

Two-Year Progress Report

Human Resources Management (Minor, Diploma)

June 2022

Background

The self-study review of the Human Resources Management (HRM) Minor program, a program hosted by the Department of Psychology, was submitted October 19, 2018. Following the submission, a site visit was conducted by Dr. Geoff Malleck, Continuing Lecturer, Department of Economics, and Dr. Mark Weber, Professor, Conrad School of Entrepreneurship and Business on March 27, 2019.

Following the site visit, the external reviewers submitted a report on their findings, with recommendations. The program responded to each recommendation and outlined a plan for implementation of the recommendations. The Dean of Arts provided endorsement and commentary on the program response and implementation plan on November 24, 2019.

Summary of HRM Programs

The HRM Minor program, administered by the Department of Psychology, is a large and highly successful undergraduate program. Nine courses in the program are approved by the Human Resources Professional Association of Ontario and allows students the opportunity to also gain their Certified Human Resources designation (CHRP). The program offers:

- 1) **Human Resources Management (Minor):** The HRM Minor is available to University of Waterloo students enrolled in degree studies in the Faculty of Arts, and other Faculties with some restrictions. The HRM Minor requires successful completion of a minimum of eight courses with a cumulative average of at least 70%. The HRM Minor includes courses required by the Human Resources Professionals Association (HRPA) towards the Certified Human Resources Leader (CHRL) /Certified Human Resources Professional (CHRP) designations.
- 2) **Human Resources Management (Diploma):** The HRM Diploma is designed for individuals who are currently working in Human Resources who wish to expand and update their current skills, or those who desire to gain entry into this exciting field. The HRM Diploma requires successful completion of a minimum of eight courses with a cumulative average of at least 70% and can be completed on a full- or part-time basis. The HRM

Diploma includes courses required by the Human Resources Professionals Association (HRPA) towards the Certified Human Resources Leader or Professional (CHRL/P) designations.

Enrollment over the past two years

	HRM Minor	HRM Diploma
Fall 2021 to Spring 2022*	322	22
Fall 2020 to Spring 2021	387	30
Fall 2019 to Spring 2020	357	29

* Student plan modification forms from students declaring the minor come in after the winter term is done and marks for HRM 200 are posted.

Progress on Implementation Plan

**** NOTE:** Over the past two years, the majority of our program changes focused on pandemic-related shifts in course offerings to remote delivery.

Recommendations:

Recommendation # 1: Staffing

Staffing. 1. Hire an additional full-time lecturer. In our estimation, this is the single most important recommendation we are making. 2. Multi-term sessional contracts. In order to provide stability and give the Director the capacity to attract great sessional lecturers, the Faculty should find a way to permit the Director to make multi-term offers to sessional lecturers.

Hire an additional full time Lecturer - Status: **Decided Not to Implement**

The program agrees in full with this recommendation. The program is well aware of the current financial realities of UW and the Faculty of Arts. The Chair of Psychology and the Dean of Arts discussed this and while both agreed it would certainly enhance the program, it was judged to be unaffordable at this time. Given the person resource demands of the Psychology undergraduate Major and Minor (as well as graduate programming demands), an additional CTL (or teaching stream faculty) would need to be a new line (verses being drawn from our existing faculty complement).

Multi term sessional contracts – Status: **To be implemented September 2022**

With approval from the Dean, we planned to implement this for September 2020 but due to the pandemic and early uncertainties about the availability of sessional lines (i.e., we were asked by the Dean’s office to substantially reduce our Department/Program sessional assignments early in the pandemic), this was not implemented. We are strongly committed to providing more

security to our sessional instructors and plan to provide multi-term contracts to the majority of the established/senior instructors in the HRM program beginning with the Fall 2022 semester.

Recommendation # 2: Accounting Course

Accounting Course. We had triangulating feedback from students, alumni, and faculty, that the current required accounting course is problematic. We do not pretend to know the best way to do so, but possible solutions might include a dedicated section of AFM 123 targeted at this audience or the development of a different course more appropriately targeted at this audience. This latter solution raises another valuable question, which is whether AFM 123 is in fact “the right course” for the program. Again, we are not equipped to offer a recommendation in that respect. We encourage new collaborative efforts with the content experts in SAF, and the involvement of SAF’s leadership in that process as appropriate.

Status: Decided Not to Implement

Following discussions with SAF and given ongoing modifications to course delivery due to the pandemic, we decided to not take action to change the AFM 123 course requirement or delivery for HRM Minor students. We will continue to monitor student feedback and progression through the Minor to ensure that this course is not a hindrance to students completing the HRM Minor.

