

**Human Resource Management Certification  
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Educational Competencies (10)**

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## **Industrial/Employment Relations (Core Educational Competency)**

### **Overview:**

This educational competency will provide an introductory overview of the current theory and practice of industrial relations in Canada today. Many of the distinctive features of the Canadian system of industrial relations will be reviewed.

### **Competency Aims:**

- (1) To examine the fundamental principles and practices of industrial relations system in Canada.
- (2) To explore current practices, issues and processes that characterize industrial relations in Canada today.
- (3) To review the future issues in industrial relations.
- (4) To prepare for further studies in industrial relations.

### **Major Topics/ subtopics:**

#### **1.0 Introduction to Industrial Relations**

- 1.1 Industrial Relations Defined
- 1.2 Framework Model of Industrial Relations
- 1.3 Industrial Relations Legislation/Jurisdiction

#### **2.0 History of the Canadian Labour Movement**

- 2.1 Evaluation and Philosophy of the labour movement
- 2.2 Sociopolitical and economic environment/influences

#### **3.0 Canadian Union Structure**

- 3.1 Canadian Union Membership
- 3.2 Types of Union Structures
  - 3.2.1 Local Union
  - 3.2.2 Labour Council
  - 3.2.3 Provincial Federation of Labour
  - 3.2.4 National/Central Federation of Labour
  - 3.2.5 International Unions

#### **4.0 Union Organizing Strategies**

- 4.1 Factors affecting support for a union
- 4.2 Organizing Steps
- 4.3 Union Recognition
  - 4.3.1 Certification
  - 4.3.2 Unfair Labour Practices
  - 4.3.3 Successorship
- 4.4 Union Security
- 4.5 Decertification
- 4.6 Duty of Fair Representation

#### **5.0 Collective Bargaining**

- 5.1 Structure of Collective Bargaining
- 5.2 Collective Bargaining Process
- 5.3 Bargaining in Good Faith/Unfair Labour Practices and remedies
- 5.4 Doublebreasting
- 5.5 Negotiating the Collective Agreement
- 5.6 Public Sector Collective Bargaining

#### **6.0 Collective Agreement Administration**

- 6.1 Collective Agreement Clauses
- 6.2 Grievance/ Arbitration Process
- 6.3 Strikes/Lockouts
- 6.4 Dispute Resolution
  - 6.4.1 Conciliation
  - 6.4.2 Mediation
  - 6.4.3 Arbitration
- 6.5 Discipline
- 6.6 Seniority Rights
- 6.7 Lay off & Recall
- 6.8 Industrial Relations Disputes

## **7.0 Future Issues**

- 7.1 Union Mergers
- 7.2 Technological Changes
- 7.3 Workplace Restructuring
- 7.4 Changes in Workforce Demographics
- 7.5 Factors Influence Industrial Relations
- 7.6 Alternate Dispute Resolution
- 7.7 Tripartite approaches (e.g. Irish Model)
- 7.8 Trends in Cooperative LR
- 7.9 Social Unionism/New Social Movement

Revised: November 2004

## **Human Resource Management (Core Educational Competency)**

### **Overview:**

This educational competency will provide an introductory overview of the current theory and practice of Human Resource Management in Canada today. Introduction to the essential HRM concepts and techniques is necessary for professionals (i.e. supervisors, managers, & HR practitioners) aspiring to work in a leadership role in business.

### **Competency Aims:**

- (1) To examine the major functions within the field of human resource management.
- (2) To explore current practices, issues, and processes in human resource management in Canada today.
- (3) To review the emerging trends in human resource management.
- (4) To prepare for further studies in human resource management.

### **Major Topics / subtopics:**

#### **1.0 Strategic Human Resource Management**

- 1.1 Strategic Partner
- 1.2 HRM defined
- 1.3 History of HRM
- 1.4 Environmental Factors influencing HRM
- 1.5 Professional HRM Associations - IPMA Canada
- 1.6 HR Professionals
- 1.7 Challenges

#### **2.0 Legal Environment**

- 2.1 Charter of Rights and Freedoms
- 2.2 Human Rights Legislation
  - 2.2.1 Discriminatory Grounds
  - 2.2.2 Bona Fide Occupational Requirements
  - 2.2.3 Accommodation
  - 2.2.4 Harassment
  - 2.2.5 Employment Equity
  - 2.2.6 Pay Equity

- 2.2.7 Workplace Diversity
- 2.3 Employment Standards Legislation
- 2.4 HRM in Collective Bargaining Context

### **3.0 Human Resource Planning**

- 3.1 Forecasting Demand/Supply
- 3.2 Career Mapping/Mentoring
- 3.3 Job Design
- 3.4 Job Analysis: Job Description & Job Specifications

### **4.0 Recruitment**

- 4.1 Recruitment Process
- 4.2 Internal/External Recruitment Methods
- 4.3 Designing Recruitment Messages
- 4.4 Human Rights Legislation
- 4.5 Application Forms
- 4.6 Evaluating Recruitment Efforts

