

# Key Research Findings

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

Section	Description	Measures
<b>Student Demand</b>	<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><b>Click Below to Access Full Source Document:</b>  <a href="#">Fall Enrollment Trend</a></p>	<ul style="list-style-type: none"> <li>● Strong = Fleming enrolment growth is outpacing system and is equal to or greater than 3%</li> <li>● Moderate = Fleming enrolment growth is equivalent to system demand and is between 1.0 to 2.9%</li> <li>● Weak = Fleming enrolment growth is less than the system demand and is less than 1%</li> </ul>
<b>Labour Market</b>	<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"> <li>● Strong = Between 5-6 positive labour market indicators</li> <li>● Moderate = Between 3-5 positive labour market indicators</li> <li>● Weak = Between 1-2 or no positive labour market indicators</li> </ul>
<b>Competitive Analysis</b>	<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><b>Click Below to Access Full Source Document:</b>  <a href="#">Fall Conversion Report</a></p>	<ul style="list-style-type: none"> <li>● Strong = Fleming conversion ratio is greater than 2 below the system</li> <li>● Moderate = Fleming conversion ratio is 1 above, below or equal to the system</li> <li>● Weak = Fleming conversion ratio is greater than 2 above than the system</li> </ul>
<b>Financial Analysis</b>	<p>Includes a review of Contribution to Overhead (CTO) for existing programs (2010-11)</p> <p><b>Click Below to Access Full Source Document:</b>  <a href="#">Costing Analysis</a></p>	<ul style="list-style-type: none"> <li>● Strong = CTO is greater than 35%</li> <li>● Moderate = CTO is between 30 - 34%</li> <li>● Weak = CTO is between 20 – 30%</li> </ul> <p><b>No Contribution = 19% or less</b></p>

# Key Research Findings

<b>Key Performance Indicators</b>	<p>Includes KPI trends from the Key Performance Indicator Summary 5 Year Historical Overview KPI Data from Reporting Years 2008-2012.</p> <p><b>Click Below to Access Full Source Document:</b>  <a href="#">Key Performance Indicators</a></p>	<ul style="list-style-type: none"> <li>● Strong = Above system average in 6-7 indicators</li> <li>● Moderate = Above system average in 3-5 indicators</li> <li>● Weak = Above system average in 0-2 indicators.</li> </ul>
<b>Resource Analysis</b>	<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/Business Administration (50200/60200)

### Student Demand<sup>1</sup>

• **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:

#### Certificate

- Northern is the only school to offer this program, which has experienced a mean growth rate of **37%** and an average registration of **37 students**

#### Diploma

- Twenty one colleges offer this certificate program, including all four of Fleming's main competitors
- Fleming has a **-8%** mean growth rate, lower than the system mean growth rate of **-1%**
- Out of the key competitors, Durham is the only one with a positive mean growth rate of **78%**, while Seneca has the lowest rate of **-16%**
- Overall, St. Lawrence has the highest mean growth rate (**549%**) and Seneca has the lowest rate
- Humber has the highest average registration with **255 students** and Northern has the lowest with **2 students**

#### Advanced Diploma

- Fifteen colleges offer this certificate program, including two of Fleming's main competitors
- Fleming has a **-10%** mean growth rate, lower than the system mean growth rate of **-8%**
- Out of the key competitors, Georgian is the only one with a positive mean growth rate of **-6%**, while Seneca has the lowest rate of **-13%**
- Overall, Canadore has the highest mean growth rate (**40%**) and Loyalist has the lowest mean rate (**-36%**)
- Humber has the highest average registration with **365 students** and St. Lawrence has the lowest with **9 students**

#### Graduate Certificate

- Three schools currently offer this program
- Centennial has the highest mean growth rate (286%) and Canadore has the lowest (**-44%**)

<sup>1</sup> 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

## Certificate

Program: 40200 - ADMINISTRATION STUDIES																		
	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
NORTHERN	27	26		-4	26	52		100	52	26		-50	26	52		100	37	37
Total	27	26		-4	26	52		100	52	26		-50	26	52		100	37	37

## Diploma

Program: 50200 - BUSINESS														
													% Mean Growth Rate (07-11)	5 Year Average Reg. Student
	2007	2008	% Change (07-08)	2008	2009	% Change (08-09)	2009	2010	% Change (09-10)	2010	2011	% Change (10-11)		
ALGONQUIN	35	28	-20	28	38	36	38	32	-16	32	31	-3	-1	33
CAMBRIAN	20	22	10	22	32	45	32	40	25	40	33	-18	16	29
CANADORE	12	25	108	25	24	-4	24	16	-33	16	27	69	35	21
CENTENNIAL	37	37	0	37	24	-35	24	18	-25	18	19	6	-14	27
COLLÈGE BORÉAL	31	23	-26	23	43	87	43	22	-49	22	21	-5	2	28
CONESTOGA	106	89	-16	89	143	61	143	87	-39	87	80	-8	-1	101
DURHAM					14		14	27	93	27	44	63	78	28
FANSHAW E	241	261	8	261	191	-27	191	222	16	222	227	2	0	228
FLEMING	51	31	-39	31	52	68	52	42	-19	42	24	-43	-8	40
GEORGIAN	114	86	-25	86	101	17	101	97	-4	97	92	-5	-4	98
HUMBER	285	236	-17	236	268	14	268	254	-5	254	232	-9	-4	255
LAMBTON	10	12	20	12	22	83	22	12	-45	12	9	-25	8	13
LOYALIST	36				46		46	28	-39	28	31	11	-14	35
MOHAWK	92	97	5	97	111	14	111	104	-6	104	109	5	5	103
NIAGARA		15		15	83	453	83	62	-25	62	75	21	150	59
NORTHERN	2				4		4				1			2
SAULT	47	28	-40	28	31	11	31	19	-39	19	21	11	-14	29
SENECA	118	90	-24	90	73	-19	73	72	-1	72	59	-18	-16	82
SHERIDAN	253	207	-18	207	183	-12	183	149	-19	149	172	15	-8	193
ST. CLAIR	1				32		32	1	-97	1	8	700	302	10
ST. LAWRENCE	1	3	200	3	63	2000	63	65	3	65	61	-6	549	39
Total	1492	1290	-14	1290	1578	22	1578	1369	-13	1369	1376	1	-1	1421

# Key Research Findings

## Advanced Diploma

Program: 60200 - BUSINESS ADMINISTRATION														
	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	69	57	-17	57	73	28	73	52	-29	52	46	-12	-7	59
CANADORE	14	23	64	23	18	-22	18	9	-50	9	24	167	40	18
CENTENNIAL	95	62	-35	62	43	-31	43	42	-2	42	23	-45	-28	53
CONESTOGA	109	87	-20	87	84	-3	84	85	1	85	80	-6	-7	89
FLEMING	47	47	0	47	32	-32	32	36	13	36	28	-22	-10	38
GEORGE BROWN	165	166	1	166	193	16	193	192	-1	192	197	3	5	183
GEORGIAN	83	76	-8	76	60	-21	60	58	-3	58	64	10	-6	68
HUMBER	390	434	11	434	358	-18	358	352	-2	352	293	-17	-6	365
LA CITÉ COLLÉGIAL	37	33	-11	33	37	12	37	41	11	41	52	27	10	40
LAMBTON	8	19	138	19	9	-53	9	14	56	14	9	-36	26	12
LOYALIST	18			18			18	14	-22	14	7	-50	-36	14
MOHAWK	100	111	11	111	82	-26	82	81	-1	81	70	-14	-7	89
SENECA	489	410	-16	410	328	-20	328	289	-12	289	273	-6	-13	358
ST. CLAIR	43	33	-23	33									-23	38
ST. LAWRENCE	2			10			10	11	10	11	12	9	10	9
Total	1669	1558	-7	1558	1345	-14	1345	1276	-5	1276	1178	-8	-8	1405

