HRPA Online Academic Program Guide

Winter 2019

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Overview of HRPA's Online Academic Program Guide

This guide is designed to provide you with an overview of the features of the OAP, how the program works in concert with your planned pathway to achieving the Certified Human Resources (CHRP) professional designation, or the Certified Human Resources Leader (CHRL) designation and the policies and procedures that are the underpinnings of the program.

It is imperative that individuals taking courses for the purposes of achieving certification familiarize themselves will all certification requirements, processes, policies and procedures. HRPA has developed Handbooks and Guides. A copy of the Handbooks and Guides can be viewed and downloaded from the HRPA website.

Please note: updates related to the HRPA's new certification framework means that the requirements for the CHRL designation will be added to over the next 3-5 years. Depending on when you complete the coursework requirement, write the exam or submit your Validation of Experience, additional requirements may apply. Please consult our designation requirements and timetable for the timing and implementation of the upgraded CHRL requirements.

We recommend you visit the About HR Designations section of our website on a regular basis to stay informed with respect to HRPA's certification requirements. This is even more important if you are not a member of the association, as you do not have access to monthly information broadcasts, newsletters and other association communications.

Overview of HRPA's Online Academic Program

HRPA's Online Academic Program (OAP) offers the academic courses required to meet the coursework requirement for the Certified Human Resources Professional (CHRP) designation and the Certified Human Resource Leader (CHRL) designation in a convenient, online format.

HRPA's online courses are available to anyone, anywhere, for convenient learning on your computer or tablet. These classes are complete online versions of HRPA's popular Evening Academic Program courses and contain extensive multimedia lectures available 24/7 with downloadable PowerPoint slides and progress quizzes. Each course includes discussion boards where you will post contributions to discussion topics for participation credit, ask questions of your instructor, and interact with other learners in your course. All postings are visible to the entire class, which makes for an enriched and highly interactive learning environment.

The OAP courses are identical to HRPA's long-running Evening Academic Program (EAP) and include required CHRP and CHRL academic courses in:

- Human Resources Management
- Organizational Behaviour
- Training & Development
- HR Planning
- Health & Safety
- Accounting & Financial Management
- Compensation
- Labour Relations
- Recruitment & Selection

The OAP course schedule is a three-semester schedule, with semesters beginning in the fall (September to December), winter (January to April) and spring (May to August). All nine courses are offered. The convenience and flexibility of the online format means that within the semester-based course, there is still a considerable opportunity to advance and learn at your own pace. Each semester provides a two-week window for starting your study and writing your final exam to accommodate your personal schedule.

As of Fall 2017, new pricing applies.

Member price per course: $370.00 + HST
Non-member price per course: $415.00 + HST
** textbooks are not included in the price**

HRPA does not recommend that individuals take more than two or three courses per semester if they are employed full-time. The work load of multiple courses while meeting employment expectations can be challenging.

OAP participants are not afforded any separate or unique consideration in the certification process. All individuals seeking certification must meet the certification requirements in their province of residence.

The OAP is managed by HRPA in partnership with Captus Press. Should you have any questions about the program, please contact HRPA at registrar@hrpa.ca, or call us at 416-923-2324 or 1-800-387-1311.

OAP and the Coursework Requirement

OAP courses have been designed to meet HRPA's coursework requirement, one of the mandatory requirements to attain the Certified Human Resources Professional (CHRP) designation as well as the Certified Human Resource Leader (CHRL) designation. OAP courses are not part of a certificate and/or a diploma program. HRPA is not a post-secondary institution, so we cannot issue a certificate and/or a diploma upon completion of the nine courses within the OAP.

HRPA's Academic Standards Committee has reviewed each course in the program to ensure they meet the same criteria that are applied to all educational institution courses approved by HRPA as being applicable towards the coursework requirement.

The coursework requirement can be met in several ways. An individual may choose to take all of their courses through the OAP, or combine one or more OAP courses with one or more of the following:

1. Taking HRPA approved courses at an educational institution
2. Completing HRPA challenge exams in place of full academic courses
3. Applying via HRPA's Alternate Route to the coursework requirement. Note that the Alternate Route requires an application and assessment.

