

Human Resources (HR) Director 3

I. KIND AND LEVEL OF WORK

Under administrative direction, an employee in this classification provides overall strategic leadership and managerial direction for the coordinated operation of human resources functions such as staffing, labor relations, employee development, benefits, safety and worker's compensation, ensuring that HR operations align with the mission, goals and strategic priorities of the division and agency. These managers develop, recommend and implement HR policies, procedures and strategic initiatives to integrate human resources operations with agency objectives. They serve as expert advisors to supervisors, managers and senior leadership on a broad range of human resources issues.

Managers at this level have extensive knowledge and experience to either lead all human resource functions within an agency or a highly complex area with impact beyond the agency boundaries. They are responsible for effectively recommending the agency's response and position regarding new issues, trends and initiatives within these areas. They are often expected to adapt existing or create new procedures, develop and implement innovative solutions, and evaluate long-term impacts to ensure achievement of desired objectives.

This classification directs the human resources division at a mid-size to large agency with fewer programs/locations and less scope of impact of HR work on the public, typically resulting in less complex strategic planning or leads a major specialized area of human resources (e.g., labor relations) with significant impact throughout and beyond the agency.

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

An employee in this class primarily manages supervisors and advanced professional classifications and may manage other lower-level managers. In directing all human resources functions or a major HR area with significant internal and external impact, the Human Resources Director 3 generally encounters complex issues that require the incumbent to consider the impacts to the agency and enterprise as a whole when setting HR direction. This classification has a higher degree of autonomy to establish and manage short- and longer-term strategic HR objectives to achieve desired agency results.

Employees in the Human Resources Director 1 classification primarily supervise professional and advanced professional classifications and are focused on HR-specific or short-term objectives and

activities to achieve results. Although they may assist in the development of strategic HR priorities, they do not have primary responsibility for establishing the overall HR strategic plan. At this level, issues encountered vary in complexity and solutions are typically based on past precedent. Additionally, the Human Resources Director 1 classification is primarily supervisory in nature and has responsibility for administering a broad variety of inter-related human resources functions in an agency.

The Human Resources Director 4 classification is 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 supervisors and managers to execute and direct the daily operations. The Human Resources 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 HR 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.

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.)

- Consult and advise management, supervisors and staff on complex or sensitive human resource issues and best practices related to human resources. Participate in strategic and operating decisions to ensure that human resources implications and consequences are considered and addressed.
- Develop, review, recommend and implement changes to agency human resources policies, procedures and practices. Provide expertise regarding the impact of other policies and procedures on human resources.
- Develop and lead human resources program objectives that create a cohesive and effective human resources management system consistent with the unit, department and agency mission, strategic goals and priorities. Monitor and analyze changes in the work environment, feedback and outside factors to determine if objectives continue to be viable.
- Manage and direct the division's or agency's labor relations function so that collective bargaining agreements and plans and employee relations programs and policies are administered equitably and consistently. Provide authoritative interpretation of labor relations law, policy, rules, collective bargaining agreements and plans, supplemental agreements, and memoranda of understanding. Serve as the key management representative with exclusive representatives, attorneys and other relevant parties on labor relations matters including negotiations, arbitrations, hearings and grievance settlements.
- Develop and implement new and effective human resources practices in compliance with state statutes, human resources rules, policies, and administrative procedures.

IV. KNOWLEDGE, SKILLS, AND ABILITIES

Knowledge of:

- Strong administrative and human resource management knowledge and experience to effectively handle the complexities of a mid- to large-size state agency with diverse functions.
- Extensive knowledge of the State human resources systems including labor relations, staffing, recruitment, compensation, selection, training, affirmative action, and transactions, as well as the laws, policies, procedures and best practices in these areas, to successfully deploy and integrate these functions within the agency.
- Labor law and collective bargaining agreement and plan language sufficient to provide consultation and guidance to management on employee relations issues and recommend appropriate corrective action.

Skill in:

- Negotiation, mediation, problem-solving and conflict management to encourage solutions and achieve mutually acceptable outcomes.
- Drafting bargaining language, policies, procedures, complex grievance responses, and complaint responses in a manner that is accurate, clear, concise, sensitive, strategic, and effective.

Ability to:

- Effectively represent and communicate the agency's position on human resources issues with representatives of other state agencies, labor organizations, the public, and agency employees at all levels.
- Identify and evaluate complex human resources issues, develop and implement new solutions, and provide advice and counsel to managers, supervisors and employees.
- Evaluate, translate and integrate the needs of the division/agency with human resources functions to ensure HR is aligned with the agency's strategic initiatives and goals.
- Interpret and communicate complex provisions of collective bargaining agreements and plans, statutes, rules, policies and procedures.

LICENSURE/CERTIFICATION/STATUTORY REFERENCES

N/A

SPECIAL WORK CONDITIONS

N/A

REFERENCES

T.C.: 4/9/13

Former Title(s): Personnel Services Mgr.

Merged with Human Resources Director 2, 7/30/25

REVISION HISTORY

Established 04/1990

Revised 03/2000, 06/2025