

Human Resources (HR) Director 4

I. KIND AND LEVEL OF WORK

Under general direction, the HR Director 4 serves as the highest-level human resources manager at a large agency with multiple and varied administrations/disciplines and locations. This class is responsible for leading and directing an HR leadership team and providing oversight and direction over all functional areas of a comprehensive human resource operation. An employee in this class serves as a member of an agency's executive team, providing HR guidance and support to senior leadership and ensuring HR strategies and initiatives align with the agency's mission, vision, and values. The incumbent provides strategic direction regarding the development, implementation and coordination of human resources services that support accomplishment of the agency's priorities and long-term strategic plans.

The HR Director 4 has broad authority to act within the limitations of statutes, collective bargaining agreements and constraints imposed by the agency's mission, goals and values and is afforded wide latitude to use independent judgment in technical decision-making. The HR Director 4 has considerable independence in integrating human resources functions, setting human resources policy and employment practices for the agency, and is granted full discretion to manage the HR team and resources, including the development of new approaches, directing work and managing performance, enhancing skills, and expanding the use of technology.

At this level, the incumbent may develop and implement new policies and make precedent-setting decisions and effectively recommends agency responses and strategic positions regarding new issues, trends and initiatives related to human resources. However, highly unusual or extremely sensitive/controversial issues and recommended solutions are reviewed with executive leadership.

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 4 regularly serves as the highest-level HR manager in a large agency, responsible for 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. This level has the authority to make key decisions, shape policies, and lead major projects that impact the agency and the public it serves. Additionally, the HR Director 4 manages a

larger budget and workforce, ensuring all human resource functions work together to achieve the agency's objectives.

The HR Director 4 differs from the HR Director 3 in both budget size and agency size, as the HR Director 3 directs the human resources division at a mid-size to large agency with fewer programs/locations or leads a major specialized area of human resources (e.g., labor relations). An employee in the HR Director 3 class primarily manages supervisors and advanced professional classifications and may manage other lower-level managers, whereas the HR Director 4 is responsible for leading and directing an HR leadership team. An incumbent in the Human Resources Director 3 class generally encounters complex issues that require the incumbent to consider the impacts to the agency and enterprise as a whole when setting human resources direction. This classification has a high degree of autonomy to establish and manage short- and longer-term strategic HR objectives to achieve desired agency results. In contrast, the HR Director 4 works closely with agency senior leadership to ensure HR initiatives and the overall strategy align with the agency's goals and mission.

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. 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. Decisions at the HR Director 5 level have a wider impact on both the agency and the public.

III. 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 agency-wide HR operations to support business functions, ensuring the system aligns with the agency's goals and meets the needs of employees, managers, stakeholders, and other state agencies.
- Direct the HR leadership team with oversight authority for strategic deployment of HR staff and assignments, including job design, classification, and career path development; equitable compensation; organizational development; recruitment and selection; employee engagement and retention; employee and labor relations; performance management; leave management; workforce and succession planning; workers' compensation; occupational health; HR support services; employee transactions and private data/records management; and business continuity plans including layoff and strike planning.
- Provide expert guidance in the development, implementation and application of HR policies, procedures, priorities and best practices to ensure alignment with agency and enterprise strategies. Analyze HR-related legislative and policy proposals and provide critical feedback to shape direction.

- Drive HR program strategy, evaluation and assessment. Develop key performance indicators and direct the preparation of reports and analysis of metrics to evaluate and improve the cohesion and effectiveness of human resources functions.
- Participate as a member of the agency senior management or executive team to foster effective communication, minimize conflict and develop coordinated and supported strategies to address agency and division issues and priorities, providing human resources perspective and/or guidance.
- Lead, direct and sustain agency-wide employee engagement and retention by executing a performance management system that attains performance excellence, individual and program efficiencies, and workplace belonging and inclusion.
- Network with enterprise HR leaders formally through meetings and informally through mentorship, best practice discussions, brainstorming, etc.; lead and participate in enterprise-wide work groups, committees or task forces.

IV. KNOWLEDGE, SKILLS, AND ABILITIES

Knowledge of:

- Broad and/or deep knowledge of administrative human resource management principles, practices and techniques to effectively handle the complexities of a large state agency with diverse functions and multiple locations.
- HR industry standards, labor market trends, specialized public sector employment practices, and agency programs and structure to provide strategic direction and to plan, organize, and direct major and interdisciplinary projects.

Skill in:

- Leadership and professional consultative, motivational, and managerial competencies to promote creativity and innovation in the administration of HR functions and collaboration among HR staff.
- Human relations to develop and maintain effective working relationships to provide expert consultation to executive leadership, effectively lead the HR strategic initiatives, and carry out daily operations.

Ability to:

- Identify, evaluate and resolve complicated human resource issues that affect agency operations and potentially impact other state agency operations, as well as effectively represent and communicate the agency's position on these issues.
- Lead a large-scale, comprehensive human resources system with innovation and creativity while adhering to law, policy, procedure, and all other governing criteria.

LICENSURE/CERTIFICATION/STATUTORY REFERENCES

N/A

SPECIAL WORK CONDITIONS

N/A

REFERENCES

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

Former Title(s): Personnel Manager II

Personnel Director 3

REVISION HISTORY

Established 10/1973

Revised 6/2025