

## Summary Report for: 11-3040.00 - Human Resources Managers

Plan, direct, and coordinate human resource management activities of an organization to maximize the strategic use of human resources and maintain functions such as employee compensation, recruitment, personnel policies, and regulatory compliance.

**Sample of reported job titles:** Human Resources Manager (HR Manager), Director of Human Resources, Human Resources Director (HR Director), Employee Benefits Manager, Employee Relations Manager

### Tasks

- Administer compensation, benefits and performance management systems, and safety and recreation programs.
- Identify staff vacancies and recruit, interview and select applicants.
- Allocate human resources, ensuring appropriate matches between personnel.
- Provide current and prospective employees with information about policies, job duties, working conditions, wages, opportunities for promotion and employee benefits.
- Perform difficult staffing duties, including dealing with understaffing, refereeing disputes, firing employees, and administering disciplinary procedures.
- Advise managers on organizational policy matters such as equal employment opportunity and sexual harassment, and recommend needed changes.
- Analyze and modify compensation and benefits policies to establish competitive programs and ensure compliance with legal requirements.
- Plan and conduct new employee orientation to foster positive attitude toward organizational objectives.
- Serve as a link between management and employees by handling questions, interpreting and administering contracts and helping resolve work-related problems.
- Plan, direct, supervise, and coordinate work activities of subordinates and staff relating to employment, compensation, labor relations, and employee relations.

### Tools & Technology

Tools used in this occupation:

Desktop computers — Desktop computers  
Notebook computers — Notebook computers  
Personal computers — Personal computers  
Scanners — Scanners

Technology used in this occupation:

**Data base user interface and query software** — Automation Centre Personnel Tracker; Microsoft Access  
**Document management software** — Atlas Business Solutions Staff Files; WinOcular software  
**Electronic mail software** — Electronic mail software; Microsoft Outlook  
**Human resources software** — AllNetic Working Time Tracker; Human resource information system HRIS software; UniFocus Watson Human Resources Manager; WhizLabs software  
**Time accounting software** — Exact Software Macola ES Labor Performance; Norchard Solutions Succession Wizard  
**Word processing software** — Microsoft Word; Nuvosoft Rwiz

## Knowledge

**Personnel and Human Resources** — Knowledge of principles and procedures for personnel recruitment, selection, training, compensation and benefits, labor relations and negotiation, and personnel information systems.

**English Language** — Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.

**Customer and Personal Service** — Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.

**Administration and Management** — Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.

**Law and Government** — Knowledge of laws, legal codes, court procedures, precedents, government regulations, executive orders, agency rules, and the democratic political process.

**Clerical** — Knowledge of administrative and clerical procedures and systems such as word processing, managing files and records, stenography and transcription, designing forms, and other office procedures and terminology.

**Education and Training** — Knowledge of principles and methods for curriculum and training design, teaching and instruction for individuals and groups, and the measurement of training effects.

**Economics and Accounting** — Knowledge of economic and accounting principles and practices, the financial markets, banking and the analysis and reporting of financial data.

**Psychology** — Knowledge of human behavior and performance; individual differences in ability, personality, and interests; learning and motivation; psychological research methods; and the assessment and treatment of behavioral and affective disorders.

**Mathematics** — Knowledge of arithmetic, algebra, geometry, calculus, statistics, and their applications.

## Skills

**Active Listening** — Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.

**Management of Personnel Resources** — Motivating, developing, and directing people as they work, identifying the best people for the job.

**Reading Comprehension** — Understanding written sentences and paragraphs in work related documents.

**Writing** — Communicating effectively in writing as appropriate for the needs of the audience.

**Speaking** — Talking to others to convey information effectively.

**Negotiation** — Bringing others together and trying to reconcile differences.

**Time Management** — Managing one's own time and the time of others.

**Social Perceptiveness** — Being aware of others' reactions and understanding why they react as they do.

**Critical Thinking** — Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

**Instructing** — Teaching others how to do something.

## Abilities

**Oral Comprehension** — The ability to listen to and understand information and ideas presented through spoken words and sentences.

**Oral Expression** — The ability to communicate information and ideas in speaking so others will understand.

**Speech Clarity** — The ability to speak clearly so others can understand you.

**Speech Recognition** — The ability to identify and understand the speech of another person.

**Written Comprehension** — The ability to read and understand information and ideas presented in writing.

**Written Expression** — The ability to communicate information and ideas in writing so others will understand.

**Deductive Reasoning** — The ability to apply general rules to specific problems to produce answers that make sense.

**Problem Sensitivity** — The ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem.

**Inductive Reasoning** — The ability to combine pieces of information to form general rules or conclusions (includes finding a relationship among seemingly unrelated events).

**Near Vision** — The ability to see details at close range (within a few feet of the observer).

## Work Activities

**Establishing and Maintaining Interpersonal Relationships** — Developing constructive and cooperative working relationships with others, and maintaining them over time.

**Communicating with Supervisors, Peers, or Subordinates** — Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.

**Making Decisions and Solving Problems** — Analyzing information and evaluating results to choose the best solution and solve problems.

