

IU Classification Level Guide
Administrative Job Family
Human Resources and Training

Positions in the Human Resources and Training sub-family provide central office or unit specific administrative support in personnel matters. To accurately classify a position, specific supporting examples of a position's primary duties and responsibilities in terms of scope, impact and complexity should be provided.

Level	1AD	2AD	3AD	4AD
Level Overview	N/A	<ul style="list-style-type: none"> A professional contributor without full authority to deviate from established protocols. Has good grasp of professional principles and skills. Knows and effectively uses fundamental concepts, practices, and procedures. Work is of limited scope, typically on smaller, less complex projects / assignments or providing support for larger projects/ assignments. Assists in fact finding. Errors generally are limited to unit operations. May be first line supervisors, often of support staff. 	<ul style="list-style-type: none"> Professional contributor, working independently on progressively more complex projects/assignments. The work may involve program ownership. <p><i>This is intended by design to cover an <u>extensive</u> span of professional work.</i></p> <ul style="list-style-type: none"> Responsibilities are of a professional or highly analytical nature. Jobs may have significant technical requirements with a high level of accountability. Errors may have impact beyond operations but normally are caught and / or corrected prior to signification impact. May train and direct work of junior staff. 	<ul style="list-style-type: none"> Generally responsible for managing a department or major function within a department with staff responsibility. <li style="text-align: center;">---OR--- Will manage highly complex processes or have diverse and complex responsibilities such as: people or financial management, external relationship development, project / process leadership. <p><i>This must be the primary purpose of the position, not a sporadic assignment. Focus of management is more frequently operational than strategic. The depth of the organizational structure may impact this.</i></p> <ul style="list-style-type: none"> Frequently contributes to management strategy. Establishes priorities; assigns functions; maintains quality control. Errors may have significant impact on operations and / or profits within the organization. Provides total management and expert guidance to lower level staff.
Decision Making		<ul style="list-style-type: none"> Works in compliance with established procedures and/or protocols. Identifies and resolves readily identifiable, clearly-defined problems. Makes decisions within established guidelines and policies. Refers the most difficult situations to supervisor for guidance. Nature of work requires supervision; exercises limited judgment. May be paired with a mentor. Work typically involves regular process checks or review of output by a coworker and/or supervisor. 	<ul style="list-style-type: none"> Performs full range of professional level work that typically requires more complex and less clearly-defined issues. Identifies problems and possible solutions and takes appropriate action to resolve. Nature of work requires significant independence. Receives guidance only on unusual, complex problems / issues. Typically involves periodic review of output by supervisor / manager. 	<ul style="list-style-type: none"> Has latitude to make operational/procedural decisions within broadly defined parameters. Decisions require a high level of judgment. Guidance from higher management limited to expected outcomes. Generally requires higher managerial approval for policy and/or fiscal variances.

