Letter of Expectations

To: HR Manager

From: Director of Client Experience

Subject: 2025 Role Description, Expectations and Plan

2019 is a crucial year for ABC with respect to change, and the importance of your position in the company.

HR Manager is always at the forefront in our company operations, core values, and the development of brand experience and client satisfaction.

The HR Management function must be a leading practitioner of “Better Practices” that make the company’s brand stand out in the market place.

Simultaneously, we have the need as a company to enact changes that are demanding and require both understanding, and behavioral changes.

This position’s compensation, expectations, goals and implementation plan is enclosed.

You have an opportunity to earn well, perhaps better than ever before. It will be based on the performance of the department. You are the leader of the department and within our company.

You will be responsible for all HR Management Functions, on-boarding and employee development processes.

It will require skills, leadership, and deft communications. It will be a challenge. It will be frustrating at times. It requires change. We believe you are up to this challenge and the right person to lead the changes!

You need to understand the Key Performance Indicators for your department and you need to drive the processes that support these Metrics aggressively.

The challenge is large and will not be easy, yet it is attainable and can be both gratifying and profitable.

Please review the compensation and the Key Performance Indicators, as well as what the company feels is the critical success factors for 2018-19 and give us your input.

Gary Elekes

Role Description and Expectations

HR Management Function

Human Resource Leader Expectations:

1. Company Values and Philosophy
	1. Adhere to and exemplify the Company’s stated core values and beliefs. (see core values)
	2. Promote the company and the brand wherever possible.
	3. Conduct operations of the HR Manager within the framework of the law and the ethics of good business practices.
	4. Exercise good judgement in all areas where the company’s interests are represented.
	5. Work with a team first, individual second philosophy.
	6. Come to work each and every day dressed with a positive mental approach.
2. Leadership Expectations
	1. Work to develop all ABC personnel
	2. Set the tone for the HR Manager by living the company core values.
	3. Help drive the core values and culture in the company.
3. HR Manager Role Expectations
	1. Participate in the company annual planning, quarterly planning, and meeting rhythm for managers.
	2. Develop the yearly human resources plan and quarterly OPSP, in alignment with our company business plan and goals.
	3. Outline for entire team our company human resources plan and communicate it.
	4. Develop a hiring process chart, a path for hiring resources, and a hiring system.
	5. Own and enhance the on-boarding platform – constant improvement of existing plan at ABC.
	6. Lead the process for tracking employee data and personnel reviews, maintaining development plans, the software, and insuring timely reviews.
	7. Lead the development of employee evaluations, analysis, and tracking of development path.
4. HR Manager Performance
	1. Meet or exceed all assigned HR Manager goals tied to the project plans and company

business plan.

* 1. Manage the HR Manager to meet or exceed the company Metrics.
	2. Hire/Identify a successor to the HR MANAGER role. Provide training and mentor individual to become a HR MANAGER candidate.
	3. Participate in regular company meetings and functions to develop your team.
	4. Develop HR Manager and sales goals that align with company goals each year.
	5. Gain thorough and complete understanding of how HR Manager performance impacts the company financial/KPI results.
1. Communications, Reporting and Compliance
	1. HR MANAGER will report all relevant information, reports and data to the GM/OWNER as required.
	2. HR MANAGER will insure department compliance with all local, state, and federal laws in Accounting-advertising.
	3. HR MANAGER will immediately report any relevant issue regarding safety, compliance, or legal directly to the GM/OWNER.
	4. HR MANAGER will participate in Company meetings, hold regular HR Manager meetings and participate in company planning
2. Reviews, Feedback and Personnel
	1. HR MANAGER will conduct performance reviews with all department personnel 3 times a year.
	2. HR MANAGER is responsible for providing constant positive coaching and feedback to team members.
	3. The HR MANAGER will work with the GM/OWNER to define training needs within the department.
3. Skill Development
	1. HR MANAGER will identify areas needing and provide resources to insure proper skill development in the HR Manager.
	2. HR MANAGER will provide routine and ongoing training (HR Management, time management, etc.) for all comfort technicians and commercial account managers.
	3. HR MANAGER will work with GM/OWNER to develop a set of personal development goals.

Employee Signature: Manager Signature:

Date: Date:

Role Description

Title: Human Resource Leader ABC

Reports To: GM/Owner-Operations

Location: Field Operations- Local Company

FSLA Status: Exempt

Scope of Role:

The position of Human Resource Leader reports to the GM/Owner in the local Company.

