



# Taking the Pathway

Understanding  
career direction in  
**human resource  
management**





## Food Processing Skills Canada

At Food Processing Skills Canada, our mission is to make certain that the Canadian food and beverage manufacturing sector is building an empowered and resilient workforce that is primed for growth.

We create industry-driven programs for Canada's 13,000+ food and beverage manufacturing establishments and the sector's 300,000+ people so that businesses and individuals can achieve their goals.

We are passionate about ensuring that Canadians, new immigrants, and temporary foreign workers have the training and confidence to successfully begin an exciting job or advance their career. We also want employers and educators to have the right resources so that they can nurture talent and create the perfect learning environment.

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The opinions and interpretations in this publication are those of the author and do not necessarily reflect those of the Government of Canada.

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# table of contents

<b>ABOUT TAKING THE PATHWAY</b> .....	4
HOW TO USE THE CAREER PATHWAY .....	5
<b>IT'S ALL ABOUT THE PEOPLE</b> .....	6
FIVE KEY AREAS OF HUMAN RESOURCE MANAGEMENT .....	6
EDUCATION .....	7
COLLEGE CERTIFICATE OR DIPLOMA PROGRAM .....	7
UNIVERSITY DEGREE PROGRAM .....	7
<b>HUMAN RESOURCES CERTIFICATION</b> .....	8
MEMBERSHIP REQUIREMENTS .....	9
KNOWLEDGE REQUIREMENTS .....	9
EDUCATION REQUIREMENTS .....	9
EXPERIENCE REQUIREMENTS .....	9
PROFESSIONAL CONDUCT REQUIREMENTS .....	9
A CAREER IN HUMAN RESOURCES YOUTUBE VIDEO LINKS .....	9
<b>HUMAN RESOURCE MANAGERS</b> .....	10
HR ASSISTANT / OFFICER / COORDINATOR .....	10
HR GENERALIST .....	10
HR SPECIALIST .....	10
HR LEAD .....	11
HR MANAGER .....	11
HR DIRECTOR / VP OF HR .....	12
CHIEF HR OFFICER (CHRO) .....	12
<b>HR MANAGER CAREER PATHWAY</b> .....	13
SENIOR EXECUTIVE SKILL LEVEL (SE) .....	13
MANAGEMENT SKILL LEVEL (M) .....	13
SUPERVISORY SKILL LEVEL (S) .....	13
HIGH SKILL LEVEL (HS) .....	13
SEMI SKILL LEVEL (SS) .....	13
<b>APPENDIX A</b> .....	A14
OCCUPATIONAL LEVELS WITHIN THE CAREER PATHWAY .....	A14



