HRER 698 – Internship**

Field experience in industrial and labor relations. An internship log and term paper are required.

HRER 699 – Independent Study

Students select one or more topics of critical importance in Employment and Labor Relations and meet with faculty member for independent reading, analysis, and evaluation. Prerequisites: Approval of department chairperson, college dean, and provost.

HRER 751/851 – Conflict Resolution

Provides students with an in-depth analysis of conflict resolution in many settings, primarily in the employment relationships. The student will be exposed to the current environment

surrounding conflict resolution; the legal, ethical, and emotional issues that are common in disputes; and the format by which employment disputes are resolved.

HRER 795 – (Previously HRER 850) Thesis

For students writing the thesis, HRER 850 should be scheduled for the semester in which they plan to complete their work. The thesis is a committee thesis (one to six semester hours).

Frequently Asked Questions (FAQ)

What is Human Resources and Employment Relations?

Human Resources and Labor Relations generally refers to any dealings between management and employees about the conditions of the workplace, although it more often concerns the interactions between management and a unionized workforce, or one that may become unionized. This may include methods of communication, discipline, workplace rules and issues of pay.

What kinds of jobs will this degree prepare me for?

This degree will prepare you for many types of jobs in the government, labor unions, and private sector all over the country. HRER graduates have been hired by many prestigious companies and organizations, including the National Labor Relations Board, Google, Lockheed Martin, the U.S. Office of Personnel Management, SEIU, Alcoa, Respiroics, Giant Eagle, APSCUF, Indiana Regional Medical Center, Cleveland Brothers, Latrobe Steel, Washington Gas, Highmark, and Reschini.

Does the department offer assistance with finding internships or employment?

Yes, many of our students have found job placements and/or internships with some of the previously mentioned companies and organizations. We also maintain a webpage of employment listings for students in our department to consider.

Do I have to take the GRE to apply for the program?

No. The GRE is not a requirement for application to the program.

What types of majors can apply?

Ours is a multidisciplinary program, and we encourage all majors to apply.

How long does it usually take to complete the program?

With the proper planning, the HRER course curriculum is designed to allow full-time students the ability to complete the program in one academic year. For those who need to, however, the program can be attended part-time for up to five years.

How do I register for my classes?

Once you are officially admitted to the School of Graduate Studies and Research, you will get registration instructions and a PIN. The registration process is completed online through MyIUP, the university's online records and systems website. Dropping and adding classes is also done through MyIUP.

How large is the program?

The HRER program has graduated over eight hundred students thus far. There are typically around fifty students taking classes each semester. This makes for an excellent learning environment where class sizes are small and students all know the professors well.

Do I have to write a thesis in order to graduate?

No, it is not required to write a thesis to complete the program, but it is an option for students.

Do I have to do an internship in order to graduate?

No,

Is there student parking on campus?

Student parking (with a commuter pass) is available for free right below Keith Hall in the HUB student parking lot. IUP also provides pay-by-space parking in the HUB parking lot and at other nearby locations. See IUP's parking webpage for more information.

Where can I get my textbooks?

While many textbooks are available from third-party retailers, the on-campus IUP Co-op Bookstore provides textbooks and a large variety of school supplies. You can access an online textbook lookup from the Co-op website to find the required books for your classes.

Where is the Employment and Labor Relations Department, and where are the classes held?

The HRER Department is located on the 4th floor of Davis Hall. Most classes are held in Davis Hall, Room 409. Some classes are held in other classrooms in Davis Hall.

What is the usual class size?

Class sizes typically range from fifteen to twenty-five students. Most classes have approximately eighteen to twenty-two students.

Are there other locations where HRER courses are offered?

Yes, students are able to complete a number of courses from IUP's Monroeville campus and the Dixon Center in Harrisburg.

Can anyone take classes that are offered through the campuses in Monroeville or the Dixon Center?

Yes, however, students enrolled at those locations have the first opportunities to register for the courses being offered there.

At what time are the classes at Main Campus?

Classes take place in the evening, Monday through Thursday. The first class runs from 5:20 to 7:50 p.m. and the second class from 8:00 to 10:30 p.m. Classes at Monroeville and the Dixon Center take place from 6-8:30 on designated days of the week.

How are the classes structured?

Although lecture is a component of each of the classes, discussion and class exercises are stressed. This degree is an applied degree and, as such, it aims to teach critical thinking and a full range of skills needed within the field of Employment and Labor Relations.

What if I have a question that wasn't answered above?

