



Career Service Authority  
Agency Human Resources Director

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### GENERAL STATEMENT OF CLASS DUTIES

Supervises human resource functions within a limited span of control for an agency or department and performs tactical duties and assists with operational oversight of related activities such as employment, personnel, payroll, training, and/or employee relations.

### DISTINGUISHING CHARACTERISTICS

This class is distinguished from the four-part general management series in recognition of the scope and breadth of responsibility introduced by the Human Resources or Human Capital management discipline with service and/or operational staff levels that are typically at or below 350 employees within the operation(s).

This class, within the human resources discipline performs a combination of supervisory and direct service duties and responsibilities. Agency Human Resource Director performs tactical duties and assists with operational responsibilities. Typically this position supervises the work of two or more employees that do not have supervisory responsibility.

This classification is distinguished from Manager I based on division/department staff size, budgetary responsibility, management/administration complexities introduced by large service and/or operational organizations with multiple work shifts, collective bargaining agreements, and significant employee populations that range from the temporary worker to executive management.

#### ***Guidelines, Difficulty and Decision Making Level:***

Guidelines are in the form of stated objectives for the section, unit, function or project.

Work assignment is generally unstructured and employee is responsible for assigning and supervising a variety of functions to achieve the objectives of the section, unit or project. Duties performed involve weighing and evaluating factors requiring judgment, analytical ability and problem solving.

Employee is responsible for simultaneous coordination and supervision of several functions, programs or projects in various stages of completion.

#### ***Level of Supervision Received and Quality Review:***

Under managerial direction, the employee has personal accountability for carrying out the work objectives of an organizational unit or section within the scope of established guidelines and the mission of the agency or department. Employee is expected to resolve problems that arise in the normal course of the work. Work may be discussed with higher level supervisors and reviewed for soundness of judgment and feasibility of decisions.

***Interpersonal Communications and Purpose:***

Contacts of a non-prescribed nature involving the negotiation and resolution on non-routine problems encountered and where exceptional degrees of discretion and judgment and knowledge are required; contacts where the exchange of information, support, influence and cooperation may have a very significant impact on the division, programs, and/or policies of the organization.

***Level of Supervision Exercised:***

Typically supervises two or more professional level employees who do not supervise; scope of supervision includes matrix management and may include clerical supervisors, technical and support staff.

**ESSENTIAL DUTIES**

Supervises human resource functions within a limited span of control which includes matrix and standard supervision over the work and activities of employees who support the functions of employment, personnel and payroll, training, recordkeeping and/or employee relations.

Discusses and resolves day –to-day human resource issues providing guidance and interpretation; seeks information, clarification, approvals and actions from higher level managers and/or executives.

Recommends and presents justification for the adoption of human resource policies and procedures to support functional/operational area(s) within the organization.

Develops, implements, and models sound human resources management practices within the organization.

Develops, implements and may approve overall department/division procedures, practices and guidelines to support strategic as well as tactical operations.

Conducts, coordinates and/or develops training to support implementation and ongoing compliance with new or revised policies, procedures, rules and regulations.

Attends a variety of meetings to ensure coordination with internal and external entities and resolves implementation problems; participates in and facilitates employee interactions, team, staff and project meetings.

Assists managers with the development of performance enhancement plans, documents performance, provides performance feedback and formally evaluates the work of assigned employees.

Investigates disciplinary problems within the agency or department and recommends appropriate action.

Advises agency/department employees regarding human resource policies and procedures as it relates to employment and personnel rules, policies, procedures and practices; this includes pay administration and benefits.

Initiates and implements hiring procedures, oversees and/or conducts interviews and assists managers with the approval of candidate selection.

Provides information and input to higher-level managers and/or executives regarding human resource needs and budgetary constraints.

Any one position may not include all of the duties listed. However, the allocation of positions will be determined by the amount of time spent in performing the essential duties listed above.

## MINIMUM QUALIFICATIONS

### ***Competencies, Knowledge & Skills:***

**Integrity/Honesty** – Displays high standards of ethical conduct and understands the impact of violating these standards on an organization, self and others; chooses an ethical course of action; is trustworthy.

**Oral Communication** – Expresses ideas and facts to individuals or groups effectively; makes clear and convincing oral presentations; listens to others; facilitates an open exchange of ideas.

**Problem-Solving** – Identifies and analyzes problems; uses sound reasoning to arrive at conclusions; finds alternative solutions to complex problems; distinguishes between relevant and irrelevant information to make logical judgments.