It is important to note that HRPA's coursework grade and expiration standards are applied to all academic courses being submitted for consideration towards meeting the coursework requirement, including those taken in the online academic program.

In order for a course to be accepted by HRPA towards meeting the coursework requirement, it cannot be more than ten years old from the date of application to write the Comprehensive Knowledge Exam 1 (CKE 1) or the Comprehensive Knowledge Exam 2 (CKE 2). In addition, individuals must achieve an overall average of 70% in all courses, with no individual course grade of less than 65%.

It is strongly recommended that every individual planning to pursue certification by HRPA develop a certification plan which outlines how each requirement will be met and in which sequence.

For complete information regarding HRPA's certification program and the remaining requirements not mentioned here, please review About HR Designations section of the website.

OAP and the Degree Requirement

The degree requirement is no longer a requirement to earn the CHRP designation as of October 29, 2014. A degree is required to earn the CHRL designation, and applicants must have a degree from a recognized educational institution, but the degree does need not be in Human Resources. The degree requirement came into effect as of January 01, 2011. It was established as an eligibility requirement to ensure that human resources (HR) professionals possess the generic competencies necessary to perform in human resources roles at the required level. The degree requirement was not established to ensure that candidates possess discipline-specific knowledge and skills.

The degree requirement is separate from the coursework requirement. For those who take a degree in human resources, both coursework and degree requirement may be fulfilled concurrently; for others, the coursework and the degree requirements will be met independently. Although the degree requirement and the coursework requirement are separate requirements, they are designed to work together. The degree requirement can be non-specific because of the existence of a coursework requirement. In the end, to be certified by HRPA, an individual must have both the requisite discipline-specific knowledge of human resources management and the generic skills required to perform at a professional level in human resources. It is just that HRPA's certification model recognizes that

discipline-specific knowledge and generic skills are not necessarily acquired at the same time and place.

Certificates and diplomas do not meet the degree requirement. Applied degrees which are awarded by colleges are degrees. Degrees from non-Canadian educational institutions are acceptable as long as they are deemed equivalent to a Canadian degree. This equivalency must be established by an approved accreditation service. Degrees include advanced degrees.

There is no time limit on the validity of academic credentials in the context of the degree requirement. Individuals completing course in HRPA's Online Academic Program are NOT EXEMPT from the degree requirement because they have chosen to take their courses with HRPA.
Courses taken within the HRPA's Online Academic Program may meet the coursework requirement; they do not meet the degree requirement.

OAP Policies and Procedures

The following is important information regarding the policies and procedures pertaining to the Online Academic Program. A copy of this guide is given to each student at the beginning of their course each semester, and a copy of the guide is available on the Regulation and HR Designations section of the HRPA website, under the Online Academic Program area.

Student Responsibilities
It is the responsibility of each student to review this guide in detail and adhere to the policies and procedures associated with the Online Academic Program.

Any questions about the policies or procedures in this guide, or about the features of the program, should be referred to the staff of the HRPA Office of the Registrar at registrar@hrpa.ca or call 416-923-2324 or 1-800-387-1311.

Primary Staff Contact
Your primary staff contact and coordinator of the program is Thomas Callitsis, Exams Coordinator. You can reach Thomas at tcallitsis@hrpa.ca or 416-923-2324 or 1-800-387-1311 ext. 301.

Technical Support Contact
HRPA offers the OAP in partnership with Captus Press. For technical support and issues related to problems with registration, accessing the course, or usernames and passwords, please contact Captus Press Inc. at 416-736-5537 or 1-866-348-7888 or by email at support@captus.com.

Registration Matters
Registration for HRPA's online course can be done online only through the registration link on the Online Academic Program page of the HRPA website. Payment for online courses must be made online using Visa or MasterCard; American Express is not accepted. A confirmation of payment and registration email

will be sent by Captus that will include your user name and password and instructions for accessing the course.

Fees

Member price per course: $370.00 + HST
Non-member price per course: $415.00 + HST
   ** Textbooks are not included in the price**

Textbooks

Textbooks must be purchased separately and are not included in the course fees. Textbooks can be purchased from the publishers directly or from college or university bookstores. Instructions on how to purchase the textbooks and applicable web links are provided as part of the course outline/description and are available within the course catalogue section of the Online Academic Program registration portal. You will need to have purchased the required textbooks and/or referenced material prior to the start of class.

