

### HR DIRECTOR 3

#### KIND OF WORK

Human resources managerial work.

#### NATURE AND PURPOSE

Under administrative direction, provides overall managerial direction for the coordinated operation of Human Resources so the various program services are delivered to the Department in a timely and efficient manner and staff operate as a team. Highly technical and responsible professional managerial work assisting in the direction of a division or a major specialized area with Human Resources responsibilities. Performs related work as required.

EXAMPLES OF WORK (A position may not include all the work examples given, nor does the list include all that may be assigned.)

Provides overall leadership, direction and guidance in the development, implementation, measurement and evaluation of tactical and strategic human resource management programs, policies, practices, processes and systems.

Works in partnership with the HR Director to provide broad direction to the management group in the delivery of human resource programs and services.

Develops programs and policies to support the overall mission and vision of the department by participating as a member of the Departments management group.

Complies with workforce equity and diversity objectives so that equal opportunity is ensured for all current and prospective employees and all employees are treated with sensitivity and dignity with respect to their particular cultural values and individual differences.

\*\*Plans, directs, supervises, and coordinates work activities of subordinates and staff relating to employment, compensation, labor relations, and employee relations.

\*\*Develops methods to improve employment policies, processes, and practices, and recommends changes to management. Prepares personnel forecast to project employment needs. Prepares budget for personnel operations. Prepares and delivers presentations and reports to corporate officers or other management regarding human resource management policies and practices and recommendations for change.

\*\*Studies legislation, arbitration decisions, and collective bargaining contracts to assess industry trends.

## KNOWLEDGE, SKILLS AND ABILITIES REQUIRED

### Technical Competencies:

Knowledge of the organization and its mission sufficient to fully integrate a complete array of human resource services.

Knowledge of laws, rules, policies, and procedures sufficient to align them with the overall goals of the organization.

Knowledge of the various human resource disciplines and highly refined interpersonal and persuasive skills sufficient to advocate and communicate new concepts and methods within the organization.

\*Technical Expertise-Shows mastery of program knowledge and/or specific business processes. Is viewed as agency expert within an industry or technical/professional field.

\*\*Administration and Management-Knowledge of principles and processes involved in business and organizational planning, coordination, execution. This includes strategic planning source allocation, manpower modeling, leadership techniques, and production methods.

\*\*Personnel and Human Resources-Knowledge of policies and practices involved in personnel/human resource functions. This includes recruitment, selection, training, and promotion regulations and procedures; compensation and benefits packages; labor relations and negotiation strategies; and personnel information systems.

\*\*Updating and Using Job-Relevant Knowledge-Keeping up-to-date technically and knowing one's own jobs' and related jobs' functions.

\*\*Staffing Organizational Units-Recruiting, interviewing, selecting, hiring, and promoting persons for the organization.

\*\*Systems Evaluation-Looking at many indicators of system performance, taking into account their accuracy.

\*\*Systems Perception-Determining when important changes have occurred in a system or are likely to occur.

### Work Management Competencies:

Ability to share information, expertise, and authority sufficient to facilitate organizational response to an issue.

Ability to build constructive relationships with customers, peers, supervisors and managers.

Knowledge of learning and Strategic/systems Thinking and Quality Management.

Organizational Knowledge.

Ability to anticipate and plan for workforce needs sufficient to recruit and retain a diverse workforce.

\*Strategic Planning-Translates organizational goals and strategies into operational plans for one's division. Creates strategic staffing plans based on organizational direction.

\*Operations Management-Guides and enables the performance of a group of employees dedicated to an ongoing business activity/function. Within the realm of one's responsibilities, seeks to maximize the value added by the group (e.g., increasing efficiency, reducing and eliminating costs) to the organization.

\*Championing Change-Reinforces open and constructive evaluation of business practices and results. Continuously seeks and examines relevant lessons learned from current and past experiences to improve organizational performance.

\*Analysis, Problem Solving and Decision Making-Involves or guides others; seeks and offers input and advice. Analyzes various perspectives and weighs alternatives to reach logical conclusions and decisions.

\*Teamwork-Creates the opportunities and structures for meaningful involvement of individuals in group processes and decision making. Fosters a cooperative and supportive atmosphere that encourages open communication and facilitates the resolution of conflicts.

\*Managing Others-Holds others accountable for achieving agreed upon goals and commitments. Develops strategies to improve employee performance. Mentors others.

\*\*Synthesis/Reorganization-Reorganizing information to get a better approach to problems or tasks.

\*\*Implementation Planning-Developing approaches for implementing an idea.

\*\*Identification of Key Causes-Identifying the things that must be changed to achieve a goal.

\*\*Judgment and Decision Making-Weighing the relative costs and benefits of a potential action.

\*\*Management of Personnel Resources-Motivating, developing, and directing people as they work, identifying the best people for the job.

\*\*Making Decisions and Solving Problems-Combining, evaluating, and reasoning with information and data to make decisions and solve problems. These processes involve making decisions about the relative importance of information and choosing the best solution.

\*\*Developing Objectives and Strategies-Establishing long-range objectives and specifying the strategies and actions to achieve these objectives.

\*\*Scheduling Work and Activities-Scheduling events, programs, and activities, as well as the work of others.

\*\*Organizing, Planning, and Prioritizing-Developing plans to accomplish work, and prioritizing and organizing one's own work.

\*\*Coordinating Work & Activities of Others-Coordinating members of a work group to accomplish tasks.

#### Interpersonal Competencies:

Ability to motivate, lead, and coach employees and teams sufficient to recognize and encourage employee contributions.

Ability to negotiate/set goals and performance standards sufficient to hold employees and teams accountable.

Ability to communicate openly and effectively and demonstrate conflict management skills.

Ability to promote the Department position and represent Department interests with other state agencies.

\*Organizational Communication-Generates interest, commitment and support from others for new projects or agency initiatives. Creates energy and builds a sense of ownership for change. Attempts to understand others' resistance to change. Builds a supportive environment in times of change/transition.

\*Collaborative Partnerships and Networking-Creates opportunities to exchange expertise with others. Represents the Agency's interests at external work groups; decisions accurately reflect the organizational position and direction.

\*Communication for Results-Calculates the impact of one's communication to get desired response or action from others. Tailors one's influencing strategy appropriately. Manages conflict; works toward consensus.

\*\*Oral Expression-The ability to communicate information and ideas in speaking so others will understand.

\*\*Written Expression-The ability to communicate information and ideas in writing so others will understand.

\*\*Interpreting Meaning of Information to Others-Translating or explaining what information means and how it can be understood or used to support responses or feedback to others.

\*\*Communicating with Other Workers-Providing information to supervisors, fellow workers, and subordinates. This information can be exchanged face-to-face, in writing, or via telephone/electronic transfer.

\*\*Resolving Conflict, Negotiating with Others-Handling complaints, arbitrating disputes, and resolving grievances, or otherwise negotiating with others.

\*\*Guiding, Directing & Motivating Subordinates-Providing guidance and direction to subordinates, including setting performance standards and monitoring subordinates.

\* From PROGRES Manager Job Track, Column 2

\*\* From O\*NET Dictionary of Occupational Titles, 1998

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Former Title(s): Personnel Services Mgr.