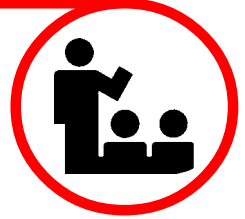


# Human Resources Managers



## Occupational Brief Title Codes:

- D.O.T.: 166.117-018
- G.O.E.: 11.05.02
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## Occupational Subtitles:

- Benefits Managers
- Compensation Managers
- Education and Training Managers
- Employee Welfare Managers
- Employment Managers
- Equal Employment Opportunity (EEO) Officers
- Industrial Relations Directors
- Labor Relations Managers
- Personnel Recruiters

## Work Classification Based Related

### D.O.T. Occupations:

- Directors of Placement
- Employer Relations Representatives
- Hospital Insurance Representatives
- Industrial Relations Directors
- Job Analysts
- Occupational Analysts
- Recruiters

## Interests Based Related

### G.O.E. Occupations:

- Administrative Assistants
- Import-Export Agents
- Labor Union Business Representatives
- Operations Managers
- Quality Assurance Directors
- Service Directors
- Station Managers

## Skills Based Related

### O\*NET Occupations:

- Administrative Services Managers
- Medical and Health Services Managers
- Postmasters and Mail Superintendents
- Training and Development Specialists

*Human resources managers* ('hu-man re'sour-ces `man-ag-ers) are in charge of all the phases of human resources within a company. They direct a staff who recruit, hire, and train employees; develop wage and salary scales; administer benefit programs; ensure positive labor relations and compliance with government regulations.

In small firms, the owners themselves hire and discharge the workers. These small companies do not need to maintain a human resources department. However, today there are many large companies. In larger firms or companies, where workers number in the hundreds or even thousands, human resource work is much more complex. The owners hire a staff to oversee the recruitment and hiring of employees and to direct related matters such as life and health insurance, retirement plans, pensions, vacations, and sick leave.

Human resource departments have expanded to deal with issues such as company-supplied child care, parental leave, risk in the workplace, bias and discrimination, occupational safety and health, pay geared to the comparable worth of jobs, and other issues affecting employees and employers.

Employees of a company represent the greatest investment a company makes. Like equipment, tools, and supplies, they are a resource the company uses to produce and sell goods. Those who direct employee concerns, therefore, are called human resources managers.

## Work Performed

Human resources managers develop and coordinate personnel programs and policies. They usually oversee several departments—each with a manager who is a specialist in one personnel activity such as employment, benefits, compensation, training, or employee relations.



*Human resources managers confer with managers of other departments to learn future personnel needs.*  
Photo by CGP Staff

Human resources directors confer with managers of other departments to learn future personnel needs. They apply their knowledge of company goals, federal and state laws, union contracts, and sound personnel practices to develop and oversee programs for employee hiring, appraisal, promotion, and firing. They study legislation, arbitration, and union contracts to assess trends in industry. Human resources managers also consult legal staff to make sure the company obeys all federal and state laws related to employment and employee rights.

**Employment managers** direct the recruitment and hiring methods of a plant or firm. They are responsible for the work of staff who keep records and compile reports about recruitment activities, interviews, hires, transfers, promotions, layoffs, and job performance. They may counsel employees on job related problems and may also offer outplacement services to employees who are laid off.

Employment managers also conduct exit interviews with employees who are leaving the company or firm. They do this in order to determine the factors that led to a particular employee's leaving. Companies spend a lot of time and money training their employees. When a company loses a good employee, they are really losing money. By conducting exit interviews, employment managers hope to prevent other workers from leaving in the future for the same reasons.

**Personnel recruiters** seek out individuals to fill existing company job openings. They discuss personnel needs with their supervisors in order to develop and carry out an effective recruitment program. They may travel extensively to college campuses to search for promising job candidates. Personnel recruiters inform applicants about the facilities of the company and current job opportunities. At the same time, they screen, interview, and sometimes test applicants. Personnel recruiters may also check their references and qualifications, and to some, extend job offers.

**Equal employment opportunity (EEO) officers** monitor company contracts to learn of affirmative action requirements and to set in place the policies and procedures required to meet the equal opportunity provisions of local, state, or federal laws. They advise management on legal requirements. EEO officers study complaints to clarify issues and meet with employees to discuss or to verify violations of EEO laws. They act as the company representative in government investigations. They report their findings to their supervisors and provide recommendations for corrective action.