## About Taking the Pathway

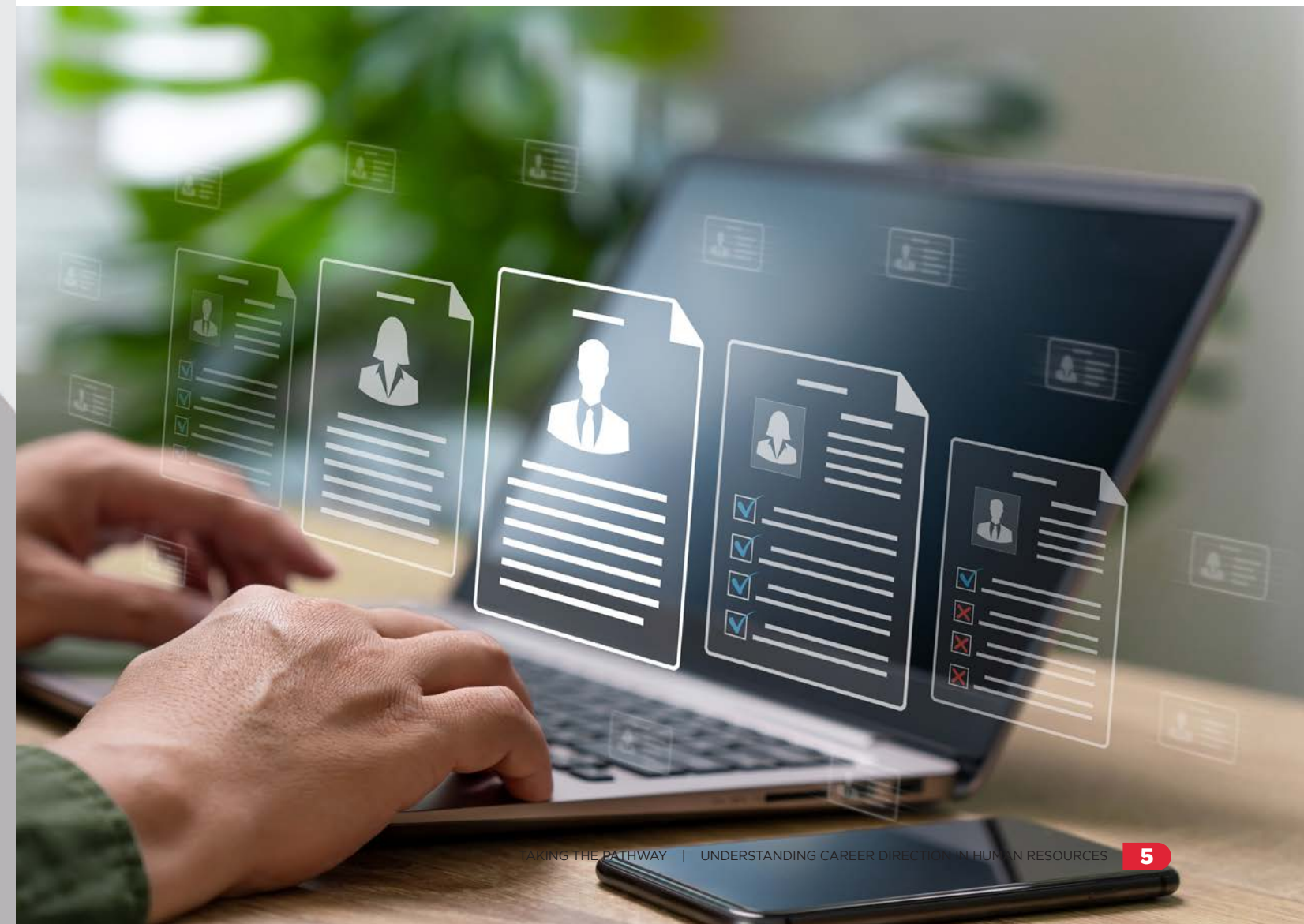
Canada's Agri-Food sector is a significant contributor to our nation's economy and was recently identified as one of Canada's top growth industries over the next 10 years. Despite this, the sector continues to face a critical labour shortage that, if left unresolved, will impede the industry's growth, employment opportunities, and overall sustainability.



## How to Use the Career Pathway

This document provides practical information about the career paths available for workers involved in human resources management. In a time when attraction and recruitment of workers is important to keep up with demand, the career pathway can be helpful to educate potential workers about the opportunities and career options in HR in the food and beverage processing industry. The career pathway is a helpful tool for employers to attract, recruit and retain productive and skilled workers.

The career pathway for HR Managers illustrates the progression from entry-level to management positions. Definitions for these occupational levels can be found in **Appendix A**.





# it's all about the people

At the heart of every business are the human resources, the people that make up the organization. In the best companies, human resources are viewed as the most valuable assets that they company has, and they take the necessary steps to ensure the health, safety, and well-being of all workers. Human resources management includes all of the tasks, processes and procedures that are involved in managing and retaining employees to ensure that the organization can carry out its mission and make money.

**Human resources management can be broken down into 5 key areas, including:**

- **Talent Management** - including recruiting, hiring, developing, and retaining employees.
- **Compensation and Benefits** - to ensure that employees are adequately compensated for their efforts.
- **Training and Development** - to ensure a skilled workforce.
- **HR Compliance** - to ensure that all employment laws, regulations, and legislation are followed.
- **Workforce Safety** - to ensure that all employees are safe at work.<sup>1</sup>

<sup>1</sup> Paycor - The 5 Main Roles in HR: <https://www.paycor.com/resource-center/articles/the-5-main-roles-in-hr/>



## Education

If you are interested in a career in human resources, earning a high-school diploma is a non-negotiable. After completing high school and realizing your interest in personnel management, post-secondary education is the next step on your journey. HR professionals have varying educational backgrounds, but there are typical pathways that individuals follow:

• **College Certificate or Diploma Program:** In Canada, certificate programs are (generally) one year in length and diploma programs are 2 years in length. Some colleges offer specific human resources programs, while others will offer programs in business, management, communications, or a related field. These programs provide a great foundational for the HR field.

