

## HUMAN RESOURCES MANAGER

**Category: Human Resources**

**Reports To:**

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### **Job Description/Responsibilities**

The Human Resources manager at our firm performs personnel management functions relating to recruitment, hiring, training, promotion, compensation, career development, and termination or retirement. He/she also develops personnel policies; maintains and updates personnel policy manuals and employee handbooks as necessary; and keeps managers informed of anti-discrimination regulations and how to comply.

### **Qualifications/Skills**

You will be expected to utilize your communication skills and organizational abilities to conduct recruiting and employee testing programs; collect ongoing data regarding employee satisfaction; conduct new employee orientation and other training and educational programs; administer and keep compensation and benefits packages up-to-date; maintain employees' personnel files; conduct exit interviews; and receive employee complaints and act to resolve them.

### **Education/Background**

Bachelor's degree in Public or Business Administration, Human Resources Administration, or a related field is required. Master's degree in Public or Business Administration is preferred. Must have at least six years of progressively more responsible experience in all phases of personnel administration, with managerial experience a plus. Must be familiar with current laws and regulations regarding employers' and employees' rights and obligations.

**Please send [résumé and salary history/requirements] to:**

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### Job Description

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### Qualifications

- Bachelor's degree in Public or Business Administration, Human Resources Administration, or a related field is required.
- Master's degree in Public or Business Administration is preferred.
- Must have at least six years of progressively more responsible experience in all phases of personnel administration, with managerial experience a plus.
- Strong oral and written communication skills are imperative, as well as good organizational ability.
- Must be familiar with current laws and regulations regarding employers' and employees' rights and obligations, and be able to reconcile differences between employees and their supervisors.
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### Duties

Percentage of Job	Exemption Classification	Duty	Essential Function
%	Exempt	Develops personnel policies, and maintains and updates personnel policy manuals and employee handbooks as necessary.	Y / N
%	Exempt	Organizes and conducts recruiting and employee testing programs.	Y / N

Percentage of Job	Exemption Classification	Duty	Essential Function
%	Non-Exempt	Collects ongoing data regarding employee satisfaction on wage and salary packages, working conditions, etc.	Y / N
%	Exempt	Keeps managers informed of anti-discrimination regulations and how to comply.	Y / N
%	Exempt	Conducts new employee orientation and other training and educational programs on diversity, changes in benefits, etc.	Y / N
%	Non-Exempt	Administers and keeps compensation and benefits packages up-to-date.	Y / N
%	Non-Exempt	Maintains employees' personnel files.	Y / N
%	Exempt	Conducts exit interviews.	Y / N
%	Exempt	Receives employee complaints and acts to resolve them.	Y / N
%	Exempt	Utilizes outside resources to monitor issues in employment law and communicates potential changes to upper management.	Y / N
%			Y / N

### Exemption Analysis

There is a good possibility that this employee would qualify for Administrative ([541.200](#)) exemption. The work is directly related to management or general business operations, and the regular exercise of discretion and independent judgment is apparent. However, in a small firm this job is often held by an employee whose primary duty is *not* exempt work. The overall set of circumstances must be considered. See [541.700](#) and [541.200](#), [541.201](#), [541.202](#), and [541.203](#), especially 541.203(e).

If the firm is large enough that this employee is possibly exempt under 541.200, it is probable that there are subordinates within the Human Resources department. If so, a combination exemption — 541.200 and Executive ([541.100](#)) — should be considered. See [541.708](#).

### Category Decision

The duties and responsibilities for this position have been analyzed.

Manager:

Date:

On that basis, this position has been judged to be  Exempt  Non-Exempt.

## **FLSA Regulations For Classifying This Job**

### **a. Sec. 541.700 Primary duty.**

(a) To qualify for exemption under this part, an employee's "primary duty" must be the performance of exempt work. The term "primary duty" means the principal, main, major or most important duty that the employee performs. Determination of an employee's primary duty must be based on all the facts in a particular case, with the major emphasis on the character of the employee's job as a whole. Factors to consider when determining the primary duty of an employee include, but are not limited to, the relative importance of the exempt duties as compared with other types of duties; the amount of time spent performing exempt work; the employee's relative freedom from direct supervision; and the relationship between the employee's salary and the wages paid to other employees for the kind of nonexempt work performed by the employee.

(b) The amount of time spent performing exempt work can be a useful guide in determining whether exempt work is the primary duty of an employee. Thus, employees who spend more than 50 percent of their time performing exempt work will generally satisfy the primary duty requirement. Time alone, however, is not the sole test, and nothing in this section requires that exempt employees spend more than 50 percent of their time performing exempt work. Employees who do not spend more than 50 percent of their time performing exempt duties may nonetheless meet the primary duty requirement if the other factors support such a conclusion.

(c) Thus, for example, assistant managers in a retail establishment who perform exempt executive work such as supervising and directing the work of other employees, ordering merchandise, managing the budget and authorizing payment of bills may have management as their primary duty even if the assistant managers spend more than 50 percent of the time performing nonexempt work such as running the cash register. However, if such assistant managers are closely supervised and earn little more than the nonexempt employees, the assistant managers generally would not satisfy the primary duty requirement.

### **b. Sec. 541.200: General rule for administrative employees.**

(a) The term "employee employed in a bona fide administrative capacity" in section 13(a)(1) of the Act shall mean any employee:

- (1) Compensated on a salary or fee basis at a rate of not less than \$455 per week (or \$380 per week, if employed in American Samoa by employers other than the Federal Government), exclusive of board, lodging or other facilities;

**You will get the rest of the regulations and advice needed for classifying this job when you purchase this job description.**

[Click here to return to the job description topic list.](#)

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Describe your experience in administering personnel programs in areas like benefits and compensation.

