



JOB FAMILY CONCEPT

This family consists of three levels of managerial work encompassing positions responsible for a wide range of human resources activities and supervision. Levels are distinguished based on the complexity and scope of responsibilities and the independence of action. This job family is distinguished from the Human Resources Professional family by having management responsibilities and increased accountability. HR Managers are distinguished from HR supervisors by the greater degree of responsibility of organizing, planning and leading a fiscal department, managing a larger staff, and serving as a strategic advisor. It is distinguished from the Administrative Management family by having a primary focus on human resources management. Positions in this family explain, justify, defend and develop department and University human resources programs, policies, rules, and regulations and negotiate and resolve sensitive and controversial issues. Positions in this family direct and manage human resources activities and operations including the following functions:

- Strategic and long range planning
- System and program evaluation
- Analysis and interpretation of rules and regulations
- Creation and management of budgets
- Systems, programs, policies, processes and procedure development
- Organizational design and development
- Staff selection, training, evaluation and performance management
- Final signature authority on fiscal related items

Human resources managers provide statewide or unit management human resources expertise and client guidance in several human resources areas. Work units occur throughout the University system including Statewide and MAU human resources offices, departmental human resources offices, and research institutions.

TYPICAL FUNCTIONS

The typical functions listed are typical examples of work performed by positions in this job classification. Not all functions assigned to every position are included, nor is it expected that all positions will be assigned every typical function.

- Direct and manage staff and functions of human resources professional or technical unit(s)
- Manage programs such as staff development, recruitment and testing, classification and compensation, payroll and records administration, labor and employee relations, employment including residency status determination, performance management, benefit and leave administration, training, orientation, and organization and career development, EEO and Affirmative Action, and other related human resources activities
- Manage outsourced programs and activities, including vendor relations
- Interpret and provide guidance on state/federal regulations, collective bargaining agreements, human resources programs, and University policy and procedures
- Provide client consultation and service



- Investigate and resolve complex problems
- Prepare correspondence and reports
- Develop and administer budgets
- Commit the organization to major obligations and expenditures
- Negotiate and or administer collective bargaining agreements
- Mediate conflict
- Advise on job and organizational design and development
- Maintain confidentiality of client and employee information

LEVELS AND COMPETENCIES

The primary distinction between levels is reflected in the Level Descriptors. As levels increase, scope, complexity and degree of independence increase. Higher levels may perform duties of lower levels. Education and experience are stated at the minimum threshold for the level. Additional education or experience may be desirable for some positions.

Level 1

PCLS: 02461

**Grade 81
Exempt**

Descriptors

Work is performed under general direction. Manage a human resources professional unit with responsibility for diverse functions. Perform human resources professional duties. Advise unit management regarding complex* issues. Investigate and resolve complex* issues. Prepare management reports. Identify resource needs, prepare and submit budget requests, and allocate resources accordingly. Establish schedules and methods for providing assigned human resources services.

Knowledge, Skills, and Abilities

Knowledge of human resources systems, programs, procedures, rules and regulations. Knowledge of principles and practices of contemporary human resources programs and services, including payroll, affirmative action, EEO, employee and labor relations, benefits and leave administration, recruitment and selection, training and development, classification and compensation, organizational design and development. Knowledge of University, federal and state law requirements. Knowledge of collective bargaining agreements. Knowledge of Banner system and basic computer operation. Knowledge of principles and practices of leadership, management and supervision, training and performance evaluation. Ability to apply understanding of University, federal and state requirements to human resources functions. Ability to investigate and resolve complex issues. Ability to communicate effectively both orally and in writing. Ability to analyze complex problems and develop strategies for resolution. Ability to provide leadership, direction, and training to division staff members. Ability to coordinate assigned staff and work activities. Ability to select, supervise**, train and evaluate staff. Ability to prepare and administer budgets.



Education and Experience

Bachelor's degree in Human Resources or related field and three years progressively responsible professional human resources experience, or an equivalent combination of training and experience. Master's degree preferred. Senior Professional Human Resources (SPHR) certificate preferred.

Level 2
PCLS: 02462

Grade 82
Exempt

Descriptors

Work is performed under long-range administrative direction. Direct a major regional wide program. Participate in development of systems and procedures and long-term strategic planning. Interpret University, state and federal human resources policies. Serve as expert advisor for a variety of human resources related programs and activities. Independently review complex* unit and departmental actions to determine conformity to University programs, processes and collective bargaining agreements. Analyze and monitor compliance related to functional area. Represent the University to the public in explaining and defending University policies and plans.

Knowledge, Skills, and Abilities

Same as level one, plus: Expert knowledge of human resources programs and activities. Ability to negotiate and mediate complex issues. Ability to analyze complex problems having system wide impact and develop strategies for resolution. Ability to represent the University to the public in area of expertise.

Education and Experience

Bachelor's degree in Human Resources or related field and four years progressively responsible professional human resources experience, or an equivalent combination of training and experience. Master's degree preferred. Senior Professional Human Resources (SPHR) certificate preferred.

Level 3
PCLS: 02463

Grade 83
Exempt

Descriptors

Work is performed under long-range administrative direction. Direct system-wide complex* human resources programs and develop related policies and systems. Act as expert advisor to management regarding a variety of system-wide issues. Research and assess the impact of benefits trends, new technology, legislation and case law, and recommend changes to a variety of human resources policies, plans, or practices. Maintain a broad circle of influence providing guidance and assistance within the University.

Knowledge, Skills, and Abilities

Same as level two, plus: Expert knowledge of human resources systems, programs, procedures, rules and regulations. Expert knowledge of principles and practices of contemporary human resources programs and services, including payroll, affirmative action, EEO, employee and labor relations, benefits and leave administration, recruitment and selection, training and development,



classification and compensation, organizational design and development. Expert knowledge of state and federal tax regulations and requirements affecting the Banner system as well as related technological changes. Ability to design and introduce a variety of human resources programs and systems having system-wide impact including those with contractual requirements.

Education and Experience

Bachelor's degree in Human Resources or related field and five years progressively responsible professional human resources experience, or an equivalent combination of training and experience. Master's degree preferred. Senior Professional Human Resources (SPHR) certificate preferred.

- * **Complexity:** Refers to the higher level of interpretation of and diversity of rules and regulations (e.g. Federal and State laws, statutes and regulations, and University policies, procedures and regulations). Complex positions typically work with external constituencies, multiple departments, faculty and campuses. Complexity increases as positions more frequently work with these entities. Complex positions also manage more diverse functional areas which require increased breadth and/or depth of knowledge. Complexity also increases as the number of people impacted by projects and the importance of decisions made impact the campus or the system. Decisions made by more complex positions also require buy-in by larger audiences and executive staff members.

- * **Scope:** Refers to the impact a unit/department has on the school, campus, or University system. Scope also refers to the impact of recommendations or decisions a position has on policies/regulations and the political sensitivity or scrutiny of actions taken.

- ** **Lead:** Provide day-to-day guidance, training and direction for staff in addition to other duties. Regularly assign and review work. Individual must be fluent in assigned area of responsibility.

- ** **Supervise:** Hire, train, evaluate performance and initiate corrective action.

- *** Exemption status determined on a case-by-case basis. Essential functions of each job will be reviewed and evaluated in accordance with Fair Labor Standards Act regulations.

[July 2009 revisions included formatting document for consistency, and adding alternate PCLS information.]