## Human Resources Job Function

<table>
<thead>
<tr>
<th></th>
<th>Training</th>
<th>Organization Development Consulting</th>
<th>Generalists</th>
<th>Labor Relations</th>
<th>Recruitment</th>
</tr>
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<tbody>
<tr>
<td>55</td>
<td>~Training Specialist I</td>
<td></td>
<td>~HR Coordinator</td>
<td></td>
<td></td>
</tr>
<tr>
<td>56</td>
<td>~Training Specialist II</td>
<td></td>
<td>~HR Generalist I</td>
<td></td>
<td>~Recruiter I</td>
</tr>
<tr>
<td>57</td>
<td>~Senior Training Specialist</td>
<td>~Training Program Manager</td>
<td>~Career Development Specialist</td>
<td>~HR Generalist II</td>
<td>~Labor Relations Officer I</td>
</tr>
<tr>
<td>58</td>
<td>~Training Manager I</td>
<td>~Performance Consultant</td>
<td>~Career Development Consultant</td>
<td>~HR Generalist III</td>
<td></td>
</tr>
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<th>HR Data Analyst</th>
<th>HR Business Analyst</th>
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<td>55</td>
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<td>56</td>
<td></td>
<td>~Benefits Consultant I</td>
<td>~HR/Payroll/System Specialist I</td>
<td>~HR Data Analyst I</td>
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<tr>
<td>57</td>
<td>~Compensation Consultant I</td>
<td>~Benefits Consultant II</td>
<td>~HR/Payroll/System Specialist II</td>
<td>~HR Data Analyst II</td>
<td>~HR Business Analyst I</td>
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<tr>
<td>58</td>
<td></td>
<td>~Benefits Management I</td>
<td>~HR/Payroll/System Specialist III</td>
<td>~HR Data Analyst III</td>
<td>~HR Business Analyst II</td>
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<td>~Sr. Compensation Consultant</td>
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<td>~HR/Payroll/System Specialist IV</td>
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<td>~HR Business Analyst III/Product Manager</td>
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HR Training Job Family

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<th>Experience/Education (Minimum Required)</th>
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</table>
| 55    | Training Specialist I   | Bachelor’s degree 2+ years of relevant experience General knowledge of adult learning techniques and curriculum development | • Develops curriculum and provides direct instruction of adult learning classes  
• Tutors students  
• Manages the volunteer tutor program, assesses competencies of students and tutors, develops and conducts orientation curriculum and other training programs  
• Assesses students’ academic skill levels and oversees methodologies and materials used  
• Shares specialized knowledge inside and outside of the University | IMPACT Some impact on operations, resources, or University’s reputation  
SCOPE Provides training for employees | RECEIVED:  
Under General Direction: Within this job, the incumbent normally performs regular assignments using own judgment and following department/university policy, while keeping supervisor informed as necessary. Receives general guidance on new projects as to methods, procedures and desired end results. The incumbent has discretion to make decisions within assigned duties. Complex assignments are usually reviewed upon completion.  
GIVEN:  
Individual Contributor: Works independently or as part of a team to achieve results. |
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| 56    | Training Specialist II | Bachelor’s degree 3+ years of relevant experience General knowledge of adult learning techniques | • Designs and develops in-house programs; researches and prepares program materials  
• Conducts training sessions as instructor and/or facilitator  
• Participates in organizational development and training-related projects | IMPACT  
Moderate impact on operations, resources, or University’s reputation  
SCOPE  
Provides training for employees in a unit or school | RECEIVED:  
Under General Direction: Within this job, the incumbent normally performs regular assignments using own judgment and following department / university policy, while keeping supervisor informed as necessary. Receives general guidance on new projects as to methods, procedures and desired end results. The incumbent has discretion to make decisions within assigned duties. Complex assignments are usually reviewed upon completion.  
GIVEN:  
Individual Contributor:  
Works independently or as part of a team to achieve results |

