

Key Research Findings

This analysis was based on the pre-determined criteria and measures listed below:

Section	Description	Measures
Student Demand	<p>Includes an assessment of OCAS (2007 - 2011) enrolment data at other colleges in terms of mean growth rate with a specific focus on Fleming's direct competitors where appropriate (Georgian, Sheridan, Seneca and Durham)</p> <p>Trends in certificate, diploma, degree, apprenticeship and continuing education (where available).</p> <p>Click Below to Access Full Source Document: Fall Enrollment Trend</p>	<ul style="list-style-type: none"> ● Strong = Fleming enrolment growth is outpacing system and is equal to or greater than 3% ● Moderate = Fleming enrolment growth is equivalent to system demand and is between 1.0 to 2.9% ● Weak = Fleming enrolment growth is less than the system demand and is less than 1%
Labour Market	<p>Includes projected employment rate growth based on a consolidation of various Ontario, Canadian, and US sources including HRSDC, Sector Council Reports US Bureau of Labour Statistics, and the MTCU Employment Profile.</p>	<ul style="list-style-type: none"> ● Strong = Between 5-6 positive labour market indicators ● Moderate = Between 3-5 positive labour market indicators ● Weak = Between 1-2 or no positive labour market indicators
Competitive Analysis	<p>Includes the number of actual colleges offering the program as well as the ratio of applications to acceptances at Fleming compared to other colleges and specific comment about Fleming's direct competitors where appropriate (Georgian, Sheridan, Seneca and Durham)</p> <p>Click Below to Access Full Source Document: Fall Conversion Report</p>	<ul style="list-style-type: none"> ● Strong = Fleming conversion ratio is greater than 2 below the system ● Moderate = Fleming conversion ratio is 1 above, below or equal to the system ● Weak = Fleming conversion ratio is greater than 2 above than the system
Financial Analysis	<p>Includes a review of Contribution to Overhead (CTO) for existing programs (2010-11)</p> <p>Click Below to Access Full Source Document: Costing Analysis</p>	<ul style="list-style-type: none"> ● Strong = CTO is greater than 35% ● Moderate = CTO is between 30 - 34% ● Weak = CTO is between 20 – 30% <p>No Contribution = 19% or less</p>

Key Research Findings

Key Performance Indicators	<p>Includes KPI trends from the Key Performance Indicator Summary 5 Year Historical Overview KPI Data from Reporting Years 2008-2012.</p> <p>Click Below to Access Full Source Document: Key Performance Indicators</p>	<ul style="list-style-type: none"> ● Strong = Above system average in 6-7 indicators ● Moderate = Above system average in 3-5 indicators ● Weak = Above system average in 0-2 indicators.
Resource Analysis	<p>Requires school level assessment regarding space, technology, capital equipment and human resources. Recommendations from recent Program Review Reports included here</p>	

Key Research Findings

Business Administration – Human Resources Management (60223)

Student Demand¹

- **WEAK**

The following information consists of OCAS yearly student fall registration data as well as a mean growth rate and average student registration for each program under these categories:

Diploma

- Only three schools offer this program
- St. Lawrence has the highest mean growth rate (**410%**) and Confederation has the lowest (**-1%**)
- Fanshawe has the highest average registration of **65 students**, and St. Lawrence has the lowest of **8 students**

Advanced Diploma

- There are eleven schools that offer this program, including three of Fleming key competitors (all except for Durham)
- Fleming's mean growth rate (**-14%**) is lower than that of the system (**6%**)
- Out of its key competitors, Fleming has the lowest mean growth rate and average registration
- Overall, St. Clair has the highest mean growth rate (**1202%**) and George Brown has the lowest growth rate (**-14%**)
- Sheridan has the highest average registration of **165 students** and Confederation has the lowest with **2 students**

Graduate Certificate

- Thirteen schools offer this graduate certificate program, including all four of Fleming's key competitors
- Out of the key competitors, Sheridan's program is most successful and Durham's is the least successful
- Overall, Centennial has the highest mean growth rate (**11%**) and Confederation is the lowest (**-10%**)

¹ Registration data obtained from the Program Counts by Applicant Type Report (RPT0050P) in the OCAS Reporting and Analytics Cube December 7, 2011.

Some programs/colleges may not be included because they were missing MCU codes in the OCAS dataset

Prepared by Fleming Data Research (07-2012)

Key Research Findings

- Humber has the highest average registration of **85 students** and Confederation has the lowest with **18 students**

Degree

- There are only two schools that offer this program
- Seneca has the higher mean growth rate (**22%**) out of the two schools, but Humber has the higher average registration with **41 students**

Diploma

Program: 50223 - BUSINESS - HUMAN RESOURCES														
	2007 2008 % Change (07-08)			2008 2009 % Change (08-09)			2009 2010 % Change (09-10)			2010 2011 % Change (10-11)			% Mean Growth Rate (07-11)	5 Year Average Reg. Students
CONFEDERATION	54	59	9	59	85	44	85	60	-29	60	43	-28	-1	60
FANSHAWE	30	105	250	105	74	-30	74	61	-18	61	54	-11	48	65
ST. LAWRENCE	1			1	14	1300	14	10	-29	10	6	-40	410	8
Total	84	165	96	165	173	5	173	131	-24	131	103	-21	14	131

Advanced Diploma

Program: 60223 - BUSINESS ADMINISTRATION - HUMAN RESOURCES MANAGEMENT														
	2007 2008 % Change (07-08)			2008 2009 % Change (08-09)			2009 2010 % Change (09-10)			2010 2011 % Change (10-11)			% Mean Growth Rate (07-11)	5 Year Average Reg. Students
CENTENNIAL	46	49	7	49	44	-10	44	47	7	47	50	6	2	47
CONFEDERATION							2			2				2
FLEMING	31	19	-39	19	16	-16	16	21	31	21	14	-33	-14	20
GEORGE BROWN	96	120	25	120	127	6	127	107	-16	107	117	9	6	113
GEORGIAN		34		34	29	-15	29	33	14	33	20	-39	-13	29
LAMBTON	25	40	60	40	41	2	41	25	-39	25	28	12	9	32
NORTHERN					4		4	5	25	5			25	4
SENECA	77	75	-3	75	71	-5	71	77	8	77	88	14	4	78
SHERIDAN	156	167	7	167	184	10	184	156	-15	156	160	3	1	165
ST. CLAIR		2		2	75	3650	75	52	-31	52	45	-13	1202	44
ST. LAWRENCE	29	21	-28	21	49	133	49	44	-10	44	46	5	25	38
Total	460	527	15	527	640	21	640	569	-11	569	568	0	6	553

Key Research Findings

Graduate Certificate

Program: 70223 - HUMAN RESOURCES MANAGEMENT														
	2007 2008 % Change (07-08)			2008 2009 % Change (08-09)			2009 2010 % Change (09-10)			2010 2011 % Change (10-11)			% Mean Growth Rate (07-11)	5 Year Average Reg. Students
CAMBRIAN	31	42	35	42	31	-26	31	18	-42	18	18	0	-8	28
CENTENNIAL	13	18	38	18	23	28	23	20	-13	20	18	-10	11	18
CONESTOGA	46	54	17	54	80	48	80	62	-23	62	58	-6	9	60
CONFEDERATION	21	19	-10	19	26	37	26	15	-42	15	11	-27	-10	18
DURHAM	39	38	-3	38	49	29	49	49	0	49	31	-37	-3	41
FANSHAWE										40				40
GEORGE BROWN	69	93	35	93	87	-6	87	81	-7	81	69	-15	2	80
GEORGIAN	40	42	5	42	46	10	46	44	-4	44	38	-14	-1	42
HUMBER	77	83	8	83	97	17	97	89	-8	89	79	-11	1	85
MOHAWK	48	47	-2	47	46	-2	46	46	0	46	49	7	1	47
NIAGARA	40	50	25	50	47	-6	47	44	-6	44	46	5	4	45
SENECA	69	73	6	73	72	-1	72	54	-25	54	49	-9	-7	63
SHERIDAN	77	76	-1	76	68	-11	68	77	13	77	77	0	0	75
Total	570	635	11	635	672	6	672	599	-11	599	583	-3	1	612