Course Cancellation

If minimum enrollment is not achieved for a course, HRPA reserves the right to cancel or reschedule the course at no cost to HRPA. As individuals often wait until the last possible moment register, HRPA and Captus Press will wait until as close to the start date as possible for the required number of registrants to run a course. Unfortunately, however, if we do not meet the required number of registrants, it may result in notification very close to a course start date that a course has been cancelled.

Course Transfer

Students may be able to transfer their course registration to the next scheduled semester for a fee of $25.00 + HST. Before the end of the current semester (last day of the final exam period), a written request must be submitted to Thomas Callitsis in the Office of the Registrar at tcallitsis@hrpa.ca. For a student who has not participated in the course, the administrative fee is $25.00 + HST. If the student has participated only once in either a discussion board posting or a term assignment, the administrative fee is $90.00 + HST. No transfer is permitted if more than one course component has been submitted.

Withdrawals

Students must send a withdrawal request and a request for refund to Thomas Callitsis, in the Office of the Registrar at tcallitsis@hrpa.ca.

A full refund (minus a $25 administrative charge) is available where notification is received by the HRPA's Office of the Registrar, in writing, up until the end of the first class.

A 50% refund (minus a $25 + HST administrative charge) is available where notification is received by the HRPA's Office of the Registrar, in writing, after the first class and by the end of the third class.

Requests for withdrawal from the course after the third class will be accepted without any academic penalty, but there is no refund of any fees paid.

Class Participation

Students are required to participate online by posting once in each of the participation discussion boards. We understand that students may have work commitments that could affect their online participation, however it is mandatory that students participate with fellow students in the discussion boards; not doing so could lower final course marks, particularly in cases where assignments are required.

It is always the student's responsibility to obtain lecture notes, material and/or information posted by the instructor on the discussion boards. Students should check the discussion boards regularly to ensure they have not missed any important information.

Examinations

Upon gaining access to a course, students must review and make note of all assignment and examination dates, and plan to participate on those dates accordingly. Final exams must be scheduled and written online within the two-week final examination period.

Final Exams

Starting in the Spring 2020 semester, the final exam of the OAP courses must use the online proctoring service provided by Captus from a computer with Internet access to the course site.

Please note that immediate response technical support is available between 9am and 5pm Eastern time on weekdays.

Any costs associated with proctoring are the responsibility of the student.

Please be sure to make your invigilation arrangement well in advance of the final exam period.

Access to Exams by Exam Writers

HRPA and Captus Press do not return any final examinations to students. Comments on your midterm assignments is made by your instructor on the assignment submission board.

Examination Date Conflicts

If a student is unavailable to write an examination they must inform the course instructor and the primary staff contact person for the program a minimum of one week in advance of the scheduled exam.

Individuals requesting an alternate sitting will be required to provide supporting documentation as to why they cannot write on the originally scheduled date, i.e., a letter from the employer verifying the student is unable to attend the scheduled exam due to a business commitment at that specific date and time.

Inability to take an exam due to workload or an inability to properly prepare for the exam are not considered valid reasons to arrange an alternate exam date.

Final exams can be set up and written within the two-week examination period. This means that scheduling of the exam is done by the student and the invigilator at a mutually agreed time and date, so conflicting schedules should not pose a problem.

Failure to Write an Examination

A student who misses a scheduled examination must meet the conditions of the *Medical or Personal Emergency Policy* to be considered eligible for rescheduling. The request for rescheduling must include supporting documentation i.e. medical documentation.

Exam Rescheduling

When rescheduling of an exam has been approved by HRPA, the alternate exam must be written at the mutually agreed upon date by HRPA, Captus Press and the course instructor.

If the student fails to write a rescheduled exam, they receive an automatic mark of zero on the exam.

Students writing on alternate dates will be required to pay an administrative fee of $25.00 + HST.

