

Human Resources (HR) Director 5

I. KIND AND LEVEL OF WORK

Highest level within the Human Resources Director managerial series with a focus on long-range strategic operational planning and objectives.

Under general direction, the HR Director 5 serves as the highest-level human resources manager providing vision and broad direction to HR leadership and executive management as well as strategic direction and guidance in the development and implementation of a significantly large and comprehensive human resources service delivery program serving the largest agencies with multiple offices and facilities statewide. An employee at this level is expected to integrate a wide range of strategic and operational functions, including areas such as diversity, equity and inclusion, safety, and emergency management. While these functions may not always be formally under their direct control, they are expected to incorporate them into the broader HR strategy. The HR Director 5 establishes the framework for HR policies, standards, priorities and projects, leading seasoned HR managers from a distance but determining priorities when there is competition for HR services.

An employee in this class is a member of the agency executive leadership team and serves on multiple internal and external strategic direction-setting councils and teams. The incumbent provides high level consultation and technical direction on broad human resources issues, strategies and initiatives to ensure they align with the vision, mission and objectives of the agency as well as state enterprise policies and strategic directions.

The incumbent in the HR Director 5 classification has broad authority and wide discretion to manage the unique needs, situations and significant challenges presented by an expansive, complex agency, at times without clear precedent, which requires combining best practices with creative thinking to bring about resolutions. Direction is provided in terms of the results achieved and the agency head is advised of sensitive or controversial issues.

DELEGATION: Positions in this classification that perform work covered by delegation must carry subdelegation or be an agency's primary delegate. These positions will be fully subdelegated or the primary delegate for all three areas of delegation, such as the full list of selection, classification, and/or compensation activities. *Positions in any classification must receive all training before being granted subdelegation.*

II. DISTINGUISHING CHARACTERISTICS

The HR Director 5 leads at the highest level within a larger, more complex agency that serves a diverse population across multiple locations and programs. This classification includes broad oversight of human resource functions, with added responsibility for integrating areas such as diversity, equity, inclusion, and emergency management into the human resources strategy. The HR Director 5 is instrumental in long-term planning, guiding a larger and dispersed workforce

represented by multiple collective bargaining agreements, and manages a significantly larger budget than the HR Director 4. The incumbent has greater authority in shaping the agency's direction, addressing complex challenges, and influencing state-level human resources policies while engaging with various stakeholders, including legislative bodies. Their decisions have a wider impact on both the agency and the public.

In contrast, the HR Director 4 is the highest-level HR manager in a large agency, overseeing human resources operations across multiple and varied administrations and locations. An incumbent in this class is responsible for setting the overall human resources strategy and leads a team of HR supervisors and managers to execute and direct the daily operations. The HR Director 4 works closely with senior leadership to ensure human resources initiatives align with the agency's goals and mission but does not typically have responsibility for integrating areas such as diversity, equity, inclusion, and emergency management into the human resources strategy. This level has the authority to make key decisions, shape policies, and lead major projects that impact the agency and the public it serves, but those projects and decisions have less of an impact on both the agency and the public than the HR Director 5. Additionally, the HR Director 4 manages a smaller budget and workforce than the HR Director 5.

EXAMPLES OF WORK/DUTIES

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

- Lead and direct the agency's human resources functions statewide to proactively create and promote the desired organizational future. Functions include recruitment and selection; job evaluation and classification; compensation; succession planning; benefits administration; health, wellness, safety and emergency planning; labor relations; organizational development; training and development; performance management; complaint and incident investigation related to employee management consultation; employee transactions; and employment related grievances and lawsuits.
- Serve as a member of the agency's senior management team, acting as chief consultant to executive staff on agency human resource programs such as recruitment initiatives and targets, workforce and succession planning and staffing so the agency is positioned to meet the skill bases needed to provide key products and services.
- Coach, counsel and advise human resource managers, supervisors and employees, providing consistency and expert guidance in the application, development and implementation of human resources policies, priorities, procedures, etc. to ensure alignment with agency and statewide direction.
- Maintain strong coordination and collaboration with the agency's diversity, equity and inclusion, safety, emergency management, and workers' compensation sections.
- Provide advice and effectively recommend on important human resources and management services issues and decisions and on the impact of policies and proposals on the workforce and take the lead in critical situations such as strikes and state government shutdowns.

- Represent the agency on local, regional and national groups and committees relating to human resources activities and objectives. Chair, provide technical expertise or serve as a member so recommendations or actions are determined after giving careful consideration to human resource-related consequences and implications.
- Direct the development and analysis of legislative proposals and documents; advise and direct agency responses to proposed human resource-related legislation; and testify at hearings or respond to inquiries from legislative committees.

III. KNOWLEDGE, SKILLS, AND ABILITIES

Knowledge of:

- Theory and practice of public administration and the practical uses of strategic planning to direct and lead strategic human resources initiatives.
- Broad technical knowledge of public sector human resources management, organizational design and dynamics and a merit system environment sufficient to plan, organize, direct, implement, reform and explain complex laws, rules, policies and practices.
- Technical knowledge of public sector labor relations sufficient to establish and maintain positive and effective working relationships, negotiate and manage conflicting viewpoints with exclusive representatives.
- Comprehensive knowledge and understanding of the State's human resource management principles, policies, rules, statutes and regulations, remaining current on issues and emerging trends, to direct and lead an expansive human resources operation.

Skill in:

- Highly refined leadership, consultative, managerial and human relations competencies in order to promote creativity and innovation in the administration of the agency's human resource functions and the communication of its products and services to customers and stakeholders.
- Expert skill in negotiation, mediation and conflict resolution to effectively persuade and influence others, identify alternative solutions and make recommendations for problem resolution.
- Delegation sufficient to effect desired changes within the organization toward business goals, strategies, direction and mission.

Ability to:

- Link the agency operational needs to the technical aspects of human resources planning, management and strategic staffing practices to support and promote the delivery of agency products and services.

- Effectively lead and direct seasoned HR managers from a distance, balance several large projects simultaneously and decide which areas have priority when there is competition for human resources services.
- Predict how certain factors or events such as economic trends, demographic changes, shifts in the role of government, and other “environmental” changes may affect human resource utilization and needs to forecast and promote the desired organizational future.
- Provide leadership and change management when initiating, communicating and managing organizational change to all employees.
- Build and maintain positive working relationships with key stakeholders, customers, peers and subordinates and to be a partner on statewide policy, legal, bargaining and improvement initiatives.

LICENSURE/CERTIFICATION/STATUTORY REFERENCES

N/A

SPECIAL WORK CONDITIONS

N/A

REFERENCES

T.C.: 10/9/73, 6/75, 4/9/13

Former Title(s): Personnel Manager IV

Personnel Director 4

REVISION HISTORY

Established 07/1967

Revised 06/2025