• **University Degree Program:** Canadian universities offer 4 year Bachelor's degree programs, as well as graduate programs (i.e., Master's and Doctorate degrees) that are varying lengths. A Bachelor's degree is required to proceed onto more advanced degrees. Many HR professionals choose to complete a Bachelor's degree in business administration, human resources, economics or a similar topic as they embark on their HR journey.

Many HR Managers have also completed advanced graduate degrees, such as a Master of Business Administration (MBA), that focused on HR issues.

Post-secondary education in human resources (whether a diploma or degree) is often a foot in the door for entry-level HR positions. Upon entry into the workplace, individuals may choose to consider an HR specialization - like compensation and benefits - and take specific courses related to their areas of specialization.

**In the dynamic field of human resources, HR managers must be willing to be lifelong learners to keep up with trends and best practices.**



# human resources certification

While it is not a requirement for employment to attain certification as an HR professional, many companies prefer that their HR personnel have the designation. Certified HR professionals, on average, earn more than non-designated HR professionals.

## According to the Chartered Professionals in Human Resources Canada:

The Chartered Professional in Human Resources (CPHR) is a nationally recognized level of achievement within the field of human resources. It reflects a conviction that the professional practice of human resources management can safeguard the interests of employers, employees and the business community. The designation represents continuing recognition of the bearer's professionalism.<sup>2</sup>

Each province and territory in Canada has their own HR association. Nine provinces and three territories in Canada recognize the CPHR designation and are responsible for setting the specific process and timing requirements for their members to achieve the CPHR designation.

<sup>2</sup> Chartered Professionals and Human Resources Canada - Become a CPHR: <https://cphr.ca/>



## In general, the requirements to become a Chartered Professional in Human Resources are:

- 1. Membership:** Member of the provincial/territorial CPHR member association.
- 2. Knowledge:** Demonstrated via a national knowledge exam or equivalencies through post-secondary education.
- 3. Education:** Meeting the foundational knowledge coursework requirement and the appropriate level of post-secondary qualification as determined by the pathway being followed.
- 4. Experience Requirement:** Demonstrating the required time and level of work experience practicing Human Resources through the Validation of Experience assessment. At least three or more years (in the last 10 years) are required depending on the path being taken. Experience does not need to be from Canada and can be achieved in any sector.
- 5. Professional Conduct:** Following the Code of Ethics & Rules of Professional Conduct.



Learn more about what it means to be a CPHR with Kimberley Levasseur Puhach, CPHR (Winnipeg, MB): [https://www.youtube.com/watch?v=16MKz0HCv4s&ab\\_channel=CPHRManitoba](https://www.youtube.com/watch?v=16MKz0HCv4s&ab_channel=CPHRManitoba)



## A Career in Human Resources

The field of human resources is incredibly diverse, which allows practitioners to specialize in areas that they are particularly passionate about or remain generalists and handle a little bit of everything! The size of the processing facility will dictate the size of the HR department.

**Still wondering if a career in Human Resource management is right for you?** Check out this video: [https://www.youtube.com/watch?v=Jp7oM9mAIXQ&ab\\_channel=InternationalHub](https://www.youtube.com/watch?v=Jp7oM9mAIXQ&ab_channel=InternationalHub)





# human resource managers

CAREER PATHWAY



## A common career pathway for HR Managers can include:

### HR Assistant / Officer / Coordinator

Known by a variety of titles, the assistant/officer/coordinator is an entry-level HR position. This is a semi-skilled position due to the fact that post-secondary education (a diploma, degree, or certificate) is typically required to perform this role. The HR Assistant helps to facilitate the various HR processes within an organization. This typically involves completing administrative paperwork and personnel files, handling benefits plans and being involved in solving common workplace issues, like employee absences, wage and benefit discrepancies, and minor complaints. They are often involved in the recruitment and hiring process and may be required to look for talent, arrange interviews, check references, create new employee records, and conduct onboarding sessions. This entry-level position allows individuals to learn about, and be involved in, day-to-day HR tasks.