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| 57    | Senior Training Specialist | Bachelor’s degree required, Master’s degree in related area preferred, 5+ years of experience in instructional design, curriculum development, assessment and project management skills, Thorough knowledge of adult learning techniques | • Participates in the planning, design and implementation of professional development programs including curriculum development, competency analysis, instructor identification, delivery methodology and program evaluation  
• Serves as an internal consultant to schools/units regarding organization development needs and/or teaching staff and stipended instructors  
• Determines project objectives and deadlines with management  
• Assesses school/unit training and/or educational needs and develops training materials and custom curriculum  
• Applies advanced knowledge of training and educational curricula and methodologies, and has extensive knowledge of other related disciplines/processes | IMPACT  
Moderate impact on operations, resources, or University’s reputation  
SCOPE  
Provides advanced training/course consulting | RECEIVED:  
Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within assigned duties. Complex assignments are occasionally reviewed upon completion.  
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| 57    | Training Program Manager | Bachelor’s degree required, Master’s degree in related area preferred 5+ years of experience in instructional design, curriculum development, assessment and project management skills Thorough knowledge of adult learning techniques | • Responsible for the design, development, implementation, evaluation and on-going improvement of curricula in a large training program, including strategic planning, program and course development, competency analysis, instruction and evaluation  
• Collaborates with CWD, program faculty and other subject matter experts as needed for program development  
• Oversees work of Training Specialist(s) in relation to professional development programs.  
• Analyzes workforce trends, program evaluations, and best practice data to continuously improve program offerings; | IMPACT Moderate impact on operations, resources, or University’s reputation  
SCOPE Provides oversight for a large training program, ensuring integration with other curricula | RECEIVED: Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within assigned duties. Complex assignments are occasionally reviewed upon completion.  
GIVEN: Individual Contributor: Works independently or as part of a team to achieve results. AND/OR  
Supervises: Supervises work and processes, assigns work, typically has primary responsibility for evaluating performance and performance management, effectively recommends hiring and firing decisions. |
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<td>58</td>
<td>Training Manager I</td>
<td>Bachelor’s degree required, Master’s degree preferred, 7+ years of experience in instructional design, curriculum development, assessment and project management skills</td>
<td>• Manages the development and delivery of end-user training and documentation&lt;br&gt;• Develops new solutions to complex problems&lt;br&gt;• Develops and executes innovative methodologies to improve internal efficiencies&lt;br&gt;• Provides expertise, consulting and guidance to staff members&lt;br&gt;• Manages operational and strategic activities of support team&lt;br&gt;• Prepares reports for upper level management to highlight progress, issues etc.&lt;br&gt;• Regularly interacts with senior management, executives and clients</td>
<td>IMPACT: Significant impact on operations, resources, or University’s reputation&lt;br&gt;SCOPE: Manages a medium sized section of a training group</td>
<td>RECEIVED: Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within assigned duties. Complex assignments are occasionally reviewed upon completion.&lt;br&gt;GIVEN: Supervises:&lt;br&gt;Supervises work and processes, assigns work, typically has primary responsibility for evaluating performance and performance management, effectively recommends hiring and firing decisions.&lt;br&gt;AND/OR&lt;br&gt;Manages:&lt;br&gt;Manages people and policies, allocates personnel and resources for given projects, full hire/fire authority, has primary responsibility for performance management and career development of employees, sets policy/standards within an area.</td>
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| 59    | Training Manager II | Bachelor’s degree Master’s degree preferred 8+ years of experience in instructional design, curriculum development, assessment and project management skills | • Identifies training needs and designs and develops appropriate training courses  
• Develops in-house training materials independently  
• Oversees all training and administrative aspects of the program(s)  
• Assesses effectiveness of training programs and develops improvements to training courses and materials  
• Builds strategic alliances for major projects  
• Negotiates and influences successfully within and beyond the project, function, or department  
• Seeks significant opportunities for new services | IMPACT  
Significant impact on operations, resources, or University’s reputation  
SCOPE  
Manages a large sized section of a training group | RECEIVED:  
Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within assigned duties. Complex assignments are occasionally reviewed upon completion.  
GIVEN:  
Supervises:  
Supervises work and processes, assigns work, typically has primary responsibility for evaluating performance and performance management, effectively recommends hiring and firing decisions.  
AND/OR  
Manages:  
Manages people and policies, allocates personnel and resources for given projects, full hire/fire authority, has primary responsibility for performance management and career development of employees, sets policy/standards within an area. |
## Organization Development Consulting Job Family

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<td>Career Development Specialist Central</td>
<td>Bachelor’s degree required; Master’s in counseling preferred 5+ years of experience in career assessment and counseling</td>
<td>• Participates in the planning, design and implementation of career development programs  • Serves as an internal consultant to school/units regarding career development content  • Serves on University wide career development related committees</td>
<td>IMPACT Moderate impact on operations, resources, or University’s reputation  SCOPE Provides advanced career consulting to staff</td>
<td>RECEIVED: Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within assigned duties. Complex assignments are occasionally reviewed upon completion.  GIVEN: Individual Contributor: Works independently or as part of a team to achieve results</td>
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</thead>
</table>
| 58    | Performance Consultant Central Master’s degree in related field required 7+ years of experience in organizational development consulting Thorough knowledge of organizational development and adult learning techniques | • Serves as an internal consultant to tubs/units regarding organization development needs  
• Designs and conducts assessment of individual, work group or organization needs  
• Develops intervention strategies consistent with organization needs and strategic priorities  
• Collaborates with relevant CWD colleagues in developing intervention strategies  
• Develops, presents and negotiates consultation agreements with clients  
• Implements consultation/intervention strategies to meet client needs  
• Designs and implements evaluation processes for consultation process, activities and outcomes  
• Consults with clients on training and development needs, provides customized, on-site training based on assessed need; provides referrals when appropriate  
• Consults with client groups on workforce planning, including organizational design, retraining, succession planning  
• Provides one-on-one leadership and OD coaching to manager | IMPACT  
Moderate impact on operations, resources, or University’s reputation  
SCOPE  
Provides advanced performance consulting | RECEIVED: Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within assigned duties. Complex assignments are occasionally reviewed upon completion.  
GIVEN:  
Works independently or as part of a team to achieve results. |

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<tr>
<td>58</td>
<td>Career Development Consultant Central</td>
<td>Master’s degree in related field required 7+ years of experience in career development consulting Thorough knowledge of career development and career coaching</td>
<td>Similar to above with a subject matter expertise in career development strategies, programs and systems.  • Provides career coaching for managers to enable them to better develop their staff  • Serves on University wide career development related committees</td>
<td>IMPACT Moderate impact on operations, resources, or University’s reputation SCOPE Provides advanced performance and career consulting</td>
<td>RECEIVED: Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within assigned duties. Complex assignments are occasionally reviewed upon completion. GIVEN: Works independently or as part of a team to achieve results.</td>
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| 55N   | HR Coordinator          | Bachelor’s degree 2+ years of relevant HR experience | • Conducts recruitment of non-exempt employees, including attending job fairs, screening resumes, and interviewing candidates  
• Assists with new hire orientation programs  
• Assists with HR training initiatives  
• Answers HR policy questions  
• Assists with salary reviews by gathering and analyzing data  
• Completes and processes payroll forms  
• Ensures employee data within PS is accurate and produces department reports | IMPACT  
Moderate impact on operations, resources, or University’s reputation  
SCOPE  
Provides HR support within a unit or school | RECEIVED:  
Under General Direction: Within this job, the incumbent normally performs regular assignments using own judgment and following department / university policy, while keeping supervisor informed as necessary. Receives general guidance on new projects as to methods, procedures and desired end results. The incumbent has discretion to make decisions within assigned duties. Complex assignments are usually reviewed upon completion.  
GIVEN:  
Individual Contributor:  
Works independently or as part of a team to achieve results. |

