

Human Resources Management Program Standard

The approved program standard for Human Resources Management program of instruction leading to an Ontario College Graduate Certificate delivered by Ontario Colleges of Applied Arts and Technology (MTCU funding code 70223)

Ministry of Training, Colleges and Universities
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Ministry of Training, Colleges and Universities
Programs Branch, Program Standards and Evaluation Unit
23rd floor, Mowat Block
900 Bay Street
Toronto, Ontario
M7A 1L2

Telephone: (416) 325-2874
E-mail: susan.golets@ontario.ca

Inquiries regarding specific Human Resources Management programs offered by colleges of applied arts and technology in Ontario should be directed to the relevant college.

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I. Introduction

This document is the Program Standard for the Human Resources Management program of instruction leading to an Ontario College Graduate Certificate delivered by Ontario colleges of applied arts and technology (MTCU funding code 70223).

Development of System-Wide Program Standards

In 1993, the Government of Ontario initiated program standards development with the objectives of bringing a greater degree of consistency to college programming offered across the province, broadening the focus of college programs to ensure graduates have the skills to be flexible and to continue to learn and adapt, and providing public accountability for the quality and relevance of college programs.

The Program Standards and Evaluation Unit of the Ministry of Training, Colleges and Universities has responsibility for the development, review, and approval of system-wide standards for programs of instruction at Ontario colleges of applied arts and technology.

Program Standards

Program standards apply to all similar programs of instruction offered by colleges across the province. Each program standard for a postsecondary program includes the following elements:

- **Vocational standard** (the vocationally specific learning outcomes which apply to the program of instruction in question);
- **Essential employability skills** (the essential employability skills learning outcomes which apply to all programs of instruction); and
- **General education requirement** (the requirement for general education in postsecondary programs of instruction).

Collectively, these elements outline the essential skills and knowledge that a student must reliably demonstrate in order to graduate from the program.

Individual colleges of applied arts and technology offering the program of instruction determine the specific program structure, delivery methods, and other curriculum matters to be used in assisting students to achieve the outcomes articulated in the standard. Individual colleges also determine whether additional local learning outcomes will be required to reflect specific local needs and/or interests.

The Expression of Program Standards as Vocational Learning Outcomes

Vocational learning outcomes represent culminating demonstrations of learning and achievement. They are not simply a listing of discrete skills, nor broad statements of knowledge and comprehension. In addition, vocational learning outcomes are interrelated and cannot be viewed in isolation of one another. As such, they should be viewed as a comprehensive whole. They describe performances that demonstrate that significant integrated learning by graduates of the program has been achieved and verified.

Expressing standards as vocational learning outcomes ensures consistency in the outcomes for program graduates, while leaving to the discretion of individual colleges curriculum matters such as the specific program structure and delivery methods.

The Presentation of the Vocational Learning Outcomes

The **vocational learning outcome** statements set out the culminating demonstration of learning and achievement that the student must reliably demonstrate before graduation.

The **elements of the performance** for each outcome define and clarify the level and quality of performance necessary to meet the requirements of the vocational learning outcome. However, it is the performance of the vocational learning outcome itself on which students are evaluated. The elements of performance are indicators of the means by which the student may proceed to satisfactory performance of the vocational learning outcome. The elements of performance do not stand alone but rather in reference to the vocational learning outcome of which they form a part.

The Development of a Program Standard

In establishing the standards development initiative, the Government determined that all postsecondary programs of instruction should include vocational skills coupled with a broader set of essential skills. This combination is considered critical to ensuring that college graduates have the skills required to be successful both upon graduation from the college program and throughout their working and personal lives.

A program standard is developed through a broad consultation process involving a range of stakeholders with a direct interest in the program area, including employers, professional associations, universities, secondary schools, and program graduates working in the field, in addition to students, faculty, and administrators at the colleges themselves. It represents a consensus of participating stakeholders on the essential learning that all program graduates should have achieved.

Updating the Program Standard

The Ministry of Training, Colleges and Universities will undertake regular reviews of the vocational learning outcomes for this program to ensure that the Human Resources Management Program Standard remains appropriate and relevant to the needs of students and employers across the Province of Ontario. To confirm that this document is the most up-to-date release, contact the Ministry of Training, Colleges and Universities at the address or telephone number noted on the inside cover page.