Recommendation #3 - Expansion of the target audience / streaming. As noted, the program is very well designed and delivered for its current target audience – students who may wish to pursue formal HR accreditation with a professional body. Our reflection, for the consideration of the program leadership, is that it may be worthwhile to add additional HR-relevant courses to the acceptable list that do not, necessarily, meet CHRL requirements.

Status: Complete

The reviewers noted that the HRM program is so well received that it should consider expanding the scope to encourage students across campus with a “passing-to-deep interest” in HR-relevant materials to pursue this minor even if they do not wish to seek formal professional accreditation. A non-professional accreditation stream would allow for a more flexible set of courses (verses the strict requirements for professional certification eligibility). Due to financial constraints we are currently unable to expand our HRM course offerings. We have, however, worked to make it abundantly clear to potential students that it is possible to complete the minor *without* planning to meet the certification requirements of the CHRP through the Human Resources Professional Association of Ontario.

Recommendation # 4 – Continuity of HR Club. It was noted that the strength of the HR Club was variable from term to term, and that when strong, it was a significant positive contributor to the student experience and the program’s reputation in a number of ways. We simply note that the staffing recommendations made here may create capacity to better support the strength of this important club.

Status: - **Complete**

We continue to support any initiative suggested by the HR Club. The Club has seen challenges in student participation over the past several years, and particularly during the pandemic. We are optimistic that the students will return to planning initiatives once the transition back to in-person learning is complete (i.e., Fall 2022).

Recommendation # 5 – HR Software course. Students and alumni unanimously agreed that exposure to HR platforms (e.g., WorkDay, PeopleSoft, Cognos) would be advantageous to students, and significantly enhance their capacity to compete for jobs in the marketplace. We recommend that the program investigate ways to make this possible.

Status: **Did Not Implement**

Will be considered at a later date once we determine action plans for item 2, 3.

Recommendation # 6 - Edge and Co-op. The Director noted the importance of enhancing the work integrated learning opportunities for HR minor students. He identified a desire for more attention from co-op, and a sense of hopefulness about the role that the new Edge program might play in addressing those needs. We simply recommend that the Director continue to pursue these strategies, and that his Department Chair and Dean offer what support they can to his efforts. We acknowledge that the active engagement of a Chair and/or Dean can sometimes be necessary to advance an agenda in a complicated landscape.

Status: **In Progress**

The program is strongly committed to providing work integrated learning opportunities for HRM students. Given the number of students, though, this is an enormous task. The program requires dedicated support from the Edge and/or Co-op office to identify HR-specific placements in the community. This job is simply too much for the Director to take on in addition to his other responsibilities. In early 2022, the program had very productive meetings with staff from Edge/Co-op. We are optimistic about collaborative programming moving forward although this is exactly the type of initiative that would require an additional CTL (or teaching stream faculty member) dedicated to the HRM program. We were thrilled to learn that HR is one of the 7 industries that the Co-op Business Developers and Account Managers are targeting for new jobs for Arts students in their 2021-2023 Business Development Plan. We believe this added focus will help to market the program externally and enhance the employability of our students upon graduation.

Recommendation # 7 - Marketing. Put simply, not enough people on this campus know about this fabulous program. Further, prospective students of the university may also be less aware than they should be. We encourage the program, the department, the faculty, and Marketing and Undergraduate Recruitment to invest effort and resources in addressing the “awareness deficit” that we perceive.

Status: **In progress**

Response, in the words of the reviewers, “...not enough people on this campus know about this fabulous program.” The program is proud to hear this sentiment and agrees! The program met with Arts Marketing staff in Fall 2019 to discuss strategies for raising student awareness of the program as part of initial recruitment efforts (i.e., presentations to high schools) and again in October 2020. The program continues to market this program whatever possible, realizing that there are limitations to the marketing of this program given it is only a minor and not a major.

Recommendation #8 - If new financial resources are required: If it is determined that some of the recommendations here, or other future directions of value, require additional financial resources, we have a suggestion for how to raise them. Specifically, program leadership could investigate slightly fewer offerings of some classes with slightly larger class sizes. When students were asked whether classes of 40-45 would still be sufficiently intimate to achieve objectives (vs. 30-ish currently), their response was “generally yes”. They did, however, note that this was truer for some classes than others.