### **5.0 Selection**

- 5.1 Selection Process
- 5.2 Selection Screening
- 5.3 Selection Testing
- 5.4 Selection Interviews
- 5.5 Reference Checking
- 5.6 Realistic Job Previews
- 5.7 Assessment Centers/Combining assessment techniques to increase validity and reliability

### **6.0 Orientation and Training**

- 6.1 Orientation Process
  - 6.1.1 Purpose/Objectives
  - 6.1.2 Contents
  - 6.1.3 Follow Up/Effectiveness
- 6.2 Training Process
  - 6.2.1 Purpose/Objectives
  - 6.2.2 Needs Assessment
  - 6.2.3 Training Techniques
  - 6.2.4 Follow up/Evaluation
- 6.3 Career Development

## **7.0 Performance Management**

- 7.1 Performance Appraisal Process
- 7.2 Performance Appraisal Methods
- 7.3 Performance Appraisal Problems
  - 7.3.1 Validity & Reliability
  - 7.3.2 Rating Errors
- 7.4 360-Degree Performance Appraisals
- 7.5 Performance Appraisal Interview
- 7.6 Coaching and Mentoring

## **8.0 Compensation Management**

- 8.1 Determining Pay Rates
- 8.2 Job Evaluation Methods
- 8.3 Compensable Factors
- 8.4 Broadbanding
- 8.5 Pay Equity
- 8.6 Incentive Plans
- 8.7 Current Trends in Compensation Management
  - 8.7.1 Skill/Competency Based Pay
  - 8.7.2 Variable Pay
  - 8.7.3 Managerial/Executive Pay
  - 8.7.4 Pay for Performance

## **9.0 Employee Benefits and Services**

- 9.1 Legally Required Benefits
- 9.2 Pay for Time Not Worked
- 9.3 Insurance Benefits
- 9.4 Retirement Benefits
- 9.5 Employee Services
  - 9.5.1 Employee Assistance Plans
  - 9.5.2 Personal Services
    - 9.5.2.1 Childcare/Eldercare
    - 9.5.2.2 Transportation
- 9.6 Flexible Benefits
- 9.7 Employee Wellness Programs

## **10.0 Workplace Safety**

- 10.1 Occupational Health & Safety Legislation & Regulations
- 10.2 Causes of Accidents & Prevention of Accident
- 10.3 Occupational Stress
- 10.4 Workplace Violence
- 10.5 Burnout
- 10.6 Ergonomics
- 10.7 Workplace Toxins

## **11.0 Effective Employer/employee Relationships**

- 11.1 Discipline
- 11.2 Managing Dismissals
- 11.3 Managing Layoffs

## **12.0 Employee Relations**

- 12.1 Labour Relations Legislation/Regulation
- 12.2 Types of Unions
- 12.3 Labour Relations Process
- 12.4 Negotiating a Collective Agreement
- 12.5 Administering a Collective Agreement
- 12.6 Collective Bargaining

## **13.0 International Human Resource Management**

- 13.1 Recruiting International Employees
- 13.2 Managing International Employees

## **14.0 Emerging Trends in Human Resource Management**

- 14.1 HR as a strategic/business partner
- 14.2 Measuring the HR function
- 14.3 HR Indicators and benchmarking
- 14.4 HR balanced scorecard

## **Employment & Labour Law (Core Educational Competency)**

### **Overview:**

This educational competency will review the current theory and practice of the Canadian system of employment and labour law. A thorough understanding of the Canadian legal system is necessary to appreciate and understand the complexity of the various laws, administrative and judicial pronouncements and the impact upon human resource management today.

### **Competency Aims:**

- (1) To examine the various laws, particularly statute and common law, regulating the employment relationship in Canada today.
- (2) To explore the fundamental principles and practices of the Canadian system of employment and labour law.
- (3) To interpret the various employment & labour laws and the resulting impact upon human resource management.
- (4) To explore the emerging legal trends in the area of employment & labour law in Canada today.

### **Major Topics/Subtopics:**

#### **1.0 Canadian System of Law**

- 1.1 Employment & Labour Law Defined
- 1.2 Constitutional Issues
  - 1.2.1 Provincial vs Federal Jurisdiction
  - 1.2.2 Canadian Charter of Rights & Freedoms
- 1.3 Institutions Shaping Law
  - 1.3.1 Legislative
  - 1.3.2 Courts
  - 1.3.3 Cabinet
  - 1.3.4 Boards
- 1.4 Sources of Law
  - 1.4.1 Constitution
  - 1.4.2 Common Law
  - 1.4.3 Legislation
  - 1.4.4 Boards
  - 1.4.5 Collective Agreements