Degree

Program: 80223 - BACHELOR OF APPLIED BUSINESS-HUMAN RESOURCES STRATEGY & TECHNOLO														
	2007 2008 % Change (07-08)			2008 2009 % Change (08-09)			2009 2010 % Change (09-10)			2010 2011 % Change (10-11)			% Mean Growth Rate (07-11)	5 Year Average Reg. Students
HUMBER	34			34	34	0	34	42	24	42	54	29	17	41
SENECA	28	40	43	40	41	2	41	28	-32	28	49	75	22	37
Total	28	74	164	74	75	1	75	70	-7	70	103	47	52	70

Key Research Findings

Labour Market

• **STRONG**

Employment Ontario²

Specialists in Human Resources (NOC – 1121)

- Employment Ontario Rating (2009-2013):
 - **Good**
- Education/Training
 - “A university degree or college diploma in a field related to personnel management, such as business administration, industrial relations, commerce or psychology, or the completion of a professional development program in personnel administration is required. Some experience in a clerical or administrative position related to personnel administration may also be required. Professional certification, such as Certified Human Resources Professional (CHRP) available through the Human Resources Professionals Association of Ontario, is an asset.”
- Demand
 - “The widespread use of computerized human resource information systems that make workers more productive could limit the demand for these workers. However, many job openings will become available each year resulting from the need to replace workers who retire or leave. Over the longer term, the trend to “contract-out” human resource functions to employment agencies and payroll firms may moderate future employment growth for this occupation.”
 - “Human resources specialists are increasingly important to the competitive success of an organization. They help restructure, improve performance and plan for job-specific training programs to assist staff with skill upgrades. The human resources specialist is also expected to promote change in leadership style in organizations and improve working relations between employees and management. Those with university degrees, experience and certification should have the best opportunities.”

HRSDC³

Specialists in Human Resources (NOC – 1121)

- Job Openings (2011/2020): **118,100**
- Job Seekers(2011/2020): **95,425**
- Post Secondary Education Graduates: **45,408**
- “The projected strong demand will be the result of the greater need for human resources and management professionals in the context of an aging workforce, recruitment difficulties and strong competition. With regard to labour supply, most job seekers will come from the school system. However, a large number of job seekers (approximately one third) will come from other occupations.”

² "1121 Specialists in Human Resources." *Employment Ontario*. N.p., n.d. Web. 27 June 2012. <http://www.tcu.gov.on.ca/eng/labourmarket/ojf/pdf/1121_e.pdf>.

³ "Human Resources And Business Service Professionals (112)." *Human Resources and Skills Development Canada*. N.p., n.d. Web. 27 June 2012. <<http://www23.hrsdc.gc.ca/occupationsummarydetail.jsp?&tid=19>>.

Key Research Findings

US Bureau of Labour⁴

Human Resources Specialists (SOC – 13-1078)

- Employment Growth (2010/2020): **Increase 21%**
 - **442,200 (2010) to 532,900 (2020)**
- “About 17 percent of human resources specialists work in this industry, which includes employment placement agencies, temporary help services, and professional employer organizations. Organizations will continue to outsource human resources functions to professional employer organizations—companies that provide human resources services to client businesses. Additionally, rather than having recruiters and interviewers on staff, these businesses will contract preliminary staffing work to employment placement and temporary staffing agencies as needed.”
- “In other industries, employment growth largely depends on the growth of individual firms. As firms grow, they will expand their human resources departments to continue to provide the same level of services and functions. Companies will need human resources specialists to find replacements for workers leaving the workforce, and companies are increasingly emphasizing the importance of finding and keeping quality employees. In addition, organizations will likely need more human resources generalists to handle increasingly complex employment laws and health care coverage options.”
- “Employment growth of human resources specialists, however, may be tempered as companies better use available technologies. Rather than sending recruiters to colleges and job fairs, for example, some employers increasingly have their entire recruiting and application process online. In addition, some of the tasks of generalists can be automated or made more efficient using Human Resources Information Systems—software that allows workers to quickly manage, process, or update human resource information.”

⁴ Bureau of Labor Statistics, U.S. Department of Labor, Occupational Outlook Handbook, 2012-13 Edition, Human Resources Specialists, Web. <http://www.bls.gov/ooh/business-and-financial/human-resources-specialists.htm>, June 27, 2012.

Key Research Findings

Employment Ontario⁵

Human Resources Managers (NOC – 0112)

- Employment Ontario Rating (2009-2013):
 - **Good**
- Education/Training
 - “Managers usually require a bachelor's degree in a field related to human resources management, such as business administration, industrial relations, commerce, psychology, or liberal arts. They also require several years of prior work experience in the human resources field. Completion of a professional development program in personnel administration may be required.”
 - “Managers and human resources professionals normally require certification and membership with a human resources professional association. The Certified Human Resource Professional (CHRP) designation, which is obtained through the Human Resources Professional Association of Ontario, is the only legislated professional designation in Ontario for human resources practitioners. The Canadian Personnel Professional (CPP/PCP) certification program is also available through the Canadian chapter of the International Personnel Management Association (IPMA). On-going professional development through courses or seminars on emerging human resources issues is generally required.”
 - “Leadership skills, organizational ability, problem solving, planning skills, communications and negotiations skills, and strong interpersonal relations skills are required for positions in human resources management. Proficiency in software or human resources information systems (HRIS) is required.”
- Demand
 - “College graduates who have earned certification should have the best job opportunities. As the workforce ages, and proportionally fewer younger workers enter the market, human resource managers will be called upon to develop strategies for retaining and retraining existing workers within the firm. At the same time, the growing trend of contracting-out human resource services, as well as the increasing use of computerized human resource management systems, may moderate employment growth in the future.”
 - “Human resources management remains a relatively difficult field for post-secondary graduates to enter directly, as senior positions tend to be filled through internal promotion. Graduates wishing to enter human resources management usually start out in entry-level positions such as payroll benefits administration. Consulting firms are an increasingly important source of employment in these occupations as many companies contract out for some human resource management services.”

⁵ "0112 Human Resources Managers." *Employment Ontario*. N.p., n.d. Web. 27 June 2012. <http://www.tcu.gov.on.ca/eng/labourmarket/ojf/pdf/0112_e.pdf>.

Key Research Findings

HRSDC⁶

Human Resources Managers (NOC – 0112)

- Job Openings (2011/2020): **54,000**
- Job Seekers(2011/2020): **61,939**
- Post Secondary Education Graduates: **21,880**
- “Most job openings will arise from retirements. Since several years of labour market experience are generally needed to occupy a management position, workers in this occupation are typically older than the average for all occupations. Economic growth (expansion demand) will also represent a significant source of job openings over the 2011-2020 period. Economic recovery and the stabilization of public finances in the longer term will help to create new positions for senior managers in administrative services. With regard to labour supply, job seekers will come from both the school system and other occupations (mobility). In the latter case, workers who have considerable experience in finance, public administration or business, as well as solid management skills, will be good candidates to become administrative services managers. Most job seekers from the school system will have completed graduate studies in business, or will be experienced workers who returned to school to improve their skills, especially by completing a management training program (MBA).”