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| 56    | HR Generalist I | Bachelor’s degree 3+ years of relevant HR experience General knowledge of employment law and HR policies and practices | • Provides HR consultation and operational support  
• Recruits, interviews, and makes offers to candidates  
• Assists with talent acquisition outreach  
• Handles job grading, reclassifications, market and equity reviews, FLSA classification, and wage and salary administration  
• Instruct managers and employees on policies and procedures  
• Provides employee and labor relations guidance to managers and staff  
• Assists with position redesign and organizational development and training | IMPACT Moderate impact on operations, resources, or University’s reputation  
SCOPE Provides HR services within a unit or school | RECEIVED: Under General Direction: Within this job, the incumbent normally performs regular assignments using own judgment and following department / university policy, while keeping supervisor informed as necessary. Receives general guidance on new projects as to methods, procedures and desired end results. The incumbent has discretion to make decisions within assigned duties. Complex assignments are usually reviewed upon completion.  
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| 57    | HR Generalist II | Bachelor’s degree 5+ years of relevant HR experience, Thorough knowledge of employment law and HR policies and practices | • Consults and advises with managers on the development and classification of new positions, job grading, reclassifications, market and equity reviews, FLSA classification, and wage and salary administration  
• Provides interpretation and advice on HR policies and procedures  
• Participates in the development of policies and procedures  
• Provides advanced employee and labor relations guidance to managers and staff  
• Participates on University wide committees and on special projects  
• Identifies training needs, develops and delivers training | IMPACT  
Moderate impact on operations, resources, or University’s reputation  
SCOPE  
Provides HR services for several areas of a unit or school and represents school/unit on University wide committees | RECEIVED:  
Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within assigned duties. Complex assignments are occasionally reviewed upon completion.  
GIVEN  
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AND/OR  
Supervises: Supervises work and processes, assigns work, typically has primary responsibility for evaluating performance and performance management, effectively recommends hiring and firing decisions. |

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| 58    | HR Generalist III    | Bachelor’s degree Master’s degree preferred 7+ years of HR relevant experience Thorough knowledge of employment law and HR policies and practices | • Provides HR consulting and guidance to managers and staff  
• Develops programs, such as a merit and bonus program, for entire school/unit or implements a performance management or behavioral competency program  
• Manages projects such as the creation of a rewards and recognition program for entire school/unit and evaluates program effectiveness  
• Communicates human resources services, initiatives and programs  
• Identifies and participates in the development of HR policies and programs  
• May focus on a specialized functional area of HR | IMPACT  
Significant impact on operations, resources, or University’s reputation  
SCOPE  
Provides HR services and program management services for a unit or school and represents school/unit on University wide committees | RECEIVED:  
Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within assigned duties. Complex assignments are occasionally reviewed upon completion.  
GIVEN:  
Individual Contributor:  
Works independently or as part of a team to achieve results.  
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Supervises:  
Supervises work and processes, assigns work, typically has primary responsibility for evaluating performance and performance management, effectively recommends hiring and firing decisions. |             |

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| 59    | HR Management I | Bachelor’s degree Master’s degree preferred 8+ years of progressive HR experience; including some in management Advanced knowledge of employment law and HR policies and practices | • Provides HR leadership and direction for the organization  
• Analyzes the workforce and makes decisions to strategically position the school/unit to meet organizations goals and objectives  
• Authority to negotiate on behalf of school/unit of matters of significant HR impact  
• Builds partnerships to advance strategic HR initiatives  
• Responsible for HR compliance (e.g. affirmative action, FMLA, FLSA)  
• Manages department budget  
• Represents Harvard externally at professional and higher education events | IMPACT  
Significant impact on operations, resources, or University’s reputation  
SCOPE  
Typically manages the HR function for a unit or small school | RECEIVED:  
Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within assigned duties. Complex assignments are occasionally reviewed upon completion.  
GIVEN:  
Supervises:  
Supervises work and processes, assigns work, typically has primary responsibility for evaluating performance and performance management, effectively recommends hiring and firing decisions.  
AND/OR  
Manages:  
Manages people and policies, allocates personnel and resources for given projects, full hire/fire authority, has primary responsibility for performance management and career development of employees, sets policy/standards within an area. |
### Labor Relations Job Family

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| 57    | Labor Relations Officer I Central | Bachelor’s degree 5+ years of relevant human resources experience Thorough knowledge of labor relations theory and practice | - Provides labor cost impact analysis, market research, and analysis of collective bargaining trends  
- Participates in the development, maintenance, analysis, and reporting of labor relations metrics that support the University’s efforts to enhance the work environment  
- Assists in labor contract and personnel policy interpretation providing strategic data compilation and analysis  
- Participates as a member of University negotiating team during negotiations  
- Works with labor relations senior staff to interpret and revise policies and to provide consultative services to departments  
- Makes recommendations regarding policy and strategies  
- Manages labor relations projects as assigned | IMPACT  
Moderate impact on operations, resources, or University’s reputation  
SCOPE  
Provides comprehensive Labor Relations services to University HR professionals | RECEIVED:  
Under General Direction: Within this job, the incumbent normally performs regular assignments using own judgment and following department / university policy, while keeping supervisor informed as necessary. Receives general guidance on new projects as to methods, procedures and desired end results. The incumbent has discretion to make decisions within assigned duties. Complex assignments are usually reviewed upon completion.  
GIVEN:  
Individual Contributor:  
Works independently or as part of a team to achieve results. |
### Labor Relations Job Family

