ORDRE
EQUIVALENCE
EXAM
PREPARATION
GUIDE

Spring 2018

CRHA

Ordre des conseillers
en ressources
humaines agréés

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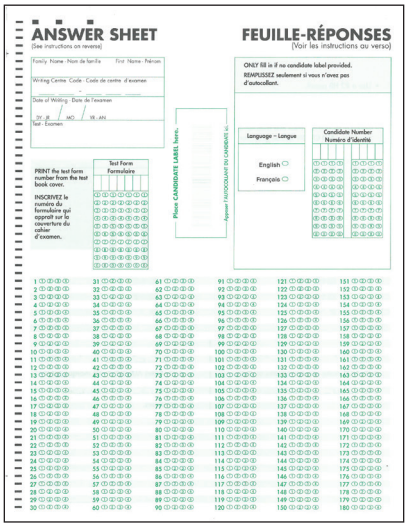
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1. Purpose of the exam

The equivalence exam is an evaluation tool that is part of the Ordre's admission process. It is intended to determine whether your theoretical knowledge is equivalent to that of candidates holding a bachelor's degree with a specialization in human resources or industrial relations.

The Ordre's equivalence exam thus measures your **theoretical knowledge** of human resources management. It is not intended to assess the quality of professional acts as they are implemented in practice. In other words, the exam evaluates your what you know (knowledge) rather than your know-how (skills).


ANSWER SHEET
FEUILLE-RÉPONSES

The exam is therefore designed to ensure you possess the minimum level of theoretical knowledge required in each of the following areas of practice of the profession of CHRP and CIRC:

- Strategic management of human resources and the organization
- Staffing
- Labour relations
- Organizational learning, development and training
- Total compensation
- Organizational development
- Occupational health and safety and wellness

The appended tables present useful information that will help you acquire the concepts the exam will assess, which are required in the seven areas of practice as set out in the *Guide des compétences des CRHA et des CRIA* (professional capabilities guide).

2. General information

2.1 | Exam format

The exam is comprised of 150 multiple-choice questions on the seven areas of practice listed opposite. These questions are organized at random rather than by area of practice.

The questions are presented in an examination booklet and the answers must be entered on an answer sheet similar to that presented previously.

To indicate your answer, you must fill in the corresponding box with a lead pencil.

Note: The answer sheet is a standard answer sheet. Even though it contains 180 boxes, only 150 questions are to be answered in the Ordre equivalence exam.

2.2 | Passing grade and marking system

To determine the examination passing grade, the Ordre uses the Angoff method, which is well-recognized for assessing skills and knowledge. This method relies on the collaboration of a committee of experts and professors involved in basic training programs and takes into account the level of difficulty of the questions.

The passing grade reflects the threshold established to determine whether candidates have the knowledge required to practice the profession; that is, knowledge equivalent to that of holders of a bachelor's degree with a specialization in human resources or industrial relations.

N.B.
The negative marking system is not used for this exam, which means that you will not lose marks for a wrong answer, unlike for a question you leave unanswered. It's therefore to your advantage to answer each question, even if you aren't absolutely certain your answer is the right one.

2.3 | Language

You may take the exam in English or in French and must indicate your choice of language when you register.

Validation mechanisms have been put in place to ensure that the English and French versions of the exam are completely consistent and free from translation bias.

2.4 | Duration of the exam

The exam lasts three hours, which allows an average of 1.2 minutes per question or 1 minute per question and 30 minutes for revision at the end of the exam.

2.5 | Exam content

The exam assesses candidates' theoretical knowledge in each of the seven areas of practice of CHRPs and CIRCs as set out in the professional capabilities guide (*Guide des compétences des CRHA et des CRIA*). The following table indicates the percentage of theoretical knowledge questions on each area of practice.

Area of practice	Weighting (%)
Strategic management of human resources and the organization	15 - 20 %
Staffing	15 - 20 %
Labour relations	15 - 20 %
Organizational learning development and training	10 - 15 %
Total compensation	10 - 15 %
Organizational development	10 - 15 %
Occupational health and safety and wellness	10 - 15 %
Total	100 %

The questions are prepared by experienced professors representing all Quebec universities who are assisted and advised by measurement and evaluation experts (test evaluation). These experts evaluate the exam's validity, reliability and the general performance after each exam session.

2.6 | Types of questions

To assess candidates' theoretical knowledge, the exam is made up of three types of questions: knowledge questions, comprehension questions and application questions.