US Bureau of Labour⁷

Human Resources Managers (SOC – 11-3121)

- Employment Growth (2010/2020): **Increase 13%**
 - **71,800 (2010) to 81,000 (2020)**
- “Employment growth for human resources managers largely depends on the performance and growth of individual companies. As new companies form and organizations expand their operations, they will need more human resources staff to oversee and administer their programs.”
- “Managers will be needed to ensure that firms adhere to changing, complex employment laws regarding occupational safety and health, equal employment opportunity, healthcare, wages, and retirement plans.”
- “Job growth is expected to be tempered, however, by the use of computerized human resources information systems, which allow companies to handle many administrative processes more productively and with fewer workers.”

⁶ "Administrative Services Managers (011)." *Human Resources and Skills Development Canada*. N.p., n.d. Web. 27 June 2012. <<http://www23.hrsdc.gc.ca/occupationsummarydetail.jsp?&tid=2>>.

⁷ Bureau of Labor Statistics, U.S. Department of Labor, Occupational Outlook Handbook, 2012-13 Edition, Human Resources Managers, Web. <http://www.bls.gov/ooh/management/human-resources-managers.htm>, June 27, 2012.

Key Research Findings

Sector Council Report⁸

- [Canadian Council of Human Resources Association](#)
- [Human Resources Professionals Association](#)
- [HRPA - Peterborough Chapter](#)
- [Certified Human Resources Professional \(CHRP\)](#)
- [Human Resources Professionals of West Toronto](#)

“Since receiving the HRPAA act in 1990, HRPAA has regulated the HR profession in Ontario by setting standards of practice to protect the public interest by granting the CHRP. In sum, its regulatory framework seeks to ensure that member HR professionals are competent in their work, and behave in an ethical manner.”

“The cumulative workplace changes over the past 20 years; business practices, economic conditions, workforce composition and employee expectations have all become more complex and interrelated, and HRPAA’s members are at the centre of this rapid change. HRPAA and its members strongly believe that Bill 28 will better safeguard the public interest by enhancing its regulatory and oversight powers to ensure that their member’s (CHRP’s) workplaces are fully compliant with existing and about-to-be-enacted provincial workplace legislation. This is supported by an HRPAA study that looked at information about convictions under the Employment Standards Act, 2000, posted on the Ontario Ministry of Labour website. HRPAA cross-referenced the list of convicted employers with HRPAA membership records. Of the 489 ESA convictions between October 2008 and January 2010, none (0.0%) could be linked to an HRPAA member.”

“The updated regulatory powers resulting from Bill 28 would enable HRPAA to better protect the public interest from incompetent or unethical HR practitioners help prevent abuse of corporate position, and if abuse should occur, provide the public with an effective means by which to seek recourse.”

“In supporting Bill 28, we believe it will enhance public protection; both by strengthening the ability of HRPAA to effectively provide the regulatory oversight that it needs meet the demands of its members and employees in Ontario. Our members feel strongly that this is a win-win for businesses and the protection of the public.”

⁸ "Bill 28." *HRPA (Human Resources Professionals Association)*. N.p., n.d. Web. 9 Aug. 2012. <<http://hrpaact.com/>>.

Key Research Findings

Employment Profile⁹

In 2010-2011, **25.5%** of graduates were employed in a full time position which related to this program of study provincially

Human Resources/Industrial Relations			
Total Graduates:	1,842	Total Graduates in Survey:	1,336
		Response Rate:	72.8%

594 graduates were reported after the survey window had closed. While program information for these graduates has been included wherever possible, these graduates are not included in survey results, such as response rates.

Programs in Human Resources/Industrial Relations

Programs	Duration	Total Grads	Total in Survey	Total in Labour Force	Colleges
Business – Human Resources	2 Years	221	160	119	Confederation, Durham, Fanshawe, Sheridan, St. Lawrence
Business Administration – Human Resources	3 Years	555	400	304	Algonquin, Centennial, Confederation, Durham, George Brown, Lambton, Niagara, Seneca, Sheridan, Sir Sandford Fleming, St. Clair, St. Lawrence
Human Resources Management	Post Diploma	1,036	750	698	Cambrian, Centennial, Conestoga, Confederation, Durham, George Brown, Georgian, Humber, Lambton, Mohawk, Niagara, Northern, Seneca, Sheridan, St. Clair
Human Resources Practices	1 Year	16	14	14	Sault
Human Resources Strategy And Technology – Bachelor Of Applied Business	4 Years	10	10	9	Seneca
Total Benefits Management	Post Diploma	4	2	2	Centennial

Summary of Survey Data

	Program Cluster	All Programs
Survey Population	1,336	50,622
Labour Force Participation	86%	74%
Employment Rate ^a	80%	83%
Employed Part-time ^a	13%	18%
Employed Full-time ^a	68%	65%
Average Annual Earnings – Total	\$34,423	\$33,199
Average Annual Earnings – Female	\$33,960	\$31,897
Average Annual Earnings – Male	\$36,007	\$34,607
Graduate Satisfaction	66%	79%
Employer Satisfaction	97%	93%

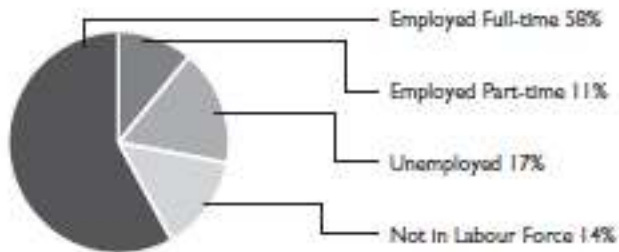
a. As a percentage of graduates in the labour force.

⁹ "Employment Profile." Ontario. N.p., 2011. Web. 19 July 2012.
<<http://www.tcu.gov.on.ca/pepg/audiences/colleges/serials/eprofile09-10/profile10.pdf>>.

Key Research Findings

Human Resources/Industrial Relations

Graduate Outcomes for Program Cluster (as a percentage of all respondents)



Top Five Industries of Employment

	#	%
Administrative and Support Services	93	10.8%
Professional, Scientific and Technical Services	62	7.2%
Credit Intermediation and Related Activities	55	6.4%
Educational Services	48	5.6%
Food Services and Drinking Places	40	4.7%

Top Five Occupational Categories

	#	%
Specialists in Human Resources	126	14.2%
Personnel Clerks	95	10.7%
Personnel and Recruitment Officers	76	8.5%
Retail Salespersons and Sales Clerks	55	6.2%
General Office Clerks	53	6.0%

Key Research Findings

Human Resources/Industrial Relations

Summary of Graduate Outcomes by Program

	Full-time Employed, Program Related		Full-time Employed, Program Unrelated		Part-time Employed, Program Related		Part-time Employed, Program Unrelated		Unemployed		Not in Labour Force	
	#	%	#	%	#	%	#	%	#	%	#	%
Business – Human Resources	37	23.1	43	26.9	4	2.5	14	8.8	21	13.1	41	25.6
Business Administration – Human Resources	102	25.5	95	23.8	13	3.3	43	10.8	51	12.8	96	24.0
Human Resources Management	312	41.6	164	21.9	21	2.8	48	6.4	153	20.4	52	6.9
Human Resources Practices	7	50.0	6	42.9	–	–	–	–	1	7.1	–	–
Human Resources Strategy And Technology – Bachelor Of Applied Business	8	80.0	–	–	–	–	1	10.0	–	–	1	10.0
All Programs in Cluster*	466	34.9	308	23.1	38	2.8	106	7.9	226	16.9	190	14.2

* Does not include 1 program with fewer than 5 graduates in the labour force.