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1 2 3 4 5

Detail your understanding of how to interpret affirmative action goals and objectives.

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1 2 3 4 5

Give me a brief breakdown of your understanding of the regulations for classifying exempt and non-exempt personnel.

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**Evaluate:** One of the gravest legal dangers for human resources today lies in employee misclassification. You want someone conversant with the problem.

1 2 3 4 5

Detail your experience in scheduling employee training programs.

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1 2 3 4 5

A manager from another company calls and requests a reference for an ex-employee who had been fired for punching a supervisor. How would you respond?

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1 2 3 4 5

**You will get the rest of the title-specific interview questions when you purchase this job description.**

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**Overall Impression**

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**Average Rating**

1 2 3 4 5

**Your Recommendation**

- Hire
- Do Not Hire
- Second Interview
- Need More Information

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Print Name

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Signature

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Date

## LIBRARY OF SKILL-BASED QUESTIONS

### **Adaptability**

- You've probably had this experience: You worked hard on something, only to be told to change priorities and do it some other way. How did you handle that?
- Which supervisors have you found easiest to work with? Most difficult? Why?
- What kinds of problems have you had in switching from one job to another?
- How do you handle breaks in routine, interruptions, and last-minute changes?

### **Analysis**

- Describe a project or idea you originated in the last year. How did you know it was a good idea?
- What do you do to keep informed about possible work-related problems?
- Have you ever recognized a problem or opportunity before anyone else? What happened?

### **Attention To Detail**

- Have you ever had an experience in which you were glad you had paid attention to some particular detail? Please describe it.
- Have you ever found an error in your own work? How did it happen? What did you do about it?

**You will get over 200 additional skill-based questions when you purchase this job description.**

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## APPLICANT COMPARISON FORM

Date:

Evaluator:

Position:

Once you have completed the interview process, transfer the notes and rating tallies you completed to the chart below.

Candidates' Names	Average Rating	Recommendation	Overall Impression
1.	1 2 3 4 5	<input type="checkbox"/> Hire <input type="checkbox"/> Do Not Hire <input type="checkbox"/> Second Interview <input type="checkbox"/> Need More Information	
2.	1 2 3 4 5	<input type="checkbox"/> Hire <input type="checkbox"/> Do Not Hire <input type="checkbox"/> Second Interview <input type="checkbox"/> Need More Information	
3.	1 2 3 4 5	<input type="checkbox"/> Hire <input type="checkbox"/> Do Not Hire <input type="checkbox"/> Second Interview <input type="checkbox"/> Need More Information	

Candidates' Names	Average Rating	Recommendation	Overall Impression
4.	1 2 3 4 5	<input type="checkbox"/> Hire <input type="checkbox"/> Do Not Hire <input type="checkbox"/> Second Interview <input type="checkbox"/> Need More Information	
5.	1 2 3 4 5	<input type="checkbox"/> Hire <input type="checkbox"/> Do Not Hire <input type="checkbox"/> Second Interview <input type="checkbox"/> Need More Information	
6.	1 2 3 4 5	<input type="checkbox"/> Hire <input type="checkbox"/> Do Not Hire <input type="checkbox"/> Second Interview <input type="checkbox"/> Need More Information	
7.	1 2 3 4 5	<input type="checkbox"/> Hire <input type="checkbox"/> Do Not Hire <input type="checkbox"/> Second Interview <input type="checkbox"/> Need More Information	

Candidates' Names	Average Rating	Recommendation	Overall Impression
8.	1 2 3 4 5	<input type="checkbox"/> Hire <input type="checkbox"/> Do Not Hire <input type="checkbox"/> Second Interview <input type="checkbox"/> Need More Information	
9.	1 2 3 4 5	<input type="checkbox"/> Hire <input type="checkbox"/> Do Not Hire <input type="checkbox"/> Second Interview <input type="checkbox"/> Need More Information	
10.	1 2 3 4 5	<input type="checkbox"/> Hire <input type="checkbox"/> Do Not Hire <input type="checkbox"/> Second Interview <input type="checkbox"/> Need More Information	

Comments:

Evaluator's Signature:

## QUESTIONS NOT TO ASK TO AVOID LEGAL PROBLEMS

Play it safe, and avoid asking the questions below — which have been known to raise discriminatory eyebrows — during your hiring interviews. While the question itself may not be illegal, using the response to make a hiring decision could be.

For example, you may think that small talk about an applicant's kids is merely polite. But if a no-hire decision comes down, a female applicant might suspect ulterior motives in the question and claim sex discrimination under Title VII.

The same could occur if you ask about health conditions and the answers bump up against the Americans with Disabilities Act.

### Health

- Do you have any medical problems (disabilities, etc.)?
- Have you ever been turned down for a job because of a physical reason?
- When was your last physical?
- Do you have AIDS or any other infectious diseases?
- Have you ever taken AZT?
- What medications are you currently taking?
- What conditions or diseases have you been treated for in the past three years?
- Have you ever been hospitalized? For what condition?
- Do you have any handicaps, medical problems, impairments, or physical disabilities, which preclude you from performing certain kinds of work? Please describe such disabilities and specific work limitations.
- How did you become disabled? How often will you require leave for treatment of your disability?

**You will get an additional 40 questions you should not ask in order to avoid legal problems when you purchase this job description.**

**[Click here to return to the job description topic list.](#)**