**Skill Level:** Semi Skill (SS)

#### **Educational/Experience Requirements:**

Post-secondary training is typically required for hire (not specifically HR, although preferred).

**Related NOC Code:** **NOC 12101**

- Human resources and recruitment officers

### HR Generalist

HR Generalists have more experience than HR Assistants and are involved in all aspects of human resource management, including talent management, compensation and benefits, training and development, compliance, and safety. The HR Generalist position can be considered a training role in becoming an HR Manager.

**Skill Level:** High Skill (H)

#### **Educational/Experience Requirements:**

Post-secondary education in human resources required; CPHR may be considered an asset; 3+ years as an HR Assistant typically preferred.

**Related NOC Code:** **NOC 11200**

- Human resources professionals.

### HR Specialist

The HR Specialist position is similar in level of authority and skill as the HR Generalist role; however, the Specialist (hence the name!) focuses on a specific function of human resources whereas the Generalist handles all functions. HR Specialists are more common in larger organizations with a more robust HR department. A specialist position allows individuals with a specific interest or passion to put their skills into action.

**Skill Level:** High Skill (H)

#### **Educational/Experience Requirements:**

Post-secondary education in human resources required; CPHR may be considered an asset; 3+ years as an HR Assistant typically preferred.

**Related NOC Code:** **NOC 11200**

- Human resources professionals

### HR Lead

The HR Lead position, true to the name, is the lead HR Generalist/Specialist on the team and provides support to the HR Manager. The HR Lead position is an excellent stepping stone for the HR manager positions, and coaching and mentoring often occurs between the Lead and the HR Manager.

**Skill Level:** Supervisory Skill (S)

#### **Educational/Experience Requirements:**

Post-secondary education in human resources required; CPHR may be considered an asset; 3+ years as an HR Generalist/Specialist typically preferred.

**Related NOC Code:** **NOC 11200**

- Human resources professionals

### HR Manager

HR Managers plan, organize, direct, control and evaluate the operations of human resources and personnel departments, and develop and implement policies, programs and procedures regarding human resource planning, recruitment, collective bargaining, training and development, occupation classification and pay and benefit administration. They represent management and participate actively on various joint committees to maintain ongoing relations between management and employees. The HR Manager also oversees, guides and delegates work to other HR personnel, including generalists, specialists, and assistants.

**Skill Level:** Management Skill (M)

#### **Educational/Experience Requirements:**

Post-secondary training in human resources is required; 7+ years of experience in HR required or preferred (i.e., experience as an HR Generalist/Specialist); CPHR designation preferred or required by some employers.

**Related NOC Code:** **NOC 10011**

- Human resources manager







# hr manager career pathway

## HR Director / VP of HR

In larger organizations, HR Directors and VPs can manage a group of HR Managers and oversee the operations of all HR functions/departments. HR Directors and VPs combine their theoretical knowledge of HR with business management skills to act as strategic partners to all the employees in a company and they may also handle complaints and grievances regarding HR processes and procedures. They may also be required to deal with legal and compliance issues if they arise. Directors and VPs often provide approvals for new HR projects, procedures, and processes.

**Skill Level:** Management Skill (M)

### Educational/Experience Requirements:

Post-secondary training in human resources is required, graduate degree may be preferred; 7+ years of experience in HR required or preferred (i.e., experience as an HR Generalist/Specialist); CPHR designation is typically required.

**Related NOC Code:** **NOC 10011**

- Human resources manager

## Chief HR Officer (CHRO)

As a member of the senior executive team, the Chief HR Officer (CHRO) works with the CEO of the company as well as other departmental senior executive to make strategic decisions. The CHRO is responsible for supervising the HR administration for the whole company and can propose changes to senior management, set goals, and may check whether a company is following regulations. A key focus of the CHRO is employee retention and staff development.