- 1.4.6 Contracts
- 1.4.7 Custom & Practice

## **2.0 Employment Law**

- 2.1 Employment Laws/Legislation
- 2.2 Contracts of Employment versus Contracts to Provide Service
- 2.3 Employer Status
- 2.4 Definition of Employee
  - 2.4.1 Employees vs independent contractors
  - 2.4.2 Dependent contractors
  - 2.4.3 Excluded Employees
- 2.5 Employment Contracts
  - 2.5.1 Terms of Employment – implied terms vs express terms
  - 2.5.2 Harsh Terms/unconscionability
- 2.6 Employer Rights & Duties
  - 2.6.1 Duty to Provide Work
  - 2.6.2 Duty to Compensate
  - 2.6.3 Duty to Safe Work Environment
- 2.7 Employee Rights & Duties
  - 2.7.1 Duty to Obey
  - 2.7.2 Duty to Exercise Skill & Care
  - 2.7.3 Duty to Good Faith & Fidelity
- 2.8 Termination of Employment
  - 2.8.1 General Termination
  - 2.8.2 Termination by Notice
  - 2.8.3 Termination for Just Cause
  - 2.8.4 Wrongful Dismissal/Bad Faith Discharge
- 2.9 Remedies for Breach of Contract

## **3.0 Labour Relations Law**

- 3.1 Legal Status of Trade Unions
- 3.2 Legal Right to Belong/Remain in a Union
- 3.3 Duty of Fair Representation
- 3.4 Right to Organize
  - 3.4.1 Labour Relations Statutory Laws/Legislation
  - 3.4.2 Individual Rights
  - 3.4.3 Trade Union Rights
  - 3.4.4 Voluntary Recognition

- 3.4.5 Employer Influence
- 3.5 Bargaining Rights
  - 3.5.1 Source of Collective Bargaining Rights
  - 3.5.2 Acquiring Bargaining Rights
  - 3.5.3 Bargaining Units Defined
  - 3.5.4 Terminating Bargaining Rights
- 3.6 Defining the Employer
  - 3.6.1 Related Employers
  - 3.6.2 Successor Rights
- 3.7 Collective Bargaining Process
  - 3.7.1 Unions Authority to Bargain
  - 3.7.2 Bargaining/Statutory Freeze
  - 3.7.3 Employer Speech
  - 3.7.4 Commencement of Bargaining
  - 3.7.5 Duty to Bargain in Good Faith
  - 3.7.6 Surface Bargaining
  - 3.7.7 Remedies
  - 3.7.8 First Agreement Arbitration
  - 3.7.9 Picketing – Primary and Secondary; limits to picketing tortuous conduct

#### **4.0 Special Legal Issues**

- 4.1 Legislation
  - 4.1.1 Human Rights and limitations (i.e. section 1)
  - 4.1.2 Employment Equity
  - 4.1.3 Pay Equity
  - 4.1.4 Constitution
- 4.2 Special Topics
  - 4.2.1 Wrongful Dismissal/Resignation
  - 4.2.2 Constructive Dismissal
  - 4.2.3 Workplace Privacy
  - 4.2.4 Employment Testing
  - 4.2.5 Duty to Accommodate; Undue Hardship
  - 4.2.6 Duty of Fair Representation
  - 4.2.7 Duty Bargain in Good Faith

#### **5.0 Emerging Legal Trends in the Canadian System of Employment & Labour Law**

## **Organizational Behaviour (Core Educational Competency)**

### **Overview:**

This educational competency will review the current theory and practice of organizational behaviour in Canada today. It is imperative that HR professionals have a thorough understanding of how employees behave within organizations and the resulting impact upon organizational goals and objectives.

### **Competency Aims:**

- (1) To examine the fundamental principles and practices of organizational behaviour.
- (2) To explore current issues, processes, and theories that characterize organizational behaviour.
- (3) To review how the behavioral processes impact upon organizational goals and objectives.
- (4) To review future trends in organizational behaviour.

### **Major Topics/Subtopics:**

#### **1.0 Introduction to the field of Organizational Behaviour**

- 1.1 Organizational Behaviour Defined
- 1.2 Evaluation
- 1.3 Organizational Structure and Design

#### **2.0 Learning In Organizations**

- 2.1 Behaviour Modification
- 2.2 Reinforcement
- 2.3 Social Learning
- 2.4 Forms of Learning

#### **3.0 Employer Motivation**

- 3.1 Motivation Process
- 3.2 Theories of Motivation
- 3.3 Reward Systems
- 3.4 Job Design and Work Motivation

#### **4.0 Stress Management**

- 4.1 Stress Defined
- 4.2 Stressors - Causes of Stress
- 4.3 Consequences of Stress
- 4.4 Managing Work-Related Stress

#### **5.0 Interpersonal and Organizational Communications**

- 5.1 Communication Process Model
- 5.2 Verbal/Nonverbal Communication
- 5.3 Organizational Communication

#### **6.0 Decision Making**

- 6.1 Decision Making Model
- 6.2 Barriers to Effective Decision Making
- 6.3 Creative Decision Making
- 6.4 Ethical Decision Making