**Compensation managers** are in charge of the salary program of a company. They devise ways to insure fair and equitable pay rates. Through the use of techniques such as job description, job analysis, job evaluation, grading, and market surveying, compensation managers determine and record job factors and determine and convert relative job worth into a monetary value. They may conduct bench marking surveys to see that the company pay scale compares with that of other companies. Compensation managers study federal laws on minimum wages and overtime pay, wage rates in similar firms, and union contracts. These studies help them suggest pay rates that will attract and hold workers, while making sure that employees are paid according to their worth.

**Benefits managers** oversee employee benefits plans. They plan and direct programs that pay medical bills, supply life insurance, and insure an income to workers who are ill, on layoff, or retired. In many companies, benefits managers deal with other benefits such as dental insurance, disability insurance, stock options, profit sharing, and savings plans. Benefits managers also oversee benefits designed to meet the needs of a changing work force, such as parental leave, child care and elder care, and flexible benefits plans. Benefits managers must also keep up with changing federal and state regulations affecting employee benefits.

**Employee welfare managers** direct a broad range of programs dealing with occupational safety and health, health and physical fitness, physical examinations, and the treatment of minor ills. These managers oversee plant security, food service and recreational activities, employee suggestion systems, and child care. They may set up and direct counseling for alcoholism, or for marital, family, financial, or legal problems. In a large firm, welfare managers may set up counseling services for second careers for employees approaching retirement.

**Education and training managers** conduct programs to train workers. To determine training needs in a firm, they talk to managers and supervisors about production processes, products, or services. They design on-the-job training programs to teach new workers, or to update the skills of rank-and-file workers. They may employ one-on-one coaching, group instruction, lectures, demonstrations, meetings, and workshops to teach workers their jobs. Education and training managers may also screen, test, and recommend workers for promotions and transfers.

**Industrial relations directors** set policies on labor, direct industrial labor relations, and negotiate collective bargaining contracts with union representatives. They interpret labor contracts for supervisors, resolve employee grievances, and collect and analyze information related to labor contracts. Labor relations directors often negotiate employee pay-scale guidelines and policies.

**Labor relations managers** carry out the programs of industrial labor relations directors. When a contract is up for negotiation, labor relations managers prepare information for management to use during negotiations.

These specialists prepare and analyze figures on grievances, arbitration, and related matters. They also gather data from federal and state agencies on questions of labor laws, labor markets, union and management practices, wages and salaries, and benefits.

The labor relations staff interprets and carries out the terms of the contract. They make sure the company follows contract terms on pay, hours, employee grievances, employee welfare, health care, pensions, and union and management practices.

### **Working Conditions**

Most human resources managers work in pleasant, comfortable offices. Much of their work consists of meeting

and dealing with people. They talk to job seekers, new workers, executives, union officers, local officials, educators, and community groups.

Human resources managers may travel. Personnel recruiters travel to college campuses nationwide. Top human resources managers may travel to branch divisions of the company or to the site of union bargaining sessions. They also travel to conferences and seminars.

### **Hours and Earnings**

The workweek for human resources managers is forty to fifty hours. When traveling on business trips, they may work longer hours. Industrial and labor relations managers may work very long hours during union bargaining sessions and contract negotiations.

According to the Bureau of Labor Statistics, in the year 2003, human resources managers earned an average of \$68,800 a year. Earnings ranged from a high of more than \$119,860 a year to a low of less than \$38,610 a year. The pay of human resources managers varies with their specialty, and with the size and industry of employers. Figures on earnings also vary with geographic location. Human resources managers working in large cities tend to earn more than those working in smaller cities and towns.

Individuals with more experience will make more money. Salaries for personnel recruiters were as high as \$50,000 a year or more. Other positions such as EEO managers, employment managers, employee relations managers, compensation managers, labor relations managers, and benefits managers paid as much as \$80,000 a year or more.

Human resources managers have the same benefits other management staff receive. They get paid holidays and vacations, health and life insurance, pensions, and other benefits—company stock or profit sharing plans, for instance.

### **Education and Training**

Most employers prefer applicants who have majored in human resources, personnel administration, or industrial and labor relations. Others look for graduates with a technical or business background geared for their particular industry or business. Many believe that a well-rounded liberal arts education is the best preparation.

Since an interdisciplinary background is a good foundation for this career, undergraduate students should take courses in behavioral sciences, social sciences, general business, and business and labor law. They should also take courses in compensation, recruitment, training and development, and performance appraisal. Other relevant courses are business administration, organizational behavior, political science, psychology, economics, and statistics. A knowledge of computers is important for some jobs. A master's or doctoral degree in human resources management, industrial relations, organizational development, industrial-organizational (I-O) psychology, or business administration is important for top management jobs.

