

# APPENDIX A

**TITLE: Vice Chancellor, Human Resources**

**FUNCTIONAL AREA: HUMAN RESOURCES**

## **JOB SUMMARY:**

**The Vice Chancellor of Human Resources** reports to the Chancellors of HEPC and CCTCE. The incumbent of this position will support these Chancellors in a highly diverse range of issues, such as assisting them in transitioning the organization's culture to one of constant improvement in a very rapidly changing, complex market. The incumbent will also design/implement business related initiatives involving organizational design, labor cost management, executive recruitment/compensation, leadership/management development, human resources data/technology, and compensation/benefit programs.

## **AUTHORITY ASSIGNMENT:**

In the absence of the Vice President, Human Resources, the Manager, Compensation and Benefits is responsible for coverage decisions. The Vice President, Human Resources is responsible for determining coverage for any direct reports in case of absence.

Reporting to the Vice Chancellor is the Director of Compensation, Benefits and HRIS and the Director of Training and Development.

## **DUTIES & RESPONSIBILITIES:**

- Directs the interpretation and application of established human resources policies throughout the Institutions.
- Ensures Institution compliance with all organization policies as well as all pertinent state legislation, state and federal equal employment opportunity, employee relations, immigration statutes and regulations.
- Maintains overall supervision of the organization's recruitment, placement and training programs and assures compliance with Equal Employment Opportunity regulations.
- Reviews resumes and applications, and conducts employment screening/interviews for senior management positions.
- Conducts a continuing study of all human resources policies, programs, and practices to keep the organization abreast of current practices and informed of new developments.
- Protects interests of employees in accordance with the organization's human resources policies and appropriate governmental laws and regulations such as OSHA and ERISA.
- Administers wage and salary policies and structures, and performance appraisal programs. Assures that the organization's compensation program is competitive and equitable and in keeping with the organization's compensation philosophy.
- Exercises general supervision over all organization benefit programs and services.
- Participates in the establishment of long-range objectives for departmental programs and prepares annual budgets, approves expenses, and controls expenditures to conform to all requirements.

- Provide direction and training support in developing and establishing employee training and educational assistance program to upgrade managerial, technical, and support-level productivity and to develop employees for future advancement/job opportunities.
- Administers organization health and safety programs.
- Directs and maintains various activities designed to communicate, promote and maintain a high level of employee morale.
- Oversees human resource management activities to include succession planning, manpower/resource planning, allocation and utilization, and head-count management.
- Directs the preparation and maintenance of reports that are necessary to carry out functions of the department. Prepares periodic reports to HEPC, CCTCE and Legislative Education Committee, as necessary or requested.
- Carries out supervisory responsibilities in accordance with the organization's policies and applicable law. Responsibilities include interviewing, hiring and training employees; planning, assigning and directing work; appraising performance; motivating, rewarding and disciplining employees; addressing complaints and resolving problems.

#### **REQUIRED EDUCATION, EXPERIENCE & TRAINING:**

Master's degree in human resources or related field, or equivalent education and experience. Minimum 15 years professional level human resource experience, with at least 7 years in a management level capacity. Must be thoroughly knowledgeable of employment laws and regulations, recruiting and selection techniques, employee relations techniques/methodologies, AAP requirements and legal reporting/compliance. Must have excellent PC/computer, management and organizational skills. Experience in both large (> 1000ees) and small (< 200ees) companies is desirable as well as experience in Higher Education.

#### **SPECIFIC SKILLS & ABILITIES:**

**Language Skills:** Ability to read, analyze, and interpret complex documents. Ability to respond effectively to the most sensitive inquiries or complaints. Ability to write speeches and articles using original or innovative techniques or styles. Ability to make effective and persuasive speeches and presentations on controversial or complex topics to top management, employees, customers, regulatory agencies, or members of the business community.

**Mathematical Skills:** Ability to work with mathematical concepts such as probability and statistical inference. Ability to apply concepts such as fractions, percentages, ratios, and proportions to practical situations.

**Reasoning Ability:** Ability to apply principles of logical or scientific thinking to a wide range of complex intellectual and practical problems. Ability to deal with nonverbal symbolism (formulas, scientific equations, graphs, etc.) in its most difficult phases. Ability to deal with several abstract and concrete variables, and to analyze unrelated and sometimes incomplete data to make significant judgments about Human Resources Policies and Procedures.