The knowledge questions, which are memory-oriented, require you to remember words, facts, dates, agreements, classifications, principles, theories, etc. A correct answer to this type of question shows that you remember the information.

The comprehension questions require you to transpose, interpret and extrapolate based on a certain body of knowledge. A correct answer to this type of question shows that you understand the theoretical material, i.e. that you have grasped its meaning.

The application questions require you to use theoretical knowledge to solve a problem. A correct answer to this type of question shows that you are able to use this knowledge appropriately to solve a given problem

EXAMPLES OF KNOWLEDGE QUESTIONS

Area: Staffing

When is the right time to offer a candidate a job?

a) After the candidate has satisfied the various evaluation requirements, including the medical exam.

b) After the candidate has satisfied the various evaluation requirements, but before the medical exam.

c) Immediately after the candidate has successfully completed the selection interview.

d) Only after the candidate has passed the security check.

Area: Organizational learning, development and training

What is the purpose of the *Act to Promote Workforce Skills Development and Recognition*?

a) To promote skills transfers between experienced staff and job seekers.

b) To facilitate succession planning through the development of management skills.

c) To improve the integration of tacit and explicit skills through recognizing training outcomes.

d) To improve workforce qualifications and skills through investment in training.

2.6 | Types of questions (cont'd)

EXAMPLES OF COMPREHENSION QUESTIONS

Area: Occupational health and safety and wellness

What special importance does the concept of "reasonable diligence" as understood by occupational health and safety legislation have for employers?

a) It is a means of legal defence.

b) It is an obstacle to employees seeking to exercise their right of refusal.

c) It has an impact on contributions.

d) It enables the employer to deny an inspector access to the workplace.

Area: Compensation

Stock options are the most common long-term incentive plan offered to executives. Which of the following statements is false?

a) An executive who holds stock options becomes, by doing so, a shareholder of the organization.

b) An executive who participates in a stock option plan may risk a loss of earnings but not a real loss.

c) An executive may manipulate to his or her advantage the disclosure of information respecting a stock option plan.

d) For an organization, a stock option plan may compensate for a lack of liquidity to attract (and retain) a sought-after senior executive.

EXAMPLES OF APPLICATION QUESTIONS

Area: Labour relations

As a labour relations consultant, you are mandated to make recommendations on how to inform the union that management wants to set up a joint committee to improve productivity, even though you are aware that the board of directors isn't fully convinced of the need to establish such a committee. What would you suggest?

a) A clause respecting the productivity committee in the collective agreement.

b) A letter of agreement respecting the productivity committee.

c) A letter of intent respecting the productivity committee.

d) Simply informing the union of the employer's wish to create a productivity committee.

Area: Strategic management of human resources and the organization

A new generation of employees, Generation Y, has entered the workforce. As a result, organizations often have to deal with four generations of employees. Which statement represents the best way to promote the engagement of these four very different generations?

a) Draft engagement measures specific to each generation.

b) Set up a plan to unite all generations based on common values.

c) Create two groups, with traditional and baby-boomer employees in one and Generations X and Y in another. Establish engagement measures for each group.

d) Institute the same measures for all employees.

3. Suggestions to help you pass the exam

3.1 | General considerations

Passing the exam depends on how well you're prepared. Where should you start?

1. First begin by reading the study aids to make sure you fully understand the material to be learned.
2. Assess your level of theoretical knowledge in each area of practice according to your profile.
3. Use the tools available to prepare for the exam. Allow yourself enough study time, but don't start too early in case you forget the concepts you've studied too long ago. You should usually start to study about eight weeks before the exam. The Study plan in the Appendix will help you structure your study time (4.2).

Different profiles, different strategies!

- If you are a specialist in one area of practice, you very likely won't have to spend as much time on it as on the others.
- If you have extensive experience in all the profession's areas of practice, you might want to concentrate more on theory.
- If you are a recent graduate of a business administration program, a number of theoretical concepts are probably still fresh in your mind. However, if you have never taken a course in some areas of practice, you should probably focus more on them.
- If you studied and acquired your professional experience outside of Quebec, it would probably be useful to you to study the Quebec legislation applicable to each area of practice.

3.2 | Mistakes to avoid in a multiple-choice exam

Below are a few mistakes to avoid in a multiple-choice exam.