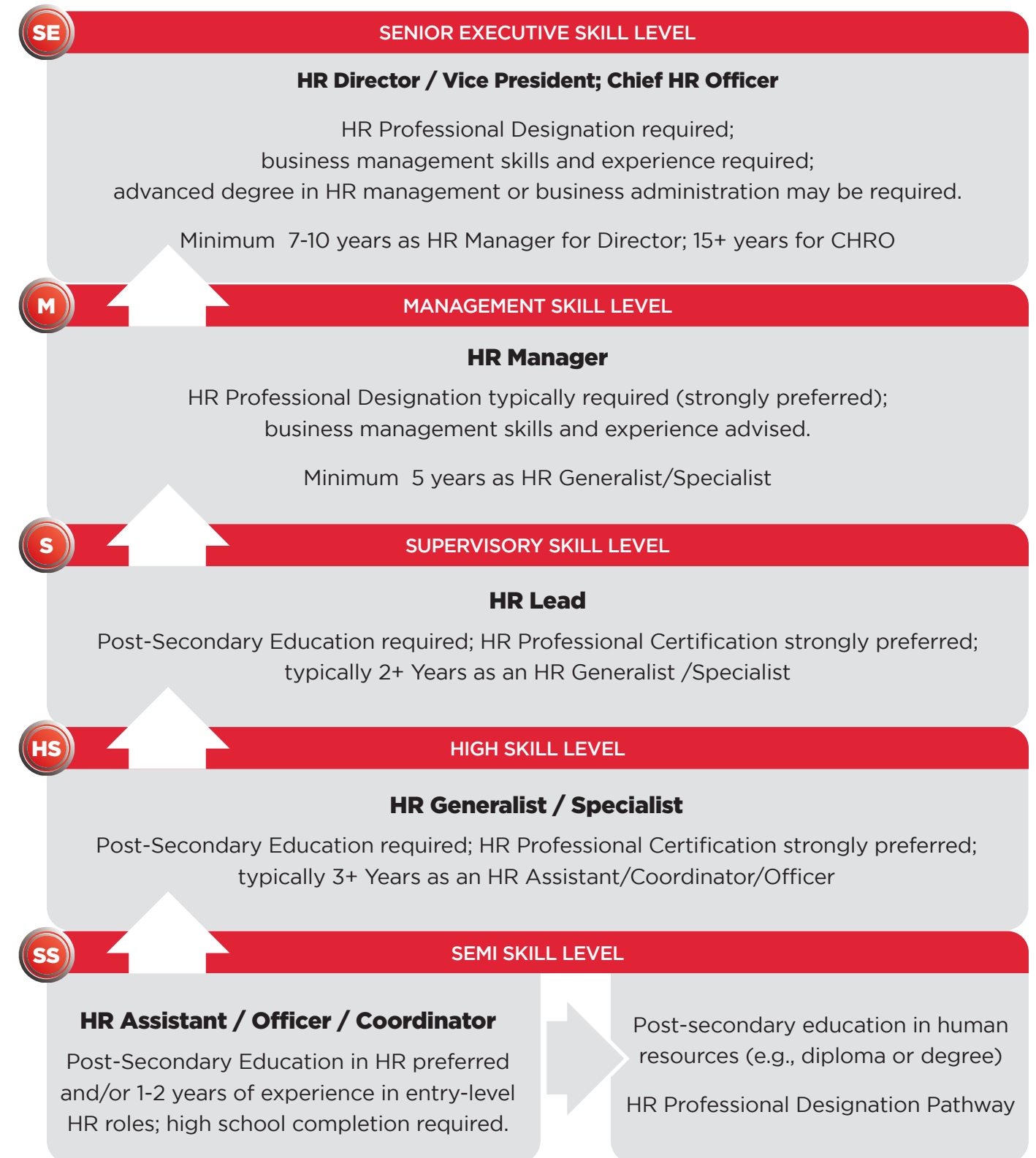
**Skill Level:** Senior Executive Skill (EX)

### Educational/Experience Requirements:

Post-secondary training in human resources is required, graduate degree may be preferred; 15+ years of experience in HR required or preferred (i.e., experience as an HR Director ideal); CPHR designation typically required.

**Related NOC Code:** **NOC 10011**

- Human resources manager









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