**Physical Demands:** While performing the duties of this job, the employee is occasionally required to stand or walk; is frequently required to use hands to finger, handle or feel objects; reach with hands and arms; is regularly required to sit, talk, see and hear. The employee must occasionally lift and/or move up to 10-25 pounds. Specific vision abilities required by this job include close and distant vision and the ability to adjust focus.

**Other Skills:** Ability to tolerate high stress associated with the duties of this job, and conduct crisis management when that is required.

**WORKING CONDITIONS:**

May be required to travel domestically. Normal office environment with little exposure to excessive noise, dust, temperature, etc. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

**DISCLAIMER**

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**TITLE: Director Compensation, Benefits, & HRIS**

**FUNCTIONAL AREA: HUMAN RESOURCES**

**JOB SUMMARY:**

**The Director of Compensation, Benefits, & HRIS** reports to the Vice Chancellor, Human Resources and is accountable for all compensation and benefits programs for all employees, including the design of such programs, and supporting each institution in the implementation and administration of these programs. Support will vary by institution depending upon the expertise of the local institution's human resources staff. Compensation duties will also include developing a consistent format for job descriptions and overseeing the classification committee in order to ensure consistent classifications across the many institutions.

**AUTHORITY ASSIGNMENT:**

In the absence of the Director, Compensation and Benefits, the Vice Chancellor, Human Resources is responsible for any decisions that need to be made. This position is responsible for the duties of the Vice Chancellor, Human Resources in his/her absence and determines coverage for any direct reports in case of absence.

**DUTIES & RESPONSIBILITIES:**

- Recommends to management appropriate policies and procedures for the maintenance of an equitable wage and salary structure and for maintenance of competitive benefit programs.
- Oversees the administration of all compensation programs to include salary and merit delivery.
- Directs ongoing studies for improving effectiveness of existing compensation and benefits programs within the limits of organization policy, and oversees salary structure and merit delivery targets for comparable industry rates, recommendations for changes, and ensures communication to management.
- Manages executive compensation and other designated executive programs.
- Oversees the analyses of all competitive and benchmark salary surveys and data to assure appropriateness and high quality, and ensures the maintenance of an organized body of information on compensation and benefit programs of other organizations.
- Directs the formulation and administration of the job classification program.
- Assures establishment of job specifications and salary grades, and initiates and monitors an organized system for their periodic review.
- Supervises and coordinates the merit and performance appraisal programs.
- Participates in the establishment of long-range objectives for departmental programs.
- Oversees the communication of any changes to current compensation and/or benefits plans to the entire employee population.
- Contracts with outside suppliers to provide employee services such as temporary housing or relocation services.
- Oversees the implementation of the relocation policy. Recommends changes to the relocation policy to senior management and communicates changes to the participants in the relocation program. Responsibility for benefits and compensation management budgets.

- Manages subordinate staff and is responsible for the overall direction, coordination, and evaluation of the Compensation and Benefits unit.
- Carries out supervisory responsibilities in accordance with the organization's policies and applicable law. Responsibilities include interviewing, hiring and training employees; planning, assigning and directing work; appraising performance; motivating, rewarding and disciplining employees; addressing complaints and resolving problems.

**REQUIRED EDUCATION, EXPERIENCE & TRAINING:**

Bachelor's degree or equivalent; plus 12 years related professional experience and/or training; or equivalent combination of education and experience. At least 5 years in a management level capacity, experience in a higher Education, with extensive knowledge of the field of employee compensation is required. Must be thoroughly knowledgeable of benefits laws and regulations, salary administration and alternate compensation practices programs. Must have excellent PC/computer, management and organizational skills. Experience in both large (> 1,000 employees) and small (< 200 employees) companies is desirable. Must be Certified in the field of Compensation (CCP)

**SPECIFIC SKILLS & ABILITIES:**

**Language Skills:** Ability to read, analyze, and interpret general business periodicals, professional journals, technical procedures, government regulations or complex documents. Ability to write reports, business correspondence, and procedure manuals. Ability to respond to common inquiries or complaints from customers/employees, regulatory agencies, or members of the business community. Ability to effectively present information to top management and/or groups of employees.

