



## Human Resources Job Family: **Human Generalist Progression**

These generic job title summaries are intended to indicate the kinds of tasks and levels of work complexity that will be required of positions classified to any of these titles and are not intended to be construed as declaring the specific duties and responsibilities of any particular position. The use of particular expressions or illustrations describing functions within a specific job title does not exclude other duties of a similar kind and/or level of complexity. Positions are classified to a particular job title based upon the predominant level of expected work complexity. ***A position that is classified into this title and band must meet the Cornell requirements for exemption under the FLSA***

### GENERIC JOB PROFILE SUMMARIES

HR Generalist II INDIVIDUAL CONTRIBUTOR	HR Generalist III INDIVIDUAL CONTRIBUTOR	HR Generalist IV INDIVIDUAL CONTRIBUTOR
<p>Resolve HR issues with guidance.</p> <p>With guidance determine when and how to involve leadership.</p> <p>With guidance understand the University-wide impact some local decisions may have.</p> <p>With guidance may proceed with situations that may require influencing with discretion and diplomacy.</p>	<p>Demonstrates judgement and discretion to independently resolve issues; seeks guidance for complex issues.</p> <p>Determine when and how to involve leadership.</p> <p>Understand the University-wide impact some local decisions may have.</p> <p>Seek guidance in proceeding with complex situations that may require influencing with discretion and diplomacy.</p>	<p>Regularly resolves complex HR issues without guidance; demonstrates excellent judgment and discretion.</p> <p>Anticipate and determine when to advise leadership of a particular situation.</p> <p>Possess a sound knowledge and understanding of college/unit operations, goals and priorities, as well as, University goals and priorities.</p> <p>Demonstrate independent judgment knowing when to influence with discretion and diplomacy.</p>
<p>Provide guidance in the areas of recruitment, retention, compensation and job design, performance management, diversity and inclusion and staff development to employees, supervisors and managers.</p>	<p>Provide advice and guidance in the areas of organizational effectiveness and climate, strategic planning and assessment of organizational needs, recruitment, retention, compensation and job design, performance management, diversity and inclusion, employee/labor relations, and staff development to employees, supervisors and managers.</p>	<p>Advise leadership on human resource issues and strategic initiatives; lead and provide advice, guidance and expertise in the areas of organizational effectiveness and climate, recruitment, retention, compensation and job design, performance management, diversity and inclusion, employee/labor relations, and staff development to employees, supervisors, and college/unit leadership.</p>
	<p>Proactively identify and evaluate complex and sensitive HR issues that require analysis of issues, problem solving, and presentation of approaches to address issues, advocating for best possible approach.</p>	<p>Proactively identify, explore, and evaluate highly complex and sensitive HR issues that require thorough analysis of issues, creative problem solving, and presentation of various approaches to address issues, advocating for best possible approach.</p>

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Provide policy and collective bargaining unit contract interpretation, advice, and guidance to managers and supervisors.	Provide moderately complex policy interpretation and collective bargaining unit contract, advice, and guidance to managers and supervisors.	Provide complex policy and collective bargaining unit contract interpretation, advice, and guidance to College/Unit leadership.
Deliver effective training programs to support human resource objectives.	Deliver effective training programs to support human resource objectives.	Work collaboratively to design, develop and deliver effective training programs to support human resource objectives.
		Proactively collaborate with managers and unit leadership to develop, lead and implement effective HR strategies.
Foster and maintain effective working relationships with management and staff.	Foster and maintain effective working relationships with management and staff; develop an understanding of college/units' vision and mission, culture, goals, and strategic priorities to ensure appropriate judgment in implementing HR strategies; provide advice/guidance to leaders, managers, and staff regarding overarching objectives.	Foster and maintain effective working relationships with college/unit leadership, management and staff; develop an understanding of college/units' vision and mission, culture, goals, and strategic priorities to ensure appropriate judgment in proposing and implementing HR strategies.
		Collaborate with leadership in proactively identifying and assessing organizational needs and provide council and expertise in the planning, implementation, and communication of change efforts intended to meet the strategic goals of the organization.
		Collaborate with leadership on strategic planning initiatives; identify current or future HR-related issues for which HR intervention and involvement might be necessary and proactively partner with college/unit leadership and management to identify and explore solutions; collaborate with organizational leaders to help guide and formulate decisions that take into account the impact on staff relations.
Assist in implementing activities that will assist in creating an environment of inclusion, respect and trust.	Identify and implement activities that will assist in creating an environment of inclusion, respect and trust.	Partner with appropriate university resources to implement diversity initiatives; identify and implement activities that will assist in creating an environment of inclusion, respect and trust.
Collaborate with staff and supervisors to handle employee and labor	Collaborate with staff and supervisors and when appropriate union	Collaborate with staff, supervisors and when appropriate union leaders and