Earnings of Full-time Employed Participants

Program	Average – Females	Average – Males	Median – Females	Median – Males	Average for Program	Median for Program
Business – Human Resources	\$30,928	\$30,976	\$30,000	\$30,000	\$30,942	\$30,000
Business Administration – Human Resources	\$31,754	\$36,596	\$30,000	\$32,329	\$32,972	\$30,000
Human Resources Management	\$35,033	\$35,943	\$34,227	\$33,622	\$35,220	\$34,000
Human Resources Practices	\$41,771	–	\$39,000	–	\$48,722	\$41,000
Human Resources Strategy And Technology – Bachelor Of Applied Business	–	–	–	–	–	–
All Programs in Cluster*	\$33,977	\$36,007	\$32,850	\$33,372	\$34,439	\$32,850

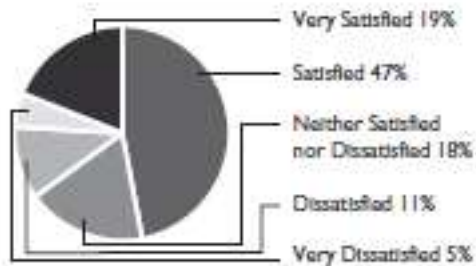
* Does not include 1 program with fewer than 5 graduates in the labour force.

Key Research Findings

Human Resources/Industrial Relations

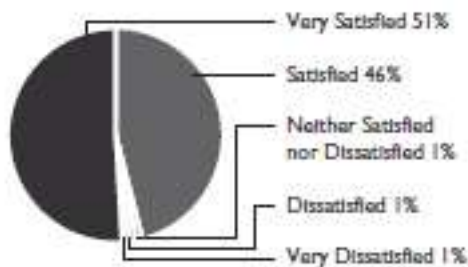
Program Cluster Satisfaction

Graduate Satisfaction with the usefulness of his/her college education in achieving his/her goals after graduation.*



* 1,258 graduates participated in this question.

Employer Satisfaction with employee overall college preparation for the type of work he/she was doing.*



* 142 employers participated in this survey.

Program Cluster Historical Data

	00-01 Grads	01-02 Grads	02-03 Grads	03-04 Grads	04-05 Grads	05-06 Grads	06-07 Grads	07-08 Grads	08-09 Grads	09-10 Grads
Percentage Employed	87.5%	85.4%	85.9%	84.0%	88.1%	89.0%	88.8%	85.4%	82.6%	80.3%
Percentage Employed Full-time	82.1%	76.8%	76.3%	73.6%	80.3%	82.1%	79.5%	77.6%	69.5%	67.6%
Percentage Employed Full-time Related Jobs	57.0%	53.1%	48.5%	49.5%	57.9%	57.5%	56.3%	59.3%	43.6%	40.7%
Average Annual Salary Full-time Related Jobs	\$33,199	\$32,262	\$31,833	\$33,377	\$33,899	\$34,747	\$35,935	\$35,710	\$36,648	\$36,750

Key Research Findings

Working in Canada¹⁰

Specialists in Human Resources (NOC - 1121)

- Ontario Rating: **Not Available**

- **Wage Range by Region:**

Location	Wage (\$/hr)		
	Low	Median	High
Ontario	18.27	29.74	50.26
Hamilton--Niagara Peninsula Region	16.03	26.67	57.69
Kingston - Pembroke Region	18.27	29.74	50.26
Kitchener--Waterloo--Barrie Region	17.64	28.85	42.15
London Region	18.27	29.74	50.26
Muskoka-Kawartha Region	18.27	29.74	50.26
Northeast Region	18.27	29.74	50.26
Northwest Region	18.27	29.74	50.26
Ottawa Region	16.67	27.88	46.67
Stratford--Bruce Peninsula Region	18.27	29.74	50.26
Toronto Region	20.00	31.70	52.50
Windsor-Sarnia Region	18.27	29.74	50.26

Working in Canada¹¹

Human Resources Managers (NOC – 0112)

- Ontario Rating: **Not Available**

- **Wage Range by Region:**

Location	Wage (\$/hr)		
	Low	Median	High
Ontario	19.23	38.46	62.56
Hamilton--Niagara Peninsula Region	19.23	38.46	62.56
Kingston - Pembroke Region	N/A	N/A	N/A
Kitchener--Waterloo--Barrie Region	24.04	36.93	54.49
London Region	21.50	33.65	62.50
Muskoka-Kawartha Region	N/A	N/A	N/A
Northeast Region	19.23	38.46	62.56
Northwest Region	N/A	N/A	N/A
Ottawa Region	19.23	38.46	62.56
Stratford--Bruce Peninsula Region	19.23	38.46	62.56
Toronto Region	17.00	36.06	57.69
Windsor-Sarnia Region	19.23	38.46	62.56

¹⁰ "Specialists in Human Resources (NOC 1121)." *Working in Canada*. N.p., n.d. Web. 22 June 2012.

<http://www.workingincanada.gc.ca/report-eng.do?area=8792&lang=eng&noc=1121&action=final@ionKeyword=Peterborough%2C+Ontario&s=2&source=0&titleKeyword=1121#report_tabs_container2>.

¹¹ "Human Resources Managers (NOC 0112)." *Human Resources and Skills Development Canada*. N.p., n.d. Web. 27 June 2012.

<http://www.workingincanada.gc.ca/report-eng.do?area=8792&lang=eng&noc=0112&action=final@ionKeyword=Peterborough%2C+Ontario&s=1&source=0&titleKeyword=manager%2C+human+resources#report_tabs_container>.

Key Research Findings

Competitive Analysis¹²

• MODERATE

The following information consists of OCAS yearly fall application and registration data as well as a conversion ratio for each program under this category:

Diploma

- In 2011, Confederation had the best conversion ratio **(3:1)** and St. Lawrence had to lowest **(7:1)**

Advanced Diploma

- In 2011, Fleming's ratio **(5:1)** is equal to the system's ratio
- St. Lawrence has the best conversion ratio **(3:1)**

Graduate Certificate

- In 2011, Cambrian, Confederation and Niagara have the best ratio of **3:1** and Centennial and Seneca have the lowest **(10:1)**

Degree

- In 2011, Seneca has the best ratio **(5:1)** and Humber had the lowest **(10:1)**

Diploma

Program: 50223 - BUSINESS - HUMAN RESOURCES															
	App. 2007 Reg. 2007 Conversion Ratio			App. 2008 Reg. 2008 Conversion Ratio			App. 2009 Reg. 2009 Conversion Ratio			App. 2010 Reg. 2010 Conversion Ratio			App. 2011 Reg. 2011 Conversion Ratio		
CONFEDERATION	127	54	2:1	142	59	2:1	207	85	2:1	123	60	2:1	136	43	3:1
FANSHAWE	188	30	6:1	414	105	4:1	410	74	6:1	329	61	5:1	287	54	5:1
ST. LAWRENCE	16			25	1	25:1	81	14	6:1	48	10	5:1	41	6	7:1
Total	331	84	4:1	581	165	4:1	698	173	4:1	500	131	4:1	464	103	5:1

¹² Application data obtained from OCAS College Count Cube October 19, 2011

Registration data obtained from the Program Counts by Applicant Type Report (RPT0050P) in the OCAS Reporting and Analytics Cube December 7, 2011.