## Graduate Certificate

Program: 70200 - BUSINESS 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
CANADORE	12	6		-50		6	4		-33		4	3		-25		3	1		-67		-44	5
CENTENNIAL						2					2	14		600		14	10		-29		286	9
SAULT	4	6		50		6	8		33		8	7		-13		7	10		43		28	7
Total	16	12		-25		12	14		17		14	24		71		24	21		-13		13	17

# Key Research Findings

## Labour Market

• **STRONG**

### Employment Ontario

Not Available

### HRSDC<sup>2</sup>

Legislators and Senior Management (NOC-001)

	Level	Share
<b>Expansion Demand:</b>	10,814	21%
<b>Retirements:</b>	35,732	69%
<b>Other Replacement Demand:</b>	3,551	7%
<b>Emigration:</b>	1,733	3%
<b>Projected Job Openings:</b>	51,830	100%
	Level	Share
<b>School Leavers:</b>	4,871	11%
<b>Immigration:</b>	7,870	18%
<b>Other</b>	32,224	72%
<b>Projected Job Seekers:</b>	44,965	100%

- “Based on projections and considering that labour supply and demand in this occupation were balanced, it is expected that the number of job seekers will remain sufficient to fill the job openings over the 2011-2020 period. In fact, the annual difference between supply and demand will be very small, representing only 0.9% of employment in 2010. The majority of job openings will arise from retirements. Given that several years of experience are usually needed to hold a position in this occupation, workers are typically older than the average. This explains why the retirement rate is significantly above the average for all occupations. A significant number of job openings will nevertheless result from expansion demand. Although employment declined over the 2001-2010 period because of the budget deficits recorded by the various levels of government and because of the financial crisis, expansion demand will be relatively strong over the projection period. The economic recovery and the stabilization of public finances in the longer term will help to create new senior management positions in education, health, sales and finance. With regard to labour supply, given that many years of experience are generally needed to obtain a senior management position, it is not surprising that the vast majority of job seekers will come from other occupations. Job seekers will be workers, usually professionals, who have significant experience in public administration, teaching, health, finance or sales. Moreover, a certain number of new immigrants will enter this occupation during the projection period. The rest of the positions will be filled by school leavers, most of whom have completed a doctoral degree, or by experienced workers who have returned to school to improve their skills, especially by acquiring management training such as an MBA.”

<sup>2</sup> "Legislators And Senior Management (001)." *Canadian Occupational Projection System (COPS)*. N.p., n.d. Web. 24 Aug. 2012. <<http://www23.hrsdc.gc.ca/occupationsummarydetail.jsp?&tid=1>>.

# Key Research Findings

## US Bureau of Labour<sup>3</sup>

### Administrative Services Managers (Business Office Managers) (SOC –11-3011)

- Employment Growth (2010/2020): **Increase 15%**
  - **254,300** (2010) to **291,200** (2020)
- “Tasks such as managing facilities and being prepared for emergencies will remain important in a wide range of industries. Facility managers will be needed to plan for natural disasters, ensuring that any damage to a building will be minimal and that the organization can get back to work quickly.”
- “Employment growth is also expected as organizations increasingly realize the importance of operating their facilities efficiently.”
- “In addition, facility managers will be in demand because there will be a greater focus on the environmental impact and energy efficiency of the buildings they manage. Improving energy efficiency can reduce costs and is often required by regulation. For example, building codes typically ensure that buildings meet environmental standards. Facility managers will be needed to oversee these improvements, in areas from heating and air systems to roofing.”
- “Contract administrators are also expected to be in demand as organizations contract out many services, such as food services, janitorial services, grounds maintenance, and repair.”
- “Applicants will likely face strong competition for the limited number of higher level administrative services management jobs. Competition should be less severe for lower level management jobs. Job prospects also are expected to be better for those who can manage a wide range of responsibilities than for those who specialize in particular functions.”
- “In addition to the new administrative services management jobs expected to arise through growth in the occupation, many job openings will stem from the need to replace workers who transfer to other jobs, retire, or leave the occupation for other reasons.”
- “Job opportunities may vary from year to year because the strength of the economy affects demand for administrative services managers. Industries least likely to be affected by economic fluctuations are usually the most stable places for employment.”

## Sector Council Report

- [Canadian Chamber of Commerce](#)
- [Canadian Marketing Association](#)
- [Industry Canada](#)
- [Ontario Business Educators' Association](#)
- [Ontario Chamber of Commerce](#)
- [Ontario Business Improvement Area Association](#)
- [Business Administration Program Standard](#)
- [Business Program Standard](#)

<sup>3</sup> "Administrative Services Managers (Business Office Managers)." *Occupational Outlook Handbook*. N.p., n.d. Web. 24 Aug. 2012. <<http://www.bls.gov/ooh/management/administrative-services-managers.htm#tab-6>>.

# Key Research Findings

## Employment Profile<sup>4</sup>

In 2010-2011, **29.5%** of graduates in the Business program and **34.2%** of the Business Administration program were employed in a full time position which related to this program of study provincially

Business Management					
Total Graduates:	4,103	Total Graduates in Survey:	2,704	Response Rate:	66.2%
<small>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.</small>					
Programs in Business Management					
Programs	Duration	Total Grads	Total in Survey	Total in Labour Force	Colleges
Administration Studies	1 Year	31	20	1	Northern
Business	2 Years	1,121	773	577	Algonquin, Boreal, Cambrian, Canadore, Centennial, Conestoga, Confederation, Durham, Fanshawe, Georgian, Humber, Lambton, Loyalist, Mohawk, Niagara, Northern, Sault, Seneca, Sheridan, Sir Sandford Fleming, St. Lawrence
Business Administration	3 Years	1,005	707	502	Algonquin, Cambrian, Canadore, Centennial, Conestoga, Durham, George Brown, Georgian, Humber, La Cité, Lambton, Loyalist, Mohawk, Northern, Seneca, Sir Sandford Fleming, St. Lawrence
Business Administration – International Business	3 Years	329	141	71	Algonquin, Centennial, Humber, Niagara, Seneca, Sir Sandford Fleming
Business Administration – Professional Golf Management	3 Years	72	45	34	Durham, Georgian, Humber, Niagara, St. Clair
Business Degree Bridge	Post Diploma	16	9	4	Georgian, St. Lawrence
Business Foundations	1 Year	5	3	2	Georgian
Business Fundamentals	1 Year	188	124	46	Conestoga, Confederation, Durham, Fanshawe, Mohawk, Seneca
Business Management	Post Diploma	44	25	23	Canadore, Centennial, Sault
Business Process Management	Post Diploma	8	6	5	Sheridan
Fundraising And Resource Development	Post Diploma	9	7	7	Georgian
Fundraising And Volunteer Management	Post Diploma	35	29	28	Humber
Green Business Management	Post Diploma	45	30	23	Algonquin, Seneca
Industrial Management	2 Years	1	–	–	Lambton
International Business	2 Years	201	120	79	Confederation, Niagara, Seneca, St. Clair
International Business Management	Post Diploma	354	214	190	Centennial, Confederation, Fanshawe, George Brown, Georgian, Humber, Mohawk, Niagara, Seneca, Sheridan, St. Clair
International Commerce And Global Development – Bachelor Of Applied Business	4 Years	16	12	9	Niagara
International Project Management	Post Diploma	53	31	24	Humber
Logistics Administration	3 Years	2	1	1	Humber