The role of HR MANAGER is to plan, direct and control the functions of the HR Manager, and directly support the sales department. The HR MANAGER is responsible for leadership, management, and performance in the sales department.

Functional Areas of…

**Accountability:**

1. Brand development and client experience-satisfaction.
2. Leadership within the HR Manager. Supporting the company core values and goals.
3. All planning, preparation and execution to meet performance goals of the HR Manager.
4. The execution within the HR Manager, primarily the development of a plan, lead generation, brand plan, client experience, strategy of brand and media, all Social Media and digital brand strategy, influence on pricing strategy, and overall achievement of Metrics in HR plan.
5. Communication within the department, supporting the company mission, goals, and strategies.
6. Development of an annual HR plan, sales promotions, local HR events, industry HR events, shows, conferences, Public Relations, and lead generation program.
7. The use of cost effective and approved technology to improve performance within the HR Manager.
8. To operate the HR Manager within company, local, state, and federal codes.
9. Any other functional responsibility as directed by the GM/Owner.

**General Activities and Responsibilities:**

1. Brand development and client satisfaction
	1. Exceeding all customers’ expectations for services provided.
	2. Satisfactory solutions to customer needs, concerns, and issues within the guidelines from the GM/OWNER.
	3. Focus on developing long-term customer relationships to insure long-term growth.
	4. Implement and improve sales department systems that focus on and enhance HR Management and profitability.
	5. Implement quality control practices as directed by GM/OWNER, insure HR Dept. performance meets defined department-position metrics.
2. Leadership - establishing a vital, healthy and growth-oriented work environment.
	1. HR MANAGER must communicate the Company’s plan within the SD. Employees must understand their role in supporting the company plan.
	2. HR MANAGER must lead by example and manage by continuously training core values established by the GM/OWNER.
	3. HR MANAGER will establish and hold routine SD meetings to share company goals, results, and performance.
	4. HR MANAGER will create an environment for all employees that is open, honest, team oriented, healthy, and vital.
	5. HR MANAGER will develop the team and identify candidates for promotion within the department.
	6. HR MANAGER is responsible for arranging and providing training (internal and external) to all sales department personnel.
3. Planning and preparation to meet performance criteria.
	1. Follow company operating plan developed by GM/OWNER.
	2. In conjunction with GM/OWNER, develop yearly budget and operating plan.
	3. Train all employees on KPI and other performance criteria.
4. HR MANAGER is responsible for execution of the HR plan.
	1. Develop and execute media and HR plan to meet performance goals, lead goals, and brand top of mind awareness goals.
	2. Implement and manage based on Metrics.
	3. Implement HR organizational development program.
	4. Develop and implement a HR plan with the GM/OWNER, which supports total company sales goals, quality processes, and sales systems to meet Metrics.
5. Communications with all employees in a timely and accurate manner for meeting rhythm, and proactive activities.
	1. Conduct performance review and feedback sessions with co-workers as directed by GM/OWNER.
	2. HR MANAGER to hold regular meetings with departmental personnel to update and facilitate performance knowledge within the department.
	3. Communicate routinely with GM/OWNER regarding SD performance, results, and needs.
6. HR MANAGER is responsible for training and skill development of themselves and team.
	1. HR MANAGER will schedule and conduct routine training sessions in the areas of HR Management, sales skills, time management, company better practices, and any other area as directed by the GM/OWNER.
	2. HR MANAGER will coordinate additional product knowledge/special programs training through vendor relationships.
	3. Conduct interdepartmental training in sales, cross train teams in strategy/tactics

**Specific Work Activities:**

1. The development of a HR Plan for all employees
2. Training all personnel on the HR needs
3. Development of Vendor Relationships
4. Management of Payroll Systems
5. Training plans for teams
6. Handling all hiring and interviewing processes
7. Development of all role descriptions and metrics for roles
8. Pay Plan ranges and development
9. Organizing all Company functions and events
10. Training on HR Handbook and all compliance issues
11. Developing the Future Organization Chart for company growth and positions
12. Managing Outside relationships with recruiting and events

**Metrics:**

1. Employee Plans for Training 100% completed
2. Scheduling of company events
3. Maintaining a 95% Open position fill rate
4. Communication newsletter of all activities

Training Program Human Resource Leader:

1. Manager Training
2. Recruiting Training
3. Interviewing Training
4. Personalities, Social Styles Development Training