

**COUNTY OF SOLANO**  
**CLASS SPECIFICATION**  
**HUMAN RESOURCES MANAGER**

Effective Date: November 5, 2019

**CLASS SUMMARY:**

Under administrative direction, plans, organizes, and manages a team designed to serve and advise County departments in all human resources matters; and performs other related duties as required.

**DISTINGUISHING CHARACTERISTICS:**

This classification manages generalist teams in the service delivery of broad human resources functions to County departments. The Human Resources Manager is distinguished from the Human Resources Analyst (Principal) in that the latter is a supervisory level. The Human Resources Manager is further distinguished from the Human Resources Director by the latter's responsibility for the department.

**SUPERVISION RECEIVED AND EXERCISED:**

- Administrative direction is provided by the Human Resources Director or Assistant Human Resources Director.

**AND**

- Employees in this class supervise three or more employees in clerical, technical/paraprofessional, professional, and/or supervisory classes.

**ESSENTIAL DUTIES:** This class specification represents the core area of responsibilities; specific position assignments will vary depending on the needs of the department.

- Exercises management authority for assigned services and activities of the Human Resources Department and performs managerial responsibilities such as:
  - monitoring purchases and expenditures;
  - approving non-routine expenditures for workplace improvements, training, computer software and hardware, etc.;
  - providing input to the unit's budget;
  - monitoring goals and objectives of the unit and taking corrective actions as appropriate;
  - recommending and implementing new policies and procedures to eliminate or reduce barriers to efficient or effective production and/or to improve customer service; and
  - coordinating and monitoring the work of consultants and contractors by reviewing the performance and quality of work to ensure compliance with the applicable contract and by reviewing and approving claims for payments to ensure conformance with contract provisions and to prevent cost overruns.

- Performs supervisory duties to direct reports and to others through subordinate supervisors such as:
  - providing leadership to staff; maximizing participation and performance of staff;
  - establishing standards for acceptable work products and evaluating performance;
  - interviewing applicants and making selections;
  - reviewing, approving and implementing disciplinary actions and terminations;
  - assigning work and planning and scheduling staff's work activities and deadlines;
  - reviewing work and recognizing employees' work efforts and accomplishments;
  - identifying and applying competencies to distinguish top employee performance;
  - providing career development mentoring and recommending training and career development opportunities;
  - ensuring that employees are properly trained;
  - writing and discussing work performance evaluations; advising and counseling employees at all levels in the assigned departmental organization;
  - reviewing and approving timesheets and requests for leave;
  - maintaining full responsibility for subordinates' activities and setting a high priority on being available; and
  - supporting and ensuring compliance with County and Department policies and procedures including those related to equal opportunity and to safety.
- Serve as principal advisor to an agency or assigned group of departments in all aspects of human resources administration by:
  - providing leadership to staff; maximizing participation and performance of staff;
  - establishing standards for acceptable work products and evaluating performance;
  - interviewing applicants and making selections;
  - using highly effective and innovative presentation methods;
  - communicating clearly, concisely, and meaningfully in both written and verbal form;
  - making sound and accurate decisions under tight deadlines;
  - meeting commitments on a timely and expedient basis;
  - interfacing with executive/senior managers in agency/department services;
  - being recognized as expert resource to management in specialty areas within Human Resources (e.g., compensation, employee relations, staffing, and organizational development);
  - demonstrating understanding of client needs and how to apply human resources principles/practices to varied department challenges;
  - marketing sources and available talent to client managers;
  - analyzing and making recommendations to management on organizational changes and the optimum use of personnel and modifications to human resources policy, procedures, and standards;
  - providing long-range development of management goals and objectives;
  - contributing toward achieving the County's strategic vision and mission;
  - meeting with representatives of the Equal Employment Opportunity Commission (EEOC), Department of Fair Employment and Housing (DFEH), Department of Labor