Medical or Personal Emergency Policy

HRPA considers an emergency to be an unplanned medical or personal event that arises within 48 hours of the scheduled exam and prevents candidate from taking the exam. If you encounter a medical or personal emergency and choose to write the exam anyway, even if you do not complete the exam, you will be deemed to have written the exam.   In other words, if you are present during the examination when the exam begins, you will be deemed to have written the exam.

A medical or personal emergency may apply to candidates themselves or to a member of the candidate's immediate family (spouse, child or parent).

Candidates are expected to request to reschedule their exam if they are aware of a medical or personal event that it can be anticipated will occur on or near the exam date. Medical and personal events that can be anticipated are not considered an emergency.

Inability to take the exam due to workload or work conflicts, or inability to properly prepare for the exam, is not considered an emergency.

Medical or personal emergency requests must be made in writing and mailed, faxed or e-mailed to the HRPA Office of the Registrar within five business days of the missed exam and must include a description of the situation as well as documentation of the emergency or extenuating circumstance. Requests to reschedule because of a medical or personal emergency are reviewed on a case-by-case basis. Candidates will be notified by e-mail of the outcome of their request.

Special Accommodation Requests for Examinations

Accommodations for disabilities

It is HRPA's policy to provide reasonable testing accommodations for candidates with documented disabilities. Reasonable accommodation refers to any adjustment to the examination materials or testing environment that permits a qualified applicant with a disability to perform, without undue hardship to the institution providing accommodation. Documented disabilities are those for which there is a diagnosis by a qualified professional.

The purpose of accommodations is to provide equity, not advantage. Any requested modification that would substantially alter essential elements of the examination will not be granted. As a general principle, it is desirable to retain as much of the original examination materials and testing environment as possible, and make the accommodations specific to the disability or disabilities in question.

HRPA's [Accommodation Policy](#) is available on HRPA website, in the Regulation and HR Designations section.

Accommodations for religious observances

Requests for religious accommodation must be made at the time of registration. Those who cannot write the exam on the scheduled date must contact their instructor and the Office of the Registrar primary contact to reschedule the exam accordingly.

Final Grades

Students are responsible for ensuring that their contact information is current with HRPA and Captus Press.

Grades are released by HRPA and are distributed by email approximately 2-3 weeks after the final date of the examination period. Final grades are available for HRPA members in the password protected area of their online member profile (in the educational records section).

Official grade letters are mailed within 2-3 weeks after the date of the final examination period. Captus Press is not authorized to release grades directly to students; should you have any questions about your final grade, please contact Thomas Callitsis, Exams Coordinator at HRPA at tcallitsis@hrpa.ca.

HRPA does not maintain academic files for non-members. Non- member students are advised to keep copies of their grade letters for future certification purposes. In the event a grade letter is lost or needs to be replaced, a $25.00 replacement charge will apply.

Grading Standards

A minimum grade of 65% is required to pass HRPA's online academic courses. In addition, individuals taking online courses must achieve a minimum of 65% on the final exam to pass the course.
NOTE: There is a requirement to pass the final exam to pass the course.

Grade Reassessment

If a student receives a failing grade and believes it is not deserved, the student may request a reassessment of their final course grade. The request must be made within 60 days of receipt of the grade letter, and a non-refundable administration fee of $50 + HST per subject is required for the review.

To request a reassessment, please email your request to Thomas Callitsis at tcallitsis@hrpa.ca ,in the Office of the Registrar, requesting a reassessment and including arrangements for payment of the administration fee. The payment for a reassessment is made directly to Captus Press.

Captus Press will send the request for reassessment to an independent instructor who is responsible for reviewing the circumstances and facts of the request. When all relevant information and documentation has been considered, the independent instructor will issue a final and binding decision in writing. This decision will be directed to the Office of the Registrar staff who, in turn, notifies the student in writing.

Harassment and Discrimination

HRPA is committed to ensuring our learning environment is free from harassment and discrimination. The Online Academic Program policy is reflective of all elements of the Ontario Human Rights Code which prohibits discrimination or harassment based on sex, age, ancestry, colour, place of origin, ethnic origin, sexual orientation, disability, marital status, creed, citizenship, or record of offences.