#### **7.0 Team Dynamics**

- 7.1 Work Teams
- 7.2 Team Design
- 7.3 Team Development
- 7.4 Team Building
- 7.5 Self Managing Teams
- 7.6 Team Decision Making
- 7.7 Brainstorming

#### **8.0 Organization Leadership**

- 8.1 Leadership Defined
- 8.2 Leadership Theories
- 8.3 Leadership Styles

#### **9.0 Organizational Power**

- 9.1 Sources of Power
- 9.2 Consequences of Power
- 9.3 Organizational Politics

#### **10.0 Organizational change**

- 10.1 Forces for Change
- 10.2 Managing Organizational Change

**11.0 Special Topics in Organizations Theory**

- 11.1 Theory X/Y
- 11.2 Herzberg
- 11.3 Maslow
- 11.4 Taylorism
- 11.5 Fordism
- 11.6 Hawthorne
- 11.7 Alienation of Work
- 11.8 Kaizen
- 11.9 Alternate Frameworks e.g. worker run organizations
- 11.10 Quality of Work
- 11.11 Job Enrichment/Enlargement
- 11.12 Employee Empowerment

**12.0 Emerging trends in Organizational Behaviour**

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## **Recruitment/Selection (Core Educational Competency)**

### **Overview:**

This educational competencies will review the current issues, methodologies, and practices used in recruiting and selecting employees in Canada today. It is imperative that human resource professionals attract productive employees to successfully fulfill an organization's goals and objectives.

### **Competency Aims:**

- (1) To examine the fundamental principles and practices of recruitment and selection in Canada today.
- (2) To explore current practices, issues and methodologies in recruitment and selection.
- (3) To review the major legal issues affecting recruitment and selection.
- (4) To explore the emerging trends in recruitment and selection.

### **Major Topics/Subtopics:**

#### **1.0 Introduction to Recruitment and Selection**

- 1.1 Recruitment/Selection Defined
- 1.2 External/Internal factors impacting Recruitment/Selection
- 1.3 HR Professional Association
- 1.4 Ethical Issues

#### **2.0 Legal Issues Affecting Recruitment/Selection**

- 2.1 Laws/Legislation
  - 2.1.1 Constitutional Law
  - 2.1.2 Human Rights Law
  - 2.1.3 Employment Equity Legislation
  - 2.1.4 Employment Standards Legislation
  - 2.1.5 Industrial/Labour Relations Law
- 2.2 Key Legal Issues
  - 2.2.1 Direct Discrimination
  - 2.2.2 Adverse Effect Discrimination
  - 2.2.3 Adverse Impact
  - 2.2.4 BFOQ
  - 2.2.5 Accommodation
  - 2.2.6 Sufficient Risk

## 2.2.7 Reasonable Alternative

### **3.0 Job Analysis**

- 3.1 Job Analysis Process
- 3.2 Job Analysis Techniques
- 3.3 Job Descriptions
- 3.4 Job Specifications

### **4.0 Competency Based Recruitment and Selection**

- 4.1 Competencies: Core; Role; Threshold
- 4.2 Competency based Model - Recruitment and Selection Systems
- 4.3 Job Performance

### **5.0 Recruitment**

- 5.1 Environmental Factors Impacting Upon Recruitment
- 5.2 Recruitment Action Plans
- 5.3 Recruitment Methods
- 5.4 Evaluating Recruitment Efforts
- 5.5 Human Resource Planning
- 5.6 Designing Recruitment Materials
- 5.7 Realistic Job Previews
- 5.8 International Recruitment

### **6.0 Selection**

- 6.1 Applicant Screening
- 6.2 Screening Methods
- 6.3 Evaluating Selection Effects
- 6.4 Selection Testing
- 6.5 Evaluating Selection Testing Effectiveness
- 6.6 Selection Interviews
- 6.7 Selection Decisions
- 6.8 Selection Errors
- 6.9 Assessment Centres
- 6.10 Reliability and Validity

### **7.0 Emerging Trends in Recruitment and Selection**

## **Human Resource Planning (Elective Educational Competency)**

### **Overview:**

This educational competency will provide an overview of the fundamental processes, issues, and practices of strategic human resource planning. The effective allocation of human resources is integral in today's competitive environment.

### **Competency Aims:**

- (1) To examine the essential principles and processes of strategic human resource planning.
- (2) To review the issues, practices, and techniques used in the human resource planning process.
- (3) To explore how to integrate human resource planning into the strategic planning process.
- (4) To examine the emerging trends in human resource planning.