**Staffing Organizational Units** — Recruiting, interviewing, selecting, hiring, and promoting employees in an organization.

**Getting Information** — Observing, receiving, and otherwise obtaining information from all relevant sources.

**Judging the Qualities of Things, Services, or People** — Assessing the value, importance, or quality of things or people.

**Guiding, Directing, and Motivating Subordinates** — Providing guidance and direction to subordinates, including setting performance standards and monitoring performance.

**Resolving Conflicts and Negotiating with Others** — Handling complaints, settling disputes, and resolving grievances and conflicts, or otherwise negotiating with others.

**Evaluating Information to Determine Compliance with Standards** — Using relevant information and individual judgment to determine whether events or processes comply with laws, regulations, or standards.

**Coaching and Developing Others** — Identifying the developmental needs of others and coaching, mentoring, or otherwise helping others to improve their knowledge or skills.

## Work Context

**Telephone** — How often do you have telephone conversations in this job?

**Indoors, Environmentally Controlled** — How often does this job require working indoors in environmentally controlled conditions?

**Structured versus Unstructured Work** — To what extent is this job structured for the worker, rather than allowing the worker to determine tasks, priorities, and goals?

**Contact With Others** — How much does this job require the worker to be in contact with others (face-to-face, by telephone, or otherwise) in order to perform it?

**Electronic Mail** — How often do you use electronic mail in this job?

**Spend Time Sitting** — How much does this job require sitting?

**Freedom to Make Decisions** — How much decision making freedom, without supervision, does the job offer?

**Importance of Being Exact or Accurate** — How important is being very exact or highly accurate in performing this job?

**Face-to-Face Discussions** — How often do you have to have face-to-face discussions with individuals or teams in this job?

**Letters and Memos** — How often does the job require written letters and memos?

## Job Zone

**Title** Job Zone Four: Considerable Preparation Needed

**Overall Experience** A minimum of two to four years of work-related skill, knowledge, or experience is needed for these occupations. For example, an accountant must complete four years of college and work for several years in accounting to be considered qualified.

**Job Training** Employees in these occupations usually need several years of work-related experience, on-the-job training, and/or vocational training.

**Job Zone Examples** Many of these occupations involve coordinating, supervising, managing, or training others. Examples include accountants, human resource managers, computer programmers, teachers, chemists, and police detectives.

**SVP Range** (7.0 to < 8.0)

**Education** Most of these occupations require a four - year bachelor's degree, but some do not.

## Interests

**Enterprising** — Enterprising occupations frequently involve starting up and carrying out projects. These occupations can involve leading people and making many decisions. Sometimes they require risk taking and often deal with business.

**Social** — Social occupations frequently involve working with, communicating with, and teaching people. These occupations often involve helping or providing service to others.

**Conventional** — Conventional occupations frequently involve following set procedures and routines. These occupations can include working with data and details more than with ideas. Usually there is a clear line of authority to follow.

## Work Styles

**Attention to Detail** — Job requires being careful about detail and thorough in completing work tasks.

**Concern for Others** — Job requires being sensitive to others' needs and feelings and being understanding and helpful on the job.

**Integrity** — Job requires being honest and ethical.

**Independence** — Job requires developing one's own ways of doing things, guiding oneself with little or no supervision, and depending on oneself to get things done.

**Initiative** — Job requires a willingness to take on responsibilities and challenges.

**Dependability** — Job requires being reliable, responsible, and dependable, and fulfilling obligations.

**Persistence** — Job requires persistence in the face of obstacles.

**Stress Tolerance** — Job requires accepting criticism and dealing calmly and effectively with high stress situations.

**Leadership** — Job requires a willingness to lead, take charge, and offer opinions and direction.

**Self Control** — Job requires maintaining composure, keeping emotions in check, controlling anger, and avoiding aggressive behavior, even in very difficult situations.

## Work Values

**Achievement** — Occupations that satisfy this work value are results oriented and allow employees to use their strongest abilities, giving them a feeling of accomplishment. Corresponding needs are Ability Utilization and Achievement.

**Independence** — Occupations that satisfy this work value allow employees to work on their own and make decisions. Corresponding needs are Creativity, Responsibility and Autonomy.

## Related Occupations

11-3011.00 [Administrative Services Managers](#)

11-9111.00 [Medical and Health Services Managers](#) **InDemand**

11-9131.00 [Postmasters and Mail Superintendents](#)

13-1073.00 [Training and Development Specialists](#)

## Wages & Employment Trends

### National

Median wages data collected from **Management Occupations**.

Median wages (2004) \$36.52 hourly, \$75,960 annual

Employment (2004) 157,000 employees

Projected growth (2004-2014) Average (10-20%)

Projected need (2004-2014) 58,000 additional employees

### State & National

 

Source: Bureau of Labor Statistics [2004 wage data](#) and [2004-2014 employment projections](#). "Projected growth" represents the estimated change in total employment over the projections period (2004-2014). "Projected need" represents job openings due to growth and net replacement.