



Human Resources Management Program Standard

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

Ministry of Colleges and Universities
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Introduction

This document is the Program Standard for the Human Resources Management programs 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 Unit of the Ministry of 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 element:

- [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).
- **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 from 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 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, please contact the [Ministry of Colleges and Universities](#).

Vocational standard

All graduates of Human Resources Management programs have achieved the [twelve vocational learning outcomes \(VLOs\)](#) in the following pages.

Preamble

Graduates of Human Resources Management programs carry out human resources functions within Canadian and/or globalized business environments. Graduates of the Human Resources Management program have acquired the knowledge, skills and attitudes necessary to perform their functions. The vocational learning outcomes and their respective elements of performance are articulated to clearly define the range and level of competencies required to be successful graduates of the Human Resources Management program.

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 evaluate and recommend staffing and planning, **performance management**, training, employee relations, health and safety, wellness and total rewards functions. Graduates are able to analyze complex functions using information technology to support problem solving for organizational effectiveness and recommend strategies of financial analytics, in the design and communication of an organization's human resources and business plan.

Graduates of the program will be provided with the knowledge and skills to work in positions including but not limited to coordinator, supervisory and managerial capacities within the various functional areas taught in the program. For graduates of the Human Resources Management there are employment and career opportunities in a variety of areas in Human Resources. Graduates will be able to find careers in all sectors of business and industry, both domestic and global, including retailers, banks and other financial institutions, government offices, service-based industries, manufacturers and distributors, non-profit organizations and small businesses.

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

addition, graduates may also pursue professional designations and certifications within the industry.

[See Glossary](#)

Note: The [Ontario Council on Articulation and Transfer](#) (ONCAT) maintains the provincial postsecondary credit transfer portal, [ONTransfer](#).

Synopsis of the vocational learning outcomes

Human Resources Management (Ontario College Graduate Certificate)

The graduate has reliably demonstrated the ability to:

1. Develop and evaluate the implementation of recruitment plans and selection processes to respond to organizational needs within a globalized environment.
2. Facilitate and evaluate the **performance management** system to ensure alignment with the organizational strategic plan.
3. Design, implement, and evaluate employee onboarding, training and development programs to meet organizational needs.
4. Advise and guide invested parties on ethical, legal, professional and regulatory requirements to promote effective employee relations.
5. Design and implement the **total rewards plan** to attract, retain and motivate employees within the organization.
6. Design, implement and evaluate employee wellness, organizational health and safety systems, in accordance with applicable legislation, standards and best practices.
7. Use and evaluate technology to support operational business functions related to human capital.
8. Design, implement and evaluate **organizational development** strategies to promote operational effectiveness.
9. Develop human resources practices and communication strategies that are equitable, diverse, inclusive, accessible and culturally competent.
10. Create and evaluate strategies for self-development to enhance performance and maintain professional standards.
11. Collaborate with invested parties to execute human capital initiatives that support the organizational business plan.
12. Analyze data to forecast and recommend workforce and talent management

strategies to support decision making.

[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: develop and evaluate the implementation of recruitment plans and selection processes to respond to organizational needs within a globalized environment.

Elements of the performance

- a. Conduct environmental scans and acquire data related to demand and supply of human resources.
- b. Utilize job analysis information to evaluate knowledge, skills, abilities and other attributes required for positions.
- c. Develop, implement and track recruitment programs and identify potential internal and external sources for qualified applicants.
- d. Develop and implement outreach, access and advertising strategies to attract qualified applicants.
- e. Develop and incorporate recruitment and other evolving technologies into the recruitment strategy.
- f. Ensure that prospective candidates have all necessary information about the organization.
- g. Contribute to the development and communication of the organization's vision mission and values, in order to recruit suitable applicants.
- h. Develop selection processes and coordinate selection committees.
- i. Develop partnerships with agencies and institutions for the purpose of recruitment within a globalized environment.
- j. Develop and use valid assessment tools to determine suitability of prospective employees in accordance with relevant labour and human rights laws, policies and regulations.
- k. Manage systems and processes that link the career plans and employee competencies with the evolving needs of the organization.
- l. Analyze human resources information systems and other data to facilitate human resources planning.
- m. Integrate the strategic initiatives of the organization to evaluate and forecast human resources plans, including staffing shortages and surpluses and develop strategies to address them.
- n. development, implement and evaluate strategies aimed at attracting and retaining a diversity of qualified employees.
- o. Ensure a global perspective on international cultures and customs, including qualifications of foreign credentialed applicants.