Some programs/colleges may not be included because they were missing MCU codes in the OCAS dataset

Prepared by Fleming Data Research (07-2012)

Key Research Findings

Advanced Diploma

Program: 60223 - BUSINESS ADMINISTRATION - HUMAN RESOURCES MANAGEMENT															
	App. 2007	Reg. 2007	Conversion Ratio	App. 2008	Reg. 2008	Conversion Ratio	App. 2009	Reg. 2009	Conversion Ratio	App. 2010	Reg. 2010	Conversion Ratio	App. 2011	Reg. 2011	Conversion Ratio
CENTENNIAL	322	46	7:1	336	49	7:1	321	44	7:1	295	47	6:1	289	50	6:1
CONFEDERATION	32			52			48			65	2	33:1	14		
FLEMING	130	31	4:1	77	19	4:1	108	16	7:1	92	21	4:1	76	14	5:1
GEORGE BROWN	610	96	6:1	658	120	5:1	706	127	6:1	666	107	6:1	685	117	6:1
GEORGIAN	0			103	34	3:1	127	29	4:1	120	33	4:1	89	20	4:1
LAMBTON	106	25	4:1	114	40	3:1	116	41	3:1	78	25	3:1	86	28	3:1
NORTHERN	0			0			21	4	5:1	19	5	4:1	23		
SENECA	480	77	6:1	479	75	6:1	431	71	6:1	383	77	5:1	414	88	5:1
SHERIDAN	709	156	5:1	698	167	4:1	804	184	4:1	686	156	4:1	646	160	4:1
ST. CLAIR	65			54	2	27:1	142	75	2:1	134	52	3:1	132	45	3:1
ST. LAWRENCE	117	29	4:1	101	21	5:1	170	49	3:1	173	44	4:1	152	46	3:1
Total	2571	460	6:1	2672	527	5:1	2994	640	5:1	2711	569	5:1	2606	568	5:1

Graduate Certificate

Program: 70223 - HUMAN RESOURCES MANAGEMENT															
	App. 2007 Reg. 2007 Conversion Ratio			App. 2008 Reg. 2008 Conversion Ratio			App. 2009 Reg. 2009 Conversion Ratio			App. 2010 Reg. 2010 Conversion Ratio			App. 2011 Reg. 2011 Conversion Ratio		
CAMBRIAN	71	31	2:1	90	42	2:1	75	31	2:1	48	18	3:1	52	18	3:1
CENTENNIAL	152	13	12:1	218	18	12:1	218	23	9:1	208	20	10:1	173	18	10:1
CONESTOGA	259	46	6:1	268	54	5:1	332	80	4:1	244	62	4:1	214	58	4:1
CONFEDERATION	53	21	3:1	39	19	2:1	60	26	2:1	47	15	3:1	34	11	3:1
DURHAM	162	39	4:1	165	38	4:1	172	49	4:1	159	49	3:1	126	31	4:1
FANSHAWE	0			0			0			0			161	40	4:1
GEORGE BROWN	411	69	6:1	443	93	5:1	444	87	5:1	416	81	5:1	513	69	7:1
GEORGIAN	131	40	3:1	127	42	3:1	133	46	3:1	128	44	3:1	118	38	3:1
HUMBER	405	77	5:1	448	83	5:1	437	97	5:1	449	89	5:1	480	79	6:1
MOHAWK	269	48	6:1	263	47	6:1	279	46	6:1	197	46	4:1	192	49	4:1
NIAGARA	147	40	4:1	188	50	4:1	154	47	3:1	143	44	3:1	151	46	3:1
SENECA	545	69	8:1	612	73	8:1	539	72	7:1	511	54	9:1	488	49	10:1
SHERIDAN	441	77	6:1	446	76	6:1	584	68	9:1	461	77	6:1	524	77	7:1
Total	3046	570	5:1	3307	635	5:1	3427	672	5:1	3011	599	5:1	3226	583	6:1

Key Research Findings

Degree

Program: 80223 - BACHELOR OF APPLIED BUSINESS-HUMAN RESOURCES STRATEGY & TECHNOLO																																													
	App. 2007			Reg. 2007			Conversion Ratio			App. 2008			Reg. 2008			Conversion Ratio			App. 2009			Reg. 2009			Conversion Ratio			App. 2010			Reg. 2010			Conversion Ratio			App. 2011			Reg. 2011			Conversion Ratio		
HUMBER	0						416 34 12:1						479 34 14:1						455 42 11:1						560 54 10:1																				
SENECA	235 28 8:1						258 40 6:1						279 41 7:1						246 28 9:1						244 49 5:1																				
Total	235 28 8:1						674 74 9:1						758 75 10:1						701 70 10:1						804 103 8:1																				

Financial Analysis

• **WEAK**

Source: Program Costing Analysis 2010/2011

- Contribution to Overhead: 23.8%
- Program Weight: 1.00
- Funding Unit: 2.90

Key Performance Indicators

• **MODERATE**

Source: Key Performance Indicator Summary 5 Year Historical Overview KPI Data from Reporting Years 2008-2012

KPI1-Graduation Rate	-8% below system
KPI2-Working	Even with system
KPI3-Working Related	+8% above system
KPI4-Grad. Satisfaction	+8% above system
KPI8-Student Satisfaction-Learning	+1% above system
KPI9-Student Satisfaction- Teachers	+4% above system
KPI11-Grad. Satisfaction-Program	+7% above system

Resource Analysis

Equipment

Staffing

Space

Key Research Findings

Appendix

The following is the original environmental scan conducted by the Library Researchers to form the basis of the previous summary of Key Research Findings Report.

Business Administration – Human Resources Management
Program Research 2012

Overview of the Program

NOC: 0112 Manager, Human Resources
1223 Human Resources and Recruitment Officers
1121 Human Resources Professionals

“The Human Resources Management program will provide you with the skills required to optimize the potential of employees, while maximizing your organization's effectiveness.”
Fleming College website

Example Titles

0112

administrator, human resources
manager, employer-employee relations
manager, employment equity – human resources
manager, human resources
manager, industrial relations
manager, occupational health and safety
manager, pay and benefits
manager, personnel
manager, personnel services
manager, personnel training and development
manager, recruiting
manager, staff relations

1223

business agent, labour organization
classification officer – human resources
classification specialist
compensation research analyst
conciliator
consultant, human resources
employee relations officer
employment equity officer
human resources research officer

Key Research Findings

job analyst
 labour relations officer
 mediator
 union representative
 wage analyst
 human resources officer
 personnel officer
 recruitment specialist
 staffing analyst
 staffing co-ordinator
 1121
 business agent, labour organization
 classification officer – human resources
 classification specialist
 compensation research analyst
 conciliator
 consultant, human resources
 employee relations officer
 employment equity officer
 human resources research officer
 job analyst
 labour relations officer
 mediator
 union representative
 wage analyst

Main duties

0112 Human resources managers perform some or all of the following duties:

Plan, organize, direct, control and evaluate the operations of human resources or personnel departments
 Plan human resource requirements in conjunction with other departmental managers
 Co-ordinate internal and external training and recruitment activities
 Develop and implement labour relations policies and procedures and negotiate collective agreements
 Administer employee development, language training and health and safety programs
 Advise and assist other departmental managers on interpretation and administration of personnel policies and programs
 Oversee the classification and rating of occupations
 Organize and conduct employee information meetings on employment policy, benefits and compensation and participate actively on various joint committees
 Direct the organization's quality management program
 Ensure compliance with legislation such as the Pay Equity Act.

Key Research Findings

1223 Human resources and recruitment officers

Human resources and recruitment officers identify and advertise job vacancies, recruit candidates, and assist in the selection and reassignment of employees. They are employed throughout the private and public sectors.

Human resources and recruitment officers perform some or all of the following duties:

- Identify current and prospective staffing requirements, prepare and post notices and advertisements, and collect and screen applications

- Advise job applicants on employment requirements and on terms and conditions of employment

- Review candidate inventories and contact potential applicants to arrange interviews and arrange transfers, redeployment and placement of personnel

- Recruit graduates of colleges, universities and other educational institutions

- Co-ordinate and participate in selection and examination boards to evaluate candidates

- Notify applicants of results of selection process and prepare job offers

- Advise managers and employees on staffing policies and procedures

- Organize and administer staff consultation and grievance procedures

- Negotiate settlements of appeals and disputes and co-ordinate termination of employment process

- Determine eligibility to entitlements, arrange staff training and provide information or services such as employee assistance, counselling and recognition programs

- May supervise personnel clerks performing filing and record-keeping duties.

