

CAREERS IN HUMAN RESOURCES

Wednesday, November 28, 2007 6 pm – 8 pm

Faculty Club, SE 3140

Panelists:

Danijela Gveric, HR Coordinator
The TDL Group Corp. (Tim Hortons)



Erica Ramey, Corporate Recruiting Supervisor
Aerotek – TEKsystems
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Louise Oliver, HR Generalist
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General Electric

Sponsored by the UTM Career Centre
Co-sponsored by the Student Management Association (SMA)
Content Developed by Ramya Uthayakumar (fmr. Senior Career Assistant)

NOTE: The following package is *condensed* from various resources listed throughout this package. It should not be considered comprehensive or exhaustive.

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WHAT IS HR AND WHAT TYPE OF CAREERS EXIST WITHIN IT?

Human Resources (HR) is defined as “employees, personnel, or the workforce of an organization. The term has become increasingly fashionable in recent years and expresses the view that employees are a resource that must be harnessed and managed effectively alongside the other resources used by business organizations, such as capital, property, raw materials, and energy”.

(Source: Oxford Reference Online: A Dictionary of Human Resource Management)

HR consists of several functional units, within which professionals can become Specialists or remain Generalists and perform duties related to all/combinations of these units, including:

- **HR Planning**: Anticipate and make provision for the movement of people into, within, and out of an organization.
- **Learning, Development & Training**: Design and deliver programs using a variety of methods to develop an employee's knowledge, skills and abilities to work at a satisfactory level of performance on the job (training), and broaden an individual's skills for future responsibilities (development).
- **Staffing**: Locate potential applicants, encourage them to apply for existing or anticipated job openings (recruitment); choose individuals with relevant qualifications to fill existing or projected job openings (selection).
- **Job Design**: Improve jobs through technological and human considerations in order to enhance organization efficiency and employee satisfaction.
- **Performance Management**: Design and develop programs and tools which help managers and employees establish performance standards, identify ways to improve performance, and assess and document work performance.

- **Compensation & Benefits:** Establish policies, develop programs to fairly compensate employees for work performance and meet strategic objectives of organization. Includes direct (wages, salaries, incentives, bonuses, and commissions) and indirect (benefits provided to improve employees' quality of life) compensation.
- **Employee & Labour Relations:** Design and develop HR policies and practices to maintain harmonious working relationships between departments, managers and individuals (includes employee communications, managing organization change, absenteeism, sexual harassment, employment equity, diversity). When unionized, the process (labour relations) includes developing and maintaining effective working relationships with representative unions, participating in collective bargaining, providing advice and guidance on grievance procedures and policy interpretation, and managing workforce reductions.
- **Workplace Health & Safety:** Design and develop policies, practices and procedures that provide a hazard-free workplace and comply with all applicable government statutes and regulations; inform employees about health and safety, enforce safety rules, and keep comprehensive company records.
- **HR Information Management:** Design and maintain computerized system that provides current and accurate data for the purposes of control and decision making; in addition to storing and retrieving HR information, data is used to produce reports, forecast HR needs, establish strategic plans, plan careers and promotions, and evaluate HR policies and practices.

(Reprinted with permission from CCHRA www.cchra-ccarh.ca/parc)

Common occupational titles for HR professionals include the following:

*(*careers marked with an asterisk are outlined in Career Cruising- available on Career Centre PCs)*

Human Resources Assistant	Corporate Trainer*
Human Resources Administrator	Human Resources Specialist*
Human Resources Coordinator	Human Resources Manager
Labour Relations Officer	Labour Relations Manager
Recruiting Representative	Employee Benefits Manager
Human Resources Analyst	Compensation Manager
Compensation Analyst	Human Resources Director
Labour Policy Analyst	Vice-President of Human Resources

(Sources: U of T Centre for Industrial Relations, Career Cruising, former UTM Career Centre Job Coach Lynn Sharer)

WHAT SKILLS AND QUALITIES ARE ESSENTIAL IN HR CAREERS?