<table>
<thead>
<tr>
<th>Level</th>
<th>Function/ Roles</th>
<th>Experience/ Education (Minimum Required)</th>
<th>Typical Duties and Responsibilities (Cumulative from level to level in each job family)</th>
<th>Impact/Scope</th>
<th>Supervision</th>
</tr>
</thead>
</table>
| 59    | Labor Relations Officer II Central | Bachelor’s degree, Master’s preferred 8+ years of relevant human resources experience with 5+ years in labor relations Extensive knowledge of labor contracts, personnel policies, mediation and negotiating | • Participates and leads aspects of Union negotiations  
• Provides advice and counsel on the application of employment laws and regulations, as well as the personnel manuals for both represented and non-union staff  
• Interfaces with the Office of the General Counsel on human resource matters with legal implications for the University  
• Works with members of the various Unions to reach issue resolution  
• Participates and leads University wide projects  
• Formulates and conducts training sessions on various employee and labor relations issues  
• Advises and provides counsel on issue resolution  
• Participates on various committees established in collective bargaining agreements | IMPACT  
Significant impact on operations, resources, or University’s reputation  
SCOPE  
Provides advanced and complex Labor Relations consulting and mediation services to the University community | RECEIVED: Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within assigned duties. Complex assignments are occasionally reviewed upon completion. GIVEN: Individual Contributor: Works independently or as part of a team to achieve results. |

**NOTE:**

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2) Grade Recommendations based on comparative review/analysis of internal positions and external market data.  
3) $E = \text{exempt}, \ N = \text{non-exempt but outside HUCTW due to job content, grade and/or a Confidential / Supervisory exclusion}$
### Recruitment Job Family

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</table>
| 56    | Recruiter I    | Bachelor’s degree 3+ years of progressive human resources experience | - Participates in developing recruiting strategies for a variety of roles  
- Assists in recruitment strategy areas of high demand  
- Determines staffing needs in conjunction with department contacts  
- Writes job descriptions, identifies and pursues recruiting avenues including college career services, career fairs, print media and on-line resources  
- Reviews resumes and/or writing samples, screens candidates, advises department contacts on hiring and salaries, checks references and coordinates the interview process  
- Manages new hire sign on, answers benefits questions and distributes packets and conducts orientation  
- Performs exit interviews  
- Collaborates and plans specific community outreach programs  
- Performs employment related projects, as needed  
- Serves on University wide committees  
- Hosts new hire orientation and facilitate other training sessions, as needed.  
- Conducts targeted recruitment for entry- to mid-level searches across the University  
- Organizes and plans Harvard’s college relations programs, resulting in hiring critical undergraduate and graduate talent to the University  
- Designs and delivers targeted Internet recruitment strategies and resources | IMPACT  
Moderate impact on operations, resources, or University’s reputation  
SCOPE  
Provides recruitment services to a school/unit | RECEIVED:  
Under General Direction:  
Within this job, the incumbent normally performs regular assignments using own judgment and following department / university policy, while keeping supervisor informed as necessary. Receives general guidance on new projects as to methods, procedures and desired end results. The incumbent has discretion to make decisions within assigned duties. Complex assignments are usually reviewed upon completion.  
GIVEN:  
Individual Contributor:  
Works independently or as part of a team to achieve results. |

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## Recruitment Job Family

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</table>
| 57    | Recruiter II   | Bachelor’s degree 5+ years of progressive human resources experience | • Develops targeted recruiting strategies for the University  
• Assists in recruitment strategy with a focus in areas of high demand  
• Provides consultative services to local hiring units on specific recruitment needs  
• Collaborates with community outreach programs  
• Serves on University wide committees  
• Plans, organizes, and implements University-wide community outreach efforts, including Summer Youth Employment Program and diversity recruitment calendar  
• Provides customer service to internal and external  
• Hosts new hire orientation and develops and facilitates other training sessions  
• Conducts targeted recruitment for mid to senior-level searches across the University  
• Maintains FileMaker Pro database and other recruitment resources  
• Provides other employment related projects, as needed | IMPACT  Moderate impact on operations, resources, or University’s reputation  
SCOPE  Provides recruitment services to the University | RECEIVED:  Under General Direction: Within this job, the incumbent normally performs regular assignments using own judgment and following department / university policy, while keeping supervisor informed as necessary. Receives general guidance on new projects as to methods, procedures and desired end results. The incumbent has discretion to make decisions within assigned duties. Complex assignments are usually reviewed upon completion.  
GIVEN:  Individual Contributor: Works independently or as part of a team to achieve results |
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| 58    | Recruiter Manager Central | Bachelor’s degree Master’s degree preferred 7+ years of progressive human resources experience 5+ in recruitment | • Manages the recruitment function for the University (e.g. provides strategic vision for the University)  
• Works with the Office of the General Counsel, Office of Labor Relations and other Harvard University offices to insure compliance with various state, federal and University regulations  
• Develops and implements creative recruitment solutions for Harvard  
• Chairs the University Recruiter Committee and communicates employment-related information and new initiatives across the University  
• Manages the Universities evolving internet recruitment strategies and develops effective, low cost recruitment strategies for individual hiring units  
• Provides consultative services to local hiring units on specific recruitment needs  
• Develops and implements University-wide policies on employment and pre-employment issues  
• Serves as the business lead for HIRES, insuring HIRES’ ongoing functionality  
• Conducts targeted recruitment for senior level searches across the University  
• Negotiates and implements University-wide vendor agreements  
• Designs and hosts training modules on specific employment-related topics.  
• Develops University-wide solutions to new compliance needs. Develops comprehensive plans to meet new compliance requirements, including systems enhancements, policy revisions, and training to HR users.  
• Partners with Deputy Provost’s Office on key University-wide initiatives (Higher Education Recruitment Consortium, etc)  
• Manages the University’s overall college relations recruitment programs. Develops targeted strategies for this talent community | IMPACT Significant impact on operations, resources, or University’s reputation  
SCOPE Manages a recruitment department | RECEIVED: Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within assigned duties. Complex assignments are occasionally reviewed upon completion.  
GIVEN: Supervises:  
Supervises work and processes, assigns work, typically has primary responsibility for evaluating performance and performance management, effectively recommends hiring and firing decisions.  
AND/OR Manages:  
Manages people and policies, allocates personnel and resources for given projects, full hire/fire authority, has primary responsibility for performance management and career development of employees, sets policy/standards within an area. |
## Human Resources Job Function