Student and Instructor Behaviour

Students and instructors are expected to treat each other with respect at all times. There can be differences of opinion in the classroom at times, but these should never lead to inappropriate or unprofessional behavior.

Students or instructors with concerns regarding the behavior of follow students and/or instructors are encouraged to notify a staff member of the Office of the Registrar immediately.

HRPA reserves the right to remove a participant or instructor from the program if it is determined that they have behaved in an unprofessional, inappropriate or unethical manner.

Students must review the HRPA Rules of Professional Conduct as they apply to participants of the program. Please visit the HRPA website to view the HRPA Rules of Professional Conduct.

Language Requirement

Students enrolled in the Online Academic Program are advised that verbal and written proficiency in the English language, consistent with post-secondary educational requirements and expectations, is required to successfully complete these courses.

Special Needs Accommodation for Program Participation

HRPA is committed to accommodating the needs of students with special needs as much as possible. It is the responsibility of a student with special needs to contact Office of the Registrar staff prior to registration to ensure accommodation needs can be met.

Documentation will be required. Please see HRPA's Accommodation Policy for Exams in the Regulation and HR Designation section of the HRPA website.

Student Code of Conduct

Academic Dishonesty

In order to protect the integrity of the teaching, learning, exams and evaluation processes of HRPA, it shall be considered an offence for any student to:

- Use or possess any unauthorized aid, to obtain or receive unauthorized assistance, or to impersonate any other person at any term test or examination
- Knowingly represent any idea or expression of an idea or, work of another, as that of the student's in any work submitted during the course
- Submit any work containing a purported statement of fact or reference which has been invented without foundation, falsified or concocted
- Forge or in any way alter or falsify any record, or to utter or make use of any such forged, altered or falsified record
- Behave in any manner that is disruptive to the class and detrimental to the learning experience of the other students

In cases of plagiarism, invention without foundation or falsification such as those issues outlined above, the student will be notified of the accusation by the instructor or Registrar as applicable in the circumstances.

Suspected Cheating

In the case of suspected cheating during an exam, or if it is the Proctor's belief that cheating has occurred, the following steps will be taken:

- The Instructor will notify the primary staff liaison for the program, in writing
- The Registrar will be advised, will consider the matter and recommend any action

Student Privacy – Collection of Personal Information

HRPA is committed to protecting the privacy of your personal information. Information collected from Online Academic Program registration will be used for course-related processing purposes and to notify you about HRPA programs and services. Students are advised that their preferred contact information will be supplied to their specific course instructor for the purposes of effective course administration and for emergency notifications, e.g., classes cancelled.

For further information about HRPA's privacy policy, please visit our website at www.hrpa.ca and go to the "privacy" link.

Tuition and Education Receipts (T2202A)

Students enrolled in HRPA courses will receive a receipt for income tax purposes in February of the year immediately following the year in which the course was taken. The receipt will be mailed to the address on file for the student. It is the student's responsibility to advise HRPA of any address changes so that the student receives the receipt in a timely manner for tax purposes.

Replacement receipts will be issued for a fee of $25.00 plus HST.

Changes to Online Academic Program Policies and Procedures

HRPA reserves the right to modify, add or delete policies and procedures of the Online Academic Program at any time. If any changes have an immediate effect on registered students and instructors, they will be notified immediately. The Online Academic Guide is updates three times each year, in advance of the start of each academic semester.

Appendix A: HRPA Online Academic Program Instructor Biographies

Jan Boase CHRL, CHRE – Instructor for Occupational Health and Safety

Jan Boase is an HR executive who has worked in the oil, software, television broadcast and insurance industries. As Senior Vice President for Human Resources for a multinational insurance company, she manages the Canadian HR operation as part of a global team and works with business and HR leaders around the world to align HR practices and programs with the strategic direction of the organization. Jan started as an HR Generalist and has dedicated her entire career to HR. Her forte is Training and Development and has facilitated management training programs in Canada, the United States, Europe and Asia. Jan has Bachelor's degrees in Administration and Psychology, and holds the following accreditations:

- CHRP (Certified Human Resources Professional)
- SHRP (Senior Human Resources Professional)
- ACPC (Adler Certified Coach)
- ECCM-ADR (Executive Certification in Conflict Management/Alternative Dispute Resolution)

Jan is a member of the ICF (International Coaching Federation) and HRPA; and she volunteers on the SHRP adjudication committee that reviews SHRP applications.