### **Professional Societies**

The Society for Human Resource Management has a membership of about 180,000 professionals in human resources. The American Society for Training and Development has 70,000 members consisting of trainers and human development professionals. Other groups that promote the interests of professionals in human resources management are the International Personnel Management Association, the Society for Industrial and Organizational Psychology, and the World at Work. There are also human resources societies specific to certain fields, such as the American Society for Healthcare Human Resources Administration.

### **Personal Qualifications**

Human resources personnel should be able to work with people from all kinds of cultural backgrounds, education, and experience. They must have patience to work with conflicting points of view and to reconcile the concerns of the workers with the policies of the company. They should bring fairness and objectivity to their dealings with both employees and employers. Human resources managers must have a high tolerance for stress.

Occupations can be adapted for workers with disabilities. Persons should contact their school or employment counselors, their state office of vocational rehabilitation, or their state department of labor to explore fully their individual needs and requirements as well as the requirements of the occupation.

### **Where Employed**

According to the Bureau of Labor Statistics, about 171,530 human resources managers were employed throughout the United States in the year 2003. About 85 percent of them are employed in the private sector. Among these employers are service industries serving education, business, health, and management. Many of these professionals work for labor organizations, manufacturers, financial firms, insurance companies, and real estate firms. Other important employers are management and consulting firms, hospitals, schools and colleges, banks, and department stores.

About 15 percent of salaried human resources managers and specialists work for the federal, state, and local governments. They handle recruitment, interviewing, training, employee relations, benefits, and other matters for police officers, fire fighters, teachers, hospital workers, military personnel, and others.

### **Employment Outlook**

Employment for human resources managers and specialists is expected to grow faster than average through the year 2012. The wave of acquisitions, mergers, downsizing, and divestitures is causing a major restructuring of corporations in business and industry. The resulting employee shakeup has created much work for human resources professionals.

Employers are also hiring human resources managers to manage employee training and retraining, made necessary by an aging, culturally diverse, and less literate work force;

automation; and technological advances that leave workers with obsolete skills.

New jobs will stem from the need to recruit and retain quality employees. However, employment in the human resources field will remain extremely competitive due to the large amount of qualified college graduates. Opportunities will be best for individuals with more advanced degrees such as a master's or a doctorate.

### Entry Methods

College students about to graduate should visit their college placement office to learn of jobs in business, industry, and government. They may schedule an interview with recruiters from employing companies. Job seekers can also apply directly to companies in which they are interested. Potential human resource employees can also search for employment opportunities or post their resumes on the World Wide Web on one of the growing number of career search and employment oriented Web sites.

Newly hired workers often enter formal or on-the-job training programs, in which they learn how to classify jobs, interview applicants, or administer employee benefits. Next, they are assigned to specific departments in personnel to gain experience. Later, they may advance to a managerial position where they oversee a segment of a personnel program in compensation, benefits, EEO, or other specialty.

### Advancement

Human resources managers qualified by education and experience may advance to become directors of personnel or industrial relations. Eventually they may fill top management or executive positions. Others may join a consulting firm or open their own firm. Some human resources managers advance by transferring to another firm.

### For Further Research

**American Society for Healthcare Human Resources Administration**, One North Franklin, Chicago, IL 60606. Visit their Web site at: [www.ashhra.org](http://www.ashhra.org)

**American Society for Training and Development**, 1640 King Street, Box 1443, Alexandria, VA 22313. Visit their Web site at: [www.astd.org](http://www.astd.org)

**International Personnel Management Association**, 1617 Duke Street, Alexandria, VA 22314. Visit their Web site at: [www.ipma-hr.org](http://www.ipma-hr.org)

**Society for Human Resource Management**, 1800 Duke Street, Alexandria, VA 22314. Visit their Web site at: [www.shrm.org](http://www.shrm.org)

**Society for Industrial and Organizational Psychology**, 520 Ordway Avenue, P.O. Box 87, Bowling Green, OH 43402. Visit their Web site at: [www.siop.org](http://www.siop.org)

### Acknowledgments

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Society for Industrial and Organizational Psychology, 520 Ordway Avenue, P.O. Box 87, Bowling Green, Ohio 43402.

### Noteworthy Quote

*"Industrial-Organizational (I-O) Psychologists apply psychological science in the workplace. This fulfilling and rewarding career puts science to work to improve worker satisfaction and effectiveness. I-O Psychologists create the tests and other tools that human resource managers use to make decisions about employees, such as hiring, promoting, and training."*

**-Society for Industrial and Organizational Psychology, Bowling Green, Ohio.**

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