- **Technical Skills:** Knowledge of HR practices; understanding of operations/business principles, budgeting, and planning (knowledge of Accounting and Finance an asset)
- **Transferable Skills:** Oral and written communication; interpersonal (listen, motivate, influence, persuade others); presentation/facilitation; analytical; problem solving; decision-making; organizational; time-management; computer literacy; leadership; teamwork
- **Qualities:** Strategic and proactive mindset; ability to handle pressure; attention to details; empathetic, understanding of human nature.

(Source: former UTM Career Centre Job Coach Lynn Sharer)

WHERE ARE RELATED PROGRAMS OFFERED IN ONTARIO?

Pursuing an undergraduate degree in HR or a related program can prepare students early for a career in the field. However, this is not the only way, as many HR professionals come from very diverse and broad educational backgrounds, such as general arts and sciences or a combination of high-school education and many years of work experience in HR. Further education is definitely advantageous for career advancement, especially into managerial, supervisory and senior level position.

Below are examples of related programs offered in Ontario for further education:

Post-Graduate Programs at Ontario Colleges

For those who already hold an undergraduate degree, pursuing a post-graduate certificate program in Human Resources Management at a community college has become a popular option. It can serve to fulfill the academic requirements in order to sit for the certification examination for the CHRP (Certified Human Resources Professional) designation, if the particular courses are approved by the HRPAA (Human Resources Professional Association of Ontario). Some of the programs have the option of a co-op placement or a field practicum, which are great ways to gain hands on experience, while learning the theoretical background.

Sheridan College (GTA) ** co-op option

<http://hrmgmt.sheridaninstitute.ca>

Humber College (GTA) **field placement

<http://postgraduate.humber.ca/02541.htm>

Seneca College (GTA) ** co-op option

<http://www.senecac.on.ca/fulltime/HRMC.html>

Centennial College (GTA)

<http://www.centennialcollege.ca/programs/ft/post.html>

George Brown College (GTA)

<http://www.gbrownc.on.ca/Marketing/FTCal/bus/B408.aspx>

Mohawk College (Hamilton) ** field-placement

<http://www.mohawkcollege.ca/calendar/humanResMgmt.html>

Conestoga College (Kitchener) ** co-op option

<http://www.conestogac.on.ca/jsp/programs/schoolbusiness/hrmanagement.jsp>

Niagara College (Niagara-on-the Lake) **field placement

http://niagarac.on.ca/studying/programs/fulltime/busn_0452

Durham College (Oshawa) **field placement

<https://myplace.durhamcollege.ca/durham/fulltime/index.jsp>

(Source: <http://www.ontariocolleges.ca>)

Master's and PhD level Programs at Ontario Universities

University of Toronto

- Master of Industrial Relations and Human Resources (MIRHR) or PhD
<http://www.chass.utoronto.ca/cir/mirphd>
- Master of Business Administration (MBA): Major in Human Resources Management
<http://www.rotman.utoronto.ca/mba>
- PhD: Organizational Behaviour and Human Resources Management
<http://www.rotman.utoronto.ca/phd>

York University

- Masters of Human Resources Management (MHRM)
<http://www.atkinson.yorku.ca/mhrm>

McMaster University

- Master of Business Administration (MBA): Human Resources
<http://www.degrootemcmaster.ca/prospect/mba/programs>
- Master of Work and Society
<http://socserv.socsci.mcmaster.ca/labourstudies>
- PhD: Human Resources
<http://www.degrootemcmaster.ca/prospect/phd/hr>

University of Guelph

- Master of Arts or PhD: Industrial/Organizational Psychology
<http://www.psychology.uoguelph.ca>

University of Waterloo

- Master of Applied Science or PhD: Industrial/Organizational Psychology
<http://www.psychology.uwaterloo.ca/gradprog>

Brock University

- Master of Business Administration (MBA): Human Resources Management
<http://www.bus.brocku.ca/mba>

Queen's University

- Master of Industrial Relations
<http://www.queensu.ca/sps/mir>

University of Western Ontario

- Master of Science or PhD: Industrial-Organizational Psychology
<http://www.ssc.uwo.ca/psychology/IO>

(Source: <http://oraweb.aucc.ca/showdcu.html>)