**Mathematical Skills:** Ability to work with mathematical concepts such as probability and statistical inference, and fundamentals of plane and solid geometry and trigonometry. Ability to apply concepts such as fractions, percentages, ratios and proportions to practical situations.

**Reasoning Ability:** Ability to define problems, collect data, establish facts, and draw valid conclusions. Ability to interpret an extensive variety of instructions furnished in written, oral, diagram, or schedule form.

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**TITLE: DIRECTOR, TRAINING & DEVELOPMENT**

**FUNCTIONAL AREA: HUMAN RESOURCES**

**JOB SUMMARY:**

**The Director of Training and Development** reports to the Vice Chancellor, Human Resources and is accountable for analyzing and determining training needs of the many institutions, as well as formulating and developing plans, procedures, and programs to meet specific training needs and problems. This individual will develop, construct, maintain, and revise training manuals and training aids and/or may supervise their development by outside suppliers. This individual will also plan, conduct, and coordinate management inventories, employee satisfaction surveys, appraisals, placement, counseling, and training, and will coordinate participation in outside training programs by organization employees.

**ESSENTIAL DUTIES AND RESPONSIBILITIES**

**Organization Development**

- Administration
    - Make decisions and manage all department responsibilities to accomplish the Institution's objectives including budgets; coordinating facilities and equipment; training needs analyses, design and delivery; and organization development projects.
    - Select or approve, purchase, and manage contracts with vendors and suppliers.
    - Create policies, procedures and improvement plans based on organizational needs.
    - Report on compliance with safety training and other Institution mandated training.
    - Evaluate and manage records and data management system for training.
1. Work directly with executives to analyze and assess business challenges, design and deliver intervention strategies, and evaluate impact.
  2. Develop and implement organization development plans that directly reflect the strategic plan.
  3. Facilitate and manage succession planning.
  4. Consult with executives regarding their leadership development needs and provide coaching as needed.
  5. Design and facilitate training as needed.
  6. Work with management of the corporation to develop Training and Development plans that directly reflect the overall strategic plan. Also, identify organizational needs such as management development, succession planning, and affiliate or corporate training and development.
  7. Formulate standardized training and development policies, procedures, and improvement plans based on identified organizational and affiliate needs, changes in culture, products, procedures, or services.
  8. Research and develop new or existing programs to address the needs of the organization.
  9. Develop and manage the measurement system for all services delivered by training and development. Direct the generation of reports from the collected data for the affiliates and corporate wide and communicate results to corporate leadership.
  10. Manage the maintenance of records regarding educational activities of all associates.
  11. Expand and manage the collection and distribution of resources such as a self-directed learning center, videos, books, magazines, seminars, and other educational opportunities.

12. Manage the overall Training Budget and billing process.
13. Perform other related duties as assigned or requested.

#### **Authority to Act**

- Adhere to Institution of Higher Education policies.
- Develops and implements corporate policy.
- Directs and manages the work of others.
- Sets departmental goals and objectives.

#### **KNOWLEDGE, SKILLS AND ABILITIES**

- Proven team leadership.
- Strong system and resource management skills.
- Expertise in organization development and human resource development.
- Excellent communication skills at all levels of organization.
- Highly skilled in facilitation, influencing, and relationship building.
- Ability to think strategically and solve complex problems.
- Able to evaluate information and maintain confidentiality.
- Cross cultural sensitivity and adaptive approach with other cultures.

#### **EDUCATION AND/OR EXPERIENCE**

- Bachelor's degree required in Organization Development, Counseling, Education, or Human Resources. Master's degree strongly preferred.
- A minimum of eight years of progressive responsibility in training, organization development and/or human resource development related areas.
- A minimum of four years direct experience supervising or managing a team.

#### **PHYSICAL DEMANDS**

- Regular sitting and standing.
- Occasional lifting and carrying of up to 20 pounds.
- Regular close vision for computer work and reading.

#### **WORK ENVIRONMENT**

- Is typically in a climate controlled office environment where the sound level is quiet.
- Occasionally is required to use special visual or hearing protection.

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