II. Vocational Standard

All graduates of the Human Resources Management program of instruction must have achieved the 12 vocational learning outcomes listed in the following pages, in addition to achieving the essential employability skills learning outcomes and meeting the general education requirement.

Preamble

Graduates of Human Resources Management Programs carry out human resources functions within the domestic and international business environments. Graduates have therefore demonstrated achievement of vocational learning outcomes which relate to both business in general and human resources in particular.

As this is a post-diploma program, students will have completed a college diploma or university degree program or have acquired substantial relevant employment experience prior to acceptance into the program. Upon successful completion of the Human Resources Management Program graduates are prepared to facilitate and guide staffing, performance management*, training, employee and labour relations, health and safety, and benefits and compensation administration functions. They are also able to contribute to communication, information technology, teamwork, and organizational development* strategies to support the human resources activities of an organization. In addition, graduates are able to employ a number of more complex functions supporting organizational effectiveness, including applying principles of financial analysis and control, supporting the design of an organization's human resources plan, and collaborating in the preparation of an organization's business plan. Graduates are prepared to apply research competencies to the assessment, analysis, and solving of human resources problems.

Graduates of Human Resources Management Programs are employed in a broad range of private, public, and not-for-profit sectors of business and industry including manufacturers, retailers, banks and other financial institutions, medical facilities, government offices, human resources consulting firms, and other large and small businesses.

There are opportunities for graduates to pursue further post graduate educational qualifications. Students should contact individual colleges for further details of a college's articulation agreements with universities and other degree-granting institutions.

** See Glossary*

Synopsis of the Vocational Learning Outcomes
Human Resources Management (Ontario College Graduate Certificate)

The graduate has reliably demonstrated the ability to

1. **contribute to the development, implementation, and evaluation of employee recruitment, selection, and retention plans and processes.**
2. **administer and contribute to the design and evaluation of the performance management* program.**
3. **develop, implement, and evaluate employee orientation, training, and development programs.**
4. **facilitate and support effective employee and labour relations in both non-union and union environments.**
5. **research and support the development and communication of the organization's total compensation plan*.**
6. **collaborate with others, in the development, implementation, and evaluation of organizational health and safety policies and practices.**
7. **research and analyze information needs and apply current and emerging information technologies to support the human resources function.**
8. **develop, implement, and evaluate organizational development* strategies aimed at promoting organizational effectiveness.**
9. **present and evaluate communication messages and processes related to the human resources function of the organization.**
10. **manage own professional development and provide leadership to others in the achievement of ongoing competence in human resources professional practice.**
11. **facilitate and communicate the human resources component of the organization's business plan.**
12. **conduct research, produce reports, and recommend changes in human resources practices.**

** See Glossary*

Note: The learning outcomes have been numbered as a point of reference; numbering does not imply prioritization, sequencing, nor weighting of significance.

The Vocational Learning Outcomes

1. *The graduate has reliably demonstrated the ability to*

contribute to the development, implementation, and evaluation of employee recruitment, selection, and retention plans and processes.

Elements of the Performance

- conduct environmental scans and acquire data related to demand and supply of human resources;
- utilize job analysis information to confirm competencies required for the position(s);
- track recruitment programs and identify potential internal and external sources for qualified applicants who are reflective of the community;
- develop and implement outreach, access, and advertising strategies to attract qualified applicants;
- develop and incorporate e-recruitment and other evolving technologies into the recruitment strategy;
- ensure that potential employees have all necessary information about the organization;
- contribute to the development and communication of the organization's brand* in order to recruit suitable applicants;
- develop selection processes and coordinate selection committees;
- develop partnerships and relationships with agencies and institutions for the purpose of recruitment;
- develop and use valid assessment tools to determine suitability of prospective employees in accordance with relevant labour and human rights laws, policies, and regulations;
- identify systems and processes that link the career plans and employee competencies with the current and future needs of the organization;
- collaborate with leaders to develop and implement succession strategies to meet future needs of the organization;
- use human resources information systems to facilitate human resources planning;
- integrate human resources planning with the strategic initiatives of the organization;
- use human resources forecasting techniques to deal with projected staffing shortages and surpluses and develop strategies to address them;
- contribute to the development and implementation of strategies aimed at attracting and retaining qualified employees;
- ensure a global perspective on cultures and customs including qualifications of foreign credentialed applicants;

- adapt hiring practices and processes to facilitate international recruitment and placement.