PROFESSIONAL DESIGNATION

In 2003, the Canadian Council of Human Resources Associations (CCHRA) officially introduced the **Certified Human Resources Professional (CHRP)** designation as a **national standard** to define the work performed by HR practitioners in Canada and assess qualification of candidates. In Ontario, the HRP AO oversees the process, which involves four steps:

Step 1: Fulfilling **academic requirements** (successfully complete nine core courses):

- HR Management
- Organizational Behaviour
- Finance and Accounting
- Occupational Health and Safety
- Labour Relations
- Compensation
- HR Planning
- Recruitment and Selection (Staffing)
- Training and Development

The HRP AO website has an online searchable database of approved courses offered at Ontario post-secondary institutions (including UofT):

http://www.hrpao.org/common/schoolsearch/school_search.asp.

Starting 2011, future certification candidates will require a recognized degree (university, out-of-province/country, or applied degrees).

Step 2: Membership & Passing the **National Knowledge Exam (NKE)**:

- NKE is the first of two national written exams, following completion of all academic requirements and being a HRP AO member in good standing; successful completion allows the use of the designation "CHRP Candidate".

Step 3: Passing the **Professional Practice Assessment (PPA)**

- The second of two national written exams, designed to test an HR practitioner's application of knowledge and professional experience; to be completed within 5 years from completion of the NKE, but it is recommended that candidates have approximately 2 to 4 years of practical experience before attempting this. Successful completion allows the use of the "CHRP" designation.

Step 4: Ongoing **Recertification**:

- Maintaining certification for periods of three years through professional development activities outlined by the association.

For detailed information on the CHRP certification process in Ontario, visit <http://www.hrpao.org>. Visit the association web links listed in the last section of this package for regulations in other provinces.

(Source: <http://www.hrpao.org/HRPAO/Certification>)

BUILDING RELEVANT EXPERIENCE AND FINDING WORK

While pursuing education related to HR helps developing theoretical knowledge and technical skills, students are also encouraged to acquire *relevant* experience. This can be done through a volunteer, part-time, summer job, or an internship in HR or a field that deals with HR related aspects and so gives the opportunity to develop transferable skills essential for HR careers. It is also a good way to explore the different functional units and degrees of specializations of HR, the type of work-setting and organization you consider working in later on, and importantly, build your network of people in the field who can serve as great sources in your career planning and job search by sharing their insider view of the field with you!

While approximately 20% of all jobs available at any given time are advertised in some way, the majority (80%) is not posted and remains invisible to the general public. It is therefore essential to use multiple job search strategies by allocating more time on getting into the hidden job market through pro-active search strategies, while still spending some time on passive methods.

❖ PRO-ACTIVE METHODS

To get into the hidden job market, more initiative on your part is required, since there is not a clear job posting or resource to start with. But it definitely gives those who remain persistent and motivated a competitive edge against all those who are competing for the same 20% of posted positions. This method also has the advantage of finding jobs more tailored to your goals. Below are some suggestions:

Networking: Use your existing network of people effectively (family, friends, professors, TAs, previous employers, members of affiliation groups etc.) and let them know about your career interests and goals. Mention that you are looking for a volunteer, part-time, full-time, summer job, or internship in HR or a related field. Even if they do not have to offer a position, they can refer you to someone they know who might. But be specific in terms of what type of position and the work setting you are looking for and know what you have to offer in terms of your own skills and qualities!

Join a Professional Association: Many associations, such as the HRPAA, offer student memberships. This can help building a network and give access to information and career development opportunities (e.g. participation at conferences, access to resources/articles, job postings, volunteer opportunities, workshops, awards, and many more).

Use Career Centre Resources: Participating in our events and services (such as Networking Events, Fairs, Job Coach, Workshops etc.) and using our online and print resources (such as the Employer Directories, Networking Binder, Vault Career and Industry Guides, Resume and Cover Letter Toolkit etc.) can be very helpful in getting more leads in building your experience and organizing your active job-search. Please see pages 11-12 for detailed descriptions on how to use these resources effectively in your job search in HR.

❖ PASSIVE METHODS

Passive methods include looking at postings in various sources (newspaper, electronic postings on company web-sites, electronic job-banks, employment agencies etc.) and applying to these. Passive in this context does not mean that less effort is spent on this; rather there is less initiative on your part involved, since there are specific resources and a clear job description to work with. See below for sample postings from the Career Centre job posting system.