### **Major Topics/Subtopics:**

#### **1.0 Introduction to Human Resource Planning**

- 1.1 Human Resource Planning Defined
- 1.2 Strategic Types
- 1.3 Planning versus Strategy
- 1.4 Strategic HR Planning Model
- 1.5 Evaluation of HRP
- 1.6 Human Resource Plans

#### **2.0 Environmental Factors**

- 2.1 Environmental Scan/Factors
- 2.2 Forecasting Techniques

#### **3.0 Job Analysis and Job Design**

- 3.1 Job Analysis Process
- 3.2 Job Analysis Techniques
- 3.3 Job Descriptions/Specifications
- 3.4 Job Design

**4.0 Forecasting HR Demand/Supply**

- 4.1 Forecasting Process
- 4.2 Index/Trend Analysis
- 4.3 Expert Forecasts
- 4.4 Dephi Techniques
- 4.5 Nominal Group Techniques
- 4.6 Staffing Tables
- 4.7 Scenario Forecasting
- 4.8 Regression Analysis
- 4.9 Supply Availability

**5.0 Succession Planning**

- 5.1 Succession Management Process
- 5.2 Career Planning/Development
- 5.3 Succession Planning
- 5.4 Management Development

**6.0 Special Human Resource Planning Issues**

- 6.1 Downsizing
- 6.2 Restructuring
- 6.3 International Human Resource Management
- 6.4 Mergers

**7.0 Evaluating Human Resource Activities**

- 7.1 Importance/Rationale for evaluating
- 7.2 Measuring/Evaluating HRM Impact
- 7.3 Cost/Benefit Analysis

**8.0 Current Trend in Human Resource Planning**

## **Training and Development (Elective Educational Competency)**

### **Overview:**

This educational competency will overview the processes, issues, and techniques involved in developing human resources with the context of organizational strategy. Developing human resources to meet the strategic organizational needs will ensure the necessary competitive advantage to strive in today's global marketplace.

### **Competency Aims:**

- (1) To examine the fundamental principles and practices involved in effective training and development programs.
- (2) To review the issues, processes, and techniques used in organizational training and management development.
- (3) To explore how to integrate training into the strategic planning process.
- (4) To discuss the emerging trends in training and development today.

### **Major Topics/Subtopics:**

#### **1.0 Introduction to Organizational Training and Development**

- 1.1 Overview of Training and Development
- 1.2 Knowledge, Skills, Abilities, Attitudes
- 1.3 Training as a HR Function
- 1.4 Training Process Model
- 1.5 Competencies

#### **2.0 Strategic Planning Process**

- 2.1 Overview of Strategic Planning Process
- 2.2 HR Role in Strategic Planning Process

#### **3.0 Training Needs Analysis (TNA)**

- 3.1 Purpose of TNA
- 3.2 Needs Assessment Model
- 3.3 Job Analysis
- 3.4 Person Analysis
- 3.5 Organizational Analysis

**4.0 Designing Training**

- 4.1 Establishing Training Objectives
- 4.2 Learning Processes
- 4.3 Training Design Issues/Considerations

**5.0 Training Methods**

- 5.1 Various Training Methods
- 5.2 Learning Objectives for the Various Training Methods

**6.0 Delivering and Implementing Training**

- 6.1 Instructional Methods/Materials (Design)
- 6.2 Training Environment
- 6.3 Trainer Characteristics
- 6.4 Implementing Training Strategies

**7.0 Evaluating Training**

- 7.1 Types of Evaluation Data
- 7.2 Evaluation Design
- 7.3 Reliability and Validity
- 7.4 Costs/Benefits of Evaluation

**9.0 Management Development and Career Planning**

- 9.1 Management Competencies
- 9.2 Management Development Process/Programs
- 9.3 Management Development Implications
- 9.4 Management Retention
- 9.5 Career Planning

**10. Current Trends in Training and Development**

## **Attendance and Disability Management (Elective Educational Competency)**

### **Overview:**

This educational competency will provide an overview of the theory and practice of attendance and disability management in Canada today. Attendance and disability management is an emerging field of practice in Canada and has been a workplace concern for a long time, particularly as a result of rising costs.

### **Competency Aims:**

- (1) To examine the current theory, practice, and issues in attendance and disability management.
- (2) To explore how attendance and disability management can contribute to organizational effectiveness.
- (3) To review the legislation impacting upon attendance and disability management.
- (4) To explore new and emerging trends in attendance and disability management.

### **Major Topics/Subtopics:**

#### **1.0 Introduction to Disability Management**

- 1.1 Disability Management Defined
- 1.2 Evaluation
- 1.3 Rationale
- 1.4 Stakeholders
- 1.5 Joint Labour - Management Support

#### **2.0 Disability Management Program**

- 2.1 Policy and Procedures
- 2.2 Disability Case Management
- 2.3 Stakeholders Roles and Responsibilities
- 2.4 Assessment: Job Analysis/Demand
- 2.5 Disability Management Plans
- 2.6 Measuring Outcomes
- 2.7 Best Practices
- 2.8 Employee Assistance Plans
- 2.9 Return to Work Strategies
- 2.10 Claims Management
- 2.11 Prevention of Workplace Illness/Injury