** See Glossary*

2. *The graduate has reliably demonstrated the ability to*

administer and contribute to the design and evaluation of the performance management* program.

Elements of the Performance

- make recommendations to align the performance management* program with the organization's strategic goals and direction;
- ensure that job-related performance indicators are relevant, reliable, and accurately reflect the employee's range of responsibilities;
- ensure that quantifiable standards used for performance evaluation are valid;
- ensure employees' performance goals are aligned with the organization's strategic goals;
- contribute to the design of performance management* processes and ensure their communication to all organizational levels;
- ensure that performance management* processes are administered in accordance with relevant law and organizational policy;
- plan and communicate performance interview format(s);
- identify and recommend appropriate personnel to be involved in performance management* processes;
- advise and support supervisors and others in performance management* policies and processes;
- assist employees in identifying career paths;
- identify resources available to assist in the development of strategies to improve individual employee performance;
- complete documentation necessary for performance management* processes;
- identify and communicate appropriate follow-up (e.g., corrective action, wage increase, promotion, training, bonus);
- incorporate performance outcomes into human resources information system;
- contribute to the design and implementation of an evaluation of the performance management* program.

** See Glossary*

3. *The graduate has reliably demonstrated the ability to*

develop, implement, and evaluate employee orientation, training, and development programs.

Elements of the Performance

- develop and facilitate employee orientations;
- ensure employee orientation communicates and emulates the organizational culture;
- evaluate and make recommendations to modify orientation programs to ensure that they meet employee and employer needs;
- develop, implement, and evaluate a training needs assessment;
- identify and develop compliance related training in occupational health and safety, human rights, and related employment legislation;
- ensure that job-related performance indicators are relevant, reliable, and accurate;
- develop, and deliver training sessions;
- identify and communicate internal and external training and development resources and assess the cost and benefit of each;
- ensure the application of adult learning principles to training and development sessions;
- select appropriate on and off-the-job training and development methods;
- create an engaging learning environment;
- use effective coaching and mentoring competencies;
- ensure the evaluation of the effectiveness of training using quantitative and qualitative measures;
- determine performance gaps in the organization and determine if training is an appropriate solution;
- plan and implement training strategies within change management and organizational development*;
- integrate training initiatives with organizational strategic goals;
- identify and communicate organizational return on investment for training and development interventions;
- integrate training information into human resources information system.

** See Glossary*

4. *The graduate has reliably demonstrated the ability to*

facilitate and support effective employee and labour relations in both non-union and union environments.

Elements of the Performance

- contribute to a positive employee relations culture by assessing current programs and services and making recommendations for change;
- display empathy, cultural awareness, flexibility, tact, good judgment, and diplomacy in all interpersonal communications;
- act in a fair and impartial manner;
- advise the organization regarding ethical decision making;
- facilitate working groups in the development of positive employee relations strategies;
- use problem solving strategies to assess perceived grievances and resolve problems quickly;
- resolve conflict through mediation, conflict resolution, and alternate dispute resolution strategies within the framework of contract and policy interpretation;
- identify the perspectives of others, and use this information to facilitate the resolution of conflicts;
- maintain all employee records in a confidential manner and in accordance with current privacy legislation;
- plan, implement, and evaluate progressive and positive discipline strategies;
- contribute to the development of workplace investigation process including methodology and reporting processes;
- research best practices and contribute to the development of policies to support the practice of equality and diversity in the workplace;
- act in accordance with employment legislation and collective agreements;
- advise organization in the interpretation of collective agreements
- assist in the preparation of the negotiating process;
- prepare appropriate, accurate documentation of negotiation and mediation processes;
- research and interpret case law;
- represent management in the resolution of grievances.

5. *The graduate has reliably demonstrated the ability to*

research and support the development and communication of the organization's total compensation plan*.