SAMPLE ON-CAMPUS OPPORTUNITY DELISTINGS

Job Order Number: 2008.WC.0690 (work-study)
Position Title: Buddy Program Coordinator, ISRC
Organization: UTM International Student Resource Centre
Duties: Oversee all aspects of the program and recruit, train and supervise volunteers, with the help of the Resourcer

Job Order Number: 2008.PT.0767 (part-time or work-study)
Position Title: U-Pass Distribution Coordinator
Organization: UTM Student Union
Duties: Responsible for the recruitment, screening, orientation, discipline and administration of student staff

Job Order Number: 2008.WC.0955 (work-study)
Position Title: Career Assistant
Organization: UTM Career Centre
Duties: Link students to relevant resources on career planning; develop a focussed panel presentation; assist at special events

SAMPLE VOLUNTEER DELISTINGS

Job Order Number: 2007.VL.0379
Position Title: Human Resources Assistant
Organization: Premier Fitness Clubs
Duties: Provide HR administrative support to the HR team

Job Order Number: 2006.VL.0711
Position Title: HRM & Business Administration Assistant
Organization: Creative Music & Arts
Duties: Research, create and modify staff performance evaluation system and develop the management method

SAMPLE PART-TIME DELISTINGS

Job Order Number: 2008.PT.0235
Position Title: Human Resources Officer
Organization: Elections Ontario
Duties: Recruits, hires and schedules training for poll election officials

Job Order Number: 2007.PT.3183
Position Title: Human Resources Assistant
Organization: Mastermind Educational Technologies Inc.
Duties: Provide administrative support to Human Resources Manager

SAMPLE SUMMER JOB DELISTINGS

Job Order Number: 2008.SE.0013
Position Title: Human Resources Assistant (Summer)
Organization: Cota Health
Duties: Assist the team on various Human Resources projects

Job Order Number: 2008.SE.0168
Position Title: Human Resources Summer Student
Organization: Family Service Association of Toronto
Duties: Assist with Human Resources activities and the preparation and distribution of HR information

SAMPLE FULL-TIME JOB DELISTINGS

Job Order Number: 2008.RG.1729
Position Title: Human Resources Manager
Organization: KMH Cardiology & Diagnostic Centres
Duties: Recruiting, hiring and coordinating new hire packages and orientations

Job Order Number: 2008.GS.0272
Position Title: HR Campus Recruitment Coordinator
Organization: Petro Canada
Duties: Provide support on Campus Recruitment initiatives

Job Order Number: 2008.RG.2510
Position Title: HR Effectiveness Associate
Organization: Towers Perrin
Duties: Define HR delivery strategies, HR operational models and solutions

Job Order Number: 2008.RG.2061
Position Title: HR Business Partner
Organization: Bank of Montreal
Duties: Support the implementation of workforce forecasting in order to meet current and future business goals

Job Order Number: 2006.RG.0607 (entry-level)
Position Title: Bilingual Human Resources Consultant
Organization: Infocheck Ltd.
Duties: Perform reference checks and pre-screening of applicants

Job Order Number: 2006.RG.1661 (entry-level)
Position Title: Recruitment Coordinator
Organization: Scotiabank
Duties: Coordinate recruitment and selection process

Job Order Number: 2006.RG.0906 (entry-level)
Position Title: Junior Corporate Trainer
Organization: World Technology Corporations
Duties: Provide in-house training and support

Job Order Number: 2006.RG.1425
Position Title: Payroll & Benefit Coordinator
Organization: Rogers Centre-Toronto Blue Jays
Duties: Oversee Payroll and Benefit obligations

SAMPLE INTERNSHIP OPPORTUNITIES

Job Order Number: 2007.SR.0088
Title: Human Resources Analyst Intern
Organization: Dell Computers
Info: www.dell.ca

Title: Ontario Internship Program – Human Resources or Labour Relations
Organization: Government of Ontario
Info: www.internship.gov.on.ca

Title: Human Resources Intern
Organization: TD Human Resources (through Career Edge)
Info: www.careeredge.ca

FORMER UTM CAREER CENTRE JOB COACH LYNN SHARER ON RECENT TRENDS IN HR

"A big trend impacting HR functions is that the HR role is becoming more strategic than ever, partnering with senior executives in company strategic planning to speak for the employee side of issues (for instance when a company considers merging). HR professionals are no longer seen in a policing role or being merely transactional, rather as partnering with management and the senior executive team.

