

HR Management

Uses strategic HR expertise to partner with managers and employees within the company to resolve complex problems and advance short and long-term goals across a broad range of HR areas including employee relations, performance management, compensation, management development, retention strategies and staffing. Coordinates recruitment activities, compensation programs, on-boarding, employee benefits, and HRIS. Ensured positive employee relations in keeping with company objectives.

Level 1		Level 2		Level 3		Level 4		Level 5	
Supervisor, Human Resources		Associate Manager, Human Resources		Manager, Human Resources		Sr. Manager, Human Resources		Director, Human Resources	
Management Role	Accomplishes tasks mainly through direct supervision of non-exempt and entry-level exempt employees.	Accomplishes results through lower level subordinate supervisors or through experienced exempt employees who exercise significant latitude and independence in their assignments.	Accomplishes results through subordinate supervisors, or exempt specialist employees.		Generally accomplishes results through lower management levels.			Directs through lower management levels. Responsible for managing a function, which includes multiple related departments.	
Policy and Strategy	Directs daily operations of work area.	Administers and executes policies, processes and procedures that affect subordinate employees and the workflow of the work area.	Interprets and administers policies, processes and procedures that may affect sections and subordinate work areas.		Establishes operating policies and procedures that affect departments and subordinate sections and work area. Interprets company-wide policies and procedures. Develops budgets, schedules and performance standards.			Establishes policies that are appropriate for the function. Interprets and recommends modifications to company-wide policies and practices.	
Freedom to Act	Assignments are largely established in accordance with schedules and deliverables. Work is reviewed for accuracy and completeness.	Assignments are task or activity oriented. Work is reviewed for soundness of judgment and overall quality and efficiency.	Assignments are defined in terms of activities and objectives. Work is reviewed upon completion for adequacy in meeting objectives.		Assignments are objective oriented. Work is reviewed in terms of meeting the organization's objectives and timelines.			Objectives are defined in collaboration with senior management and results are assessed from a relatively long-term perspective.	
Impact	Decisions have a direct impact on work unit operations. Erroneous decisions or recommendations or failure to achieve results might cause delays in schedules.	Decisions impact work area operations. Erroneous decisions or recommendations or failure to achieve results might cause delays in schedules and require the allocation of more people and financial resources.	Decisions have an impact on work processes and outcomes. Erroneous decisions or recommendations or failure to complete assignments normally result in serious delays and considerable expenditure of additional time, human resources and funds.		Decisions have an extended impact on work processes and outcomes. Erroneous decisions result in critical delays and modifications to projects or operations; cause substantial expenditure of additional time, human resources and funds; and jeopardize future business activity.			Decisions have a serious impact on the overall success or failure on the area of accountability. Erroneous decisions or recommendations may cause critical delays or modifications to company projects or operations causing substantial expenditure of time, human resources and funds.	
Liaison	Interacts daily with subordinates and/or peers within similar and/or related functions primarily for the purpose of presenting and exchanging information.	Interacts internally primarily with subordinates and other supervisors. External interaction is typically with suppliers, vendors and/or customers. Primary purpose of liaison is information sharing and basic problem resolution.	Interacts frequently with internal personnel and outside representatives at various levels. Participates and presents at meetings with internal and external representatives. Interaction typically concerns resolution of operational and scheduling issues.		Interacts frequently with internal and external management and senior-level customer representatives concerning projects, operational decisions, scheduling requirements, and/or contractual clarifications. Leads briefings and technical meetings for internal and external representatives.			Interacts with senior management and others concerning matters of significance to the company. Conducts business and technical briefings for senior and top management and for external representatives.	

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Operations Involvement/ Direct Work Involvement	Coordinates the day to day operations of HR services. Monitors and reviews progress of employee's accuracy of work, employee training and responsible for timely data submissions. Provides advice and counsel to managers and employees, and may be involved in the development of programs. Partners with managers to implement key strategic hiring initiatives. Understands the business operations from both a strategic and tactical perspective. May perform, especially in staff or professional groups, ongoing operational tasks of organizational units.	Manages the activities and staff involved in developing and maintaining HR services, possibly including employee relations, staffing, benefits, training, compensation, etc. Has deadline responsibility in the area managed. Provide advice and counsel to managers and employees, may take a lead role in the development of programs and/or policies. Partner with managers to implement key strategic hiring initiatives. Understand the business operations from both a strategic and tactical perspective. Responsible for training and staff development, employee performance reviews, meeting completion dates, interpreting and ensuring consistent application of policies and procedures. Functions as an advisor to a unit regarding tasks, projects, and operations. Becomes actively involved in daily operations only when required to meet schedules or to resolve complex problems.	Give direction, advice and counsel to lower level managers and high level professionals involved in developing and maintaining HR activities, policies and procedures to ensure positive employee relations in keeping with company objectives. Instrumental in the development and implementation of large programs and projects. Evaluate status and productivity of HR programs. Recommend changes to improve efficiency and cost effectiveness. Ensure overall schedules and performance standards are realistically set and attained. Partner with managers to implement key strategic hiring initiatives. Understand the business operations from both a strategic and tactical perspective. Analyze metrics/demographic data to identify improvement opportunities in the areas of retention, staffing, and compensation. Responsible for all projects assigned to the organizational unit. Directly participates in establishing and administering many centralized functional projects. Develop and administer budgets, schedules, and performance standards.	Represent Business Area as prime internal and external contact. Recommend and establish organizational policies, internal practices and procedures to execute HR services that support internal and external customers. Conduct briefings for top management and customers. Interact with equivalent level managers concerning matters of significance to the company. Establish organizational structures and supervisory relationships subject to top management approval. Foster a positive work environment to drive retention, identify key employee issues, provide guidance to leadership on employee engagement, proactively minimize employee relations issues and deliver targeted employee relations solutions and communications. Responsible for overall employee training and development to include leadership development, long range planning, overall budgets, setting metrics and performance levels. Represent Business Area needs and interests in Value Center initiatives and committees. Research and analyze trends and best practices in the field of human resources and implement them as needed. Execute tasks related to mergers and acquisitions: due diligence, employee communications and integration.	Represents Divisions and Business Areas as the prime internal and external HR contact in assigned areas. Evaluates, recommends and establishes Division and Business Area policies, practices and procedures to execute HR strategy to support Division and Business Area needs. Conducts briefings for Division and Business Area Leadership. Interacts with Division and Business Area leaders concerning strategic business matters. Evaluates, recommends and establishes organizational structures and supervisory relationships. Represents Division and Business Area needs on assigned initiatives and committees.
Minimum Education and Experience	Bachelor's Degree in Human Resources, Business or related field and 5+ years of diverse professional experience in all areas of HR which may include 1+ years previous lead or supervisory responsibilities.	Bachelor's Degree in Human Resources, Business or related field and 7+ years of diverse professional experience in all areas of HR which may include 3+ years supervisory responsibilities.	Bachelor's Degree in Human Resources, Business or related field and 10+ years of diverse professional experience in all areas of HR which may include 5+ years managing respective area.	Bachelor's Degree in Human Resources, Business or related field and 12+ years of diverse professional experience in all areas of HR to include 5-7+ years managing respective areas.	Bachelor's Degree in Human Resources, Business or a related field and 15+ years of diverse professional experience in all areas of HR, which includes 8+ years of managing respective areas.