Marie-Hélène Budworth Ph.D. – Instructor for Training and Development

Marie-Hélène Budworth is an Associate Professor at the School of Human Resource Management, York University where she has been on faculty for fourteen years. Her research is focused on the experience of the individual as part of a work team, and as part of the larger organization. She is especially interested in how individuals learn from and influence one another. She has developed undergraduate courses in Negotiations, Leadership & Managerial Skills, Training & Development, and Leading effective teams, Master's courses in Training and Development, and PhD courses in Pedagogy, Foundations in HRM, and Research Methods. Dr. Budworth has published in top academic journals including the Journal of Vocational Behavior and the International Journal of Selection and Assessment. She has published book chapters on topics such as performance management, coaching, and employee motivation.

Mike Cornacchia CPA, CMA – Instructor for Accounting & Financial Management

Mike is a financial executive who has worked in the manufacturing and television broadcasting industries. As the CFO for a leading custom window manufacturer in the high-rise construction market, he oversees the financial reporting and compliance function while working with the leadership team to develop and execute strategic initiatives. In an effort to stay on top of academic changes, Mike also instructs PREP courses for the Chartered Professional Accountants of Ontario.

Vita Lobo M.H.R. – Instructor for Human Resources Management and Industrial Relations

With over 20 years of human resource management experience, Vita Lobo brings a wealth of knowledge to the classroom. Vita has dealt with a variety of HR issues ranging from recruitment to training to personnel management and holds a Master's Degree in Human Resources Management from York University. Vita has taught courses including Industrial Relations, Compensation, Organizational

Behavior, Management and Introductory Business. She has served as instructor for the School of Human Resource Management, and the School of Administrative Studies at York University, as well as for the Human Resource Professional Association. In addition to classroom teaching, Vita has had extensive experience with internet based courses and brings the same level of passion for teaching to the virtual classroom.

Madeleine Maruaniy, B.Com., PMP - Instructor for Introduction to Organizational Behaviour

Madeleine Maruaniy holds a Bachelor of Commerce from York University with a focus on Organizational Behaviour as well as the Project Management Professional designation. Her interest in building strong team dynamics and sensitivity to organizational culture have allowed her to continuously improve and promote the synergistic use of human resources within teams. As a project manager working with diverse, cross-functional, internal and external stakeholders, she has brought real-world experience to the development, implementation and monitoring of organizational policies and procedures.

Stephanie Milliken M.I.R., CHRP, CHRL– Instructor for Strategic Human Resources Planning

Stephanie Milliken has a master's degree in Human Resources from the University of Toronto and over 30 year's combined experience as an HR Professional and Executive. She is a former in-class and on-line instructor with the University of Phoenix, the author of the in-class CHRP exam preparation program delivered by the HR Associations of British Columbia, Alberta, Saskatchewan, Manitoba, Nova Scotia, New Brunswick and Newfoundland, and the moderator for a CHRP exam preparation program delivered online. For the past 10 years she has been the principal of the HR consulting firm, Milliken HR Consulting, providing services to organizations in a variety of industries stretching from Nova Scotia to British Columbia. More information about Stephanie can be found on her website: www.millikenhr.com.

Mark Podolosky Ph.D. – Instructor for Recruitment and Selection

Mark Podolsky is an Assistant Professor (sessional) in the School of Human Resource Management at York University, and holds a PhD in Human Resources and Organizational Behaviour from the DeGroote School of Business at McMaster University. Mark has developed and taught courses for graduate students, undergraduates, and professionals in a variety of fields within HR/OB, with a particular focus on how management policies and practices can be developed and implemented within the context of the firm's strategy and resources.

Mark's research has been published in academic and practitioner oriented journals, and presented at scholarly conferences throughout North America. The underlying theme to his research is the set of links from firm strategy to policy implementation to employee motivation, performance, and work/life balance.

With work experience in the for-profit and not-for-profit sectors, Mark's research and teaching brings an understanding of many of the issues facing practitioners today. Mark was also a tenured professional classical musician in one of Canada's leading symphony orchestras.