1121 Human Resource Professionals

Human resources professionals perform some or all of the following duties:

- Plan, develop, implement and evaluate human resources and labour relations strategies including policies, programs and procedures to address an organization's human resource requirements

- Advise managers and employees on the interpretation of human resources policies, compensation and benefit programs and collective agreements

- Negotiate collective agreements on behalf of employers or workers, mediate labour disputes and grievances and provide advice on employee and labour relations

- Research and prepare occupational classifications, job descriptions, salary scales and competency appraisal measures and systems

- Plan and administer staffing, total compensation, training and career development, employee assistance, employment equity and affirmative action programs

- Manage programs and maintain human resources information and related records systems

- Hire and oversee training of staff

- Co-ordinate employee performance appraisal programs

- Research employee benefit and health and safety practices and recommend changes or modifications to existing policies.

Key Research Findings

Labour Market

HRSDC

Human Resources And Business Service Professionals (112)

Skill Level:

Occupations Usually Requiring University

Occupations in this Group:

Specialists in Human Resources (1121), Professional Occupations in Business Services to Management (1122)

Employment (non-student) in 2010:

187,505

Median Age of workers in 2010:

44.6 years old

Average Retirement Age in 2010:

61 years old

Over the 2008-2010 period, this occupation experienced strong job growth, but despite this, its unemployment rate increased slightly. However, the unemployment rate remained much lower than the average unemployment rate for all occupations. The average hourly wage, already high, increased at the same rate as the average for all occupations. According to key labour market indicators, the number of job seekers was insufficient to fill the job openings in this occupation.

Over the 2011-2020 period, an occupation will be in excess demand (a shortage of workers) if the projected number of job openings is significantly greater than the projected number of job seekers. An occupation will be in excess supply (a surplus of workers) if the projected number of job openings is smaller than the projected number of job seekers. For Human Resources And Business Service Professionals, over the 2011-2020 period, job openings (arising from expansion demand and replacement demand) are expected to total 118,100 and 95,425 job seekers (arising from school leavers, immigration and mobility) are expected to be available to fill the job openings.

Based on projections and considering the recent shortage of workers in this occupation, it is expected that the number of job seekers will continue to be insufficient to fill all job openings over the 2011-2020 period. Job openings in this occupation will result from both expansion demand and retirements. Although expansion demand growth will be higher than for all occupations over the projection period, it will nevertheless be lower than over the 2001-2010 period. The projected strong demand will be the result of the greater need for human resources and management professionals in the context of an aging workforce, recruitment difficulties and strong competition. With regard to labour supply, most job seekers will come from the school system. However, a large number of job seekers (approximately one third) will come from other occupations.

Projection of Cumulative Job Openings and Job Seekers over the Period of 2011-2020

	Level	Share
Expansion Demand:	52,400	44%

Key Research Findings

Retirements:	52,818	45%
Other Replacement Demand:	8,289	7%
Emigration:	4,562	4%
Projected Job Openings:	118,100	100%
	Level	Share
School Leavers:	45,408	48%
Immigration:	5,894	6%
Net Mobility	44,124	46%
Projected Job Seekers:	95,425	100%

[National Occupational Classification site.](#)

Search Result : Administrative And Regulatory Occupations (122)

Skill Level:

Occupations Usually Requiring College or Apprenticeship Training

Occupations in this Group:

Administrative Officers (1221),Executive Assistants (1222),Personnel and Recruitment Officers (1223),Property Administrators (1224),Purchasing Agents and Officers (1225),Conference and Event Planners (1226),Court Officers and Justices of the Peace (1227),Immigration, Unemployment Insurance and Revenue Officers (1228)

Employment (non-student) in 2010:

399,209

Median Age of workers in 2010:

43.5 years old

Average Retirement Age in 2010:

59 years old

Over the 2008-2010 period, this occupation experienced employment growth, although the unemployment rate increased slightly. The average hourly wage for this occupation also increased very slightly over this period. According to key labour market indicators, the number of job seekers was sufficient to fill all job openings in this occupation.

Over the 2011-2020 period, an occupation will be in excess demand (a shortage of workers) if the projected number of job openings is significantly greater than the projected number of job seekers. An occupation will be in excess supply (a surplus of workers) if the projected number of job openings is smaller than the projected number of job seekers. For Administrative And Regulatory Occupations, over the 2011-2020 period, job openings (arising from expansion demand and replacement demand) are expected to total 204,100 and 134,714 job seekers (arising from school leavers, immigration and mobility) are expected to be available to fill the job openings.

Based on projections and considering that labour supply and demand in this occupation were balanced over the 2008-2010 period, it is expected that the number of job seekers will become

Key Research Findings

insufficient to fill the job openings over the 2011-2020 period. Retirements will account for the majority (61%) of these job openings. The retirement rate for this occupation will be high over the projection period, surpassing the average retirement rate for all occupations. This is due to the fact that workers in this occupation are on average older than those in other occupations and retire somewhat earlier. Demand arising from economic growth will also be an appreciable source of job openings over the projection period. However, the creation of new jobs will be much weaker than over the 2001-2010 period. The relatively weak employment growth is largely attributable to a slowdown in economic activity relative to recent years, which leads to a decreased demand for administrative workers. With regard to labour supply, the majority of job seekers will come from the school system.

Projection of Cumulative Job Openings and Job Seekers over the Period of 2011-2020

	Level	Share
Expansion Demand:	57,700	28%
Retirements:	124,657	61%
Other Replacement Demand:	12,596	6%
Emigration:	9,136	4%
Projected Job Openings:	204,100	100%
	Level	Share
School Leavers:	95,912	71%
Immigration:	13,301	10%
Net Mobility	25,500	19%
Projected Job Seekers:	134,714	100%

U.S. Bureau of Labour Statistics Occupational Outlook

Human Resources Specialists



Key Research Findings

Human resources specialists interview candidates for jobs.

Quick Facts: **Human Resources Specialists**

2010 Median Pay

\$52,690 per year
\$25.33 per hour

Entry-Level Education

Bachelor's degree

Work Experience in a Related Occupation

None

On-the-job Training

None

Number of Jobs, 2010

442,200

Job Outlook, 2010-20

21% (Faster than average)

Employment Change, 2010-20

90,700

What Human Resources Specialists Do

Human resources specialists recruit, screen, interview, and place workers. They also may handle human resources work in a variety of other areas, such as employee relations, payroll and benefits, and training.

Work Environment

Although human resources specialists are employed in nearly every industry, many are concentrated in employment services, working for staffing and human resources firms. Some travel extensively to attend job fairs, visit college campuses, and meet with applicants. Most work full time.

How to Become a Human Resources Specialist

Most positions require a bachelor's degree, but for some, including interviewers, a high school diploma is sufficient. Although most employers prefer or require applicants who have a bachelor's degree, some may accept related work experience as a substitute for education.

Pay

The median annual wage of human resources specialists was \$52,690 in May 2010.

Job Outlook

Employment of human resources specialists is expected to grow 21 percent from 2010 to 2020, faster than the average for all occupations. Job opportunities should be good overall, especially in the employment services industry.

Human Resource Managers

Key Research Findings



Human resources managers deal with workplace complaints and may referee disputes.