### Compensation Job Family

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| 55N   | Compensation Coordinator Central | Bachelor’s degree 2+ years of relevant experience | • Responsible for the preparation and submission of Harvard data to approved survey companies  
• Gather and track Harvard University demographics for survey submission and assist with survey job matching.  
• Coordinate survey updates and maintain survey calendar and budget  
• Review survey results for trending and identify potential competitive issues; collaborate with team regarding appropriate follow-up actions  
• Provide assistance with job evaluations and classifications; assist with internal and external market requests from internal HR officers as well as external colleagues  
• Collect, generate and maintain key metrics and analysis of compensation data  
• Assist with the FLSA determination process  
• Provide technical and analytical support to the Compensation team  
• Assist compensation team with HR and compensation related research and distribute results as needed  
• Prepare and extract compensation related reports from Human Resources Information System  
• Assist compensation staff with special projects and committee work | IMPACT  
Some impact on operations, resources, or University’s reputation  
SCOPE  
Provides assistance with compensation related matters | RECEIVED:  
Under General Direction: Within this job, the incumbent normally performs regular assignments using own judgment and following department / university policy, while keeping supervisor informed as necessary. Receives general guidance on new projects as to methods, procedures and desired end results. The incumbent has discretion to make decisions within assigned duties. Complex assignments are usually reviewed upon completion.  
GIVEN:  
Individual Contributor:  
Works independently or as part of a team to achieve results |

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| 57    | Compensation Consultant I Central       | Bachelor’s degree 5+ years of human resources experience 5+ in compensation related function Thorough knowledge of compensation policies and practices | ● Conducts market studies and performs in-depth analysis to develop base pay and variable pay programs for target populations  
● Consults and advises with HR practitioners on job grading, reclassifications, market and equity reviews, and wage and salary administration  
● Collaborates on design, development and implementation of compensation tools  
● Provides complex analysis on merit and variable pay, as well as performs variable pay modeling  
● Provides consultative support on all matters relating to the Fair Labor Standards Act  
● Ensures accuracy of data within the market pricing tool and maintains vendor relations  
● Partners with IMS on compensation related reporting  
● Provides market analysis for upcoming union negotiations  
● Contributes to compensation related training initiatives  
● Participates on compensation related committees, including APCC, Recognition, International and Variable Pay Task Force  
● Networks with peer institutions | IMPACT  Moderate impact on operations, resources, or University’s reputation  
SCOPE  Provides compensation related consulting for school/units and administration | RECEIVED: Under Limited Direction:  
Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within assigned duties. Complex assignments are occasionally reviewed upon completion.  
GIVEN: Individual Contributor:  
Works independently or as part of a team to achieve results. |

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| 59    | Sr. Compensation Consultant Central | Bachelor’s degree, Master’s preferred 8+ years of human resources experience 7+ in compensation related function Advanced knowledge of compensation policies and practices | • Conducts market studies and performs in-depth analysis to develop base pay and variable pay programs for target populations  
• Designs market survey instruments in collaboration with consultants and survey vendors to better meet the needs of the Harvard University community  
• Provides consultative support on all matters relating to compensation compliance  
• Assesses compensation community needs, designs and implements compensation communication strategy in collaboration with other HR service providers  
• Provides University wide compensation processes, updates, and services including salary ranges, structure movement, and merit budget proposal  
• Assesses compensation needs, designs and delivers training to the HR Community  
• Provides project management for short and long term projects (e.g. compensation tools and benchmark project)  
• Anticipates compensation needs and develops programs and/or committees to address needs across the University  
• Facilitates and chairs University wide compensation committees | IMPACT  
Significant impact on operations, resources, or University’s reputation  
SCOPE  
Provides advanced compensation related consulting for schools/units and administration | RECEIVED:  
Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within assigned duties. Complex assignments are occasionally reviewed upon completion.  
GIVEN:  
Individual Contributor:  
Works independently or as part of a team to achieve results.  
AND/OR  
Supervises:  
Supervises work and processes, assigns work, typically has primary responsibility for evaluating performance and performance management, effectively recommends hiring and firing decisions. |

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## Human Resources Job Function