Elements of the Performance

- ensure the collection and analysis of data from salary and benefits surveys;
- research and recommend the total compensation plan*, including salary, benefits, pension, and retirement plans that are most suited to employee needs and the organization's strategic goals;
- research and analyze the cost benefits of various compensation plans and make recommendations for cost containment;
- contribute to the development and implementation of the total compensation plan* in accordance with the organization's policies and procedures;
- assess and make recommendations regarding external and internal equity of the total compensation plan*;
- ensure that the total compensation plan* is administered in accordance with relevant employment law (e.g. human rights, employment equity, pay equity), and collective agreements;
- develop and recommend employee incentive strategies consistent with organizational goals;
- research and recommend executive compensation consistent with organizational goals;
- develop promotional materials and communication strategies to communicate the total compensation plan*;
- ensure that employee queries related to compensation entitlements are responded to in a discreet and confidential manner;
- analyze jobs and use information to develop salary structures;
- monitor the competitiveness of the organization's total compensation plan*;
- develop and ensure the implementation of audits of the effectiveness of the organization's total compensation plan*.

** See Glossary*

6. *The graduate has reliably demonstrated the ability to*

collaborate with others, in the development, implementation, and evaluation of organizational health and safety policies and practices.

Elements of the Performance

- research industry best practices and develop policies, procedures, and processes appropriate to the health and safety needs of the organization;
- develop and implement accommodation strategies in accordance with current legislation;
- develop policies and strategies to communicate health and safety information in accordance with applicable legislation;
- develop and promote safety programs that contribute to employee well being beyond a compliance threshold;
- model injury prevention and safety practices;
- develop, implement, and evaluate the disability management system including Early and Safe Return to Work (ESRTW), Second Injury Enhancement Funding (SIEF) plans, and the claims and case management processes;
- assist in the cost benefit analysis of the disability management system;
- contribute to the development of procedures to monitor the organization's compliance with the *Workplace Safety and Insurance Act;*
- liaise with insurance providers and Workplace Safety Insurance Board (WSIB) representatives regarding claims administration issues;
- analyze health and safety issues and trends that may indicate a deficiency and recommend preventative measures, including training and equipment where appropriate;
- advise the organization regarding the health and safety responsibilities of employers, employees, and the role of the joint health and safety committee;
- research and access resources of safety organizations;
- develop and administer wellness and Employee Assistance Plans (EAP) aimed at employee well being and organizational effectiveness;
- contribute to the development and communication of the organization's Emergency Preparedness Plan;
- facilitate ongoing reviews of current health and safety policies and procedures, and make recommendations for change;
- ensure due diligence with respect to the organization's health and safety policies, practices, and legislative requirements.

7. *The graduate has reliably demonstrated the ability to*

research and analyze information needs and apply current and emerging information technologies to support the human resources function.

Elements of the Performance

- use appropriate software to record and compile human resources information including statistical reports (e.g., staffing, performance ratings, wage information);
- analyze human resources data using statistical software where available and appropriate;
- select and use appropriate software to produce necessary human resources reports and other documents;
- identify and track changes in information technology relevant to human resources;
- develop and implement safeguards, operating restrictions, and policies for all users of the human resources information system (HRIS);
- ensure that human resources information collected is used for intended purposes only;
- research and analyze appropriate human resource metrics, benchmarks, and indicators;
- research and analyze HRIS vendors and products;
- assess and determine informational technology requirements to meet human resources needs;
- make recommendations regarding the appropriate HRIS to meet organization's human resources needs;
- collaborate with information technology professionals in adapting technology to meet the specific requirements of human resources;
- use information technology to enhance the efficiency and effectiveness of human resource functions within the organization.

8. *The graduate has reliably demonstrated the ability to*

develop, implement and evaluate organizational development* strategies aimed at promoting organizational effectiveness.

Elements of the Performance

- develop techniques to positively influence behaviours within an organization consistent with the organization's strategic goals;
- plan and adapt the strategic role of human resources to the changing needs and goals of the organization;
- examine the interaction between the human resources function and other functional areas within the organization;
- develop, implement, and evaluate information sharing strategies among the functional areas of the organization;
- develop policies and practices that are consistent with the organizational culture;
- develop, implement, and evaluate strategies designed to support employee engagement and motivation;
- establish and maintain effective working partnerships with line managers and staff;
- identify and communicate human resources strategic contribution to organizational goals;
- develop internal and external stakeholder feedback systems to inform organizational decision making;
- develop and implement service-driven strategies to meet the needs of internal and external stakeholders;
- identify metrics as quality indicators of a service driven orientation;
- measure the effectiveness of human resources initiatives by tracking quality indicators and make recommendations for improvements;
- develop opportunities for organizational cross functional initiatives;
- develop, implement, and evaluate strategies to maintain employee morale during organizational change;
- promote human resources as a strategic business partner;
- champion and facilitate human resources initiatives in the organization.