With the HR role becoming more integrated with businesses operations planning than in the past, an important development within the last seven years is the tightening up of qualifications. This resulted in an emphasis on the CHRP designation, which designates educational and experiential requirements specific to HR. This can mean that, for students, it is very difficult to break into HR without working towards Certified Human Resources Management courses offered at colleges, or, the academic equivalent offered at different universities. It is expected that you will complete the academic requirements and be actively working towards the CHRP designation, when applying to most entry-level HR jobs. An alternative way to get your foot into the door in HR would be to take any opportunity that is HR focused, but not necessarily in an HR department, such as management or frontline operations, as cross training of HR professional to better understand other business functions is essential as well.

However, holding the designation gives an edge in the competition, and is definitely desirable for career advancement. In addition, pursuing further education such as MBA, Master of HR Management, Master of Industrial Relations, or Master of Education gives credibility for entry into senior level positions.

In terms of growth within HR, opportunities are often related to the type, size, industry, operations, location, and other factors of an organization. In general, Organizational Development has become more pronounced, as the new generation is focused on self-development towards challenging jobs. Human Resources Information Systems (HRIS) is also in growth as managing huge data with technical assistance is more effective. For opportunities within HRIS, less emphasis is put on designation than on IT background. Outsourcing, which was a big trend five years ago, allowed companies to function more efficiently by outsourcing labour intense, costly, and expertise HR functions (e.g. compensation, training, and recruitment). This is effective, as long as there remains an internal person as an information and communication link and a certain level of control exists between the organization and the serving company.

In the end HR is all about having good people with talent to do what a company needs to function at its optimum level, short-term and long-term."

Lynn Sharer, CHRP, is an experienced human resources professional with a combination of experience as a manager in customer service and sales as well as expertise in the HR functions of organizational development, training, recruiting and coaching. She leads a successful practice focused on leadership development coaching and career transition management. She is also a board member of the HRPAA Peel Chapter as Director of Student Liaison.

WHERE CAN STUDENTS OBTAIN MORE INFORMATION ON HR CAREERS?

UTM CAREER CENTRE RESOURCES (Mon, Wed, Thu, Fri 10am-4pm, Tue 10am-7pm)

❖ ELECTRONIC RESOURCES

Career Centre Website www.utm.utoronto.ca/careers

Visit this site often to get up to date information on the services and events that are offered, especially the *News & Events* section. Further, the links *Career Info* and *Further Education* offer useful tools in your career exploration process. The *Finding Work* section offers helpful leads for your job search.

***Career Cruising:** Come to the Career Centre and ask us to log you into this program on one of our computers. It is an interactive electronic Canadian career guide to explore different occupations (such as HR Specialist, Management Consultant, Office Manager, Corporate Trainer, Industrial-Organizational Psychologist, Mediator, and many more) and learn more about duties, work conditions, educational programs, salary ranges, and more.

Postings: If you have created an account with the Career Centre, you will have access to current *volunteer, part-time, and summer job* postings online to work on or off-campus (see sample postings in section above). Full-time listings under the *GSES* or *RGES* category are only accessible by students in their last year or those who have already graduated. *Work-Study* positions will be available in September for the respective academic year. It can also be helpful to look at de-listings (which are outdated postings), to research the type of positions or organizations that have suitable openings. But these are only available through computers in the Career Centre.

Online Resume and Cover Letter Toolkit: This is an online, step-by-step guide to help creating an effective resume and cover letter. It also includes samples and tips on CVs, electronic resumes, and discipline specific resumes and cover letters (e.g. management, humanities).

❖ PRINT RESOURCES

NOC Binders: The binders in the Career Resource library include occupational profiles, educational information, professional associations, sample postings, and articles. HR careers can be found under **NOC112**.