<sup>4</sup> "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

## Business Management

### Programs in Business Management (cont.)

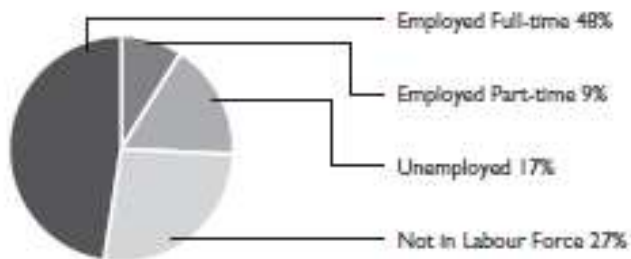
Programs	Duration	Total Grads	Total in Survey	Total in Labour Force	Colleges
Logistics And Supply Chain Management	Post Diploma	116	89	82	Humber, Seneca
Project Management	Post Diploma	32	23	21	Fanshawe
Project Management	Post Diploma	267	182	160	Centennial, Humber, Seneca, Sheridan
Property Management	2 Years	31	26	23	Seneca
Research Commercialization and Innovation	Post Diploma	4	4	4	George Brown
Transportation And Distribution	2 Years	105	74	62	Seneca
Wine Business Management	Post Diploma	13	9	7	Niagara

### Summary of Survey Data

	Program Cluster	All Programs
Survey Population	2,704	50,622
Labour Force Participation	73%	74%
Employment Rate <sup>a</sup>	77%	83%
Employed Part-time <sup>a</sup>	12%	18%
Employed Full-time <sup>a</sup>	65%	65%
Average Annual Earnings – Total	\$32,284	\$33,199
Average Annual Earnings – Female	\$30,586	\$31,897
Average Annual Earnings – Male	\$33,237	\$34,607
Graduate Satisfaction	73%	79%
Employer Satisfaction	94%	93%

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

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



# Key Research Findings

## Business Management

### Top Five Industries of Employment

	#	%
Professional, Scientific and Technical Services	116	8.2%
Credit Intermediation and Related Activities	110	7.7%
Food Services and Drinking Places	101	7.1%
Administrative and Support Services	87	6.1%
Food and Beverage Stores	57	4.0%

### Top Five Occupational Categories

	#	%
Retail Salespersons and Sales Clerks	144	9.9%
Customer Service Representatives – Financial Services	63	4.3%
Customer Service, Information and Related Clerks	60	4.1%
General Office Clerks	55	3.8%
Retail Trade Managers	55	3.8%

# Key Research Findings

## Business Management

### 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	228	29.5	145	18.8	36	4.7	49	6.3	119	15.4	196	25.4
Business Administration	242	34.2	107	15.1	29	4.1	47	6.6	77	10.9	205	29.0
Business Administration – International Business	23	16.3	23	16.3	–	–	7	5.0	18	12.8	70	49.6
Business Administration – Professional Golf Management	14	31.1	10	22.2	2	4.4	2	4.4	6	13.3	11	24.4
Business Fundamentals	10	8.1	9	7.3	3	2.4	9	7.3	15	12.1	78	62.9
Business Management	10	40.0	5	20.0	–	–	2	8.0	6	24.0	2	8.0
Business Process Management	2	33.3	2	33.3	–	–	–	–	1	16.7	1	16.7
Fundraising And Resource Development	7	100.0	–	–	–	–	–	–	–	–	–	–
Fundraising And Volunteer Management	23	79.3	–	–	–	–	–	–	5	17.2	1	3.4
Green Business Management	6	20.0	5	16.7	1	3.3	2	6.7	9	30.0	7	23.3
International Business	26	21.7	22	18.3	4	3.3	7	5.8	20	16.7	41	34.2
International Business Management	58	27.1	62	29.0	6	2.8	10	4.7	54	25.2	24	11.2
International Commerce And Global Development – Bachelor Of Applied Business	1	8.3	3	25.0	–	–	2	16.7	3	25.0	3	25.0
International Project Management	11	35.5	5	16.1	1	3.2	2	6.5	5	16.1	7	22.6
Logistics And Supply Chain Management	38	42.7	17	19.1	1	1.1	–	–	26	29.2	7	7.9
Project Management	13	56.5	5	21.7	–	–	1	4.3	2	8.7	2	8.7
Project Management	59	32.4	30	16.5	6	3.3	6	3.3	59	32.4	22	12.1
Property Management	13	50.0	3	11.5	–	–	2	7.7	5	19.2	3	11.5
Transportation And Distribution	30	40.5	9	12.2	1	1.4	1	1.4	21	28.4	12	16.2
Wine Business Management	5	55.6	2	22.2	–	–	–	–	–	–	2	22.2
<b>All Programs in Cluster*</b>	<b>819</b>	<b>30.7</b>	<b>464</b>	<b>17.4</b>	<b>90</b>	<b>3.4</b>	<b>149</b>	<b>5.6</b>	<b>451</b>	<b>16.9</b>	<b>694</b>	<b>26.0</b>

\* Does not include 6 programs with fewer than 5 graduates in the labour force.

