

Get paid to help companies hire,
motivate and manage people!

FabJob Guide to Become a Human Resources Professional



TARA FOOTE

Visit www.FabJob.com

Contents

About the Author	7
1. Introduction	8
1.1 Human Resources as a Profession	8
1.1.1 What Human Resources Professionals Do	8
1.1.2 Who Can Do Well in This Career	9
1.1.3 Where the Jobs Are	10
1.2 The Benefits of This Profession.....	10
2. Getting Ready.....	12
2.1 A Day As A Human Resources Professional.....	13
2.2 Job Requirements	15
2.2.1 Sample List of Requirements	15
2.2.2 Developing Skills and Knowledge.....	17
2.3 Education.....	21
2.3.1 Seminars.....	24
2.3.2 Degree Programs	24
2.4 Certification.....	26
2.5 Other Resources for Self-Development.....	27
2.5.1 Study a Textbook	27
2.5.2 Join an Association	28
2.5.3 Subscribe to a Trade Journal	29
3. Getting Hired	30
3.1 Finding Work	31
3.1.1 Advertised Positions	33
3.1.2 Unadvertised Positions.....	35
3.1.3 Creating Your Own Opportunity	39
3.2 Job Hunting Materials	42
3.2.1 Research Materials.....	42
3.2.2 Your Resume	44

3.2.3	Cover Letter	49
3.3	Interviews	51
3.3.1	General Interview Tips	52
3.3.2	What Employers Are Looking For	54
3.3.3	Questions to Expect.....	55
3.3.4	Your Questions.....	60
3.3.5	Discussing Salary and Negotiating Terms	62
4.	Fulfilling Your Responsibilities.....	65
4.1	Recruiting Employees	66
4.1.1	The Job Description	67
4.1.2	Advertising the Job.....	72
4.1.3	Candidate Criteria	77
4.2	Hiring	81
4.2.1	Reviewing the Resumes.....	81
4.2.2	Preparing For Interviews.....	84
4.2.3	Interviewing Applicants.....	88
4.2.4	Diversity	91
4.2.5	Testing, Testing... ..	94
4.3	Starting Employees Off on the Right Foot.....	98
4.3.1	Is Drug Testing Necessary?	98
4.3.2	Onboarding: The Orientation Process	101
4.3.3	The Employee Handbook.....	104
4.3.4	Involving Other Staff Members	107
4.3.5	Using a Buddy System.....	108
4.4	Educate and Motivate	112
4.4.1	Analyze Your Training Needs.....	114
4.4.2	Instructional Design	115
4.4.3	Delivery of Training	118
4.4.4	Evaluating Effectiveness.....	120

4.5	Salary and Benefits	122
4.5.1	Compensation and Pay	123
4.5.2	Job Classification and Description Process	125
4.5.3	Salary Benchmarks	129
4.5.4	Benefit Administration.....	130
4.6	Employee Behavior	134
4.6.1	Performance Appraisals.....	134
4.6.2	Employee Surveys and Questionnaires.....	136
4.6.3	Policies and Regulations.....	139
4.6.4	Sexual Harassment.....	144
4.6.5	Drugs and Alcohol.....	146
4.6.6	Parting Ways	148
4.7	Related Careers	152
5.	Conclusion	155



1. Introduction

1.1 Human Resources as a Profession

1.1.1 What Human Resources Professionals Do

Human resources professionals help businesses and organizations manage their staff. The human resources professional serves as a **link** between management and employees. Providing specialized services to staff members, the HR Specialist's goal is to foster positive relationships, to increase job satisfaction, and to make sure employee needs are met.

A human resources professional will work with an organization's management team to assess the staffing needs of a company by analyzing organizational structures and job requirements.