- Don't go over the exam looking for questions with key words that will remind you of familiar elements so that you can answer these questions first. You'll waste valuable time and increase your chances of entering the answers in the wrong place on the answer sheet.
- Don't choose an answer simply because you remember learning about the concepts it mentions. The statement as such may be true, but it may not necessarily be the right answer to the question being asked.
- Don't eliminate an answer simply because it seems too obvious or easy.
- Don't be intimidated by "scholarly" terms in the answer options.
- Don't choose your answer based on the idea that there is some form of answer pattern. For example, don't eliminate option "c" just because you selected "c" for the three preceding questions.
- Don't try to figure out whether the right answers follow some kind of pattern. No such pattern exists.

3.3 | Strategies for answering questions

Here are a few tips:

- Read each question and answer option thoroughly from beginning to end.
- Try not to jump to conclusions about what the question means.
- First answer the questions you're sure you know the answer to and then go back to the harder questions.
- If you find the question hard, proceed by elimination. In other words, eliminate the answers that are obviously wrong.
- Underline the key words in the premise and in the answer options. This can help you remember important details when you choose the answer you think is right.
- Pay attention to the words used to express an indisputable fact, such as "each," "completely," "all," "always," "never," "none," "only," etc. They indicate that the right answer must be a hard fact.
- Also pay attention to the words used to qualify the statement, such as "often," "generally," "usually," "seldom," "possibly," "apparently," etc.
- Take note of any negative words in the premise such as "none," "no," "not," "never," etc. Remember that the right answer has to be a hard fact and that the other options could be true statements without being the right answer.

4. Exam preparation tools

4.1 | Preparation platform

The Ordre has just launched its new exam preparation platform online (in French only). The platform includes a variety of learning tools to help you study and can be accessed via the exam new candidates' welcome page at portailrh.org/candidat under the tab "Préparation à l'examen" (in French only).

Remember that these tools are simply useful ways to help you study. There is no guarantee that one particular method or tool will ensure you a passing grade.

The platform offers the following tools:

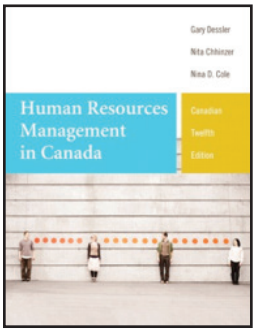
1. Exam preparation guide
2. Self-assessment questionnaire
3. Definitions and glossary
4. Videos
5. Reference works
6. Study aids
7. Study plan
8. Relevant links
9. Helpful tips
10. Exam info newsletters

Each of these tools has been designed to help you access the knowledge to be acquired. These different perspectives offer you a variety of ways to prepare for the exam. Research has shown that multiple sources increase an exam's pass rate, which is why you should make sure you consult diverse sources such as reference works, internet links, journals, etc.

These tools are available on the online platform. Some, such as a complete list of the suggested reference works that constitute the basis of your study, are also presented in this guide. It also includes (section 4.3) study aids focusing on the theoretical knowledge to be acquired. This general and specific knowledge is broken down into areas of practice and related references. At the end of this section, you will find a study plan to help you organize the time you spend on each area of practice.

4.2 | Suggested references

These references are not exhaustive. The English-language books do not cover all the specific knowledge that is examined in the training equivalence exam. These books address the field of human resources management from a perspective that focuses on Canada in general. However, since the training equivalence exam will examine your knowledge of human resources management in Quebec, it is important that you complete your preparation by consulting French-language preparation tools as well. A list of French-language works is provided at the end of this section. It is candidates' responsibility to consult the resources they need.



Human Resources Management in Canada

12th Canadian Edition Plus
Gary Dessler, Nita Chhinzer and Nina Cole

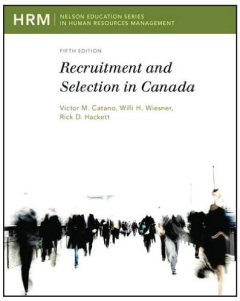
Part 1	Human Resources Management in Perspective
Part 2	Meeting Human Resources Requirements
Part 3	Developing Effective Human Resources
Part 4	Total Rewards
Part 5	Building Effective Employee-Employer Relationships
Part 6	Global Issues in Human Resources Management



Managing Human Resources

7th Edition
Monica Belcourt, Parbudyal Singh, George Bohlander and Scott Snell

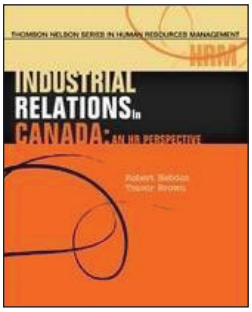
Part 1	Human Resources Management in Perspective
Part 2	Meeting Human Resources Requirements
Part 3	Developing Effectiveness in Human Resources
Part 4	Implementing Compensation and Security
Part 5	Enhancing Employee-Management Relations
Part 6	Expanding Human Resources Management