# Key Research Findings

## Business Management

### Earnings of Full-time Employed Participants

Program	Average – Females	Average – Males	Median – Females	Median – Males	Average for Program	Median for Program
Business	\$29,425	\$32,452	\$27,114	\$30,000	\$31,212	\$29,708
Business Administration	\$28,827	\$32,792	\$27,000	\$30,252	\$31,261	\$30,000
Business Administration – International Business	\$34,750	\$32,792	\$28,775	\$30,000	\$33,429	\$30,000
Business Administration – Professional Golf Management	–	\$34,550	–	\$31,129	\$33,784	\$30,973
Business Fundamentals	–	\$27,707	–	\$25,000	\$27,985	\$25,000
Business Management	\$33,436	\$27,769	\$35,000	\$26,045	\$30,602	\$28,431
Business Process Management	–	–	–	–	–	–
Fundraising And Resource Development	–	–	–	–	–	–
Fundraising And Volunteer Management	\$37,332	–	\$36,750	–	\$37,891	\$36,000
Green Business Management	\$34,926	–	\$36,000	–	\$42,224	\$36,000
International Business	\$23,887	\$31,145	\$22,943	\$31,286	\$28,354	\$25,000
International Business Management	\$27,800	\$28,673	\$25,029	\$27,532	\$28,360	\$26,079
International Commerce And Global Development – Bachelor Of Applied Business	–	–	–	–	–	–
International Project Management	\$34,800	\$36,771	\$40,000	\$39,000	\$35,786	\$39,500
Logistics And Supply Chain Management	\$33,989	\$36,367	\$33,500	\$36,814	\$35,688	\$35,000
Project Management	–	\$55,281	–	\$60,000	\$52,381	\$55,000
Project Management	\$42,379	\$39,635	\$32,400	\$35,229	\$40,375	\$35,000
Property Management	–	\$40,444	–	\$40,000	\$36,409	\$34,219
Transportation And Distribution	\$28,385	\$28,958	\$25,029	\$27,766	\$28,662	\$26,593
Wine Business Management	–	–	–	–	\$27,640	\$30,000
<b>All Programs in Cluster*</b>	<b>\$30,538</b>	<b>\$33,247</b>	<b>\$28,791</b>	<b>\$30,000</b>	<b>\$32,209</b>	<b>\$30,000</b>

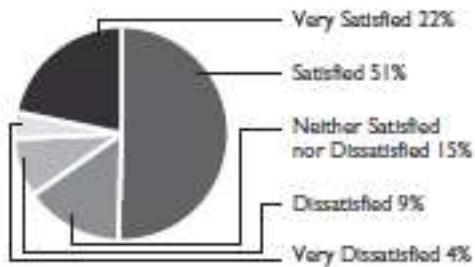
\* Does not include 6 programs with fewer than 5 graduates in the labour force.

# Key Research Findings

## Business Management

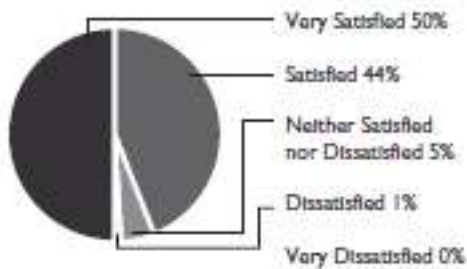
### Program Cluster Satisfaction

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



\* 2,510 graduates participated in this question.

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



\* 266 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	87.4%	84.3%	86.0%	84.6%	86.5%	87.3%	88.4%	86.2%	78.8%	77.1%
Percentage Employed Full-time	76.6%	73.6%	75.0%	73.8%	76.5%	76.2%	78.2%	76.4%	65.9%	64.9%
Percentage Employed Full-time Related Jobs	56.2%	53.7%	52.4%	53.4%	53.7%	55.4%	57.5%	56.4%	44.9%	41.4%
Average Annual Salary Full-time Related Jobs	\$29,730	\$28,989	\$30,141	\$29,329	\$29,589	\$30,478	\$32,509	\$33,240	\$33,669	\$34,046

# Key Research Findings

## Working in Canada<sup>5</sup>

### Other Administrative Service Managers (NOC - 0114)

- Ontario Rating: **Not Available**

- **Wage Range by Region:**

Location	Wage (\$/hr)		
	Low	Median	High
Ontario	17.50	34.67	56.41
Hamilton--Niagara Peninsula Region	N/A	N/A	N/A
Kingston - Pembroke Region	17.50	34.67	56.41
Kitchener--Waterloo--Barrie Region	N/A	N/A	N/A
London Region	N/A	N/A	N/A
Muskoka-Kawartha Region	17.50	34.67	56.41
Northeast Region	17.50	34.67	56.41
Northwest Region	17.50	34.67	56.41
Ottawa Region	N/A	N/A	N/A
Stratford--Bruce Peninsula Region	17.50	34.67	56.41
Toronto Region	N/A	N/A	N/A
Windsor-Sarnia Region	N/A	N/A	N/A

## Competitive Analysis<sup>6</sup>

- **WEAK**

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

### Certificate

- Northern's ratio in 2011 for this program was very high (**0:1**)

### Diploma

- Fleming's ratio (**7:1**) was lower than system's (**5:1**) in 2011, and the only direct competitor with a ratio that was higher than the system is Georgian and Sheridan (**4:1**)
- Overall, Sault had the best ratio in 2011 (**3:1**), and Northern had the lowest (**66:1**)

<sup>5</sup> "Other Administrative Services Managers (NOC 0114)." *Working In Canada*. N.p., n.d. Web. 24 Aug. 2012.

<<http://www.workingincanada.gc.ca/report-eng.do?area=8792&lang=eng&noc=0114&action=final&ln=p@ionKeyword=Peterborough%2C+Ontario&s=2&source=0&titleKeyword=business+manager+-+non-profit+organization#>>.

<sup>6</sup> 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

- Fleming's ratio was equal to the system's **(5:1)** in 2011, and the only direct competitor with a ratio that was higher than the system is Georgian **(3:1)**
- Overall, Conestoga and Georgian had the best ratio in 2011 **(3:1)**, and Centennial had the lowest **(15:1)**

## Graduate Certificate

- In 2011, Sault had the highest conversion ratio **(3:1)** which was higher than the system's ratio **(5:1)**, and Canadore had the lowest ratio **(23:1)**

## Certificate

Program: 40200 - ADMINISTRATION STUDIES												
	App. 2007	Reg. 2007	Conversion Ratio	App. 2008	Reg. 2008	Conversion Ratio	App. 2009	Reg. 2009	Conversion Ratio	App. 2010	Reg. 2010	Conversion Ratio
NIAGARA	17			0			0			0		
NORTHERN	29	27	1:1	24	26	1:1	32	52	1:1	17	26	1:1
Total	46	27	2:1	24	26	1:1	32	52	1:1	17	26	1:1

# Key Research Findings

## Diploma

Program: 50200 - BUSINESS															
	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
ALGONQUIN	184	35	5:1	154	28	6:1	145	38	4:1	116	32	4:1	138	31	4:1
CAMBRIAN	102	20	5:1	175	22	8:1	171	32	5:1	165	40	4:1	153	33	5:1
CANADORE	96	12	8:1	115	25	5:1	112	24	5:1	111	16	7:1	118	27	4:1
CENTENNIAL	292	37	8:1	266	37	7:1	243	24	10:1	234	18	13:1	199	19	10:1
COLLÈGE BORÉAL	82	31	3:1	76	23	3:1	102	43	2:1	79	22	4:1	80	21	4:1
CONESTOGA	509	106	5:1	502	89	6:1	587	143	4:1	407	87	5:1	378	80	5:1
DURHAM	0			0			119	14	9:1	274	27	10:1	297	44	7:1
FANSHAWE	1049	241	4:1	1011	261	4:1	894	191	5:1	824	222	4:1	825	227	4:1
FLEMING	227	51	4:1	187	31	6:1	214	52	4:1	174	42	4:1	166	24	7:1
GEORGIAN	480	114	4:1	401	86	5:1	373	101	4:1	402	97	4:1	398	92	4:1
HUMBER	1477	285	5:1	1308	236	6:1	1327	268	5:1	1218	254	5:1	1321	232	6:1
LAMBTON	50	10	5:1	66	12	6:1	68	22	3:1	57	12	5:1	47	9	5:1
LOYALIST	197	36	5:1	181			157	46	3:1	113	28	4:1	135	31	4:1
MOHAWK	623	92	7:1	614	97	6:1	607	111	5:1	577	104	6:1	542	109	5:1
NIAGARA	0			34	15	2:1	390	83	5:1	380	62	6:1	405	75	5:1
NORTHERN	45	2	23:1	41			59	4	15:1	55			66	1	66:1
SAULT	107	47	2:1	91	28	3:1	101	31	3:1	66	19	3:1	66	21	3:1
SENECA	556	118	5:1	413	90	5:1	304	73	4:1	319	72	4:1	275	59	5:1
SHERIDAN	844	253	3:1	714	207	3:1	691	183	4:1	619	149	4:1	720	172	4:1
ST. CLAIR	24	1	24:1	27			78	32	2:1	30	1	30:1	122	8	15:1
ST. LAWRENCE	45	1	45:1	141	3	47:1	276	63	4:1	237	65	4:1	251	61	4:1
Total	6989	1492	5:1	6517	1290	5:1	7018	1578	4:1	6457	1369	5:1	6702	1376	5:1