- (DOL), etc., to determine the County's responsibility and respond to charges of discrimination or illegal employment practices;
- advising departments on grievances and disciplinary actions, along with recommending appropriate resolutions and level of discipline, and preparing related notices and Skelly letters;
  - advising department heads and senior managers on violations of County policies and recommending compliance strategies;
  - participating in the development of County bargaining positions and in labor contract negotiations;
  - independently conducting a wide variety of employee investigations and, in conjunction with the Assistant Human Resources Director, determining appropriate disciplinary actions;
  - attending grievance hearings with department managers, recommend a course of action, and assist department managers in determining security precautions if needed;
  - noticing unions on potential meet and confer items, participating in meet and confers, closing out meet and confer items; and
  - advising management on organizational concerns including department reorganizations, staff requirements, division of work duties and priority, and strategic planning.
- Represents the Department in community outreach efforts by:
    - developing and maintaining collaborative partnerships with community leaders, local, regional, and statewide organizations, non-profit agencies, local businesses, and other County departments to develop, implement, and/or promote a variety of programs and projects consistent with the Department's goals and services;
    - representing the Department's needs and priorities within these "partnerships";
    - representing the Department in a variety of community outreach activities and public awareness programs;
    - speaking to groups and individuals regarding departmental activities and services;
    - participating as an active and contributing member of designated community organizations, committees/project teams, and special interest work groups as a representative of the Department; and
    - seeking out additional responsibilities beyond the normal scope of the job.
  - Performs other duties of a similar nature or level as assigned.

## **EDUCATION AND EXPERIENCE:**

**Education:** Bachelor's degree or higher from an accredited college or university with a major preferably in human resources/personnel management, public administration, industrial/labor relations, employment law, organizational studies, behavioral or social sciences, business administration, or a closely related field. (A substitution of experience for education *may* be reviewed and considered on a year for year basis.)

**AND**

**Experience:** At least four years of progressively responsible, professional human resources experience which must have included assignments in at least one or more program areas, such as recruitment and selection, classification and compensation, benefits administration, training and organizational development, and/or employee and labor relations. Two of those years must have been in a lead or supervisory role. (Completion of a graduate degree from an accredited college or university may substitute for up to one year of the required journey level experience.)

#### **LICENSING, CERTIFICATION AND REGISTRATION REQUIREMENTS:**

- Applicants are required to possess and maintain a valid California Driver's License, Class C.
- IPMA-HR, SHRM-CP, AWI, or other relevant certificates are desirable but not required.

All licenses, certificates and registrations must be kept current while employed in this class. This may include the completion of continuing education units to maintain the required registration in good standing. Employees must keep their licenses, certifications and registrations current and failure to do so may constitute cause for personnel action in accordance with Civil Service Rules or applicable bargaining agreement.

#### **REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

##### **Knowledge of:**

- Principles and practices of supervision, leadership, motivation, team building, organization, training, and conflict resolution.
- The principles and practices of public administration and management; the principles and practices of position classification, salary administration, recruitment and selection, employee development, and employee or labor relations techniques; the dynamics of staff/line personnel relationships; current trends in employee/employer relationships; leading edge computer work tools, including the internet; principles and practices of public sector labor relations; collective bargaining process in the public sector; effective case presentation techniques.
- Laws, regulations, policies, MOUs and other references that are applicable in determining advice and/or course of action in a human resource or personnel function.
- Principles and practices of budgeting, cost analysis, and fiscal management.
- Practices and techniques of administrative and statistical analysis, statistical report preparation, and graphic presentation of analysis.
- Oral communication techniques to include presentations to groups of various sizes in a positive, inclusive, and motivational manner.
- Customer service techniques for dealing with customers, often in a difficult or confrontational situation.
- English composition, spelling, grammar, vocabulary, and punctuation for both written and oral communications.
- Formats and appropriate terminology for written communications such as business correspondence, policies, procedures and narrative reports.

- Basic mathematics for developing, preparing and completing numerical, budgetary, and/or statistical reports.
- Standard office procedures, practices, equipment, personal computers, and software.