Recruitment and Selection in Canada

5th Edition
Victor M. Catano, Willi H. Wiesner and Rick D. Hackett

Chapter 1	An Introduction to Recruitment and Selection
Chapter 2	Foundations of Recruitment and Selection: Reliability and Validity
Chapter 3	Foundations of Recruitment and Selection: Legal Issues
Chapter 4	Job Analysis and Competency Model
Chapter 5	Recruitment, Selection and Job Performance
Chapter 6	Recruitment: The First Step in the Selection Process
Chapter 7	Selection: Applicant Screening
Chapter 8	Selection: Testing
Chapter 9	Selection: Interviewing
Chapter 10	Decision Making

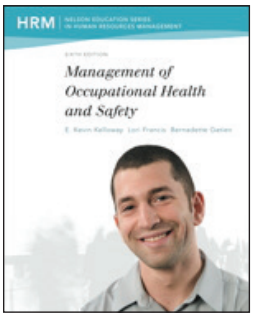


Industrial Relations in Canada

2nd Edition
Robert Hebdon and Travor C. Brown

Part 1	Introduction
Part 2	The Legal Environment
Part 3	Economic, Social and Political Environments
Part 4	Labour History
Part 5	The Union Perspective
Part 6	The Management Perspective
Part 7	Negotiations
Part 8	Collective Agreement Administration
Part 9	Strike and Dispute Resolution
Part 10	Impacts of Unionization
Part 11	Public Sector Issues
Part 12	Globalization of Labour Markets

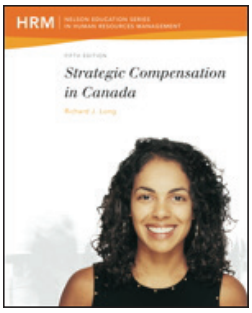
4.2 | Suggested references (cont'd)



Management of Occupational Health and Safety

5th Edition
Kevin Kelloway

Chapter 1	Introduction
Chapter 2	Legislative Framework
Chapter 3	Workers' Compensation
Chapter 4	Hazard Recognition, Assessment and Control
Chapter 5	Physical Agents
Chapter 6	Chemical and Biological Agents
Chapter 7	Psychosocial Hazards
Chapter 8	Workplace Violence
Chapter 9	Training
Chapter 10	Motivation
Chapter 11	Emergency Planning
Chapter 12	Incident Investigation
Chapter 13	Disability Management and Return to Work

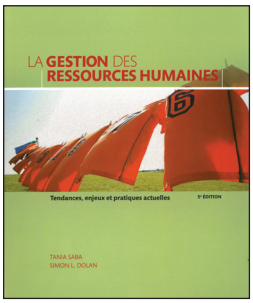


Strategic Compensation in Canada

5th Edition
Richard J. Long

Chapter 1	A Road Map to Effective Compensation
Chapter 2	A Strategic Framework for Compensation
Chapter 3	A Behavioral Framework for Compensation
Chapter 4	Components of Compensation Strategy
Chapter 5	Performance Pay Choices
Chapter 6	Formulating the Reward and Compensation Strategy
Chapter 7	Evaluating Jobs: The Job Evaluation Process
Chapter 8	Evaluating Jobs: The Point Method of Job Evaluation
Chapter 9	Evaluating the Market
Chapter 10	Evaluating Individuals
Chapter 11	Designing Performance Pay Plans
Chapter 12	Designing Indirect Pay Plans
Chapter 13	Activating and Maintaining an Effective Compensation System

The following are two basic French-language references:



La gestion des ressources humaines – Tendances, enjeux et pratiques actuelles

5e édition
Tania Saba, Simon L. Dolan

Section 1	Les préalables à la gestion des ressources humaines
Section 2	Les activités de dotation
Section 3	Le développement des ressources humaines
Section 4	La rémunération et la reconnaissance de la performance
Section 5	Les aspects juridiques de la gestion des ressources humaines
Section 6	Les défis contemporains



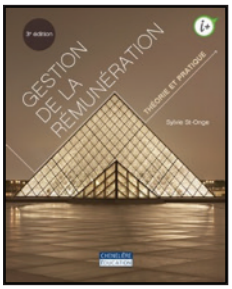
Relever les défis de la gestion des ressources humaines