Quick Facts: Human Resources Managers

2010 Median Pay

\$99,180 per year

\$47.68 per hour

Entry-Level Education

Bachelor's degree

Work Experience in a Related Occupation

1 to 5 years

On-the-job Training

None

Number of Jobs, 2010

71,800

Job Outlook, 2010-20

13% (About as fast as average)

Employment Change, 2010-20

9,300

What Human Resources Managers Do

Human resources managers plan, direct, and coordinate the administrative functions of an organization. They oversee the recruiting, interviewing, and hiring of new staff; consult with top executives on strategic planning; and serve as a link between an organization's management and its employees.

Work Environment

Human resources managers are employed throughout the economy. They work in offices, and most work full time. The jobs of some human resources managers require work-related travel.

How to Become a Human Resources Manager

Candidates need a combination of education and experience to become a human resources manager. Although a bachelor's degree is sufficient for most positions, some jobs require a master's degree. Candidates should have strong interpersonal skills.

Pay

The median annual wage of human resources managers was \$99,180 in May 2010.

Job Outlook

Employment of human resources managers is expected to grow 13 percent from 2010 to 2020, about as fast as the average for all occupations. As new companies form and organizations

Key Research Findings

expand their operations, they will need more human resources staff to administer their programs.

Industry Standards

This profession is not regulated

[MTCU Program Standard for Business Administration - Human Resources 2008](#)

Professional Associations

[Canadian Council of Human Resources Association](#)

[Human Resources Professionals Association](#)

[HRPA - Peterborough Chapter](#)

[Certified Human Resources Professional \(CHRP\)](#)

[Human Resources Professionals of West Toronto](#)

Employment Requirements

0112

A bachelor's degree in a field related to personnel management, such as business administration, industrial relations, commerce or psychology

or

Completion of a professional development program in personnel administration is required. Several years of experience as a personnel officer or human resource specialist are required.

1223

A university degree or college diploma in a field related to personnel management such as business administration, industrial relations, commerce or psychology

or

Completion of a professional development program in personnel administration is usually required.

Certification as a Certified Human Resources Professional (CHRP) may be required.

Key Research Findings

Some experience in a clerical or administrative position related to personnel administration may be required.

1121

A university degree or college diploma in human resources management or a related field, such as business administration, industrial relations, commerce or psychology

or

Completion of a professional development program in human resources administration is required.

Some employers may require human resources professionals to hold a Certified Human Resources Professional (CHRP) designation.

Educational Competitors

Human Resources programs in Ontario colleges

MTCU Statistics

CAMB	1114	Equal Opportunity Management	70223	Human Resources Management	1.00	1.00	1.00
CAMB	1222	Human Resources Management	70223	Human Resources Management	1.00	1.00	1.00
CENT	1193	Human Resources Management	70223	Human Resources Management	1.00	1.00	1.00
CONF	1070	Business - Equal Opportunity Management	70223	Human Resources Management	1.00	1.00	1.00
CONF	1152	Human Resources Management	70223	Human Resources Management	1.00	1.00	1.00
CONS	1125	Human Resources Management	70223	Human Resources Management	1.00	1.00	1.00
DURH	1099	Human Resource Management	70223	Human Resources Management	1.00	1.00	1.00
FANS	1279	Human Resources Management	70223	Human Resources Management	1.00	1.00	1.00
GEOR	1158	Human Resource Management	70223	Human Resources Management	1.00	1.00	1.00
GRBR	1219	Human Resources Management	70223	Human Resources Management	1.00	1.00	1.00
HUMB	1160	Human Resources Management	70223	Human Resources Management	1.00	1.00	1.00
LAMB	1095	Human Resources Management	70223	Human Resources Management	1.00	1.00	1.00
MOHA	1172	Human Resources Management	70223	Human Resources Management	1.00	1.00	1.00
NIAG	1184	Human Resources Management	70223	Human Resources Management	1.00	1.00	1.00
NORT	1160	(P-T) Human Resources Management	70223	Human Resources Management	1.00	1.00	1.00
SENE	1104	Human Resources Management	70223	Human Resources Management	1.00	1.00	1.00
SHER	1145	Human Resource Management	70223	Human Resources Management	1.00	1.00	1.00
STCL	1193	Human Resources Management	70223	Human Resources Management	1.00	1.00	1.00

Key Research Findings

SAUL	1126	(P-T) Human Resources Practices	40223	Human Resources Practices	1.00	0.50	0.50
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ALGO	1219	Business Administration - Human Resources	60223	Business Administration - Human Resources	1.00
CENT	1012	Business Administration - Human Resources Management	60223	Business Administration - Human Resources	1.00
CENT	1170	Business Administration - Human Resources	60223	Business Administration - Human Resources	1.00
CONF	1161	Business Administration - Human Resources	60223	Business Administration - Human Resources	1.00
DURH	1089	Human Resources Management	60223	Business Administration - Human Resources	1.00
FANS	1278	Business Administration – Human Resources	60223	Business Administration - Human Resources	1.00
GEOR	1194	Business Administration - Human Resources	60223	Business Administration - Human Resources	1.00
GRBR	1194	Business Administration - Human Resources	60223	Business Administration - Human Resources	1.00
LAMB	1070	Business Administration - Human Resources	60223	Business Administration - Human Resources	1.00
NIAG	1008	Business Administration - Human Resources	60223	Business Administration - Human Resources	1.00
NORT	1217	Business Administration - Human Resources	60223	Business Administration - Human Resources	1.00
SENE	1177	Business Administration - Human Resources	60223	Business Administration - Human Resources	1.00
SHER	1119	Business Administration - Human Resources	60223	Business Administration - Human Resources	1.00
SLAW	1109	Business Administration - Human Resources	60223	Business Administration - Human Resources	1.00
SSFL	1088	Business Administration - Human Resources Management	60223	Business Administration - Human Resources	1.00
STCL	1171	Business Administration - Human Resources	60223	Business Administration - Human Resources	1.00

Employment Opportunities

<http://jobview.monster.ca/Human-Resource-Representative-Job-Cambridge-ON-CA-110895724.aspx>

Rockwell Automation (NYSE: ROK) is a leading global provider of automation, power, control and information solutions that help manufacturers achieve a competitive advantage in their businesses. With a focus on always putting customers first, anywhere in the world, the company helps manufacturers use automation and intelligent motor control and conversion technology as a means to get their products and services to market faster, reduce their total cost of ownership, better utilize power and plant-floor assets, and minimize the risks in their manufacturing environments. Capabilities extend through partnerships with a network of 5,600 reliable, local companies in distribution, software and product referencing. Leading brands and strategic partnerships uniquely qualify Rockwell Automation to deliver industry solutions to 80 countries around the world.

Human Resource Representative

Position Summary

Under the guidance and direction of the HR Manager, the HR Representative will undertake the following HR functions:

Key Research Findings

Assist in the design, implementation, administration of high-quality human resources programs, initiatives, practices and procedures.

Facilitates the implementation and delivery of a strong performance management culture within OES through coaching and training of managers and employees.

Manages the recruitment process for hourly vacancies and assists with the salaried recruitment.

Ensures the consistent communication and enforcement of Rockwell values, policies, and procedures.

Continuously identify and drive process improvements in the department.

Facilitate employee relations support to client groups where appropriate and necessary
Effectively liaison and coordinate with peers, counterparts across sites/locations to support business goals and objectives.

Assist in the management of projects related to developing key talent, succession plans and driving business change efforts.

Assist in change management/transition opportunities within and across functions and business units.

This position provides key administrative support to the HR Manager in the following HR functions:

Responsible for all SAP transactions, Orientation of new employees, Maintenance of training records and documentation.

Analyze and modify current policies, procedures, work instructions.

Prepare departmental, statistical reports and presentations.

Responsible for all employee filing, records retention, and new hire documentation
Coordinate exit interviews, summarize findings and action plans.

