KAW Consulting

Consultants in Human Resources

Sample Position Model
Human Resources Head

Human Resources Head
Rapidly Growing Company

Position Model

Business Impact:

Directly impacts the Company's ability to have the right people, culture, work practices and Human Resource systems that help it reach its strategic business goals.

Relationships: Reports to President. Has frequent interactions with Leadership from all Functions on strategic Organizational Effectiveness, Human Resource, and Learning and Development issues.

Responsibilities:

Culture, Work Practices, and Systems

- In conjunction with Executive Management identifies desired organizational culture and work practices needed to support achievement of Company's strategic goals.

- Identifies steps needed to build and sustain desired culture in face of organizational changes and/or changing business conditions.

- Identifies relevant competencies needed by organization's various positions and roles and ensures they are documented in appropriate Functional Position/Role Models.

Learning and Development

- Leads efforts to provide access to needed training and development courses and experiences.

- Ensures that training aligns with Company's desired culture and promotes desired work practices.

Learning and Development (Cont.)

- Oversees design and development of internally based training; facilitates delivery as needed.

- Oversees activities of outside providers/developers as appropriate.

- Counsels Management on preparation of employee development plans; reviews plans and suggests needed upgrades.

- Evaluates overall effectiveness of organization's training and development efforts.

Staffing and Recruiting

- Ensures that needed recruiting activity occurs to fill organization's staffing needs.

- Ensures that effective recruiting methods and tools are used to fill vacant positions. Ensures that screening and interview methods reflect processes needed to assess candidates' fit with Company's culture.

- Ensures that organization engages in needed succession planning.

Human Capital Systems

- Develops strategies to ensure that Company's Human Capital Systems—performance management, compensation and benefits, incentive, hiring and succession planning, and learning and development promote actions that align with Company's desired culture and work practices.

- Oversees development of appropriate Human Resource Information Systems and databases to capture and utilize vital employee demographic, performance, and training and development information.

Competencies

Note: Competencies are the way that high performers use their skills and knowledge to achieve superior results.

This section lists the competencies someone uses in the position, as well as examples of their use. This allows the reader to understand at what level of expertise the competency is used in the position or role, since different positions require different levels of expertise of any given competency.

The statements below describe the important *actions* a person does in the position or role followed by the applicable competencies in parentheses.

Applicable Competencies and Use

- Identify appropriate methods for growing and sustaining the desired organizational culture and work practices. (Leadership, Analytical Thinking, Strategic Planning, Problem Solving, Developing People)
- Identify key employee competencies needed to support achievement of the Company's strategic objectives and business plans. (Analytical Thinking, Strategic Planning, Developing People, Listening)
- Establish partnerships with key organizational stakeholders whose support is critical to acceptance and buy-in of HR initiatives. (Interpersonal, Key Business Relationships, Personal Influence/Persuasion, Team Building)
- Lead design, development and implementation of needed employee training and development initiatives. (Leadership, Analytical Thinking, Problem Solving, Developing People, Project Management, Oral and Written Communications)
- Analyze alignment of organization's Human Capital systems and processes with organization's culture, desired work practices and strategic objectives. Identify gaps, and formulate high-level strategies for filling. (Analytical Thinking, Strategic Planning, Problem Solving).
- Analyze organizations's staffing needs, and formulate appropriate recruiting strategies (Analytical Thinking, Strategic Planning, Problem Solving, Decision Making).
- Provide guidance to Management on effective uses of Human Capital systems, processes, and policies. (Coaching and Counseling)
- Analyze Human Resource information needs of organization, and formulate strategies for establishment of necessary databases, reporting mechanisms, etc. (Strategic Planning, Analytical Thinking, Data Analysis and Management).

Human Resources Head – Sample Model

Applicable Competencies and Use (Cont.)

- Monitor trends in Human Resource, Organizational Development and Training and Development fields, and identify areas of benefit to the organization. (Strategic Planning)
- Facilitate in-house training programs. (Oral Communications, Developing people, Personal Influence/Persuasion)
- Analyze self development needs against performance expectations of position/role and take actions to develop and utilize needed competencies. (Self Development)