Status: **Decided Not to Implement**

The reviewers were highly sensitive to the financial realities currently faced at UW. As such, they noted that by increasing the enrollment caps on some HRM courses, the program could, in essence, generate funds to support the need for more staffing. The enrollment cap for all HRM 300 level courses has always been set at 80 students to ensure no students are denied enrollment. However, enrollments remain between 30 and 40 students in most courses. We will continue to monitor our enrollments relative to the caps carefully.

Updated Implementation Plan

	Recommendations	Proposed Actions	Responsibility for Leading and Resourcing (if applicable) the Actions	Timeline for addressing Recommendations
1b.	Staffing. 2. Multi-term sessional contracts. In order to provide stability and give the Director the capacity to attract great sessional lecturers, the Faculty should find a way to permit the Director to make multi-term offers to sessional lecturers.	Multi term sessional contracts for several instructors proposed to be offered.	Heather Henderson Vince Di Ruzza Janice da Silva	September 2022
3.	Expansion of the target audience / streaming. As noted, the program is very well designed and delivered for its current target audience – students who may wish to pursue formal HR accreditation with a professional body. Our reflection, for the consideration of the program leadership, is that it may be worthwhile to add additional HR-relevant courses to the acceptable list that do not, necessarily, meet CHRL requirements.	Due to financial constraints, we are currently unable to expand our HRM course offerings. We have, however, worked to make it abundantly clear to potential students that it is possible complete the minor <i>without</i> planning to meet the certification requirements of the CHRP through the Human Resources Professional Association of Ontario.	Vince DiRuzza Heather Henderson Richard Eibach HR Program/Student Advisor	Complete
4.	Continuity of HR Club. It was noted that the strength of the HR Club was variable from term to term, and that when strong, it was a significant positive contributor to the student experience and the program’s reputation in a number of ways. We simply note that the staffing recommendations made here may create capacity to better support the strength of this important club.	Current committee members were not successful in the continuous of the group during pandemic. Plans in place for Winter 2022 re-establishment.	Vince Di Ruzza HR Program Student Advisor	Complete. Ongoing support and guidance will be provided to the HR Society. Full support will be provided by all HRM Lecturers.

6.	<p>Edge and Co-op. The Director noted the importance of enhancing the work integrated learning opportunities for HR minor students. He identified a desire for more attention from co-op, and a sense of hopefulness about the role that the new Edge program might play in addressing those needs. We simply recommend that the Director continue to pursue these strategies, and that his Department Chair and Dean offer what support they can to his efforts. We acknowledge that the active engagement of a Chair and/or Dean can sometimes be necessary to advance an agenda in a complicated landscape</p>	<p>Continued partnership meetings held with both EDGE and Co-op. Co-op has implemented major focus to the HRM minor program. They have developed strategies to support the HRM minor students. Discussions are on-going with EDGE, we are working together to ensure any potential opportunities. As of Jan 31, 2022: Specific Co-op Development Plans have been developed and put in place for 2021 to 2023.</p>	<p>Vince Di Ruzza HR Program Student Advisor Heather Henderson</p>	<p>In Progress Jan 2022 – Specific Co-op Development Plans have been developed and put in place for 2021 to 2023. Update meetings will be held regularly. Jan 2022 – EDGE and HRM will continue to work in partnership to see if any initiative can be implemented. Update meetings will be held regularly.</p>
7.	<p>Marketing. Put simply, not enough people on this campus know about this fabulous program. Further, prospective students of the university may also be less aware than they should be. We encourage the program, the department, the faculty, and Marketing and Undergraduate Recruitment to invest effort and resources in addressing the “awareness deficit” that we perceive. This is an ongoing initiative. Meetings with Arts Marketing staff will continue to ensure support is received and plans put in place for</p>	<p>Support to be established with and through the Arts Communications office.</p>	<p>Vince Di Ruzza Heather Henderson Richard Eibach</p>	<p>September 2022</p>

	this unique minor program which is not under the umbrella of a full major.			
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The Department Chair/Director, in consultation with the Dean of the Faculty shall be responsible for monitoring the Implementation Plan.

Date of next program review: _____ **2025-2026** _____
Date

Signatures of Approval:

Heather A. Henderson

March 8, 2022

Chair/Director

Date

AFIW Administrative Dean/Head (For AFIW programs only)

Date

D. M. P.

March 16, 2022

Faculty Dean

Date

Note: AFIW programs fall under the Faculty of ARTS; however, the Dean does not have fiscal control nor authority over staffing and administration of the program.

Dan De Vidi

July 24, 2023

Associate Vice-President, Academic

Date

(For undergraduate and augmented programs)

On Behalf of Associate Vice-President, Graduate Studies and Postdoctoral Affairs