# Key Research Findings

## Advanced Diploma

Program: 60200 - BUSINESS ADMINISTRATION															
	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	238	69	3:1	211	57	4:1	219	73	3:1	202	52	4:1	179	46	4:1
CANADORE	124	14	9:1	126	23	5:1	105	18	6:1	82	9	9:1	89	24	4:1
CENTENNIAL	960	95	10:1	567	62	9:1	420	43	10:1	380	42	9:1	339	23	15:1
CONESTOGA	445	109	4:1	402	87	5:1	331	84	4:1	281	85	3:1	260	80	3:1
FLEMING	245	47	5:1	235	47	5:1	182	32	6:1	146	36	4:1	143	28	5:1
GEORGE BROWN	1512	165	9:1	1297	166	8:1	1210	193	6:1	1244	192	6:1	1127	197	6:1
GEORGIAN	306	83	4:1	271	76	4:1	213	60	4:1	216	58	4:1	216	64	3:1
HUMBER	2095	390	5:1	1923	434	4:1	1710	358	5:1	1546	352	4:1	1514	293	5:1
LA CITÉ COLLÉGIAL	112	37	3:1	131	33	4:1	138	37	4:1	122	41	3:1	154	52	3:1
LAMBTON	76	8	10:1	70	19	4:1	62	9	7:1	73	14	5:1	55	9	6:1
LOYALIST	110	18	6:1	106			107	18	6:1	90	14	6:1	73	7	10:1
MOHAWK	579	100	6:1	481	111	4:1	403	82	5:1	361	81	4:1	319	70	5:1
NORTHERN	45			31			39			17			23		
SENECA	2339	489	5:1	1723	410	4:1	1594	328	5:1	1442	289	5:1	1380	273	5:1
ST. CLAIR	83	43	2:1	93	33	3:1	0			0			0		
ST. LAWRENCE	43	2	22:1	17			66	10	7:1	67	11	6:1	70	12	6:1
Total	9312	1669	6:1	7684	1558	5:1	6799	1345	5:1	6269	1276	5:1	5941	1178	5:1

## Graduate Certificate

Program: 70200 - BUSINESS 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		
CANADORE	40	12	3:1	37	6	6:1	27	4	7:1	21	3	7:1	23	1	23:1
CENTENNIAL	0			2			16	2	8:1	66	14	5:1	48	10	5:1
SAULT	42	4	11:1	29	6	5:1	30	8	4:1	26	7	4:1	30	10	3:1
Total	82	16	5:1	68	12	6:1	73	14	5:1	113	24	5:1	101	21	5:1

# Key Research Findings

## Financial Analysis

• **WEAK** / • **MODERATE**

Source: Program Costing Analysis 2010/2011

### Business

Contribution to Overhead: 29.2%

Program Weight: 1.00

Funding Unit: 2.00

### Business Administration

Contribution to Overhead: 30.9%

Program Weight: 1.00

Funding Unit: 2.90

## Key Performance Indicators

• **MODERATE** / • **WEAK**

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

### Business

KPI1-Graduation Rate	Even with system
KPI2-Working	+3% above system
KPI3-Working Related	+2% above system
KPI4-Grad. Satisfaction	+1% above system
KPI8-Student Satisfaction-Learning	-4% below system
KPI9-Student Satisfaction- Teachers	-3% below system
KPI11-Grad. Satisfaction-Program	-2% below system

### Business Administration

KPI1-Graduation Rate	-1% below system
KPI2-Working	+3% above system
KPI3-Working Related	Even with system
KPI4-Grad. Satisfaction	-3% below system
KPI8-Student Satisfaction-Learning	Even with system
KPI9-Student Satisfaction- Teachers	+2% above system
KPI11-Grad. Satisfaction-Program	-2% below 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 (3 year) / Business (2 year)**

Program Research 2012

### Overview of the Profession

“The **Business Administration program** provides a good overview of all the functions, tasks and positions in the business environment. As a generalist, you'll find yourself managing multiple tasks, projects and people - in whatever area of business you choose.”

*Fleming College website*

Fleming's flexible **Business program** offers a wide variety of business and related courses so you can discover and explore your personal career goals.”

*Fleming College website*

### NOC: 0014

#### **Senior managers – health, education, social and community services and membership organizations**

Senior managers in this unit group plan, organize, direct, control and evaluate, through middle managers, membership and other organizations or institutions that deliver health, education, social or community services. They formulate policies which establish the direction to be taken by these organizations, either alone or in conjunction with a board of directors. They are employed in health care organizations, educational services, social and community services and membership organizations.

#### **Example Titles**

chairperson, arts and culture association  
 chairperson, scientific association  
 chief financial officer (CFO), educational institution  
 corporate controller, social services institution  
 executive director, automobile association  
 executive director, health services institution  
 executive director, professional association  
 executive director, voluntary organization  
 general manager, membership organization  
 president, business association  
 president, labour organization  
 president, music guild

[View all titles](#)

#### **Main duties**

Senior managers in this unit group perform some or all of the following duties:

## Key Research Findings

- Establish objectives for the organization or institution and formulate or approve policies and programs
- Authorize and organize the establishment of major departments and associated senior staff positions
- Allocate material, human and financial resources to implement organizational policies and programs; establish financial and administrative controls; formulate and approve promotional campaigns; and approve overall personnel planning
- Select middle managers, directors or other executive staff
- Co-ordinate the work of regions, divisions or departments
- Represent the organization, or delegate representatives to act on behalf of the organization, in negotiations or other official functions.

