

Human Resources Manager

National Occupational Standard Summary



Igniting the bio-economy's brainpower

BIOTALENT CANADA

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Definition of occupation | **Human resources manager**

The effective management of a company's Human Resources is vital to the success of any organization. The Human Resources Manager assists and directs an organization in the effective management and utilization of its people capabilities to ensure the sustainability of the organization by:

- Assisting the leadership staff in an organization to plan and identify what the staff and talent requirements for the organization should be with specific reference to the number of people required and establish what the required competencies and capability requirements are to sustain the business according to the business strategy.
- Delivering services to support the organization in executing effective talent supply strategies through attraction and acquisition processes.
- Collaborating with leaders, managers, and supervisors to implement and launch talent management strategies to ensure effective onboarding, development, and progression systems.
- Providing the systems, data analytics, administrative processes, and policies related to employing people in the organization. These administrative services include applicant tracking, managing employee information, salaries and remuneration, performance reviews, and benefits.
- Assisting and advising the organization to create and maintain a healthy work environment by resolving employment issues and concerns.
- Overseeing Diversity, Equity, and Inclusion programs.
- Serving as a lead in providing front-line HR consultation, counselling, and coaching to senior management, people managers, and employees in all HR practice areas, including legal compliance and employment standards.
- Effectively managing the resources, infrastructure, and cost to provide the services mentioned earlier, irrespective of the employed delivery models.
- Participating as a significant stakeholder in total health and wellness programs. Although not a general trend, instances can be found where HR is also responsible for the safety functions. In such instances, the Human Resources Manager may have responsibilities ranging from driving the safety culture to stewarding the safety systems, programs, and corrective action.

Responsibilities vary significantly from organization to organization depending on the operating models and philosophies as well as organizational size. In smaller organizations, one person may be responsible for all the support mentioned above while contracting services from outsourced service suppliers and specialist organizations as and when required. In larger organizations, the Human

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Resources Manager often functions as a business partner for a department, division, business unit, and regional or country office. In these instances, they may be responsible for ensuring the coordination and delivery of all HR management services via internal shared services and or specialist functions.

The Human Resources Manager requires innovative problem-solving capacities, excellent interpersonal relationships, and competencies in managing collaboration. There are significant intrinsic challenges in the role, as they must continuously balance sometimes conflicting elements in the workplace. Examples of this are:

- Compliance management versus flexibility in human resources practices to support the business unit or client strategies. As stewards of many corporate and even legal employment policies and regulations, they need to ensure compliance while a specific department may request allowances outside policy parameters.
- Facilitating the resolution of perceived inconsistencies in company values and situational requirements and individual client's management practices.
- Ensuring administrative excellence in transactional HR services delivered by internal groups outside the direct authority of the Human Resources Manager while focussing on implementing and supporting strategic talent management initiatives.

Although industry knowledge is beneficial, the work processes across the industry in all the sectors of the bio-economy human resources management practices require the same competencies, and a high level of transferability is possible within this industry.

Level of education, training or designations requirements

Typical Education Required	Secondary	College	Bachelor	Master	PhD
Typical Starting Experience	0-5 yrs.	5-10 yrs.	10-15 yrs.	15-20 yrs.	20+ yrs.

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- Bachelor's degree in a field that relates to HR in general such as psychology, business administration, communications, sociology, labour relations or a commerce degree
- Several organizations require a professional designation, e.g., Chartered Professional in Human Resources/Certified Human Resources Professional
- Minimum five years of professional HR experience
- Knowledge of employee and labour relations management
- Knowledge of Human Resources Information Systems is required
- Excellent analytical and problem-solving skills
- Capable of dealing with ambiguity and working under pressure
- Interpersonal skills

This role works in the following subsectors:

Applicable To	Bio-Health	Agri-Bio	Bio-Industrial	Bio-Energy
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The level of complexity of the role is:

Span of Complexity Levels	Foundational	Operational	Specialist/ Management	Expert/Executive
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HUMAN RESOURCES MANAGER COMPETENCY SUMMARY

Competencies	Complexity Level Required			
	1 Foundational	2 Operational	3 Specialist/ Manager	4 Expert/ Executive
Core				
Build, Implement, and Maintain Ethical Human Resources Management Practices				
Manage Evidence-Based Human Resources				
Human Resources Strategy Management				
Technical				
Workforce Planning and Succession Management				
Talent Acquisition Management				
Compensation and Benefits Administration				
Learning and Development Stewardship				
Organizational Design and Development				
Change Management				
Employee and Labour Relations				
Mastery of Digital Technologies				
Inclusion and Diversity Management				
Total Health and Wellness				