- p. Adapt hiring practices and processes and consult experts as required to facilitate international recruitment and placement.
- q. Collaborate with leadership team to develop and implement succession strategies to meet future needs of the organization.

2. The graduate has reliably demonstrated the ability to: facilitate and evaluate the **performance management** system to ensure alignment with the organizational strategic plan.

Elements of the performance

- a. Evaluate and implement the **performance management** system to align with the organization's strategic goals and direction.
- b. Develop valid and reliable quantifiable job-related performance indicators to manage performance.
- c. Ensure employees' performance goals are aligned with the organization's strategic goals.
- d. Contribute to the design of **performance management** processes and ensure their communication to all organizational levels.
- e. Ensure that **performance management** processes are administered in accordance with legislation and organizational policy.
- f. Plan and oversee **performance management** assessments.
- g. Determine and recommend appropriate invested parties to be involved in **performance management** processes.
- h. Advise and collaborate with appropriate invested parties in **performance management** policies and processes.
- i. Assist employees in identifying and recommending development plans.
- j. Recommend resources available to assist in the development of strategies to improve individual employee performance.
- k. Ensure the completion of documentation necessary for **performance management** processes.
- l. Recommend and support appropriate follow-up action (e.g., corrective action, reward and recognition, training and development).
- m. Ensure the performance outcomes are incorporated into human resources information system.
- n. 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: design, implement, and evaluate employee onboarding, training and development programs to meet organizational needs.

Elements of the performance

- a. Develop and implement onboarding procedures to convey organization policies and global practices.
- b. Strategically align onboarding support to enhance organizational socialization.
- c. Develop, implement, and evaluate a training needs assessment to gauge gaps in talent and leadership needs.
- d. Conduct and audit compliance related training in occupational health and safety, human rights and related employment legislation.
- e. Integrate and recommend job-related performance indicators that are relevant, reliable and accurate.
- f. Plan resources and deliver internal and external training and development sessions in addition to facilitating cost benefits analysis.
- g. Recommend and evaluate the application of adult learning principles to training and development sessions.
- h. Evaluate and recommend on and off-the-job training and development methods.
- i. Design and recommend an engaging learning environment.
- j. effectively integrate coaching and mentoring strategies.
- k. Evaluate the effectiveness of training using quantitative and qualitative measures and make recommendations.
- l. Analyze and evaluate performance gaps in the organization and validate training solutions.
- m. Plan, implement and evaluate training strategies to support change management and organizational strategic goals.
- n. Evaluate and communicate organizational return on investment for training and development recommendations.
- o. Integrate training information into human resources information system.

4. The graduate has reliably demonstrated the ability to: advise and guide invested parties on ethical, legal, professional and regulatory requirements to promote effective employee relations activities.

Elements of the performance

- a. Lead and promote strategic change towards a positive workplace culture by assessing current employee relations programs and services.
- b. Advise and convey organization decisions to invested parties in an ethical and timely manner.
- c. Resolve conflict through mediation and alternative dispute resolution strategies within the framework of contract and policy interpretation.
- d. Recommend problem solving strategies to assess perceived grievances and resolve problems in a timely manner.
- e. Facilitate the development of collaborative working environments.
- f. Reflect upon and consolidate the perspectives of invested parties to guide the facilitation of conflict.
- g. Ensure the maintenance all employee records in a confidential manner and in accordance with current privacy legislation.
- h. Plan, implement, and evaluate progressive and positive discipline strategies.
- i. Develop workplace investigation, reporting processes and diligently monitor the implementation of resolutions.
- j. Research best practices and contribute to the development of policies to support the practice of equity, diversity and inclusion in the workplace.
- k. Act in accordance with employment legislation and collective agreements.
- l. Advise and negotiate the collective agreements.
- m. Prepare and compile accurate documentation to support the negotiating and mediating process.
- n. Research and reflect on case law implications in consultation with legal experts.
- o. Represent management in the resolution of grievances.

5. The graduate has reliably demonstrated the ability to: design and implement the **total rewards plan** to attract, retain and motivate employees within the organization.