Parbudyal Singh Ph.D. – Instructor for Strategic Compensation

Parbudyal Singh is a Full Professor and former Director of the School of Human Resource Management at York University. Prior to York, he was the Associate Dean of the School of Business, University of New Haven, Connecticut. He also taught at McMaster University. Dr. Singh has won numerous scholastic awards, national research grants, and several teaching and research awards.

Dr. Singh's research covers a broad array of management issues, especially those related to the effects of the changing business environment on human resource management and industrial relations. He has more than 100 refereed publications, including articles in top journals such as *Industrial Relations, Journal of Business Ethics, The Leadership Quarterly, Human Resource Management, International Journal of Human Resource Management, and Human Resource Management Review*. He is a co-author of *Managing Human Resources* (9th Canadian Edition, published by Nelson, 2019), a leading textbook used in Canadian universities and colleges. He is also the co-author of the sixth edition of Canada's leading compensation textbook (*Strategic Compensation in Canada* with Richard Long), published in 2017.

Dr. Singh has worked as a Human Resources and Industrial Relations manager in a large manufacturing company. He has offered advice to more than 30 of Canada's leading organizations. He is actively involved with projects with both the HRPA and the Pay Equity Commission. He was appointed by the Minister of Labour (Ontario) to the Gender Pay Gap Steering Committee (2015-2016); the Committee has made recommendations to the government on a strategy that will close the gender pay gap in Ontario.

He was the recipient of the *Distinguished Human Resources Professional* Award in 2018, the first such Award given by the HRPA.

Appendix B:
HRPA Course Descriptions for CHRP Required Courses

The standard course templates describe the topics that such courses are required to cover. For approval, it is not required that courses cover all of the standard topics; it is required that courses have substantial coverage (80%) of the standard topics. This approach still gives educational institutions and individual instructors a fair degree of flexibility in shaping the content of such courses.

Human Resources Management

This course may also be called *Introduction to Human Resources*. This course is intended to provide an overview of the field of Human Resources management. Such courses are expected to cover all the important areas of Human Resources management. Such courses will often introduce students to topics such as the history of Human Resources, the legal context for Human Resources, how the profession is organized, and ethical issues. Such courses will also introduce topics of current interest such as workforce diversity, leadership development, talent management, and HR and business strategy.

Courses in Human Resources Management may also include a section on the value of Human Resources management, HR metrics, program evaluation, and ROI of Human Resources.

Standard topics include:
- The history of Human Resources as a field of endeavour and a profession
- Organizational Behaviour
- Human Resources Planning
- Recruitment and Selection
- Training and Development
- Compensation and benefits
- Labour Relations
- Occupational Health and Safety

Organizational Behaviour

Organizational behaviour is one of the foundational courses. Organizational behaviour is an applied behavioural science that is built upon a number of behavioural disciplines; mainly, psychology, social psychology, sociology, and anthropology. The principles of organizational behaviour underlie many of the practices in other areas of Human resources management. Organizational behaviour supports an evidence-based approach to Human Resources management.

Standard topics include:
- Theories of motivation
- Job satisfaction, organizational commitment, and employee engagement
- Groups and teamwork
- Organizational communication
- Conflict and negotiation
- Power and influence
- Job design
- Performance management
- Organizational climate and culture
- Leadership
- Decision making in organizations
- Organizational structure and design
- Organizational change

Finance and Management Accounting for HR professionals

Human Resources professionals need to understand basic finance and accounting concepts. Many of the decisions faced by HR professionals have an accounting or finance aspect. This may require a detailed knowledge of the procedure; alternatively it may require a familiarity, without necessarily requiring the ability to carry out the calculations, as such.

Standard topics include:
- Interpreting the income statement, the balance sheet, and the retained earnings statement

- Calculating and interpret financial ratios
- Understand cost behaviour
- Calculating and interpreting contribution margin analysis and break-even analysis
- Understanding risk through sensitivity analysis
- Understanding the allocation of costs; including service department costs
- Understand activity based costing
- Understanding the uses of transfer pricing
- Preparing an operating budget

Human Resources Planning

Human Resources Planning is about managing Human Resources at a macro level. Topics included in this course are job analysis, techniques to analyse labour supply and demand, competency modeling, skills inventories, understanding labour pools, outsourcing, and contingent labour. Such courses will look at the changing demographics of the labour force and their impact on talent acquisition strategies. This course will also look at talent management and the development of internal labour pools.