HR Generalist II INDIVIDUAL CONTRIBUTOR	HR Generalist III INDIVIDUAL CONTRIBUTOR	HR Generalist IV INDIVIDUAL CONTRIBUTOR
relations issues and provide feedback; assist managers on issues of discipline, termination, layoff and similar actions.	leaders to handle employee and labor relations issues, including facilitating conflict resolution, hearing grievances, providing feedback, and coaching; advise managers on issues of discipline, termination, layoff and similar actions.	college/unit leadership to handle complex employee and labor relations issues, including facilitating conflict resolution, hearing grievances, providing feedback, and coaching; advise managers on issues of discipline, termination, layoff and similar actions; formally review and approve such actions.
Support managers and staff in performance management and professional development.	Support managers and staff in career planning, to include performance management and professional development.	Provide advice and guidance on talent development and succession planning initiatives; support leadership, managers and staff in career planning, to include performance management and professional development.
	Partner with managers to address and facilitate issues of group dynamics and resulting impact on the organization; resolve staff issues.	Partner with managers to address and facilitate complex issues of group dynamics and resulting impact on the organization; resolve complex staff issues and, when appropriate, consult with college/unit leadership on matters of concern.
Facilitates the search process for staff positions in a college/unit in compliance with policies, procedures, collective bargaining agreements, appropriate visa type and regulations; works with hiring supervisors to establish position descriptions, qualifications, classification; guides and assists hiring supervisors regarding the employment process; assists in developing search plans; assists hiring supervisors with assessment, selection, reference checks, and offers; tracks applicant/job data; ensure all necessary search documentation is received and recorded appropriately.	Facilitate the search process and establish and improve best practices for the search process in a college/unit and in compliance with policies, procedures, collective bargaining agreements, appropriate visa type and regulations; assists hiring supervisors with assessment, selection, reference checks, and offers; manages applicant/job data.	Oversee the search process and lead the ongoing improvement in best practices for the search processes in a college/unit and in compliance with policies, procedures, collective bargaining agreements and regulations; provides consultation to hiring managers for assessment, selection, reference checks, and offers; ensures the management of applicant/job data; responsible for executive and leadership position searches.
		Provide guidance and advice to other HR professionals in the college/unit.
May provide case management support to employees on layoff.		Partner with central HR Leadership, including the Vice President, to inform or discuss college/unit issues, such as Labor Relations, grievance resolutions, labor relations contract negotiation positions, etc.
	Provide comprehensive standard and ad hoc HR metrics and dashboards to executives and managers to inform/guide decision support.	

## JOB FACTOR PROFILE TABLE

FACTOR PROFILE	11226 HR GENERALIST II, BAND E	11227 HR GENERALIST III, BAND F	11229 HR GENERALIST IV, BAND G
<b>MINIMUM EDUCATION AND EXPERIENCE EQUIVALENCY</b>	Bachelor's degree or equivalent; up to 2 years experience or equivalent	Bachelor's degree; more than 3, but less than 5 years experience or equivalent	Bachelor's degree; more than 5, but less than 7 years experience or equivalent
<b>IMPACT</b>	Moderate impact	Moderate impact	Moderate impact
<b>CONTACTS - INSIDE</b>	Assist others Cooperation of tasks completion	Provide guidance to others Coordinate activities	Persuading others to take a particular course of action Coordinate major activities
<b>CONTACTS - OUTSIDE</b>	Provide information within pre-established documents or programs	Provide information within pre-established documents or programs	Providing/receive guidance, advice or information that must be analyzed and developed by the position
<b>CONTACTS - STUDENTS</b>	Limited contact	Limited contact	Limited contact

<b>FACTOR PROFILE</b>	<b>11226 HR GENERALIST II, BAND E</b>	<b>11227 HR GENERALIST III, BAND F</b>	<b>11229 HR GENERALIST IV, BAND G</b>
<b>SUPERVISION</b>	Provide guidance, counsel and information to employees throughout the University in specific support areas	Provide guidance, counsel and information to employees throughout the University in specific support areas	Day-to-day supervision to employees within the dept
<b>COMPLEXITY</b>	Frequently adapt, combine or make improvements in an existing service, product, process or program. Work requires reasoning skills and judgment.	Occasionally required to develop new, imaginative or innovative solutions, services, products, process or programs. Work requires sophisticated reasoning skills	Occasionally required to develop new, imaginative or innovative solutions, services, products, process or programs. Work requires sophisticated reasoning skills
<b>LEVEL OF DECISION MAKING</b>	Responsible for assisting in and influencing decisions concerning policy-setting, research, planning, or students	Responsible for assisting in and influencing decisions concerning policy-setting, research, planning, or students	Responsible for assisting in and influencing decisions concerning policy-setting, research, planning, or students
<b>FREEDOM OF ACTION</b>	General supervision Some interpretation of established policies and procedures required	General supervision Some interpretation of established policies and procedures required	Very general supervision Interpretation of work policies and procedures, and, at times, deviation from standard work practices
<b>EFFECT OF DECISION MAKING</b>	Directly affect multiple functional areas Limited effect on students and employees	Directly affect an entire department Moderate effect on students and employees	Directly affect an several departments Significant effect on students and employees
<b>WORKING CONDITIONS</b>	Normal working conditions. Safety gear may sometimes be required	Normal working conditions. Safety gear may sometimes be required	Normal working conditions. Safety gear may sometimes be required