5e édition
Sylvie St-Onge, Sylvie Guerrero, Victor Haines et Jean-Pierre Brun

Chapitre 1	Miser sur la gestion des ressources humaines
Chapitre 2	Planifier les ressources humaines
Chapitre 3	Gérer l'organisation du travail
Chapitre 4	Assurer le recrutement, la sélection et l'accueil
Chapitre 5	Assurer la formation et le développement des compétences
Chapitre 6	Gérer la performance
Chapitre 7	Gérer les carrières
Chapitre 8	Gérer la rémunération
Chapitre 9	Gérer les relations du travail
Chapitre 10	Promouvoir la santé, la sécurité et le mieux-être au travail
Chapitre 11	Gérer la diversité
Chapitre 12	Évaluer la gestion des ressources humaines

4.2 | Suggested references (cont'd)

We have also identified a number of specialized works that could help you improve your theoretical knowledge in some areas of practice. Again, remember that the list of works suggested is for information purposes only and cannot be considered exhaustive.



Gestion de la rémunération – Théorie et pratique

3e édition
Sylvie St-Onge et Roland Thériault

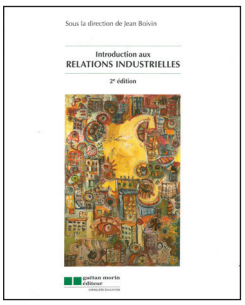
Chapitre 1 La gestion de la rémunération : importance et modèle
Chapitre 2 La rémunération globale : enjeux et stratégie
Chapitre 3 L'implantation des programmes de rémunération globale
Chapitre 4 La gestion des enquêtes de rémunération
Chapitre 5 L'analyse et l'évaluation des emplois et la Loi sur l'équité salariale
Chapitre 6 La gestion des structures salariales
Chapitre 7 La gestion des programmes de reconnaissance
Chapitre 8 La rémunération et la gestion des performances individuelles
Chapitre 9 La rémunération de la performance collective
Chapitre 10 La gestion des avantages sociaux et des régimes de retraite
Chapitre 11 Les différentes catégories de personnel et les contextes particuliers en gestion de la rémunération



Gestion de la santé et de la sécurité au travail

2012
Sous la direction d'Elena Laroche

Chapitre 1 La problématique et les notions de base
Chapitre 2 La structure opérationnelle du régime québécois de prévention et d'indemnisation pour les organisations de compétence québécoise et canadienne
Chapitre 3 Le régime québécois de prévention applicable aux organisations de compétence québécoise et canadienne
Chapitre 4 Le Règlement sur la santé et la sécurité du travail
Chapitre 5 Le régime québécois d'indemnisation des lésions professionnelles applicable aux organisations de compétence québécoise et canadienne
Chapitre 6 Le système de gestion de la santé et de la sécurité du travail
Chapitre 7 Le programme de prévention : une activité structurelle au centre du système de gestion de la santé et de la sécurité du travail
Chapitre 8 Les interventions structurelles destinées à identifier et à évaluer les risques
Chapitre 9 Les interventions structurelles destinées à éliminer et à contrôler les risques
Chapitre 10 Les interventions intégratives, relationnelles et liées au développement d'une culture de prévention
Chapitre 11 La gestion de dossiers de lésions professionnelles et les indemnités
Chapitre 12 La réadaptation et le retour au travail
Chapitre 13 Le cumul des recours, les examens de santé et les tests de dépistage
Chapitre 14 La gestion de la tarification



Introduction aux relations industrielles*

2e édition
Sous la direction de Jean Boivin

Chapitre 1 La place et le rôle des employeurs dans un système de relations industrielles
Chapitre 2 La place et le rôle des syndicats dans un système de relations industrielles
Chapitre 3 La place et le rôle de l'État dans un système de relations industrielles
Chapitre 4 Les politiques publiques de l'emploi
Chapitre 5 Les normes minimales du travail : bilan et éléments de prospective
Chapitre 6 La santé et la sécurité au travail
Chapitre 7 La discrimination au travail
Chapitre 8 Les défis contemporains de la gestion des ressources humaines
Chapitre 9 L'encadrement juridique général des rapports collectifs de travail : le Code du travail
Chapitre 10 Le processus de négociation collective
Chapitre 11 La convention collective