This course will typically introduce students to various quantitative techniques, including forecasting techniques.

Standard topics include:
- Business strategy
- The planning process
- Job analysis
- Methods of forecasting
- Workforce analytics
- Skills inventories
- Human capital measurement
- Ascertaining supply of skilled labour
- Succession management
- Downsizing and restructuring
- Mergers and acquisitions
- Outsourcing

Recruitment and Selection

The recruitment and selection of highly motivated employees with applicable knowledge, skills, abilities, and other attributes, remains critical to the success of any organization. Equally important is the ongoing monitoring and evaluation of employee performance to ensure the ongoing profitability and growth of their respective organizations. Organizations can gain a substantial competitive advantage by ensuring that the correct competencies are duly identified and that employees are appropriately rewarded for their contributions through the many human resources programs that are available to employees.

Standard topics include:

- Measurement, reliability, and validity
- Legal requirements for non-discriminatory selection
- Job analysis and competency modeling
- Recruitment
- Screening
- Employment tests
- Interviewing
- Employment offers
- Applicant tracking systems

Labour Relations (a.k.a., Industrial Relations)

Labour relations courses examine the Human Resource management implications of unionization. The actors in labour relations, the environmental factors affecting the parties, the establishment and maintenance of bargaining rights, contract negotiation, and the administration of the collective agreement are considered. The effects of unions on union and non-union organizations are reviewed.

Standard topics include:

- Constitutional and legal framework for industrial relations
- Labour organization in Canada
- Union organization
- Union certification
- Collective agreements negotiations
- Conciliation
- Strikes and lockouts
- Grievance procedures
- Arbitration
- Discipline
- Seniority

Training and Development

Part of the mandate for a human resources department is to develop, administer, and evaluate policies, practices, programs, and procedures that will provide for the effective training and development of employees to: (1) ensure the organization achieves its goals and objectives, (2) equip employees with the knowledge, skills, and abilities to function effectively in their current jobs, and (3) assist employees in fulfilling their maximum career potential. Courses in training and development will provide participants with an understanding of the processes used to assess training needs, how to design and administer training and development programs, and how to evaluate the effectiveness of such programs.

Standard topics include:

- Learning theories
- Learning and motivation
- Needs analysis
- Task analysis
- Training design
- Off-the-job training methods
- Action learning and blended learning
- On-the-job training methods
- Coaching and mentoring
- Computer-based training
- Management and leadership development
- Training delivery
- Transfer of training
- Training evaluation
- Training ROI

Compensation and Benefits

HR professionals are required to describe the work people perform, to specify the skill required to perform the work, to measure how well the work is performed, to determine the relative worth of the work performed, and developing a fair method of paying for the work performed. The overall objective of compensation management is to pay salaries adequate to attract and retain the kinds of employees needed to run the business. Pay is based upon responsibilities, competitive levels of compensation, and performance. Certain problems may arise from: (1) the changing nature of compensation, (2) the changing nature of the labour force, (3) rising expectations of employees. When compensation consists of a number of different elements, coordination becomes a problem.

Standard topics include:
- Elements of compensation strategy
- Compensation process
- Development and administration of compensation systems
- Designing pay structures
- Job grading
- Performance pay plans
- Performance systems and evaluation of employees
- Employee benefits
- Pay equity
- Salary administration
- Total compensation approach

Occupational Health and Safety

The major objective of this course is to introduce Human Resources Professionals to the broad and ever changing field of Occupational Health and Safety, an inherently technical subject far broader than legislation only. This area recognizes the leadership role that HR professionals take on the issues of workplace health, safety, and workers compensation.

Standard topics include:
- Legislative framework
- Worker's compensation
- Hazards and agents
- Motivating safety behaviour
- Accident investigation
- Workplace safety and violence
- Emergency response and emergency preparedness, workplace wellness