If you still have any questions, contact the department at 724-357-4470 between 8 and 4:30 and we will do our best to answer any questions you may have about the program.

Professional Growth and Development

Internships

Students must be in academic good standing and have received degree candidacy in order to elect an internship. No more than six internship credits may be applied to a graduate degree without written permission from the department and the graduate dean. All HRER majors

are urged to elect an internship, and the department advises students that the ideal time for undertaking an internship experience is after substantial progress in the program of study has been made, but prior to the completion of course work. However, they cannot be undertaken until a student has completed or is scheduled to complete 18 credit hours (this can include internship credit hours). Students can do an internship in any term during the academic year.

Internships can be arranged to suit nearly any student preference and have in the past been arranged with a variety of private firms, government agencies, and labor unions. The most critical step in the development of an internship assignment is for the student to meet with the department's internship director as early as possible to allow sufficient time for the necessary contacts and arrangements to be made. The primary obligation for arranging the internship rests with the student, but assistance from the department's internship director is available. A student planning an internship is advised to prepare a draft resume and to review it with the internship director, Dr. Michael Korn.

Students doing an internship are supervised by an on-site supervisor as well as by the department's internship director. Students must complete a weekly log of the experience, a formal internship paper, and portfolio at the conclusion of the internship.

Internships may be arranged for virtually any length of time and are not governed by the traditional university calendar. However, in calculating the amount of time which a student should spend working on an internship experience, the following formula should be used as the base: A three-credit internship requires 120 hours of work, and a six-credit internship requires 240 hours. The weekly expectations are adjusted according to the duration of the experience.

Students deciding to do an internship for elective credits are to use the following forms to assist them in recording the activities that they performed during the entirety of their internships.

Student Organizations

Society for Human Resource Management (SHRM)

Graduate S.H.R.M.—Society for Human Resource Management, Indiana University of Pennsylvania, Chapter 5182

SHRM serves the needs of the human resource management professional by providing the most essential and comprehensive set of resources available. In addition, the society is committed to advancing the human resource profession and the capabilities of all human

resource professionals to ensure that HR is an essential and effective partner in developing and executing organizational strategy. Our primary purpose this year is to lead and encourage our members to develop themselves and those around them professionally by participating in the many community outreach programs and services we have pledged ourselves to be a part of both on and off campus.

Leadership Conference

An annual leadership conference takes place each year in Orlando, FL. Students spend part of the week at Disney World participating in leadership activities, networking with professionals, and enhancing professional skills. Students are also able to enjoy Disney World and all that it has to offer for a very affordable price.

Evaluation of Students

For information regarding School of Graduate Studies and Research policies on grading, view the Graduate Catalog: <https://www.iup.edu/registrar/catalog/index.html>

Candidacy/Qualifier Exam

The HRER program does not require candidacy/qualifier exams.

Comprehensive Exam

The HRER program does not require comprehensive exams.

Comprehensive/Candidacy Examinations

This examination is given, usually upon the candidate's completion of coursework, to determine the student's progress in the degree field and fields related to it and the student's likelihood of success in his/her research-dissertation phase. The examination may be written, oral, or both and is not necessarily limited to areas in which the candidate has taken course work. In addition to having written procedures for taking the comprehensive exam, departments must also have written procedures regarding providing feedback for comprehensive exams.

Program Level Examination Appeals

Appeals for Program Level Exams such as, candidacy, comprehensive, or qualifying examinations, are made to the dean of the School of Graduate Studies and Research (SGSR) based on policy and/or procedural violations. The appeal can be based only on policy and/or procedural violations, and not simply on the outcome of the examination. Procedural violations would be cases in which the program/department failed to follow program/department and/or University policies and/or procedures relating to the administration and/or evaluation of the exam.

The appeal must be made in writing to the dean of the School of Graduate Studies and Research. Documentation of the policy(ies)/procedures in question must be provided, along with a detailed description of the alleged violation(s). All evidence supporting the alleged violation should also be provided. The student must submit the written appeal to the dean of the SGSR within 30 days of receipt of the outcome of the examination. Upon receipt of the written appeal to the dean of the SGSR, the dean will conduct an investigation of the allegation, review the documentation and render a final decision which completes the appeal process. The final decision rendered by the dean of the SGSR may not be appealed.

If it is found that policy/and/or procedure has been violated, the dean of the SGSR will instruct the program/department to allow the student to retake the exam, fully adhering to policy and procedures. In the event of a finding in support of the student allegation, the reexamination may not be counted as one of the attempts permitted under the University or Department's Reexamination Policy.