**Skill and/or Ability to:**

- Supervise, evaluate, train, and develop staff and organize and manage their work.
- Demonstrate strong mentoring skills for developing subordinate staff.
- Coordinate the development of consensus in addressing human resources issues; utilize quality tools involving quantitative analysis and interpersonal/team interaction.
- Develop and maintain confidence of executive/senior level managers with agency/department services; develop and maintain effective relationships with employees at all levels of the organization.
- Evaluate cost effectiveness and cost-benefit of human resources programs and organizational utilization of staff.
- Understand, interpret, apply, and explain human resources laws, rules, regulations, standards, and procedures.
- Analyze and make improvements in policies and procedures relating to agency/department human resources activities and transactions.
- Analyze data and prepare clear and concise reports; train, supervise, and evaluate the work of subordinates; recognize problems and devise effective courses of action.
- Counsel employees and advise management relative to grievances and their solutions, and other human resources management problems; secure willing cooperation of line supervisors in accepting and carrying out sound human resources management practices; speak and write effectively; exercise independent judgment and initiative; plan and coordinate major human resources projects within the agency/department.
- Understand, interpret and apply applicable laws, regulations and policies and use good judgment in their application.
- Research laws, regulations, procedures and/or technical reference materials; analyze, evaluate and interpret the data gathered; draw logical conclusions; develop reasonable and deliverable options, make appropriate recommendations; and implement the resultant change effectively.
- Manage a variety of simultaneous work projects and carry them through to successful completion.
- Determine the appropriate course of action in stressful and/or emergency situations.
- Administer contracts and grants according to designated guidelines and regulations.
- Communicate information and ideas clearly and concisely, both orally and in writing.
- Work with and speak to various cultural and ethnic individuals and groups in a tactful and effective manner.
- Establish and maintain effective working relationships with those contacted in the performance of required duties.
- Represent the office in meetings with representatives from various County and non-County organizations, with local businesses, with customers, and/or with the general public.

- Establish good relationships with the public and with customers and provide customer service that meets and exceeds department goals and expectations.
- Prepare a variety of written communications to include reports, policies and procedures.
- Maintain accurate records and document actions taken.
- Gather and analyze statistical data and prepare comprehensive statistical reports.
- Perform a variety of technical and specialized tasks and functions in an independent, competent and timely manner.
- Maintain confidentiality of records and information per pertinent laws/regulations.
- Operate in the digital/computer domain;
- Use modern office equipment to include computers and related software applications.
- Proficiency in Microsoft office products (i.e., Access, Excel, PowerPoint, and Word).

#### **PHYSICAL REQUIREMENTS :**

- **Mobility and Dexterity:** Positions in this class typically require stooping, kneeling, reaching, occasional standing, occasional walking, pushing, pulling, fingering, grasping, feeling (i.e. sense of touch), and repetitive motion.
- **Lifting, Carrying, Pushing and Pulling -- Sedentary Work:** Employees in this class exert up to 10 pounds of force occasionally and/or a negligible amount of force frequently or constantly to lift, carry, push, pull or otherwise move objects.
- **Vision:** Positions in this class require the employee to have close visual acuity, with or without correction, to prepare and analyze data and figures, transcribe, view a computer terminal, read, etc. Positions in this class may also require employees to have depth perception in order to operate a motor vehicle.
- **Hearing/Talking:** Positions in this class require the employee to perceive the nature of sounds at normal speaking levels with or without correction, and have the ability to receive detailed information through oral communication. Positions in this class require the employee to express or exchange ideas by means of the spoken word.

#### **WORKING CONDITIONS:**

- **Office Work:** Employees in this class will most often be working in an office setting.
- **Disruptive/Confrontational Human Contacts:** Employees in this class may be subject to disruptive and confrontational people.

#### **OTHER REQUIREMENTS:**

- **Background Checks:** The County may conduct a background check and a reference check on candidates prior to appointment to a position within this class. The background check may include the State of California Department of Justice and criminal checks in any City/County where the applicant has lived, worked or gone to school.
- **Independent Travel:** Incumbents are **OR** may be required to travel independently, for example, to perform work at other work sites, to attend meetings with other County employees, to attend meetings with community organizations, etc.

- Hours of Work: Incumbents may be required to work weekends, holidays, irregular hours, on-call, and after normal business hours.
- Age: Candidates must be eighteen (18) years of age prior to appointment because of the hazards of the job, as defined by the Fair Labor Standards Act.



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**Director of Human Resources**

- Date Approved by the Director of Human Resources: November 5, 2019
- Date Class Title Added to the Listing of Classes & Salaries by the Board of Supervisors: December 10, 2019
- Date(s) Revised: August 4, 2022
- Date(s) Retitled and Previous Titles of the Class:
- Class Code: 197055