### Benefits Job Family

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| 56    | Benefits Consultant I | Bachelor’s degree 3+ years of experience in human resources Thorough knowledge of benefit plans and applicable laws | - Provides support to the University community for all benefit plans, including health and welfare, pension plans and calculations, tax deferred annuities, TDA, TAP, retirement benefits, disability, and ancillary programs such as auto and life insurance options & discounts  
- Conducts extensive research into an individual employee’s situation  
- Plays a key role in identifying and troubleshooting individual and systemic systems issues and overrides the system in order to process non-routine transactions  
- Develops and documents processes and conducts comprehensive training for other staff members  
- Communicates with secondary sources (vendors, attorneys, etc.) for specialized information  
- Participates in new employee orientations and/or training programs  
- Troubleshoots and problem solves various benefit related issues | IMPACT  
Some impact on operations, resources, or University’s reputation  
SCOPE  
Provides comprehensive customer service in benefits related areas | RECEIVED:  
Under General Direction: Within this job, the incumbent normally performs regular assignments using own judgment and following department / university policy, while keeping supervisor informed as necessary. Receives general guidance on new projects as to methods, procedures and desired end results. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are usually reviewed upon completion.  
GIVEN:  
Individual Contributor: Works independently or as part of a team to achieve results |
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<tr>
<td>57</td>
<td>Benefits Consultant II Central</td>
<td>Bachelor’s degree 5+ years of human resources experience with 3+ in benefits related function Advanced knowledge of benefit plans and applicable laws Benefits Certification such as CBP or CEBS preferred</td>
<td>• Provides in-depth, consulting support to the University community for all benefit plans, including health and welfare, pension, TDA, TAP, retirement and disability benefits  • Interfaces with the University’s legal benefits support on QDRO and Benefits Administrative Committee and provides recommendations for the resolution of sensitive cases  • Counsels Harvard staff on retirement issues, including reviewing complex defined benefit calculations, determining eligibility for retiree health and welfare benefits, and reviewing/adjusting service records  • Consults with beneficiaries of deceased employees and retirees to make all final benefit determinations including paying life insurance and final pension benefits, and counsels on health care options  • Plans and conducts benefits outreach programs to University community requiring immediate responses to employee questions  • Troubleshoots and problem solves complex benefit related issues  • Documents, prepares and presents cases for management review</td>
<td>IMPACT Moderate impact on operations, resources, or University’s reputation SCOPE Provides advanced customer service in benefits related areas; represents the institution in terms of reputation and risk.</td>
<td>RECEIVED: Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within assigned duties. Complex assignments are occasionally reviewed upon completion. GIVEN: Individual Contributor: Works independently or as part of a team to achieve results</td>
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</tbody>
</table>
| 58    | Benefits Management I | Bachelor’s degree required, Master’s preferred 7+ years of progressive human resources experience, 5+ in benefits related function, Advanced knowledge of benefit plans, programs, and applicable laws Benefits Certification such as CBP or CEBS preferred | • Provides management and oversight for benefits programs, projects, and/or vendor relations  
• Recommends changes to plan provisions, amends current polices, or implements new polices  
• Develops metrics and monitors performance of providers  
• Establishes, develops and presents benefit programs  
• Identifies and develops PeopleSoft reports to meet requests for benefits related information  
• Markets programs to the community  
• Ensures customer contact is effective and issue escalation is minimized  
• Promotes customer satisfaction and standards for high quality services  
• Ensures that all benefits communication and training is accurate and timely delivered to the service center personnel  
• Provides training and education on programs to staff and Harvard community | IMPACT  
Significant impact on operations, resources, or University’s reputation  
SCOPE  
Provides advanced and complex benefits related consulting and program management | RECEIVED:  
Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within assigned duties. Complex assignments are occasionally reviewed upon completion.  
GIVEN:  
Individual Contributor: Works independently or as part of a team to achieve results  
AND/ OR  
Supervises: Supervises work and processes, assigns work, typically has primary responsibility for evaluating performance and performance management, effectively recommends hiring and firing decisions. |
## Benefits Job Family

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<tr>
<td>59</td>
<td>Benefits</td>
<td>Bachelor’s degree required, Master's preferred&lt;br&gt;8+ years of progressive human resources experience, 7+ in benefits related function&lt;br&gt;Advanced knowledge of benefit plans, programs, and applicable laws&lt;br&gt;Benefits Certification such as CBP or CEBS preferred</td>
<td>- Acts as liaison between the benefits services group and the University community to establish and promote a strong customer relations model&lt;br&gt;- Monitors and audits all plans to ensure compliance with applicable federal, state and international agencies&lt;br&gt;- Manages vendor relations and monitors vendor management issues&lt;br&gt;- Manages the implementation of new programs and organizational functions&lt;br&gt;- Participates in establishing policies and procedures&lt;br&gt;- Manages data to support budget, forecasts, and trend analysis&lt;br&gt;- Collaborates on compliance initiatives and maintains up-to-date knowledge on compliance issues</td>
<td>IMPACT&lt;br&gt;Significant impact on operations, resources, or University’s reputation&lt;br&gt;SCOPE&lt;br&gt;Typically manages a large area within benefits</td>
<td>RECEIVED: &lt;br&gt;Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within assigned duties. Complex assignments are occasionally reviewed upon completion. &lt;br&gt;GIVEN: &lt;br&gt;Supervises: Supervises work and processes, assigns work, typically has primary responsibility for evaluating performance and performance management, effectively recommends hiring and firing decisions. &lt;br&gt;AND/OR &lt;br&gt;Manages: Manages people and policies, allocates personnel and resources for given projects, full hire/fire authority, has primary responsibility for performance management and career development of employees, sets policy/standards within an area.</td>
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## Human Resources Job Function

### HR/Payroll/System Specialist Job Family

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| 56    | HR/Payroll/System Specialist I | Bachelor’s degree  
3+ years of HR and data analysis experience  
Thorough knowledge of human resources systems | • Assists with defining user objectives, business needs and scope  
• Designs and generates reports and tables of statistical results  
• Ensures that employee data on local system is current and accurate  
• Manages payroll documentation and troubleshoots problems  
• Provides training and support relative to the HR system for colleagues in school/unit  
• Resolves HR data discrepancies between school/unit and central HR systems  
• Participates on various committees University wide | IMPACT  
Moderate impact on operations, resources, or University’s reputation  
SCOPE  
Provides human resources business analysis for a unit or school | RECEIVED:  
Under General Direction: Within this job, the incumbent normally performs regular assignments using own judgment and following department / university policy, while keeping supervisor informed as necessary. Receives general guidance on new projects as to methods, procedures and desired end results. The incumbent has discretion to make decisions within assigned duties. Complex assignments are usually reviewed upon completion.  
GIVEN:  
Individual Contributor:  
Works independently or as part of a team to achieve results |