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Competencies	Complexity Level Required			
	1 Foundational	2 Operational	3 Specialist/ Manager	4 Expert/ Executive
Industry Regulatory				
Records and Document Management				
HR Compliance Management				
Personal and Professional				
Fostering Collaboration				
Professional/Emotional Intelligence				
Consulting and Partnering				
Business Acumen				

Core competencies

Build, Implement, and Maintain Ethical Human Resources Management Practices

Demonstrates and participates in implementation of organizational management practices that systematically deliver a workplace where staff and team members collaborate to complete their work with a commitment to ethical standards and professionalism.

Manage Evidence-Based Human Resources

Utilizes available objective data to guide decisions about the development and implementation of strategies and interventions to ensure the outcomes align with the strategic goals of the organization.

Human Resources Strategy Management

Applies an understanding of the overall business strategy and objectives to collaborate with the organization's line managers, implementing the organization's talent management strategy and building capacity to deliver the essential performance targets, increasing long-term organizational sustainability.

Technical competencies

Workforce Planning and Succession Management

Analyzes the business strategy to implement processes and programs and manages the company's current and future workforce supply and demand requirements to ensure operational efficiency.

Talent Acquisition Management

Interprets the resource plan and collaborates with line managers to deliver strategies and plans, attracting and hiring competent employees to ensure operational efficiencies.

Compensation and Benefits Administration

Applies corporate strategies and policies to deliver correctly administered employee compensation and benefits, ensuring adherence of pay equity principles while aligning with the organization's context and financial capacity.

Learning and Development Stewardship

Uses knowledge of the organization's talent development practices to collaborate with supervisory and leadership staff, identifying needs and designing, implementing, and maintaining training and development processes to ensure staff can perform in current and future roles.

Organizational Design and Development

Applies organizational and job design best practices to identify organizational requirements to implement organizational structures and jobs that deliver the company's strategy and goals.

Change Management

Applies an understanding of change management principles, processes, and human reactions to changes, and then influences behaviours required to transition self and others from the current state to a desired future state.

Employee and Labour Relations

Applies corporate strategies, policies, and collective agreements to ensure the employee-employer relationship manifests as per company culture, relevant laws, and employment contracts, ensuring labour stability and productivity.

Mastery of Digital Technologies

Uses knowledge and mastery of the full range of digital technologies to capture, processes, and analyze data in order to provide information for decision-making and optimizing routine tasks in support of the company's strategic talent management.

Inclusion and Diversity Management

Applies corporate policies in upholding harmonious relationships, inclusiveness, and diversity and supporting programs to improve and sustain a productive and high-performing workplace.

Total Health and Wellness

Applies corporate policy in health and employee wellness, supporting the implementation of programs to improve and sustain the overall physical and psychological health of the individual and the organization.

Industry regulatory competencies

Records and Document Management

Applies knowledge of the applicable labour laws, employment standards, and regulatory requirements to ensure that all employee records and process documentation is identified, classified, controlled, revised, archived, and destroyed in compliance with requirements.

HR Compliance Management

Understands, interprets, and applies applicable employment, labour, and immigration laws to advise line managers on requirements, ensuring the compliance and mitigation of employee and employer risks.

Personal and professional competencies

Fostering Collaboration

Considers the multidisciplinary involvement of HR and identifies the critical stakeholders for collaboration across boundaries and within defined roles and responsibilities to accomplish shared outcomes and better quality and operational results/achievements.

Professionalism/Emotional Intelligence

Applies emotional intelligence and professional sensitivity to become aware of own emotions and those of the others they interact with so that they can manage personal and professional decorum and maintain productive relationships.

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Consulting and Partnering

Applies standard consulting processes to develop and maintain strong partnering relationships and advises, directs, and delivers interventions in collaboration with internal stakeholders to improve sustainability.

Business Acumen

Applies contextual knowledge of the business to derive HR programs, processes, and interventions from the business mission, strategy, and goals to best serve the organization's purpose and interest.

USE NATIONAL OCCUPATIONAL STANDARDS TO:

- ✓ Build a job description
- ✓ Plan professional development
- ✓ Map career progression and succession planning
- ✓ Benchmark compensation

View the full National Occupational Standards at biotalent.ca/NOS

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