*Senior managers in this unit group may specialize in areas such as finance, marketing, human resources or in a particular service area.*

### Classified elsewhere

- Related middle managers are classified in the following unit groups: (in [0421 Administrators - post-secondary education and vocational training](#) )
- *Administrators - post-secondary education and vocational training* ([0421](#))
- *Government managers - education policy development and program administration* ([0413](#))
- *Government managers - health and social policy development and program administration* ([0411](#))
- *Managers in health care* ([0311](#))
- *Managers in social, community and correctional services* ([0423](#))
- *Other managers in public administration* ([0414](#))
- *School principals and administrators of elementary and secondary education* ([0422](#))

<http://www5.hrsdc.gc.ca/noc/english/noc/2011/ProfileAlphabetic.aspx?val=0&val1=0014&val10=B>

### Business Administration, Management and Operations (CIP52.02)

- **Level of Education:**

Program usually offered at college, undergraduate and graduate levels

- **Field of Study:**

Business, Management, Marketing and Related Support Services

#### Related Educational Programs

- [Agricultural Business and Management](#)
- [Educational Administration and Supervision](#)
- [Public Administration](#)
- [Drama/Theatre Arts and Stagecraft](#)
- [Health and Medical Administrative Services](#)
- [Business Operations Support and Assistant Services](#)

#### Program Details:

##### 52.0201 - Business Administration and Management, General

This instructional program class comprises any program that generally prepares individuals to plan, organize, direct, and control the functions and processes of a firm or organization. These programs include courses in management theory, human resources management and behaviour, accounting and

# Key Research Findings

other quantitative methods, purchasing and logistics, organization and production, marketing, and business decision-making.

## **52.0202 - Purchasing, Procurement/Acquisitions and Contracts Management**

This instructional program class comprises any program that prepares individuals to manage and/or administer the processes by which a firm or organization contracts for goods and services to support its operations, as well as contracts it to sell to other firms or organizations. These programs include courses in contract law, negotiations, buying procedures, government contracting, cost and price analysis, vendor relations, contract administration, auditing and inspection, relations with other firm departments, and applications to special areas such as high-technology systems, international purchasing, and construction.

## **52.0203 - Logistics and Materials Management**

This instructional program class comprises any program that prepares individuals to manage and coordinate all logistical functions in an enterprise, ranging from acquisitions to receiving and handling, through internal allocation of resources to operations units, to the handling and delivery of output. These programs include courses in acquisitions and purchasing, inventory control, storage and handling, just-in-time manufacturing, logistics planning, shipping and delivery management, transportation, quality control, resource estimation and allocation, and budgeting.

## **52.0204 - Office Management and Supervision**

This instructional program class comprises any program that prepares individuals to supervise and manage the operations and personnel of business offices and management-level divisions. These programs include courses in employee supervision, management, and labour relations; budgeting; scheduling and coordination; office systems operation and maintenance; office records management, organization, and security; office facilities design and space management; preparation and evaluation of business management data; and public relations.

## **52.0205 - Operations Management and Supervision**

This instructional program class comprises any program that prepares individuals to manage and direct the physical and/or technical functions of a firm or organization, particularly those relating to development, production, and manufacturing. These programs include courses in principles of general management, manufacturing and production systems, plant management, equipment maintenance management, production control, industrial labour relations and skilled trades supervision, strategic manufacturing policy, systems analysis, productivity analysis and cost control, and materials planning.

## **52.0206 - Non-profit/Public/Organizational Management**

This instructional program class comprises any program that prepares individuals to manage the business affairs of non-profit corporations, including foundations, educational institutions, associations, and other such organizations, and public agencies and governmental operations. These programs include courses in business management, principles of public administration, principles of accounting and financial management, human resources management, taxation of non-profit organizations, and business law as applied to non-profit organizations.

## **52.0207 - Customer Service Management**

This instructional program class comprises any program that prepares individuals to supervise and monitor customer service performance and manage frontline customer support services, call centres/help desks, and customer relations. These programs include courses in customer behaviour; specialized information technology and systems management; developing and using customer service databases; user surveys and other feedback mechanisms; strategic and performance planning and analysis; operations management; personnel supervision; and communications and marketing skills.

## **52.0208 - E-commerce/Electronic Commerce**

This instructional program class comprises any program that prepares individuals to plan, manage, supervise, and market electronic business operations, products, and services provided online via the

## Key Research Findings

Internet. These programs include courses in business administration, information technology, information resources management, web design, computer and Internet law and policy, computer privacy and security, e-trading, insurance, electronic marketing, investment capital planning, enterprise operations, personnel supervision, contracting, and product and service networking.

### 52.0209 - Transportation/Transportation Management

This instructional program class comprises any program that prepares individuals to plan, administer, and coordinate physical transportation operations, networks, and systems. These programs include courses in transportation systems and technologies; traffic logistics and engineering; multimodal and intermodal transportation systems; regional integration; facilities design and construction; transportation planning and finance; demand analysis and forecasting; carrier management; behavioural issues; transportation policy and law; intelligent systems; and applications to aviation, maritime, rail, and highway facilities and systems.

### 52.0299 - Business Administration, Management and Operations, Other

This instructional program class comprises any program not listed above that relates to Business Administration, Management and Operations.

[\[View Less Collapse the list of sub-programs related to this program \(Business Administration, Management and Operations\)\]](#)

[ Source: [Classification of Instructional Programs 2000](#) / [Postsecondary Student Information System \(2006\)](#) / [2006 Census - Statistics Canada](#) ]

[Expand:](#)

### [What Graduates Think](#)

Questions	Graduates from this program said Yes	Graduates from all programs said Yes
Would you make the same educational choice again?	77.8%	78.8%
Are you satisfied with your work?	91.3%	90.8%
Does your work directly match your training?	87.8%	82.5%
Do you feel overqualified for your work?	36.8%	32.9%
Were you a part-time student?	16.4%	10.8%

### Please Select An Occupation

While some educational programs lead to a specific career, having a post-secondary education opens many doors.

In 2006, people with post-secondary education in *Business Administration, Management and Operations* were employed in the following occupations.

Occupation of Graduates	Percentage
<a href="#">Retail Trade Managers</a>	3.4%
<a href="#">Retail Salespersons and Sales Clerks</a>	3.4%
<a href="#">General Office Clerks</a>	3.3%
<a href="#">Sales, Marketing and Advertising Managers</a>	3.2%
<a href="#">Financial Auditors and Accountants</a>	3.2%
<a href="#">Administrative Officers</a>	2.9%

# Key Research Findings

## Occupation of Graduates

## Percentage

[Accounting and Related Clerks](#)

2.8%

[http://www.workingincanada.gc.ca/report\\_educational-eng.do?cip=52.02&lang=en&titleKeyword=&action=search\\_occupation\\_confirm&display=3#section](http://www.workingincanada.gc.ca/report_educational-eng.do?cip=52.02&lang=en&titleKeyword=&action=search_occupation_confirm&display=3#section)

## Labour Market

### Explore Careers by Wages & Outlook - Report



#### Wage Report

Occupation:

Senior Managers & Financial, Communications and Other Business Services

NOC 0013-0

Location:

All regions across Canada

Wage levels for your occupation in all regions in Canada

Community/Area (Select a location to view detailed report)	Wages (\$/hr)			Note
	Low	Median	High	
Canada	20.29	40.87	75.83	<a href="#">Note</a> Reference Period: 2010- 2011 Source: <a href="#">Labour Force Survey - Statistics Canada</a>
Alberta	23.00	41.76	71.43	<a href="#">Note</a> Reference Period: 2010- 2011 Source: <a href="#">Labour Force Survey - Statistics Canada</a>
<a href="#">Calgary Region</a>	23.00	41.76	71.43	<a href="#">Note</a> Reference Period: 2010- 2011 Source: <a href="#">Labour Force</a>