- 2.12 Implementing Disability Management Plans
- 2.13 Legal Implications
- 2.14 Workers' Compensation and return to work
  - 2.14.1 Income replacement to employees
  - 2.14.2 Funding for treatment, rehabilitation and services such as counseling, special equipment or adaptations to the work station
  - 2.14.3 Gradual or part-time returns
  - 2.14.4 Training
  - 2.14.5 Permanent disability
- 2.15 Insurance and other benefits
  - 2.15.1 Long term and short term disability
  - 2.15.2 CPP disability
  - 2.15.3 Automobile insurance
  - 2.15.4 EI sickness benefits
  - 2.15.5 Social assistance
  - 2.15.6 Government programs and community organizations

### **3.0 Attendance Management**

- 3.1 Absenteeism: Policy and Procedures
- 3.2 Measuring and Monitoring Absenteeism
- 3.3 Attendance Management Plans
- 3.4 Innocent absenteeism
- 3.5 Discipline
- 3.6 Best Practices

### **4.0 New and Emerging Trends in Attendance and Disability Management.**

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## **Workplace Safety (Elective Educational Competency)**

### **Overview:**

This educational competency will provide an introductory overview of the field of occupational health and safety in Canada today. Increased attention to occupational health and safety issues has arisen as society has become less tolerant of work-related hazards.

### **Competency Aims:**

- (1) To examine the fundamental principles and practices of the field of occupational health and safety in Canada.
- (2) To explore the legislation governing workplace safety and compensation.
- (3) To review the future issues in workplace safety and compensation.

### **Major Topics/Subtopics:**

#### **1.0 Introduction to Occupational Health and Safety**

- 1.1 Occupational Health and Safety Defined
- 1.2 Costs Occupational Injuries and Illnesses
- 1.3 Evaluation
- 1.4 Stakeholders
- 1.5 Safety Professionals
- 1.6 Three rights: Right to Know, Right to Participate, Right to Refuse
- 1.7 Occupational Health and Safety Committees
- 1.8 Occupational Health and Safety Legislation & Regulations
- 1.9 Elements of an OHS program

#### **2.0 Legislation**

- 2.1 Canadian Framework: Federal and Provincial
- 2.2 Scope of H & S Legislation
- 2.3 Duties/Responsibilities
- 2.4 Work Refusals

#### **3.0 Workplace Hazardous Materials Information System**

- 3.1 Overview WHMIS
- 3.2 Legislative Framework
- 3.3 Duties Employee, Employers, Supplier

3.4 Identification Program

**4.0 Workers' Compensation**

- 4.1 Goals/Methods
- 4.2 Compensation Rates/Methods
- 4.3 Managing Disability
- 4.4 Assessments

**5.0 Workplace Hazards**

- 5.1 Chemical/Biological Agents
- 5.2 Physical Agents
- 5.3 Stress
- 5.4 Strains
- 5.5 Workplace Violence
- 5.6 Recognition and Identification
- 5.7 Emergency Plans
- 5.8 Hazard Assessment, Recognition, and Control
  - 5.8.1 Types of Workplace Hazards: Biological, Chemical, Physical, Ergonomics, and Psychological
  - 5.8.2 WHMIS
  - 5.8.3 PEME
  - 5.8.4 First Aid
  - 5.8.5 Hearing Conservation
  - 5.8.6 Ergonomics
  - 5.8.7 Psychological Hazards
  - 5.8.8 Hazard Controls: Engineering, Administrative and PPE

**6.0 Accident Investigation**

- 6.1 Rationale
- 6.2 Information Collected
- 6.3 Investigative Techniques
- 6.4 Accident Reports
- 6.5 Risk Management/Loss Control

**7.0 Health and Safety Programs**

- 7.1 Managing Health and Safety Programs
- 7.2 Employee Assistance Plans
- 7.3 Employee Wellness Programs
- 7.4 Evaluating H/S Programs

## **8.0 Emerging Trends in Occupational Health and Safety**

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## **Compensation and Benefits (Elective Educational Competency)**

### **Overview:**

This educational competency will review the current issues, processes, and practices involved in compensation and benefits administration in Canada today. Designing and administering effective compensation and benefits plans is imperative for organizational success in today's competitive and cost sensitive business environment.

### **Competency Aims:**

- (1) To examine compensation and benefits theory and practice in Canada today.
- (2) To explore how an effective rewards system can contribute to organizational success.
- (3) To review new and emerging issues in the field of compensation and benefits.