*** This book is no longer in production and has been replaced by ''Fondements des Relations Industrielles.''**

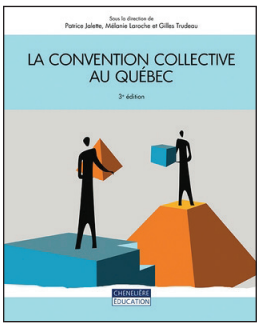


Fondements des Relations Industrielles

Sous la direction de Pier-Luc Bilodeau et Martine D'Amours

Chapitre 1 Les repères généraux
Chapitre 2 Les théories en relations industrielles
Chapitre 3 L'action collective des employeurs
Chapitre 4 L'action collective des travailleurs et l'évolution du syndicalisme
Chapitre 5 L'État et la régulation des relations industrielles
Chapitre 6 Les politiques publiques de l'emploi (PPE)
Chapitre 7 Les normes minimales du travail : bilan et éléments de prospective
Chapitre 8 L'interdiction de discrimination en milieu de travail et les lois proactives du Québec
Chapitre 9 Le régime québécois de santé et de sécurité du travail et sa mise en œuvre
Chapitre 10 L'encadrement juridique général des rapports collectifs du travail : le Code du travail
Chapitre 11 Les fondements, la théorie et les pratiques de gestion des ressources humaines (GRH)
Chapitre 12 L'organisation de la prévention en santé et sécurité du travail (SST)
Chapitre 13 La négociation collective
Chapitre 14 La convention collective

4.2 | Suggested references (cont'd)



La convention collective au Québec

3e édition
Sous la direction de Patrice Jalette, Mélanie Laroche et Gilles Trudeau

Chapitre 1 Aspects généraux de la convention collective
Chapitre 2 Cadre juridique de la convention collective
Chapitre 3 Administration de la convention collective
Chapitre 4 Durée et renouvellement des conventions collectives
Chapitre 5 Droits de direction
Chapitre 6 Vie et sécurité syndicales
Chapitre 7 Règlement et arbitrage des griefs
Chapitre 8 Mesures disciplinaires
Chapitre 9 Ancienneté
Chapitre 10 Gestion et protection de l'emploi
Chapitre 11 Organisation de la production et du travail
Chapitre 12 Formation continue de la main-d'œuvre
Chapitre 13 Heures de travail
Chapitre 14 Évaluation des emplois
Chapitre 15 Salaires
Chapitre 16 Avantages sociaux
Chapitre 17 Conciliation travail-vie personnelle
Chapitre 18 Santé et sécurité du travail
Chapitre 19 Évolution de la convention collective au Québec : Bilan et tendances



La négociation collective au Québec

3e édition
Sous la direction de Jean-Guy Bergeron

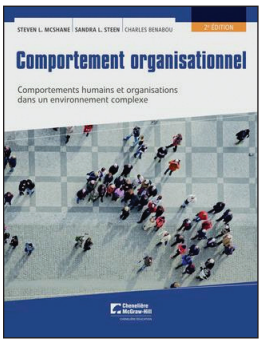
Chapitre 1 Théorie et modèle de la négociation collective
Chapitre 2 Structure de négociation
Chapitre 3 Préparation à la négociation collective
Chapitre 4 Processus de la négociation collective
Chapitre 5 Analyse des coûts de la convention collective et de la masse salariale
Chapitre 6 Le règlement des conflits de négociation
Chapitre 7 Négociation collective dans le secteur public au Québec



Recrutement et sélection du personnel

2e édition
Anne Bourhis

Partie 1 Les enjeux de la dotation
Partie 2 La préparation de la dotation
Partie 3 Le recrutement
Partie 4 La sélection
Partie 5 L'embauche et l'intégration en emploi



Comportement organisationnel

2e édition
Steven L. McShane, Sandra L. Steen et Charles Benabou

Chapitre 1 Introduction au comportement organisationnel
Chapitre 2 Les comportements humains et les organisations dans un environnement complexe
Chapitre 3 La personnalité, les valeurs, l'éthique et les attitudes
Chapitre 4 La perception et l'apprentissage dans les organisations
Chapitre 5 Les émotions, le stress et la santé mentale au travail
Chapitre 6 La motivation au travail : les fondements
Chapitre 7 La motivation par les rétributions et l'organisation du travail
Chapitre 8 La dynamique des groupes
Chapitre 9 La prise de décision et la créativité
Chapitre 10 La communication dans les organisations
Chapitre 11 Le pouvoir, l'influence et la politique dans les organisations
Chapitre 12 Le conflit, la collaboration et la négociation au travail
Chapitre 13 Le leadership
Chapitre 14 La structure et la conception des organisations
Chapitre 15 La culture organisationnelle
Chapitre 16 Le changement et la transformation des organisations

4.3 | Study aids – Knowledge tables

The study aids are in the form of knowledge tables applicable to each of the seven areas of practice. General and specific knowledge covers key concepts, principles and theories to be memorized, understood and applied in problem situations.