Minimum Qualifications

- Bachelor's Degree or Certificate in Human Resources or the equivalent combination of education and experience.
- Minimum five years of experience in human resources generalist roles.
- Currently holds or is willing to achieve a CHRP designation.
- Experience in supporting multi-business unit groups.
- Solid employee relations experience (experience in a unionized setting would be an asset).
- Excellent interpersonal, written and oral communication and presentation skills
- Advanced knowledge of MS Office and HRIS (preferably SAP) .

Key Research Findings

- Strong time management skills and attention to detail .
- Demonstrated ability to exercise sound judgment, tact and discretion.
- Demonstrated ability to work in a highly confidential environment.
- Demonstrated strength in change management - shows motivation and ability to inspire others to embrace change.



HR Operations Associate

Company:	Adecco	Location:	Mississauga, ON L5N8L9
Salary/Wage:	18.00 - 22.00 /hour	Language Skills:	English
Status:	Temporary/Contract/Project	Job Category:	Human Resources
Occupations:	General/Other: Human Resources	Career Level:	Experienced (Non-Manager)
	5.11902	Industry:	Other/Not Classified

[Save to File](#)

Job Description

Job Description:

Adecco is seeking an HR Operations Associate for one of our largest clients for their Global HR Operations center of excellence provides operational and support services for HR programs, with primary areas of focus being customer support services, core HR operations (HR data administration, on boarding, leave administration, staffing, learning & development, etc.), business process optimization, HR online solutions, and project management. The success of the HR Operations organization is critical to the overall effectiveness of HR and our ability to ensure consistent employee and manager experiences companywide. The success of the HR Operations organization is critical to

Key Research Findings

the overall effectiveness of HR and our ability to ensure consistent employee and manager experiences in all geographies where the employer has employees. The HR Operations Associate is a member of the HR Operations organization and plays a key role in the delivery of high quality HR Services and Support to business leaders, managers and employees, as well as to the HR Community.

The HR Operations Associate acts as the first point of contact for employees, managers and HR Business Partners and is responsible for all aspects of managing and resolving inquiries and requires in-depth customer orientated and HR skills. To be successful in this role, the individual in this position will need to excel at: operational execution, customer service, customer advocacy, analytical problem solving, communications, continuous improvement, cross boundary collaboration, and knowledge sharing.

Key Accountabilities:

- Acts as the first point of contact for Employees, Managers and HR Business Partners seeking support in HR Policy & Processes, Transactions & HRWeb (self-service)
- Assumes an "end to end" ownership for all in scope requests and be capable of guiding employees to navigate HRWeb to obtain information as well as promptly connecting customers with other SMEs in Operations and the HRBP community as needed for more complex issues
- Acts as Subject Matter Expert on core elements of the HR Rhythm of the Business (ROB) processes and related tools/systems such as Mid-Year Check In, Poll, and Annual Review and provide training/tips to HRBPs as needed
- Process HR-related transactions (Promo, HeadTrax, etc), manage the exit process, troubleshoot various data and systems issues, and perform planned special projects and data audits as needed
- Maintain efficient service delivery by ensuring transactional requests and assigned inquiries are completed within SLA depending on priority & complexity
- HR Operations Associate is highly involved in daily decision making activities especially when details received for processing are insufficient and the right party could not be reached for confirmation/approval. Guided by the policy, processes & procedure, the HR Operations Associate is expected to make the right decision in resolving such requests
- Working in a highly data sensitive environment, responsible for protecting Data Privacy at all time and adhering to confidentiality requirements to promote zero breach of compliance policies
- Ensure that data quality & accuracy are met at all time through "Right First Time" practice especially data changes/ updates which have direct impact on payroll and benefits
 - Ensure all payroll impact transactions are updated in relevant submission files before payroll close
 - Recommend solutions to process failings and contribute to the continuous improvement process

Key Research Findings

- Maintain up-to-date Knowledge Base content on policies, procedures & FAQs and share the gained knowledge and experience individually with the HR Ops team and process updates on the Global Process Repository.
- Continuously strive to gain customer satisfaction and minimize complaints on the delivery of HR Operations Services

Apply Now

Job Experience:

- Bachelor Degree or equivalent in Business, Human Resource Management or Customer Service preferred
- 2-3 yearsâ€™ experience as HR Generalist or in customer service help desk role essential
- Excellent communication skills (both verbal & written) with an ability to listen & respond to customer queries
- Ability to maintain highly confidential and sensitive information
- Ability to apply judgment to address customer root needs; includes asking targeted questions and/or suggesting ancillary solutions/resources that may be of assistance to the customer
- Must have strong planning, coordination and organizational skills
- Possess initiative & drive; with strong desire to continuously improve processes & deliver against agreed objectives/ service levels
- Multi-tasking experience in a fast-paced environment, completing work tasks with speed and accuracy in a detailed work environment.
- Ability to make decisions that impact customer service levels with a sense of urgency
- Ability to work effectively in a team and willingness to help others
- Experience with common help desk tool such as CRM is a plus
- Strong analytical, problem solving & trouble shooting skills, as well as a desire and attitude to go above and beyond in resolving issues
- Strong HR systems aptitude and ability to learn and become an expert in the HR systems as well as the ability to train others in their use
- Must have excellent MS Office program skills (Excel, Word, PowerPoint, and Outlook). Ability to work with and perform basic analysis on large amounts of data is required as well as the ability to create presentations and documents, and email/scheduling experience is required. Advanced Excel skills are desirable. Ability to work with/manage documents on a SharePoint is desirable.

Minimum Education Required: Bachelor

Years of Experience Required: 3-5 Years

Key Research Findings

Expected Travel Time: None

Contact:

Company:	Adecco
Contact:	Michelle Vansluytman
Address:	401 Bay Street Suite 2810 TORONTO, ON M5H1P
Phone:	4162142244
Reference Code:	CA_EN_1_026501_991075

Job Summary

Company

[Harrington Professional / Informatics Services](#)

Location

Ottawa, ON

Industries

Other/Not Classified

Job Type

Full Time

Employee

Years of Experience

1+ to 2 Years

Education Level

College Diploma

Career Level

Experienced (Non-Manager)

Salary

22.00 - 26.00 CAD /hour

depending on experience

Pension and Benefit Service Representative

About the Job

To provide operational support to the Compensation and Benefits Consultant. In this position, you will apply your knowledge of benefits and compensation and become proficient in the application of our HR programs, policies, and business processes.

Key Research Findings

You will be dealing with managers, employees and pensioners during the course of your daily activities, which include responding to telephone calls and email. Our environment is friendly and collaborative, and it encourages learning opportunities.

Responsibilities

provide superior customer service, including responding to managers, employees and pensioners queries and requests
act as a liaison between service providers and clients to resolve issues
administer the short-term disability, long-term disability, return to work, and work injury programs; act as the liaison with the Occupational Health Nurse and the service provider to ensure that the required documentation is completed for timely processing of benefit claims
work with the company's Benefits Administrator to coordinate the annual Benefits re-enrolment and retiree statement processes
calculate, on a yearly basis, the CPI adjustment as determined by the company for all employees on long-term disability, based on each employee's coverage
prepare the monthly benefits interface for submission to the company's Benefits Administrator
ensure that the benefits and compensation documentation is maintained and up to date on the intranet

Screening Criteria

at least two years of experience in the administration of benefits and compensation in a large corporate environment
experience in the administration of short- and long-term disability, as well as Workers' Compensation
proficiency in Microsoft Excel
fully bilingual in both English and French

Position Requirements

sound knowledge of benefits and compensation administration
college diploma in human resources or related field
fully bilingual
ability to work both independently and as part of a team
strong customer-service orientation
strong analytical and problem-solving skills
capacity to be process oriented and detail oriented