### **Major topics/Subtopics:**

#### **1.0 Introduction to Compensation**

- 1.1 Reward System
- 1.2 Objectives of Reward System
- 1.3 Effect Reward Management

#### **2.0 Environmental Factors Impacting Compensation**

- 2.1 External Environment
- 2.2 Internal Environment

#### **3.0 Work Motivation Theories**

- 3.1 Content Theories: Maslows and Herzbergs
- 3.2 Process Theories: Equity and Expectancy
- 3.3 Implications for Reward Management

#### **4.0 Pay Satisfaction and Pay Dissatisfaction**

- 4.1 Approaches to Satisfaction
- 4.2 Determinants of Pay Satisfaction
- 4.3 Consequences of Pay Dissatification
- 4.4 Job Characteristics Model
- 4.5 Process of Job Design
- 4.6 Implications for Reward Management

**5.0 Strategic and Process Issues**

- 5.1 Strategic Issues in Compensation Design
- 5.2 Process Issues in Compensation Design

**6.0 Personal Equity**

- 6.1 Performance Based Pay Systems
- 6.2 Incentive Systems
- 6.3 Implication for Reward Management

**7.0 Internal Equity**

- 7.1 Job Analysis Process
- 7.2 Job Evaluation Systems
- 7.3 Pay Equity

**8.0 External Equity**

- 8.1 Salary Surveys
- 8.2 Determining Pay Structure
- 8.3 Designing/Pricing Pay Structures
- 8.4 Salary Administration

**9.0 Employee Benefits**

- 9.1 Types of Benefit Programs
- 9.2 Designing Benefits Programs
- 9.3 Evaluating Benefits Programs

**10.0 Analyzing Compensation Systems**

- 10.1 Compa-Ratios
- 10.2 Range Indexes
- 10.3 Budgeting
- 10.4 Salary Ranges
- 10.5 Midpoint Differential
- 10.6 Regression Analysis

**11.0 New and Emerging Issues in Compensation and Benefits Design**

## **Dispute Settlement (Elective Educational Competency)**

### **Overview:**

This educational competency will review in depth the various dispute resolution procedures commonly used throughout Canada today. Conciliation, Mediation, arbitration will be thoroughly examined.

### **Competency Aims:**

- (1) To examine the fundamental principles and practices involved in the various forms of dispute resolution procedures commonly used in Canada today.
- (2) To explore the legislative framework, industrial conflict, and labour management cooperation.
- (3) To review the new and emerging trends in dispute settlement.

### **Major Topics/Subtopics:**

#### **1.0 Legislative Environment**

- 1.1 Labour Relations Legislation: Provincial and Federal
- 1.2 Constitution Act: Jurisdiction and Charter
- 1.3 Human Rights Legislation: Provincial and Federal
- 1.4 Employment Standards Legislation: Provincial and Federal

#### **2.0 Industrial Conflict**

- 2.1 Industrial Conflict Defined
- 2.2 Various Forms of Industrial Conflict
- 2.3 Lawful/Unlawful Industrial Action
- 2.4 Remedies/ Unlawful Industrial Action

#### **3.0 Rights Disputes**

- 3.1 Right Dispute Defined
- 3.2 Grievance Process
- 3.3 Grievance Mediation
- 3.4 Grievance Arbitration
- 3.5 Expatiated Arbitration

#### **4.0 Interest Disputes**

- 4.1 Interest Disputes Defined
- 4.2 Conciliation Process
- 4.3 Mediation Process
- 4.4 Interest Arbitration
- 4.5 Strike/Lockouts

#### **5.0 Arbitration**

- 5.1 Arbitration Process: Rights/Interest
  - 5.1.1 Arbitrators Powers
  - 5.1.2 Tribunals
  - 5.1.3 Hearing
  - 5.1.4 Costs
  - 5.1.5 Decision/Award
  - 5.1.6 Labour Arbitration Cases
- 5.2 Legislation
- 5.3 Quashing Arbitration Decisions
- 5.4 Court Orders

#### **6.0 Labour Management Cooperation**

- 6.1 Labour Management Cooperation Defined
- 6.2 Labour Management Committees
- 6.3 Labour-Management-Government Cooperation

#### **7.0 New and Emerging Trends in Dispute Settlement**

Revised: November 2004

## **Human Resource Information Systems (Elective Educational Competency)**

### **Overview:**

This educational competency will provide an introductory overview of human resource information systems. An increase in computer-based HR systems has given rise to the need to develop HRIS training.

### **Competency Aims:**

- (1) To examine the basic concepts and structures of an effective human resource information system.
- (2) To explore current practices, issues, and processes involved in computer-based HR systems.
- (3) To review various HR software packages currently used in the workplace today.
- (4) To discuss new and emerging trends in human resource information systems.

### **Major Topics/Subtopics:**

#### **1.0 Introduction to HRIS**

- 1.1 Evaluation of HRIS
- 1.2 Types of HRIS
- 1.3 HRIS Defined
- 1.4 HR Functions Computerized
- 1.5 Need for HRIS
- 1.6 External Environment

#### **2.0 Managing HRIS**

- 2.1 Development Process
- 2.2 Needs Analysis
- 2.3 System Design
- 2.4 Acquisition: Request for Proposals
- 2.5 Implementing a HRIS
- 2.6 Evaluating HRIS

### **3.0 HRIS Applications**

- 3.1 Human Resource Planning Applications
- 3.2 Recruitment/Selection Applications
- 3.3 Training/Development Applications
- 3.4 Compensation/Benefits Applications
- 3.5 Performance Management Applications
- 3.6 Attendance management Applications
- 3.7 Payroll Management Applications
- 3.8 Managing HRIS Applications
- 3.9 Privacy/Security Issues

### **4.0 HRIS Software**

- 4.1 Current Commercial Software
- 4.2 Evaluation

### **5.0 New and Emerging Trends in HRIS**

Revised: November 2004

## **Collective Bargaining/Administration (Elective Educational Competency)**

### **Overview:**

This educational competency will review the current theory and practice of collective bargaining as well as examine the issues involved in both interpreting and administering a collective agreement. Effective negotiation and collective agreement administration is necessary in today's industrial relations climate.