# Key Research Findings

				<a href="#">Survey - Statistics Canada</a>
<a href="#">Edmonton Region</a>	23.00	41.76	71.43	<a href="#">Note</a> Reference Period: 2010-2011 Source: <a href="#">Labour Force Survey - Statistics Canada</a>
British Columbia	21.63	40.90	69.23	<a href="#">Note</a> Reference Period: 2010-2011 Source: <a href="#">Labour Force Survey - Statistics Canada</a>
Manitoba	25.96	38.46	60.10	<a href="#">Note</a> Reference Period: 2010-2011 Source: <a href="#">Labour Force Survey - Statistics Canada</a>
New Brunswick	11.78	29.30	66.00	<a href="#">Note</a> Reference Period: 2006 Source: <a href="#">2006 Census - Statistics Canada</a>
Newfoundland and Labrador	18.53	40.18	136.26	<a href="#">Note</a> Reference Period: 2006 Source: <a href="#">2006 Census - Statistics Canada</a>
Nova Scotia	19.23	41.54	67.58	<a href="#">Note</a> Reference



# Key Research Findings

				Period: 2010-2011 Source: <a href="#">Labour Force Survey - Statistics Canada</a>
Ontario	22.44	44.62	80.22	<a href="#">Note</a> Reference Period: 2010-2011 Source: <a href="#">Labour Force Survey - Statistics Canada</a>
<a href="#">Hamilton--Niagara Peninsula Region</a>	23.08	48.08	72.12	<a href="#">Note</a> Reference Period: 2010-2011 Source: <a href="#">Labour Force Survey - Statistics Canada</a>
<a href="#">Kingston - Pembroke Region</a>	N/A	N/A	N/A	<a href="#">Note</a> Due to data limitations, the wage for this occupation cannot be published. Please refer to the wage published for this occupation at the provincial or territorial level.
<a href="#">Kitchener--Waterloo--Barrie Region</a>	22.44	44.62	80.22	<a href="#">Note</a> Reference Period: 2010-2011 Source: <a href="#">Labour Force</a>

# Key Research Findings

				<a href="#">Survey - Statistics Canada</a>
<a href="#">London Region</a>	12.49	40.46	98.66	<a href="#">Note</a> Reference Period: 2006 Source: <a href="#">2006 Census - Statistics Canada</a>
<a href="#">Muskoka-Kawarths Region</a>	N/A	N/A	N/A	<a href="#">Note</a> Due to data limitations, the wage for this occupation cannot be published. Please refer to the wage published for this occupation at the provincial or territorial level.
<a href="#">Northeast Region</a>	N/A	N/A	N/A	<a href="#">Note</a> Due to data limitations, the wage for this occupation cannot be published. Please refer to the wage published for this occupation at the provincial or territorial level.
<a href="#">Northwest Region</a>	17.84	39.28	130.14	<a href="#">Note</a> Reference Period: 2006 Source: <a href="#">2006 Census - Statistics</a>

# Key Research Findings

				<a href="#">Canada</a>
<a href="#">Ottawa Region</a>	22.44	44.62	80.22	<a href="#">Note</a> Reference Period: 2010-2011 Source: <a href="#">Labour Force Survey - Statistics Canada</a>
<a href="#">Stratford--Bruce Peninsula Region</a>	N/A	N/A	N/A	<a href="#">Note</a> Due to data limitations, the wage for this occupation cannot be published. Please refer to the wage published for this occupation at the provincial or territorial level.
<a href="#">Toronto Region</a>	19.49	41.26	76.92	<a href="#">Note</a> Reference Period: 2010-2011 Source: <a href="#">Labour Force Survey - Statistics Canada</a>
<a href="#">Windsor-Sarnia Region</a>	N/A	N/A	N/A	<a href="#">Note</a> Due to data limitations, the wage for this occupation cannot be published. Please refer to the wage published for this occupation at

## Key Research Findings

				the provincial or territorial level.
Prince Edward Island	17.00	32.69	63.59	<a href="#">Note</a> Reference Period: 2010-2011 Source: <a href="#">Labour Force Survey - Statistics Canada</a>
Québec	16.00	34.20	53.85	<a href="#">Note</a> Reference Period: 2010-2011 Source: <a href="#">Labour Force Survey - Statistics Canada</a>
<a href="#">Montréal Region</a>	16.00	34.20	53.85	<a href="#">Note</a> Reference Period: 2010-2011 Source: <a href="#">Labour Force Survey - Statistics Canada</a>
Saskatchewan	28.85	56.82	100.50	<a href="#">Note</a> Reference Period: 2011 Source: <a href="#">Saskatchewan Wage Survey</a>

[http://www.workingincanada.gc.ca/LMI\\_report\\_bynoc.do?lang=eng&noc=0013&reportOption=wage&titleKeyword=Business](http://www.workingincanada.gc.ca/LMI_report_bynoc.do?lang=eng&noc=0013&reportOption=wage&titleKeyword=Business)

### Administrative Services Managers

Percent change in employment, projected 2010-20

### Administrative Services Managers

15%

### Total, All Occupations

# Key Research Findings

14%

## Management Occupations

7%

Note: All Occupations includes all occupations in the U.S. Economy.

Source: U.S. Bureau of Labor Statistics, Employment Projections program

<http://www.bls.gov/ooh/management/administrative-services-managers.htm#tab-6>

Employment of administrative services managers is expected to grow 15 percent from 2010 to 2020, about as fast as the average for all occupations.

Tasks such as managing facilities and being prepared for emergencies will remain important in a wide range of industries. Facility managers will be needed to plan for natural disasters, ensuring that any damage to a building will be minimal and that the organization can get back to work quickly.

Employment growth is also expected as organizations increasingly realize the importance of operating their facilities efficiently.

In addition, facility managers will be in demand because there will be a greater focus on the environmental impact and energy efficiency of the buildings they manage. Improving energy efficiency can reduce costs and is often required by regulation. For example, building codes typically ensure that buildings meet environmental standards. Facility managers will be needed to oversee these improvements, in areas from heating and air systems to roofing.

Contract administrators are also expected to be in demand as organizations contract out many services, such as food services, janitorial services, grounds maintenance, and repair.

### Job Prospects

Applicants will likely face strong competition for the limited number of higher level administrative services management jobs. Competition should be less severe for lower level management jobs. Job prospects also are expected to be better for those who can manage a wide range of responsibilities than for those who specialize in particular functions.

In addition to the new administrative services management jobs expected to arise through growth in the occupation, many job openings will stem from the need to replace workers who transfer to other jobs, retire, or leave the occupation for other reasons.

Job opportunities may vary from year to year because the strength of the economy affects demand for administrative services managers. Industries least likely to be affected by economic fluctuations are usually the most stable places for employment.