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Level	1AD	2AD	3AD	4AD
Characteristic Duties		<ul style="list-style-type: none"> • Oversees processing and maintenance of human resources records and documents; oversees the promotion and tenure process for faculty; implements policies and procedures. • Advises on human resource related regulations, policies and procedures; supports and resolves related problems/complaints. • Reviews position descriptions to verify information; assist with the preparation of position descriptions. • Develops and presents training with narrow application to a specific unit or for prescribed subject matter; conducts training sessions utilizing prepackaged or standardized training products. 	<ul style="list-style-type: none"> • Serves as a human resource generalist or specialist at the campus level; provides expertise and oversight to campus RCs /departments; may supervise staff. • Identifies and provides solutions to HR issues; researches, analyzes, recommends and evaluates effectiveness of HR processes, applications and programs. • Performs HR generalist duties for a division, department or small RC with full authority to recommend and implement internal policies and practices for a broad range of personnel matters in conformance with campus/university policies. Handles departmental employee relations issues, referring significant issues to the campus central office; often interviews and makes screening decisions for managers/faculty. • Develops and presents training modules with broad application or subject matter. Analyzes training needs and goals to produce a set of learning objectives; develops appropriate curricula and teaching techniques for training and evaluates courses. 	<ul style="list-style-type: none"> • Manage the HR function for a large RC or large and complex campus department, including the development of internal unit policies and procedures; exerts significant and frequent influence over HR operations; exhibits wide latitude on significant internal issues. • Manage a human resource function for a campus, serving as the campus subject matter expert; has significant impact in the recommendation, design and implementation of campus policies that are in compliance with university policies. • Performs highly complex analytical and counseling (consulting) work to support unit heads, including significant latitude for independent actionable recommendations, with demonstrated record of organizational impact. Consultation is generally at the highest levels of administration on comprehensive matters not covered by existing policies and procedures.
Minimum Education/ Experience (or equiv)		<ul style="list-style-type: none"> • BS/BA in related discipline. • Combinations of related education and experience will be considered • Generally 0-2 years of experience in related field. 	<ul style="list-style-type: none"> ▪ BS/BA in related discipline. ▪ Combinations of related education and experience will be considered ▪ Generally 2-5 years of experience in related field. 	<ul style="list-style-type: none"> ▪ BS/BA in related discipline. ▪ Combinations of related education and experience will be considered ▪ Generally 5-8 years of experience in related field.

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Level	5AD	6AD
<p>Level Overview</p>	<ul style="list-style-type: none"> • Typically manages multiple departments. --OR-- • Responsible for a large unit / dept or multiple functions with a mostly strategic focus. <p><i>Focus of management at this grade is more frequently strategic than operational. The depth of the organizational structure may impact this.</i></p> <ul style="list-style-type: none"> • Determine organizational design. • Often makes final decisions on major in-sourcing / outsourcing. • Develops and manages strategic long range plans and budgets for functional areas or significant projects. • Analyzes the effectiveness of and establishes future direction for functional policies and programs. • Aligns policies, products, and development efforts with strategies. • Errors may have significant impact on operations and / or profits within the organization. 	<ul style="list-style-type: none"> • Manages an unusually large university-wide or campus HR function. --OR-- • Oversees a highly specialized unit, which contributes a high level of strategic importance to the university / campus. • Unusually heavy impact on financial and business results on a wide scale. • Establishes broad plans and formulates policies for functional area for the university, campus, or responsibility center. • Accountable for long term strategic and budgetary decisions. • Errors have significant impact on future. operations of the organization/campus/university.
<p>Decision Making</p>	<ul style="list-style-type: none"> • Typically involved in, if not the initiator of establishing policies, procedures and practices with major impact. • Has latitude in decision making. • Decision making is based on the analysis of problems with little precedent. 	<ul style="list-style-type: none"> • Decision latitude is wide, minimally constrained by university / campus policies.
<p>Characteristic Duties</p>	<ul style="list-style-type: none"> • Manage the HR function for a large, diverse RC; reporting to the executive management of the RC, exerts significant and frequent influence over RC strategic objectives; generally has policy oversight over other HR generalists within the RC; exercises substantial latitude; decisions and actions often go unreviewed. • Manages multiple principal HR functions for a campus; has significant impact in the recommendation, design and implementation of campus policies that are in compliance with university policies. 	<ul style="list-style-type: none"> • Has university-wide policy responsibility for one or more principal HR functions; provides university oversight for policy compliance; researches, designs, recommends and implements policy changes that impact the university. • Principal HR Director for a unique campus, with accountability for policy compliance and campus implementation; has significant influence over campus specific HR policies and practices.
<p>Minimum Education/ Experience (or equivalent)</p>	<ul style="list-style-type: none"> • BS/BA in related discipline. • Combinations of related education and experience may be considered • Generally 5-8 years of experience in related field including managerial experience. ---OR--- • Masters plus three years related experience including managerial experience. 	<ul style="list-style-type: none"> ▪ BS/BA in related discipline. ▪ Combinations of related education and experience will be considered ▪ Generally 8+ years of experience in related field including managerial experience; certification is required in some areas ---OR--- • Masters plus 5 years related experience including managerial experience.