Reexamination Policy

No student is permitted a "third" examination without a recommendation to that effect from the degree program's sponsoring department per their adopted written procedures and the approval of the School of Graduate Studies and Research dean (or designee). Exceptions to this policy for programs can be made only with the approval of the School of Graduate Studies and Research. In the event a student does not successfully complete the comprehensive re-examination according to program requirements and the failure results in program dismissal, the program must notify the School of Graduate Studies and Research (SGSR) of the dismissal in writing. The SGSR will send an official notification of the dismissal to the student.

Degree Completion

Degree Candidacy

The HRER Degree Candidacy Form is required to be prepared and submitted to the student's advisor after the student has completed NINE to TWELVE credits. Students cannot graduate until the degree candidacy has been approved. This process must be completed in a professional manner in order to meet the approval by the student's advisor and the department chair. Failure to do so can result in a delay of graduation.

Application for Graduation

Graduate students apply for graduation through URSA. Graduate students are required to apply for graduation by the established deadlines.

Deadline Dates

May Graduation: April 1

December Graduation: November 1

For more information, view the Graduate Catalog: <https://www.iup.edu/registrar/catalog/index.html>

Evaluation Thesis and/or Dissertation Completion

Thesis/Dissertation Defense Department Process or Protocol

Departments determine if the defense of a thesis/dissertation are open (faculty and students welcome) or closed (only the committee and chair of the project). Each program that offers thesis/dissertation should develop and put in writing in their handbook the programmatic decision about open or closed defenses.

Outcome for Dissertation and/or Thesis

Thesis/Dissertation Defense Department Process or Protocol about how the dissertation and/or thesis are evaluated and possible results and what they mean for the student. For example, pass, pas with revisions, revise and resubmit, fail.

For students admitted after Fall 2017 – Dissertation and thesis credits will be assigned Pass or Fail as the final evaluation outcome for the taken credits and carry no quality points weighted towards a student's CGPA.

For students admitted prior to Fall 2017 – Dissertation and thesis credits will be assigned a letter grade as the final evaluation outcome for the credits taken and carry quality points weighted towards a student's CGPA for the number of dissertation credits required for the program. "Extended" dissertation credits are not calculated into a student's CGPA.

For more information ,view the Graduate Catalog: <https://www.iup.edu/registrar/catalog/index.html>

University Policies and Procedures

University policy is the baseline policy. Programs may have policy that is more stringent than the University baseline policy; however, not less stringent than the University baseline policy. For questions regarding this statement, please contact [Program Coordinator] or the School of Graduate Studies and Research.

Academic Calendar

View the IUP Academic Calendar: www.iup.edu/news-events/calendar/academic/

The Following University and SGSR policies can be found at
<https://www.iup.edu/registrar/catalog/index.html>

Academic Good Standing

Academic Integrity

Bereavement-Related Class Absences

Continuous Graduate Registration for Dissertation and Thesis

Grade Appeal Policy

Graduate Fresh Start Policy

Graduate Residency Requirement

Leave of Absence Policy

Time Limitations

Time-to-Degree Masters/Doctoral Dismissal Appeal Policy

Time-to-Degree Extensions for Master's Thesis and Doctoral Dissertation
Transfer of Credits Policy

Research

Research Grants

Research Grants are made available to encourage and support graduate students as they undertake research and creative projects that will contribute new insights in their chosen academic field. The maximum amount of the grant that students may receive in support of their research project, creative project, thesis, or dissertation research is \$1,000 per year. Two grant competitions are held annually; proposals are due the first Monday in November and the first Monday in February. See Graduate Student Research Grant Guidelines.

Research Policies

Graduate students are expected to comply with all applicable federal, state, and university research regulations. Before conducting research at IUP, you should review the research policies, paying extra attention to several in particular:

<https://www.iup.edu/registrar/catalog/index.html>

www.iup.edu/research/

Signature Page

Dear Employment and Labor Relations Student,

Congratulations on choosing to further your education at IUP! Our department is committed to your success.

This student handbook provides information that is essential to your successful program completion and also provides information about University services that may be helpful to you. Additionally, our statement of student rights and responsibilities provide the framework for your role as an IUP citizen and a member of the IUP community.

Signing below indicates that you acknowledge that you are responsible for the information outlined in this document.

_____ [please initial] I understand my program coordinator may share this document with the School of Graduate Studies and Research.

Print Name

Signature

Date

Submit to Dr. David Piper

The Department of Employment Relations and Health Services Administration will keep this signed document on file.