Elements of the performance

- a. Facilitate the collection and analysis of data from salary and benefits surveys.
- b. Research and recommend the **total rewards plan**, including base pay, performance pay and benefits that are most suited to employee needs and the organization's strategic goals.
- c. Develop and implement the **total rewards plan** in accordance with the organizations policies and procedures as well as relevant employment legislation (e.g., human rights, employment equity, pay equity and employment standards act) and collective agreements.
- d. Develop and recommend employee performance pay strategies consistent with organizational goals.
- e. Develop effective strategies to communicate the **total rewards plan**.
- f. Ensure that employee queries related to compensation are addressed to in a respectful and confidential manner.
- g. Analyze jobs and use information to develop and/or update salary structures.
- h. Monitor and maintain the competitiveness of the organization's **total rewards plan**.
- i. Develop, implement and audit the effectiveness of organization's **total rewards plan**.
- j. Assess and make recommendations regarding external and internal equity of the **total rewards plan**.
- k. Research and analyze the cost benefits of various compensation plans and make recommendations for effective cost management.
- l. Identify and examine the effect of human resource policies and procedures on payroll administration.

[See Glossary](#)

6. The graduate has reliably demonstrated the ability to: design, implement and evaluate employee wellness, organizational health and safety systems, in accordance with applicable legislation, standards and best practices.

Elements of the performance

- a. Research industry best practices and develop policies, procedures, and processes appropriate to the wellness, health and safety needs of the organization.
- b. Develop and implement equitable and inclusive accommodation strategies in accordance with current legislation.
- c. Develop and promote employee wellness programs, health and safety initiatives and prevention strategies in accordance with applicable legislations.
- d. Develop, implement, and evaluate the disability management program including [Early And Safe Return To Work](#) (ESRTW), [Second Injury Enhancement Funding](#) (SIEF) plans and the claims and case management processes.
- e. Evaluate the disability management system.
- f. Develop and evaluate procedures to monitor the organization's compliance with the [Workplace Safety And Insurance Act](#).
- g. Be the point of contact with insurance providers and [Workplace Safety Insurance Board](#) (WSIB) representatives regarding claims administration issues.
- h. Research and analyze trends that address barriers to diversity in health, safety and wellness programs.
- i. Advise the organization regarding the wellness programs, health and safety initiatives of employers, employees and the role of the joint health and safety committee.
- j. Investigate and evaluate resources of safety organizations.
- k. Collaborate with subject matter experts to develop and evaluate mental health and wellness initiatives in the workplace.

7. The graduate has reliably demonstrated the ability to: use and evaluate technology to support operational business functions related to human capital.

Elements of the performance

- a. Determine and evaluate appropriate innovative technology to record and compile human resources information including statistical reports (e.g., staffing, performance ratings, wage information).
- b. Identify and track changes in information technologies to support and implement changes to human resources practices.
- c. Recommend appropriate protocols for all users of the human resources information system.
- d. Ensure that human resources information collected is used for intended purposes only.
- e. Research and analyze appropriate human resource metrics, benchmarks and indicators.
- f. Research and analyze human resources information system vendors and products.
- g. Assess and determine informational technology requirements to meet human resources needs.
- h. Collaborate with information technology professionals in adapting technology to meet the specific requirements of human resources.
- i. Use information technology to recommend enhancements to human resources practices to ensure the efficiency, effectiveness and connectivity of human resource functions within the organization.
- j. Analyze human resources data using statistical technology where available and appropriate.
- k. Make recommendations regarding the appropriate human resources information system (HRIS) to meet organization's human resources needs.

8. The graduate has reliably demonstrated the ability to: design, implement and evaluate **organizational development** strategies to promote operational effectiveness.

Elements of the performance

- a. Develop techniques to influence behaviours within an organization that align with the organization's strategic goals.
- b. Plan and adapt the strategic role of human resources to the changing needs and goals of the organization.
- c. Assess the interaction between human resources areas within the organization.
- d. Develop policies and practices that are consistent with the organizational culture.
- e. Develop, implement and evaluate strategies designed to support employee engagement and motivation.
- f. Build and foster a positive work culture to promote organizational effectiveness.
- g. Evaluate human resources strategic contributions to organizational goals.
- h. Develop stakeholder feedback systems to inform organizational decision making.
- i. Develop and implement effective behaviour strategies and evaluate metrics to make recommendations and meet the needs of the organization and its invested parties.
- j. Develop, implement and evaluate strategies to maintain employee morale during organizational change.
- k. Develop and implement innovative and the creative ideas in the organization utilizing evidence-based practices.
- l. Implement Canadian and global opportunities that are conducive to innovation within the organization and its ecosystem.

[See Glossary](#)

9. The graduate has reliably demonstrated the ability to: develop human resources practices and communication strategies that are equitable, diverse, inclusive, accessible and culturally competent.