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## Human Resources Job Function

### HR/Payroll/Systems Specialist Job Family

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| 57    | HR/Payroll/ System Specialist II | Bachelor’s degree  
5+ years of progressive HR and data analysis experience  
Thorough knowledge of human resources systems | • Delivers independent business analysis for human resources functions  
• Conceptualizes and designs multi-system reports using tools developed by user, not University based reports or queries  
• Participates in user needs analysis, product evaluation, selection, customization, testing, implementation and support  
• Plans and implements the mechanics for the salary increase process  
• Manages the HR web site  
• Responsible for HR systems database  
• Works at the highest technical level of most phases of systems analysis  
• Evaluates the application technology in relation to current and future business environments | IMPACT  
Moderate impact on operations, resources, or University’s reputation  
SCOPE  
Provides comprehensive HR business analysis for a unit or school. | RECEIVED:  
Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within assigned duties. Complex assignments are occasionally reviewed upon completion.  
GIVEN:  
Individual Contributor:  
Works independently or as part of a team to achieve results  
AND/OR  
Supervises:  
Supervises work and processes, assigns work, typically has primary responsibility for evaluating performance and performance management, effectively recommends hiring and firing decisions. |
### HR/ Payroll/System Specialist Job Family

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| 58    | HR/Payroll/System Specialist III | Bachelor’s degree Master’s degree preferred 7+ years of progressive HR and data analysis experience Advanced knowledge of human resources systems (Peoplesoft or Oracle financial) | - Responsible for school/unit HRIS system  
- Responsible for project leadership, project planning, designing, implementing and integrating functional components of multiple administrative systems (e.g. payroll, grants management, financial and/or HR) for a school  
- Works on business process analysis, redesign, systems testing and developing tracking and reporting on the status of systems  
- Defines system requirements, conducts gap analysis, identifies feasible alternative solutions that meet project development standards as well as project milestones and deadlines, and assists in the scope of modifications  
- Devises and/or modifies procedures to solve complex problems  
- Serves as consultant to school/unit and central administrative offices reporting directly to business process owners and/or senior managers on assigned projects  
- Serves as primary central administrative resource for integration of multiple systems | IMPACT  
Moderate impact on operations, resources, or University’s reputation.  
Significant impact on tub wide systems  
SCOPE  
Provides advanced functional human resources information analysis and planning for an application  
Acts as team leader for projects with moderate budgets or of a short to intermediate duration | RECEIVED:  
Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within assigned duties. Complex assignments are occasionally reviewed upon completion.  
GIVEN:  
Supervises:  
Supervises work and processes, assigns work, typically has primary responsibility for evaluating performance and performance management, effectively recommends hiring and firing decisions. |

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</table>
| 59    | HR/Payroll/Systems Specialist IV | Bachelor’s degree Master’s degree preferred 8+ years of progressive HR and data analysis experience Advanced knowledge of human resources systems (Peoplesoft or Oracle financial) | • Responsible for school/unit HRIS system  
• Develops protocols and policies regarding management of human resources information (e.g. payroll and HR systems)  
• Member of the University’s business, product, and practice teams as they relate to governance and future development of the University’s PeopleSoft HRIS  
• Responsible for project leadership, project planning, design and implementation within the human resources and payroll function  
• Devises and /or modifies procedures to solve the most complex functional problems | IMPACT  
Significant impact on operations, resources, or University’s reputation. Influences and sets University HRIS system direction (e.g. priority, policy and design)  
SCOPE  
Manages and provides advanced and complex functional human resources information analysis and planning for an application  
Acts as team leader for projects with moderate budgets or of intermediate to long duration | RECEIVED: Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within assigned duties. Complex assignments are occasionally reviewed upon completion.  
GIVEN:  
Supervises:  
Supervises work and processes, assigns work, typically has primary responsibility for evaluating performance and performance management, effectively recommends hiring and firing decisions.  
AND/OR  
Manages:  
Manages personnel and resources for given projects, full hire/fire authority, has primary responsibility for performance management and career development of employees, sets policy/standards within an area. |

**NOTE:**

1) Individual positions will typically have most, but not necessarily all, of the Duties & Responsibilities listed
2) Grade Recommendations based on comparative review/analysis of internal positions and external market data.
3) *E* = exempt, *N* = non-exempt but outside HUCTW due to job content, grade and/or a Confidential /Supervisory exclusion
## Human Resources Job Function

### HR Data Analyst Job Family

<table>
<thead>
<tr>
<th>Level</th>
<th>Function/Roles</th>
<th>Experience/ Education (Minimum Required)</th>
<th>Typical Duties and Responsibilities (Cumulative from level to level in each job family)</th>
<th>Impact/Scope</th>
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| 56    | HR Data Analyst I    | Bachelor’s degree 3+ years of HR and data analysis experience | • Designs and evaluates test data and generates reports and tables of statistical results using a variety of tools (query and database)  
• Analyzes and defines user objectives, business needs and scope  
• Documents user requirements and revises existing system logic difficulties  
• Designs and produces reports  
• Resolves HR data discrepancies between data warehouse and PeopleSoft system | IMPACT Moderate impact on operations, resources, or University’s reputation  
SCOPE Provides human resources business analysis to the HR Community at Harvard University | RECEIVED: Under General Direction: Within this job, the incumbent normally performs regular assignments using own judgment and following department/ university policy, while keeping supervisor informed as necessary. Receives general guidance on new projects as to methods, procedures and desired end results. The incumbent has discretion to make decisions within assigned duties. Complex assignments are usually reviewed upon completion.  
GIVEN: Individual Contributor: Works independently or as part of a team to achieve results |
## HR Data Analyst Job Family

