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HUMAN RESOURCES JOB FAMILY – HUMAN RESOURCES MANAGEMENT

JOB FAMILY CONCEPT: The Human Resources job family is responsible for all aspects of human resources related activities. Human Resources roles serve to foster a healthy, productive, and inclusive workforce through the development and implementation of integrated and effective human resources programs, services, and policies. The Human Resources function advises and administers programs in the following areas: benefits, compensation, employee relations, recruitment, records, and other related human resources services.

HUMAN RESOURCES MANAGEMENT

The Human Resources Management role provides leadership, direction and management for human resources activities and operations. The Human Resources Management role provides oversight to one or more functional units of Human Resources, providing staff management and strategic planning and may have fiscal accountability. The Human Resources Management role plans, develops, and oversees implementation of department or University programs, practices, and procedures.

The **Human Resources Management** role is distinguished from the **Human Resources Consultant** role in that it is responsible for senior-level strategic expertise, management responsibilities and increased accountability. Conversely, the **Human Resources Consultant** role has primary responsibility for delivery of consultative services and providing work direction, if applicable, is a secondary function of that role.

The **Human Resources Management** role is distinguished from other management roles by the primary focus on human resources management.

HUMAN RESOURCES MANAGEMENT 1

Typical Functions

Manages the day-to-day operations of a functional unit. Responsible for hiring, performance management and staff development for a functional unit. Coordinates activities of unit/project to ensure successful completion. Responsible for ensuring effective HR services. Conducts research as appropriate for projects or initiatives within assigned functional area. Contributes to the development and implementation of the strategic plan and implements University-wide programs within unit. Evaluates recommended changes/improvements to quality improvement processes, procedures and policies. Makes effective recommendations to leadership, stakeholders, and customers. Explains and enforces applicable laws, regulations, policies, and procedures. Is responsible for compliance with existing policies and procedures. Serves as a subject matter expert for a unit.

Complexity and Decision Making Authority

Provides guidance to senior leaders and employees. Decisions made impact University or System. Resolves problems with no defined solutions. Establishes practices and principles. Defines work objectives, priorities, deadlines, and delegates work appropriately. Develops creative recommendations for solving problems that are varied and somewhat difficult in nature. Resolves complex employee issues/concerns.

Knowledge, Skills, and Abilities

Knowledge of state and federal employment laws and university policies and practices. Expert level knowledge of human resources issues with both internal and external impacts. Expert level knowledge of reporting and compliance. A high level of consulting, problem solving, and collaborative skills. High level of analytical and decision making skills. Ability to supervise, motivate, and mentor others. Ability to communicate effectively with a diverse audience. Ability to maintain confidentiality. Ability to gather and evaluate information and synthesize reports and recommendations. Ability to

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understand when to elevate issues to senior management and when to engage other functional areas such as legal, communications, finance, audit, etc.

Education/Experience

Bachelor's degree and five years of progressively responsible broad HR experience, or an equivalent combination of training and experience. PHR/SPHR, SHRM-CP/SHRM-SCP, or other relevant professional certification preferred. Master's degree preferred.

HUMAN RESOURCES MANAGEMENT 2

Typical Functions

Responsible for multiple functional areas or a small unit with multiple functional operations. Operates as a liaison between internal and external constituents. Reviews units programs to ensure compliance with applicable state and federal laws and regulations. Evaluates and recommends adoption of new or enhanced approaches to delivering services demonstrating awareness of emerging trends, and changes in employment regulations, policies and procedures to proactively address issues.

Complexity and Decision Making Authority

Decisions have broad impact. Implements strategic initiatives. Develops innovative recommendations for solving problems, ensuring compliance and delivering services with broad impact.

Knowledge, Skills, and Abilities

Crisis management skills. Ability to gain support among a diverse audience. Ability to negotiate and mediate complex human resources issues. Ability to analyze complex problems having broad impact and develop strategies for resolution.

Education/Experience

Bachelor's degree and seven years progressively responsible broad HR experience, or an equivalent combination of training and experience. PHR/SPHR, SHRM-CP/SHRM-SCP, or other relevant professional certification preferred. Master's degree preferred.

HUMAN RESOURCES MANAGEMENT 3

Typical Functions

Provides specialized senior leadership and support of complex functions across multiple Human Resources service delivery areas; may supervise lower-level managers. Develops and implements strategic initiatives. Implements major projects with large-scale/University-wide impact such as complex compensation, employee relations or performance evaluation systems. Establishes strategic direction, provides consultation and advice to senior, institutional management on sensitive, complex and potentially controversial matters. Advises other experts throughout the university on a variety of situations and issues that involve applying or adapting new theories, concepts, principles, methods or practices.

Complexity and Decision Making Authority

Sets strategic direction. Provides detailed plans for changes specific to policies and procedures that may result from trends and changes in overall direction of functional and/or organizational responsibilities. Demonstrates diplomacy and tact in persuading and influencing a variety of stakeholders to achieve results. Resolves complex, controversial or unprecedented issues and problems, and demonstrates sound judgement by considering values, risks, impact and implications of actions throughout university.

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Knowledge, Skills, and Abilities

Ability to design and implement a variety of human resources programs and systems having a broad impact. Ability to develop and oversee implementation of policies and procedures. Ability to advise senior leadership on potentially controversial or sensitive issues.

Education/Experience

Bachelor's degree and ten years progressively responsible broad HR experience, or an equivalent combination of training and experience. PHR/SPHR, SHRM-CP/SHRM-SCP, or other relevant professional certification preferred. Master's degree preferred.

FLSA status

Under FLSA, this is an exempt job classification for these roles. Incumbents in these classifications must meet the full criteria for exempt status: salary level, salary basis, and duties tests to be designated as exempt.