Employment projections data for administrative services managers, 2010-20						
Occupational Title	SOC Code	Employment, 2010	Projected Employment, 2020	Change, 2010-20		Employment by Industry
				Percent	Numeric	
SOURCE: U.S. Bureau of Labor Statistics, Employment Projections program						

### Professional Associations / Resources

[Canadian Chamber of Commerce](#)

[Canadian Marketing Association](#)

# Key Research Findings

[Industry Canada](#)

[Ontario Business Educators' Association](#)

[Ontario Chamber of Commerce](#)

[Ontario Business Improvement Area Association](#)

## Program Standards

[Business Administration Program Standard](#)

[Business Program Standard](#)

## Employment Requirements

- A university degree or college diploma in business administration, hospital administration, finance or other discipline related to the service provided is usually required.
- Several years of experience as a middle manager in a related institution or organization are usually required.
- Specialization in a particular functional area or service is possible through specific university or college training in that area or through previous experience.
- Senior managers in finance usually require a professional accounting designation.

<http://www5.hrsdc.gc.ca/noc/english/noc/2011/ProfileAlphabetic.aspx?val=0&val1=0014&val10=B>

## Educational Competitors

[Business Administration programs held at Ontario colleges](#)

[Business \(diploma 2 year\) programs in Ontario colleges](#)

## Employment Postings

Job Title, K

City, Provir

[Advanced Search >>](#)

### Executive Assistant, LEISUREWORLD SENIOR CARE CORPORATION

Markham, ON, CANADA; Richmond Hill, ON, CANADA; Scarborough, ON, CANADA; Toronto, ON, CANADA

Posted Aug 21, 2012 Share This Job:



Leisureworld Senior Care Corporation is the third largest licensed long-term care (LTC) provider in Ontario. The Company owns and operates 26 LTC homes, representing approximately 4,314 beds across Ontario, Canada. It also owns and operates six retirement homes and one independent living home in the provinces of Ontario and British Columbia. Leisureworld subsidiaries include: Preferred Health Care Services, an accredited provider of professional nursing and personal support services and Ontario Long Term Care, a provider of purchasing services, dietary, social work, and other regulated health professional services.

# Key Research Findings

Position: Executive Assistant

Term: Temporary

Status: Full-Time

Department: Executive Office

Reporting to: Chief Operating Officer

Competition #: EA CORP 0812

Posting Date: August 21, 2012

## JOB SUMMARY:

Under the direction and supervision of the COO, The Executive Assistant shall perform all necessary clerical, and secretarial associated with the operation of the corporate head office. Will prepare reports, assemble data, compose correspondence, make travel arrangements, greet visitors, receive telephone calls, schedule appointments, and maintain the COO's daily agenda. A requisite is the ability to be able to exercise judgment to make administrative decisions in the COO's absence. Will train office employees on procedures and office equipment and serve as administrative liaison with others within and outside the organization.

As a valued member of the team, the Executive Assistant demonstrates a commitment to resident safety by providing quality care in accordance with organization's vision and mission.

## RESPONSIBILITIES:

- . Maintaining strict confidential information.
- . Exercising considerable judgment in routine matters.
- . Being discreet in all communications that are of a confidential nature.
- . Communicate in person and through correspondence with high level contacts inside and outside the company such as vendors and senior leadership.
- . Compiling data and reports, arranging travel, preparing agendas, responding to routine correspondence.
- . Assists the COO with the administrative operations of Leisureworld.
- . Manage general office duties associated with the daily operation for administration including screening telephone calls, greeting visitors, filing, faxing, typing, email, photocopying, and control ordering of office supplies, mail sorting and delivery.
- . Participate in and notify Executive staff of Management Meetings.

# Key Research Findings

- . Ensure all staff has up to date information regarding policy, procedures and related working instruction.
- . Proactively create and maintain effective workflow and communications to accomplish the work of the COO's office which includes the handling of a variety of projects and tasks simultaneously.
- . Meet deadlines as requested and provide sufficient notice when unable to do so.
- . Arranging and booking corporate and personal functions for the COO.
- . Control meeting agendas where COO is the chair, takes and distributes minutes and follows up and reports to the COO.
- . Arrange and coordinate catering for meetings as required.
- . Deal with issues and tasks on behalf of the COO as directed.
- . Manage the daily schedule for the COO and rationalizes and prioritizes competing demands from various sources from within and outside the organization.
- . Manage payroll timesheets for COO's direct reports.
- . Manage sensitive employee information.
- . Assist VP Ops with administrative tasks upon request
- . Provide back-up admin support and other related duties as assigned
- . Occupational Health and Safety - Worker Responsibilities:
  - o Workers have several duties under the OHSA, as per Section 28. A Worker must:
  - o Work in compliance with the Act and the Regulations;
  - o Use or wear any personal protective equipment, devices or clothing required by the employer;
  - o Report to the employer, Supervisor or Director of Administration any hazard, actual or potential , that may be dangerous to themselves, or another worker and any violation of the Act or Regulations;
  - o Not remove or make ineffective any protective device required by the Regulations or their employer;
  - o Not engage in any prank, contest, feat of strength, unnecessary running or rough or boisterous conduct or use or operate any equipment, or work in any way that may endanger any worker.

## QUALIFICATIONS:

- . 7 - 10 years experience supporting executive level management.
- . Previous administrative experience in a corporate environment.



# Key Research Findings

- . Typing speed of 70 words per minute.
- . Ability to handle multiple tasks and changing priorities while maintaining a high degree of accuracy.
- . Must be able to problem solve, work independently and exhibit excellent judgment and initiative and with complete confidentiality of information.
- . Able to meet deadlines and advance planning.
- . Excellent written and oral communication skills.
- . Diploma/Degree from a post-secondary institution or vocational school.
- . Advanced proficiency in MSWord, Outlook, PowerPoint and Excel.
- . Fluency in a second language is an asset.
- . Possess excellent organizational and interpersonal skills.
- . Understands the need for confidentiality and discretion.
- . Being able to adapt to a fast pace and ever changing environment.
- . Must have effective verbal and written English communication skills.

## EDUCATION:

- . College diploma in accounting or business administration supplemented with previous bookkeeping experience.

## WE INVEST IN YOU:

- . Continuous growth and education development
  - . Self-fulfillment through meaningful relationships with clients
  - . Employee Recognition and Discount Programs
  - . A dynamic and supportive working environment
- Interested applicants are encouraged to apply directly to:

Human Resources

302 Town Centre Blvd., Suite 200

Markham, ON L3R 0E8

Email: [hr@leisureworld.ca](mailto:hr@leisureworld.ca)

# Key Research Findings

Fax: (905) 415-7623

Website: [www.leisureworld.ca](http://www.leisureworld.ca)

Please quote the competition number EA CORP 0812 in the subject line of your fax or email and include your salary expectations.

Deadline to Apply: September 21, 2012

Please note that if hired, your employment with Leisureworld will be contingent on receipt of a police and vulnerable sector screening free of criminal activities and satisfactory to Leisureworld's Police Records Check and Vulnerable Screening policy.

We thank all applicants for their interest, however only those candidates chosen for interviews will be contacted.

## OUR VALUES

Respect ° Commitment ° Teamwork ° Communication ° Learning