** See Glossary*

9. *The graduate has reliably demonstrated the ability to*

present and evaluate communication messages and processes related to the human resources function of the organization.

Elements of the Performance

- adapt communication style, method, and message to needs of diverse audiences;
- make effective oral presentations employing verbal and non verbal communication;
- integrate factual human resources references and research evidence into presentations and responses to questions;
- prepare written business correspondence including, memos, letters, agreements, and reports;
- research industry best practices and write policy and procedure documents in a clear and understandable manner;
- document human resources information precisely and accurately;
- use current communication technologies effectively and appropriately;
- use presentation skills to effectively convey information related to human resources functions;
- listen actively and effectively;
- influence people's behaviour through the use of effective oral and written communication;
- inspire others to achieve personal objectives and to contribute to organizational goals;
- evaluate human resources communication practices and make recommendations for improvements.

10. *The graduate has reliably demonstrated the ability to*

manage own professional development and provide leadership to others in the achievement of ongoing competence in human resources professional practice.

Elements of the Performance

- evaluate own strengths and weaknesses;
- engage in continuous learning and commit to professional practice;
- identify personal and professional development opportunities;
- create personal professional learning plans aligned with organizational goals;
- assist others in identifying learning needs and developing professional learning plans aligned with organizational goals;
- direct others in the identification of learning resources and opportunities to meet learning needs;
- contribute to the performance evaluation of others;
- seek and utilize personal performance feedback to enhance professional practice;
- identify and track changes to legislation, practices, and case law through human resources workshops, periodicals and other literature review;
- maintain contact with others in the field through networking and participation in professional organizations;
- adhere to ethical guidelines, i.e., Canadian Council of Human resources Associations (CCHRA) Code of Ethics;
- support and promote the development of the human resources field.

11. *The graduate has reliably demonstrated the ability to*

facilitate the development of and communicate the human resources component of the organization's business plan.

Elements of the Performance

- identify and communicate the changing role of human resources in policy formulation and planning;
- act as a resource for all functional areas of the organization;
- describe the relationship between human resources and key areas of organization, such as marketing, finance, and operations;
- identify the effect of human resource policies and procedures on payroll administration;
- facilitate cross functional project teams engaged in business case analysis and recommendations for change;
- apply the fundamentals of accounting, finance and budgeting to the development of the human resources business plan;
- communicate the role of the human resources function to the strategic business plan of an organization;
- conduct cost-benefit analysis of human resources initiatives using cost-benefit benchmarking techniques;
- communicate the value of human resource initiatives i.e., return on investment (ROI);
- evaluate human resources initiatives against organization's strategic goals;
- plan and forecast human resource requirements based on analysis of business trends and supply-and-demand factors.

12. *The graduate has reliably demonstrated the ability to*

conduct research, produce reports, and recommend changes in human resources practices.

Elements of the Performance

- apply the principles of research methodology to human resources problems including needs analysis procedures;
- collect, analyze, and report relevant human resources information;
- locate information and resources needed for research;
- select appropriate research methodology for problem to be investigated;
- apply basic statistical methodology to human resources data;
- apply quantitative and qualitative analysis to understand trends and indicators in human resources data;
- conduct human resources program audits to assess performance against policy expectations;
- develop, implement, and evaluate surveys relevant to human resources practice (e.g., opinion, climate, salary);
- develop and benchmark human resources best practices;
- develop and report evidence based recommendations for changes to human resources practice.

Glossary

Brand - the impression that the public shares about an organization; includes name, graphic representations (logo), profile, positioning, and reputation.

Performance Management - the integrated process by which an organization involves its employees in improving organizational effectiveness in the accomplishment of the organizations mission and strategic goals. Performance Management includes performance planning, monitoring employee performance, employee development, employee performance appraisal, and recognition.

Organizational Development – the planned, systematic process in which behavioral science principles and practices are used to improve organizational functioning and effectiveness.

Total Compensation Plan - what employees receive in exchange for their work, includes salary, benefits, incentives, and other performance based rewards.