STRATEGIC MANAGEMENT OF HUMAN RESOURCES AND THE ORGANIZATION

Knowledge	Specific knowledge	Suggested references
Organizational strategy	Typology	**Human Resources Management in Canada** Canadian 11th Edition with MyHRLab Gary Dessler and Nina Cole **Managing Human Resources** 6th Edition Monica Belcourt, George Bohlander and Scott Snell **Legislation, articles, websites**
	Determining factors and challenges	
	Strategic plan and its implementation	
Legal framework	Legislation	
Project management	Basic concepts	
Human resources strategy	Basic principles	
	Added value of HR	
	Types of strategies	
Human resources information systems	Basic concepts	
	Selection criteria and selection steps	
	Implementation	
	Confidentiality management	
	Software evaluation	
Strategic management evaluation	HR dashboard and indicators	
	Methods and techniques	

4.3 | Study aids – Knowledge tables (cont'd)

STAFFING

Knowledge	Specific knowledge	Suggested references
Evaluation of the recruitment and selection process	Staffing evaluation process and related indicators	**Human Resources Management in Canada** Canadian 11th Edition with MyHRLab Gary Dessler and Nina Cole **Managing Human Resources** 6th Edition Monica Belcourt, George Bohlander and Scott Snell **Recruitment and Selection in Canada** 5th Edition Victor M. Catano, Willi H. Wiesner, Rick D. Hackett **Legislation, regulation, articles, websites**
Legislative, regulative and normative framework	Legal provisions and concepts related to the protection of individual rights	
	Staffing and collective agreements	
	Employment contracts	
Staffing challenges	Changes to the nature of the jobs or the workforce profile	
	Potential bias	
	Attraction strategies	
Human resources planning	Human resources planning, job analysis and skills profile: concepts and methods	
	Workforce movement	
Typical staffing process	Recruitment steps and their respective concepts	
Communication throughout the staffing process	Importance, recipients and techniques	

4.3 | Study aids – Knowledge tables (cont'd)

LABOUR RELATIONS

Knowledge	Specific knowledge	Suggested references
Labour relations process	Disciplinary and administrative management	**Managing Human Resources** 6th Edition Monica Belcourt, George Bohlander and Scott Snell **Industrial Relations in Canada** 2nd Edition Robert Hebdon and Travor C. Brown **Legislation, regulation, articles, websites**
	Grievances	
	Conflict and dispute resolution mechanisms	
	Evaluating the different positions of the interested parties in order to determine areas of convergence and divergence	
Labour relations, underlying principles	Values: respect, trust, etc.	
	Good-faith negotiations	
	Ethics of negotiations	
Organizational policies	Major labour relations policies	
Legislative and regulatory framework	Laws and regulations	
	Public policies	
Institutions and players	The State: employer, legislator and regulator	
	Union organizations and their players	
	Employers' organizations and their players	
	Public sector organizations	
	Private sector organizations	
	Courts and their players	
	Mediation and dispute resolution organizations and their players	
Collective agreement	Content and interpretation	
	Challenges	
Collective bargaining	Dimension juridique d'une négociation	
	Legal framework	
	Negotiation mandate and related strategies	
	Negotiation preparation and related tools	
	Bargaining power analysis	
	Cost evaluation	

4.3 | Study aids – Knowledge tables (cont'd)

ORGANIZATIONAL LEARNING, DEVELOPMENT AND TRAINING

Knowledge	Specific knowledge	Suggested references
Knowledge and competence	Concepts	**Human Resources Management in Canada** Canadian 11th Edition with MyHRLab Gary Dessler and Nina Cole **Managing Human Resources** 6th Edition Monica Belcourt, George Bohlander and Scott Snell **Legislation, articles, websites**
	Types of knowledge: know, know-how, know-why	
Legal framework	Legislation	
Culture of learning organization	Concepts and definitions	
	Methods and strategies	
	Impact and benefits	
Training issues	Globalization	
	Principles of andragogy	
Skills development	Steps	
	Key players	
Training needs	Assessment of needs: tools and methodology	
	Performance management principles	
Training program	Methods and techniques	
	Considerations	
	Success factors	
Transfer of learning	Concepts	
	Success factors	
	Methods and strategies	
Training management evaluation	Criteria and indicators	
	Outils et méthodes	