Specialists also prepare job descriptions, assess employee performance and maintain human resources records. They coordinate programs such as employee assistance programs (EAPs) and workplace diversity programs. They also assess learning needs and coordinate and lead training programs. Specific responsibilities may include:

- **Recruitment and selection** – attracting qualified employees and matching them to jobs within the organization
- **Training and development** – conducting employee orientation and ongoing technical training and personal development classes for staff members and management
- **Employee relations** – working with employees and management to address staff member concerns, administer performance appraisals, and aid with assistance programs
- **Human resources administration** – developing company policies and procedures, employee surveys, and other administrative duties
- **Salary and benefits** – administering employee pay and other compensation

HR specialists' work will vary by type of organization and the degree of specialization within the human resources department. Chapter 4 of this guide gives detailed information and resources to assist you in doing each part of the job.

1.1.2 Who Can Do Well in This Career

While anyone may enter this career, those who are likely to enjoy it and be successful tend to have particular skills.

The most important skills required for this type of career are communication skills. In the past, much of the work of human resources professionals involved paperwork. For example, specialists would have analyzed job needs and administered the hiring process. With cutbacks

in staff, even employees who worked primarily in the background processing paper now have to deal more directly with people.

Specialists in human resources require excellent written and oral communication skills. They need to be able to establish rapport with people of all educational and occupational backgrounds, and must be able to work cooperatively with members of a team. An HR specialist should be a good investigator and problem solver, and know how to motivate people.

They require conflict resolution and negotiation skills, and an ability to work under high pressure. Remaining calm and controlled while helping others to do so is a valuable skill, and tact and discretion are vital. A willingness to pursue ongoing education on various aspects of the work, and changing regulations is important in most human resources positions.

HR positions often require additional knowledge and skills, such as a specialization in training or strong computer skills.

You will find more information about specific skills, and how to develop them, in Chapter 2 of this guide.

1.1.3 Where the Jobs Are

Although widely distributed across all industries, the majority of human resources professionals in the United States and Canada work in government, business manufacturing, hospitality and services, finance, insurance and real estate. Chapter 3 of this guide offers step-by-step advice on how to get hired.

1.2 The Benefits of This Profession

Aside from the rewarding and fulfilling career opportunities, why should you consider a career as a human resources professional? Great working conditions, excellent pay, and plenty of job opportunities are just a few of the reasons why entering this field is a smart career choice!

According to the U.S. Department of Labor, human resources professionals usually work in well-equipped offices of large

organizations. In some cases, they work for small companies, where they have an opportunity to handle a variety of tasks. They generally work regular hours, five days a week, with little overtime required.

According to the U.S. Bureau of Labor Statistics, the median pay for a human resources specialist with a bachelor's degree in 2012 was \$55,640 per year; 'median pay' means that half the people in this group make more than \$55,640 and half make less. Job growth through 2022 is expected to be about 7%, or not quite as fast as the general job market.

Those new to the field might expect an entry-level position as a human resources assistant; the median wage for this position is \$38,040 (per the Bureau of Labor Statistics), but as a beginner, you'd start on the low end of this amount. Meanwhile, human resource managers enjoy a median wage of \$99,720 per year.

In Canada, the annual average wages for a human resources specialist is C\$63,600 and for human resource managers, C\$83,300. Canadian entry-level positions might carry a title such as personnel clerk (average wage C\$51,100) or personnel and recruitment officer (average wage C\$54,400).

Both U.S. and Canadian projections call for human resources professional jobs to grow much faster than the average for all occupations. Job openings are forecast to become available because of people retiring or otherwise leaving the workforce, with the remainder of growth coming from new demands including legislation, revising workplace standards, and rising healthcare costs. This growth projection appears to be high as increasingly more companies see the need to operate with a human resources professional staff member.

Whether you are interested in working for a small company or a large organization, there are many opportunities available for hardworking, energetic, and qualified individuals!

You have reached the end of the free sample of the *FabJob Guide to Become a Human Resources Professional*. To order and download the complete guide go to <https://fabjob.com/program/become-human-resources-professional/>.