Elements of the performance

- a. Create and present effective oral presentations employing verbal and nonverbal communication.
- b. Adapt communication style, method and message to needs of diverse audiences.
- c. Integrate factual and diverse sources, perspectives and research evidence into presentations and responses to questions.
- d. Prepare and consolidate recommendations into written business correspondence including memos, letters, agreements and reports.
- e. Research and integrate industry best practices and write policy and procedure documents in a clear and understandable manner.
- f. Document human resources information precisely and accurately.
- g. Seek out innovative communication technologies to increase effectiveness.
- h. Hone effective presentation skills to convey information related to human resources functions.
- i. Listen actively and effectively.
- j. Influence and shape behaviour through the use of effective oral and written communication.
- k. Inspire and elevate others to achieve personal objectives and to contribute to organizational goals.
- l. Develop and evaluate human resources communication practices and make recommendations for improvements.
- m. Display empathy, cultural awareness, flexibility, tact, good judgment and diplomacy in all interpersonal communications.
- n. Develop strategies to build meaningful and respectful relationships with indigenous peoples as a pathway to reconciliation.
- o. Analyze institutional barriers and indirect discriminatory practices that prevent inclusion and anti-racism efforts.
- p. Identify the intersectionality of privilege and power dynamics through self-reflection.
- q. Recommend and apply best practices to ensure all perspectives have been considered in establishing a commitment to diversity.

10. The graduate has reliably demonstrated the ability to: create and evaluate strategies for self-development to enhance performance and maintain professional standards.

Elements of the performance

- a. Evaluate own strengths and weaknesses.
- b. Engage in continuous learning and commit to professional practice.
- c. Evaluate professional practice to continuously develop both professionally and personally.
- d. Create personal professional learning opportunities and career development plan.
- e. Assist others in identifying learning needs and developing professional learning plans aligned with organizational goals.
- f. Direct others in the identification of learning resources and opportunities to meet learning needs.
- g. Contribute to the performance evaluation of others.
- h. Actively solicit personal performance feedback to enhance performance.
- i. Identify and track changes to legislation, practices and case law through human resources workshops, periodicals and other literature review.
- j. Cultivate relationships with others in the field through networking and participation in professional organizations.
- k. Adhere to ethical guidelines as identified in accreditation bodies.
- l. Seek out opportunities to promote the development of the human resources field.
- m. Identify the roles and advantages of professional organizations and certifications (e.g., [Human Resources Professional Association](#), [Chartered Professionals in Human Resources Canada](#)).
- n. Evaluate social trends and best practices to keep current in the human resources field.

11. The graduate has reliably demonstrated the ability to: collaborate with invested parties to execute human capital initiatives that support the organizational business plan.

Elements of the performance

- a. Analyze and guide the changing role of human resources in policy formulation and global planning.
- b. Act as a strategic resource in areas of the organization.
- c. Collaborate with cross functional project teams and key areas of organization, such as marketing, finance, payroll and operations.
- d. Articulate the fundamentals of accounting and finance to the development of the human resources business plan.
- e. Evaluate the role and value of the human resources function and global initiatives within the organizations strategic plan.
- f. Conduct cost-benefit analysis of human resources initiatives using benchmarking techniques in accordance with organizational needs.
- g. Plan and forecast human resource requirements based on analysis of business needs and supply-and-demand factors.
- h. Develop an effective succession planning process.

12. The graduate has reliably demonstrated the ability to: analyze data to forecast and recommend workforce and talent management strategies to support decision making.

Elements of the performance

- a. Select and apply the principles of research methodology to investigate and evaluate human resources issues.
- b. Collect, analyze and report relevant human resources information in order to advise and recommend organizational human resources management strategies and operational best practices.
- c. Source and evaluate information and resources needed for research.
- d. Apply appropriate methods of research and interpret the results to provide recommendations.
- e. Conduct human resources program audits to assess performance against policy expectations.
- f. Develop, implement and evaluate surveys relevant to human resources practice (e.g., opinion, climate, salary).
- g. Develop and benchmark human resources best practices.
- h. Develop and present evidence-based recommendations for changes to human resources practice.

Glossary

Performance Management: an ongoing process to construct a work environment where employees are empowered and accountable for outcomes related to their roles while developing their skills and abilities to meet business goals. It encompasses performance planning, monitoring, employee development, appraisals and recognition.

Organizational Development: the planned, systematic processes in which behavioural science principles and practices are used to improve functioning and effectiveness while maximizing the human potential of an organization.

Total rewards plan: intrinsic and extrinsic recognition that a member receives in exchange for their employment, including but not limited to base pay, performance pay, benefits and other incentives.

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