4.3 | Study aids – Knowledge tables (cont'd)

TOTAL COMPENSATION

Knowledge	Specific knowledge	Suggested references
Compensation, underlying principles	Theories	**Managing Human Resources** 6th Edition Monica Belcourt, George Bohlander and Scott Snell **Strategic Compensation in Canada** 5th Edition Richard J. Long **Legislation, articles, websites**
	Justice	
	Ethics	
Role of compensation	Impact and consequences of compensation	
	Potential bias relating to compensation	
	Importance of compensation	
	Compensation goals	
Legal framework	Legislation	
Compensation components	Salary and salary increases	
	Performance-based regimes	
	Employee benefits	
Salary determination	Job evaluation process	
	Compensation survey	
	Pay structure determination	
	Pay grade placement	
	Pay equity exercise	
Compensation strategies	Deciding factors	
	Effects of the strategy	
	Executive compensation	
	Compensation in a unionized context	
Compensation management evaluation	Indicators and methods	

4.3 | Study aids – Knowledge tables (cont'd)

ORGANIZATIONAL DEVELOPMENT

Knowledge	Specific knowledge	Suggested references
Organizational development principles	Definitions	**Human Resources Management in Canada** Canadian 11th Edition with MyHRLab Gary Dessler and Nina Cole **Managing Human Resources** 6th Edition Monica Belcourt, George Bohlander and Scott Snell **Legislation, articles, websites**
	Concepts	
Legal framework	Legislation	
Organizational evaluation (audit)	Steps	
	Tools and methods of analysis	
Types of organizational culture	Types	
	Transmission of culture	
Organizational structure	Types and components	
	Selection criteria	
Work processes	Models	
	New forms of work organization	
Team management	Impact	
	Tools and performance evaluation criteria	
	Conflict management (behaviour)	
	Diversity management	
Individual performance management	Definitions and importance	
	Steps	
	Methods and techniques	
Organizational commitment (engagement or motivation)	Definitions and types	
	Means of action	
	Change management	
Communication concepts	Types	
	Strategies	

4.3 | Study aids – Knowledge tables (cont'd)

OCCUPATIONAL HEALTH AND SAFETY AND WELLNESS

Knowledge	Specific knowledge	Suggested references
Occupational health and safety system	Legislative and regulative framework	**Management of Occupational Health and Safety** 6th Edition E. Kevin Kelloway, Lori Francis, Bernadette Gatien **Legislation, regulation, standards, articles, websites**
	Historical background	
	The CSST	
	Relationships between internal and external players	
Prevention in the workplace	Concepts and types	
	Prevention programs	
	Hazard recognition and correction	
Compensation	Concepts and types	
	Compensation plan regimes: rates and financing	
	Compensation case and appeal management	
	Return-to-work management	
Integrated occupational health and safety management system	Health and safety organizational structure	
	Health and safety organizational culture	
	Major players, their respective roles and relationships	
Main hazards	Concepts and definitions	
	Workplace hazards	
	Non-workplace hazards	
Health, safety and wellness promotion	Concepts and definitions	
	Standards and policies	
	Initiatives	
Positive health determinants	Protective factors	
	Best practices	
Crisis and emergencies	Crisis and emergency management	
Evaluation of occupational health, safety and wellness management	Methods	
	Performance indicators	

4. Study plan

Below is an example of a study plan that could be used starting eight weeks before the exam to help you structure your study time.

PERSONALIZED STUDY PLAN			Week 8	Week 7	Week 6	Week 5	Week 4	Week 3	Week 2	Week 1
			Number of hours of study							
Area of practice	Weighting (%)	Priority	Hours of study in each area of practice							
Strategic management of human resources and the organization	15 - 20 %									
Staffing	15 - 20 %									
Labour relations	15 - 20 %									
Organizational learning, development and training	10 - 15 %									
Total compensation	10 - 15 %									
Organizational development	10 - 15 %									
Occupational health and safety and wellness	10 - 15 %									

For any questions or comments, contact the Ordre des conseillers en ressources humaines agréés at:

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