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<td>57</td>
<td>HR Data Analyst II Central</td>
<td>Bachelor’s degree 5+ years of progressive HR and data analysis experience</td>
<td>• Delivers independent business analysis for human resource functions for data management and reporting &lt;br&gt; • Designs and develops queries for reporting and special projects &lt;br&gt; • Conceptualizes and designs multi-system reports &lt;br&gt; • Works with business owners and Product Managers to identify opportunities for process and/or data improvements &lt;br&gt; • Participates in user needs analysis, product evaluation, selection, customization, testing, implementation and support &lt;br&gt; • Gathers requirements for reports from business users, designs the layout, documents functional specifications, writes the technical specifications and works with application developers on the creation of reports or enhancements of existing reports &lt;br&gt; • Performs special projects and analyses around internal measurements and metrics to monitor HR programs (e.g., employee demographics, turnover trends, data collection and analysis, internal and external benchmarks) &lt;br&gt; • Provides end results and recommendations to Product Managers &lt;br&gt; • Member of cross-organizational end-user support team responsible for maintaining production systems including developing processes for triaging and addressing production support issues</td>
<td>IMPACT Moderate impact on operations, resources, or University’s reputation &lt;br&gt; SCOPE Provides advanced business analysis to the HR Community at Harvard University</td>
<td>RECEIVED: Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within assigned duties. Complex assignments are occasionally reviewed upon completion.</td>
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**NOTE:**

1) Individual positions will typically have most, but not necessarily all, of the Duties & Responsibilities listed
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| 58    | HR Data Analyst III Central | Bachelor’s degree Master’s degree preferred 7+ years of progressive HR and data analysis experience | • Responsible for project leadership, project planning, design and implementation of functional components of major reporting efforts  
• Defines system requirements, conducts gap analysis and identifies alternative solutions that meet project development standards as well as project milestones and deadlines  
• Designs solutions to complex system infrastructure problems (i.e., data warehouse, Peoplesoft)  
• Devises and /or modifies procedures to solve complex problems  
• Instructs and directs other human resources information analysts work  
• Tracks team progress and reviews status with key users  
• Evaluates the application technology in relation to current and future business environments | IMPACT  
Significant impact on operations, resources, or University’s reputation  
SCOPE  
Provides advanced and complex functional human resources information analysis and planning for an application  
Acts as team leader for projects with moderate budgets or of a short to intermediate duration | RECEIVED:  
Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within assigned duties. Complex assignments are occasionally reviewed upon completion.  
GIVEN:  
Individual Contributor: Works independently or as part of a team to achieve results  
AND/OR  
Supervises: Supervises work and processes, assigns work, typically has primary responsibility for evaluating performance and performance management, effectively recommends hiring and firing decisions. |
### HR Business Analyst Job Family

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| 57    | HR Business Analyst I Central | Bachelor’s degree 5+ years of progressive HR and Peoplesoft experience | • Documents functional specifications and works with application developers on enhancements, upgrades and interfaces  
• Works with business owners and Product Managers to identify opportunities for process and/or system improvements  
• Participates in user needs analysis, product evaluation, selection, customization, testing, implementation and support  
• Member of cross-organizational end-user support team responsible for maintaining production systems including developing processes for triaging and addressing production support issues  
• Provides end results and recommendations to Product Managers | IMPACT  
Moderate impact on operations, resources, or University’s reputation  
SCOPE  
Provides advanced human resources business analysis to the HR Community at Harvard University | RECEIVED:  
Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within assigned duties. Complex assignments are occasionally reviewed upon completion.  
GIVEN:  
Individual Contributor:  
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<td>58</td>
<td>HR Business Analyst II Central</td>
<td>Bachelor’s degree 7+ years of progressive HR and Peoplesoft experience Advanced knowledge Peoplesoft Human Resources System</td>
<td>The Duties and Responsibilities at this level are similar to those at the prior level. This level varies based on the other measures listed.</td>
<td>IMPACT Moderate impact on operations, resources, or University’s reputation SCOPE Provides advanced business analysis for the HR Community at Harvard University.</td>
<td>RECEIVED: Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within assigned duties. Complex assignments are occasionally reviewed upon completion. GIVEN: Individual Contributor: Works independently or as part of a team to achieve results</td>
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| 59    | HR Business Analyst III / Product Manager Central | Bachelor’s degree Master’s degree preferred 8+ years of progressive HR and Peoplesoft experience Advanced knowledge Peoplesoft Human Resources System Supervisory experience | • Responsible for project leadership, project planning, design and implementation from a human resources functional perspective  
• Devises and/or modifies procedures to solve the most complex functional problems  
• Key member of development team responsible for analyzing current data models, and identifying, developing and communicating functional solutions  
• Consults with other departments on the design and implementation of new business processes to streamline operations  
• Works at the highest technical level of systems analysis  
• Evaluates the application technology in relation to current and future business environments | **IMPACT**  
Significant impact on operations, resources, or University’s reputation  
**SCOPE**  
Manages and provides advanced and complex functional human resources information system analysis and planning for an application  
Product Manager for a major University-wide HR system (e.g. PeopleSoft benefits module)  
Acts as team leader for projects with moderate budgets or of a short to intermediate duration | **RECEIVED:** Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within assigned duties. Complex assignments are occasionally reviewed upon completion.  
**GIVEN:** Supervises:  
Supervises work and processes, assigns work, typically has primary responsibility for evaluating performance and performance management, effectively recommends hiring and firing decisions.  
**AND/OR**  
Manages:  
Manages people and policies, allocates personnel and resources for given projects, full hire/fire authority, has primary responsibility for performance management and career development of employees, sets policy/standards within an area. |