

## A12. HUMAN RESOURCES (HR) MANAGER

1. **Position description:** The Human Resources (HR) Manager functions as a member of the senior staff. Evaluates business needs and sets the strategic direction for the Human Resources Department. Communicates a compelling and inspired vision. Modifies this strategy as the business needs change. Develops and manages the associates who provide professional and administrative support in the Human Resources areas of benefits, employee relations, recruitment/selection, training, and payroll. Provides leadership on special projects in these areas. Is available as a senior-level escalation point for unresolved associate problems and questions.
2. **Reports to:** President, CEO, GM, Controller, etc. depending upon the specific structure of the company.
3. **Skill set and educational requirements:**
  - A. Minimum of five to ten years of experience in Human Resources Management.
  - B. Have a bachelor's degree (preferably in the HR field).
  - C. Bilingual in Spanish and English (preferred).
  - D. Excellent skills in both oral and written communications.
  - E. Proficient in MS Word, MS Excel, budgeting, CRM software.
  - F. Proficient in typing and capable of typing 40 WPM with fewer than three mistakes.
  - G. Able to create an atmosphere of cooperation and professionalism.
  - H. Able to encourage, support, and inspire staff to attain company goals while maintaining appropriate professional, moral, ethical, and values standards.
4. **Responsibilities:**
  - A. Thoroughly understands, implements, and ensures compliance with company policies, procedures, and standard operating procedures (SOPs).
  - B. Assists in the development and implementation of the company's strategic plan.
  - C. Assists in the development, implementation, and achievement of the company's annual budget goals.
  - D. Assists in the development and implementation of the company's new business development plan.
  - E. Oversees the development and implementation of the company's training goals.
  - F. Complies with and records local, state, and federal HR requirements.
  - G. Complies with workers' compensation insurance reporting procedures.
  - H. Maintains schedule identified in office checklist.
  - I. Writes, maintains, and updates company standard operating procedures (SOPs).
  - J. Maintains and updates all personnel records and reports.
  - K. Maintains all personnel payroll records.
  - L. Oversees company H2B process.
  - M. Prepares and coordinates annual corporate minutes meeting with attorney.
  - N. Is certified in CPR and First Aid.
  - O. Continuing education requirement: minimum of 20 hours per year.
  - P. Hires, fires, trains, evaluates, and supervises all staff under his/her supervision.

5. **Salary, bonus, and/or commissions:** Base annual salary (\$55,000 to \$75,000 per year) plus bonus/dividends as deemed appropriate by BOD, President, CEO, etc.
6. **Appraisal criteria:** The primary appraisal criteria for Human Resources Manager is to assist in meeting the annual budget and business development goals of the company (or division) by anticipating personnel recruitment and training needs. Also he/she needs to provide HR and personnel support to division managers on an as-needed basis, while maintaining a professional and ethical corporate atmosphere.
7. **Success factors:**
  - A. Displays mature leadership qualities and is a high-performance individual capable of building and maintaining a high-performance team that requires minimal supervision.
  - B. Detail oriented and able to understand and manage the minute details of his/her department
  - C. Able to effectively network with an external company team to include: CPAs, attorneys, bankers, consultants, peers, professional associations, educators, etc.
  - D. Able to coordinate with, take direction from, and effectively implement CEO directives.
8. **The hidden job description:**
  - A. What should this person enjoy doing to be successful in this job?
    - (1) Creating wealth for company and value for clients.
    - (2) Building an internal company team.
    - (3) Networking.
    - (4) Coaching and developing a team of like-minded professionals.
    - (5) Building/implementing business systems in support of company.
  - B. What personal qualities are necessary for this job?
    - (1) Positive outlook and disposition.
    - (2) Enthusiasm.
    - (3) Enjoys challenges and problem solving.
    - (4) Able to delegate effectively.
    - (5) Consistent behavior.
    - (6) Customer-service oriented.
    - (7) Strong work ethic.
    - (8) Persistent and persevering.
    - (9) Encourages and supports staff (likes being a coach).
    - (10) Strategic and holistic thinker.
  - C. What type of behavior will suit this job?
    - (1) Energetic.
    - (2) Outgoing.
    - (3) Inquisitive.
    - (4) Resourceful.
    - (5) Action oriented.
  - D. Who has failed in this job before and why?
    - (1) Numerous failures.

- E. Who has succeeded in this job before and why?
  - (1) Numerous successes.
- F. Who are the difficult people this individual will have to communicate with?
  - (1) Just about everyone: President, CEO, GM, Controller, Office Manager, etc.
- G. Are there any unusual circumstances in this organization that the person will have to cope with?
  - (1) Poor economy.
  - (2) Lack of understanding of role of HR department by previous CEO/administration.
  - (3) Need to replace majority of current staff.
- H. What are the toughest conditions of the job?
  - (1) Current poor economy.
  - (2) Have to “prove” self to executive management team.
  - (3) Previous exiting and constant turnover of company personnel.
- I. What kind of work should a person thrive on in order to be happy doing this particular job?
  - (1) Supporting a very demanding executive staff.
  - (2) Coaching and developing a team of like-minded professionals.
  - (3) Building/implementing HR business systems in support of company.
- J. If you had to describe the person who could best fill this job, how would you do so?
  - (1) Must be self-confident, articulate, very organized, and able to stand up to a demanding executive team.
  - (2) Has to be able to think quickly on his/her feet.
  - (3) Has to love working with and coaching people while facing challenges and solving problems.
  - (4) Has to love being part of a team of professionals and building a company that is respected in the community.

**9. Individual profile:**

- A. Meticulous.
- B. Punctual.
- C. Articulate.
- D. Possesses excellent oral and written communication skills.
- E. Thorough.

**10. Professional attitude:**

- A. Customer-service oriented.
- B. Enjoys helping others.
- C. Displays a positive, “can-do” demeanor.
- D. Encourages, assists, and supports fellow staff members.
- E. Requires minimal supervision.
- F. Desires to grow professionally and seeks to improve personal skill set.
- G. Seeks out other professionals with whom to network.
- H. Is punctual and energetic.

- I. Accepts and appreciates correctional input from fellow staff members.
- J. Enjoys working with and contributing to a team.
- K. Maintains high professional standards for neatness, discipline, self-control, and organization.
- L. Is not moody, belligerent, narcissistic, a loner, vindictive, mean-spirited, etc.

**11. Potential career path for next five positions:**

- A. Controller.
- B. Operations Manager.
- C. Treasurer.
- D. Board of Advisors.
- E. Board of Directors.

**Notes:** The following notes refer to section numbers in the text:

1. Adapt items 1 through 11 to meet the needs of your specific company.
2. Items 7 and 8 were excerpted from *Smart Questions: The Essential Strategy for Successful Managers* by Dorothy Leeds, (New York: Berkeley, 2000) pp. 108–112.