### **Competency Aims:**

- (1) To examine the current theory and practice of collective bargaining (negotiation) in Canada today.
- (2) To examine the current issues, practices, and processes involved in interpreting and administering a collective agreement.
- (3) To review new and emerging trends in collective bargaining and collective agreement administration.

### **Major Topics/subtopics:**

#### **1.0 Legislative Environment**

- 1.1 Labour Relations Legislation: Provincial and Federal
- 1.2 Constitution Act: Jurisdiction and Charter
- 1.3 Human Rights Legislation: Provincial and Federal
- 1.4 Employment Standards Legislation Provincial and Federal

#### **2.0 Collective Bargaining**

- 2.1 Negotiation Process
- 2.2 Distributive Bargaining
- 2.3 Integrative Bargaining
- 2.4 Ethics in Collective Bargaining
- 2.5 Public Sector Collective Bargaining
- 2.6 Notice to Bargaining
- 2.7 Duty to Bargain in Good Faith
- 2.8 Unfair Labour Practices
- 2.9 Statutory Freeze
- 2.10 Unfair Labour Practices
- 2.11 First Agreement Arbitration
- 2.12 Dispute Settlement Procedures

**3.0 Collective Agreement Administration**

- 3.1 Legal Requirement for CA
- 3.2 Legal Status: Contractual; Normative
- 3.3 Grievance Process
- 3.4 Industrial Relation Disputes
- 3.5 Discipline/Discharge
- 3.6 Collective Agreement Clauses: Interpreting and Administrating
- 3.7 Arbitration Process

**4.0 Special Legal Issues in Collective Agreement Administration**

- 4.1 Estoppel
- 4.2 Promissory Estoppel
- 4.3 Ambiguity: Latent and Patent
- 4.4 Extrinsic Evidence: Parole Evidence
- 4.5 Past Practice

**5.0 New and Emerging Trends in Collective Bargaining and Collective Agreement Administration**

Revised: November 2004

## **Current Issues in Human Resource management (Elective Educational Competency)**

### **Overview:**

This educational competency will explore in depth current issues and trends in human resource management in Canada today. Issues and trends current to the field of human resource management will be reviewed.

### **Competency Aims:**

- (1) To examine in depth the current issues and trends in human resource management in Canada today.
- (2) To explore advanced human management topics.

### **Major Topics/Subtopics:**

- 1.0 Current Human Resource Management issues and trends**
- 2.0 Advanced Human Resource Management Topics.**

Revised: November 2004

## **Current Issues in Industrial/Employment Relations (Elective Educational Competency)**

### **Overview:**

This educational competency will explore in depth the current issues and trends in industrial/employment relations in Canada today. Issues and trends current to the field of industrial/employment will be reviewed.

### **Competency Aims:**

- (1) To examine in depth the current issues and trends in industrial /employment relations in Canada today.
- (2) To explore advanced industrial/employment relations topics.

### **Major Topics/Subtopics:**

- 1.0 Current Industrial/Employment Relations issues and trends**
- 2.0 Advanced Industrial/Employment Relations topics**

Revised: November 2004

## **Special Topics in Human Resources Management (Elective Educational Competency)**

### **Overview:**

This educational competence will explore in depth one of the special topics related to human resource management.

### **Competency Aims:**

- (1) To examine in depth one of the identified special topic areas related to human resource management.

### **Major Special Topic Areas:**

- 1.0 Labour Economics**
- 2.0 Organizational Theory**
- 3.0 Management Skills**
- 4.0 International Human Resources**
- 5.0 Labour History**
- 6.0 Organizational/Industrial Psychology**
- 7.0 Organizational/Industrial Sociology**

Revised: November 2004

## **Developing Human Resources Competencies**

### **Overview:**

This course, offered by IPMA-Canada, overviews the human resources competencies necessary for HR to play a strategic role as either a business partner, change agent, or a leader in an organization. The course will prepare members to write the competency exam for either the IPMA-CP or IPMA-CS International certification designations.

### **Competency Aims:**

- (1) To examine the role of human resources as a business partner, change agent, and a leader within an organization.
- (2) To explore the strategic role of human resources in an organization.

### **Major Topics:**

- 1.0 Business Partner**
- 2.0 Change Agent**
- 3.0 Leader**

Revised: November 2004