**Written Communication** – Expresses facts and ideas in writing in a succinct and organized manner.

**Reading** – Understands and interprets material, including technical information, rules, regulations, instructions, reports, charts, graphs or tables; applies what is learned from written materials to specific situations.

**Leadership** – Inspires, motivates, guides others toward goals; coaches, mentors, challenges staff, adapts leadership styles to various situations, models high standards of honesty, integrity, trust, openness and respect for individuals by applying these values daily.

**Flexibility** – Is open to change and new information; adapts behavior and work methods in response to new information, changing conditions or unexpected obstacles; effectively deals with pressure and ambiguity.

**Supervising a Diverse Workforce** – Implements diversity policies; supports opportunities to recruit, develop and retain a diverse workforce; promotes teamwork, acceptance and productivity.

**Interpersonal Skills** – Considers and responds appropriately to the needs, feelings and capabilities of others; adjusts approaches to suit different people and situations.

**Reasoning** – Identifies rules, principles or relationships that explain facts, data or other information; analyzes information and makes correct inferences or draws accurate conclusions.

**Self Management** – Sets well-defined and realistic personal goals; displays a high level of initiative, effort and commitment towards completing assignments in a timely manner; works with minimal supervision; is motivated to achieve; demonstrates responsible behavior.

**Teamwork** – Encourages and facilitates cooperation, pride, trust and group identity; fosters commitment and team spirit; works with others to achieve goals.

**Decision Making** – Specifies goals and obstacles in achieving goals, generates alternatives, considers risks and evaluates and chooses the best alternative in order to make a determination, draw conclusions or solve a problem.

**Human Resources Management** – Empowers staff by sharing power and authority; develops lower levels of leadership, pushing authority down and out throughout the organization; shares rewards with staff; ensures staff are properly selected, used, appraised and developed, and are treated fairly.

Knowledge within the field of human resources management, applying guidelines, developing or modifying work plans and applying common methods and procedures throughout an agency/department and within the work unit.

Knowledge of employee relations and personnel principles and practices sufficient to be able to administer various human resources programs.

Knowledge of interviewing techniques sufficient to be able to select and hire appropriate personnel for positions or approve recommendations for subordinate supervisors.

Knowledge of conflict resolution techniques sufficient to be able to arbitrate and/or resolve conflicts as they arise.

Knowledge of analysis, statistics and research techniques sufficient to be able to formulate logical recommendations, interpret and analyze data.

Knowledge of budgeting principles and practices sufficient to be able to assume budgetary responsibilities as required.

Knowledge of supervisory principles and practices sufficient to be able to perform all elements of supervision.

Skill in developing, applying and interpreting rules, regulations, statutes, standards, policies and procedures related to human resource functions.

Skill in exercising initiative, judgment and decision making in solving problems and meeting organizational objectives.

Skill in ensuring departmental compliance with pre-established guidelines and objectives.

Skill in applying the principles of staff development to provide staff training and cross-training.

Skill in developing techniques and methodologies to resolve unprecedented problems or situations.

Skill in analyzing work functions and developing methodologies to ensure effective and efficient completion of the work assignment.

Skill in managing, negotiating and coordinating contracts.

Skill in the development of contract documents.

***Physical Demands:***

Sitting: remaining in the normal seated position.  
Handling: seizing, holding, grasping, or otherwise working with hands.  
Talking: expressing or exchanging ideas by means of spoken words.  
Hearing: perceiving the nature of sounds by the ear.

***Working Environment:***

Pressure due to multiple calls and inquiries.  
Subject to many interruptions.

***Education Requirement:***

Position requires a Baccalaureate Degree in Business Administration, Public Administration, Human Resource Management, or a related field.

***Experience Requirement:***

Three years of experience of the type and at the level of Senior Human Resources Professional.

***Education/Experience Equivalency:***

A combination of appropriate education and experience may be substituted for the minimum education and experience requirements.

***Licensure and/or Certification:***

Some positions require possession of a valid Colorado Class "R" Driver's License at the time of application.

Completion of a Career Service Authority supervisory training course prior to completion of the probationary period.

**CLASS DETAIL**

***FLSA CODE:*** Exempt  
***ESTABLISHED DATE:*** 02/16/2007  
***ESTABLISHED BY:*** Mack  
***REVISED DATE:***  
***REVISED BY:***  
***CLASS HISTORY:*** New specification