Alumni Binder: Looking at profiles of Alumni can give you a sense of what concrete paths people have taken in the past to enter the HR field. Current profiles include those of an HR Consultant, HR and Training Officer, and Vice-President of HR.

Networking Binder: Talking to experts in the field can give you valuable insider information. The Networking binder makes it easier by having a list of people, who are willing to share their knowledge with you during an information interview. Current contacts include: HR Assistant, HR Manager, Staffing Consultant, Training Manager, Organizational Effectiveness & Learning Manager, and Employee Service Centre Supervisor.

Vault Guide to Human Resources Careers: This guide will show you not only what HR is, but also how to determine where you might fit in the profession and how to get an HR job.

Directories: The Career Centre keeps hard copies of company and organization directories, such as the *Canada Student Employment Guide* or *Who's Hiring 2005*. They can be helpful in researching different companies by providing company profiles and an index of these by area of study, industry, or geographical location. One could for instance find out if a company has an HR department or hires for HR positions, and also obtain the correct contact information to inquire about employment.

❖ **SERVICES AND EVENTS**

Extern Job Shadowing Program: This is a unique career exploration program, offering current students the opportunity to investigate their career interests in the actual workplace over a 1 to 5 day voluntary placement in February and/or May. See our website for the application process. In the past, students have been placed with: HR Administrator, Mediator, HR Generalist, Labour Relations Officer, HR Consultant, and HR Manager.

Workshops: Small group workshops help you begin your career planning and sharpen your work search skills. Workshops include: Resume and Cover Letter; Effective Interviews; Summer Job Search; Graduating Work Search; Now That I'm Graduating, What's Next?, Explore Your Career Options, What Can I Do With A Degree in... For the schedule visit the *News & Events* section of our homepage.

Resume/Cover Letter Critiques: Individual 30 minute appointments are available in the Career Centre, during which you can get feedback on your resume or cover letter. Online same-day sign-up is available on critique days. For a list of critique days and sign-up starting time visit the *News & Events* section of our homepage.

U of T Mississauga Alumni Mentorship: For students in their third or fourth year who have a particular career focus, this is a great way to seek guidance and information from a former U of T Mississauga student, who is now working within your field of interest. The application process usually takes place in September and October. Indicate the occupation you are interested in and we will try to find a mentor for you. HR professionals have participated as mentors in the past.

Career Counselling: If you are unsure about your career direction or how your academic major relates to work after graduation, you may find it helpful to make an individual appointment with one of our professional career counsellors.

Fairs: Come to our fairs and talk directly to representatives of various organizations that are looking for potential candidates. Please visit our website for dates, times, locations and a list of participating organizations. This year we held the Get Experience Fair, Professional Schools Fair and Career Expo, with the **Summer Job Fair** coming up on **January 16, 2008 (10:30 am – 1:30 pm in the RAWC main gym)**. Similar to our fairs, Career Information Days are held over 2-4 days in mid-to-late September on the St. George Campus with representatives from over 100 organizations.

Employer Information Sessions: Meet recruiting representatives from organizations that are hiring.

Networking Breakfast: This is a great opportunity for students to make important contacts and get career advice from industry professionals. Check our *News & Events* section for dates and details.

WEB LINKS

- Government of Canada on Human Resources Management
<http://hrmanagement.gc.ca>
- University of Toronto, Centre for Industrial Relations (useful links on HR & IR)
<http://www.chass.utoronto.ca/cir/library/hrirwebsites.html>
- Professional Assessment Resources Centre
<http://www.cchra-ccarh.ca/parc>
- Monster's HR career site
<http://hr.monster.ca>
- Associations:
 - Canadian Council of Human Resources Associations: <http://www.chrpcanada.com>
 - Human Resources Professional Association Ontario (HRPAO): <http://www.hrpa.org>
 - Quebec: <http://www.rhri.org>
 - Manitoba: <http://www.hrmam.org>
 - Alberta: <http://www.hria.ab.ca>
 - Saskatchewan: <http://www.schra.ca>
 - British Columbia: <http://www.bchrma.org>
 - New Brunswick: <http://www.hranb.org>
 - Nova Scotia: <http://www.hrans.org>