



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 conflict, and resolve disputes.

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/](http://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

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

from the Department of Employment Relations and Health Services Administration

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 4<sup>th</sup> 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 4<sup>th</sup> 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](mailto:graduate-admissions@iup.edu).
  - 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/](http://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](mailto:graduate-admissions@iup.edu).

External scholarship opportunities may be explored through the

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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

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 - 1\]TJ-030 acN nuJ0 Tc 0 T2CID 38 BDC 4.52 o65 \(ps\)\]](#)







## **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. tsDC 0 g-10 Tf13.02 030 13.01 Tw

## 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 criti- 4.94 0 TdTJ0 Tc -0.00

### **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 6182 (a)-1 (s)1 (e)-2 (s)1 (udy)-2 (te)-2 (c)-2 (hni)-1 (qu)5 (eeld-ac)-1 (t)1 (ic)4 (e)-twupotin.MoH8**

### **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**

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, Respironics, 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.









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. Studenth5cSsirt oaye.re-3 n ac3 (n a)-1





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

## 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.**