

Human Resource Careers

MBA Career Services Center The Eli Broad Graduate School of Management Michigan State University

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Introduction

This guide is intended to introduce MBA candidates at Michigan State University to an overview of careers in Human Resource Management. This is, however, not a comprehensive guide, but will help you to have a general idea of where the human resource road will lead you. As a student, you will work closely with the Human Resource career coach in the MBA Career Services Center to tailor your unique experiences and desires into an action plan for your specific career goals.

If you intend to have a career in human resource, you should endeavor to do your internship in human resource. Make sure you go in with your eyes open to the reality of the positions for which you apply. While we encourage you to reach for the stars, make sure to keep your feet grounded as to what to realistically expect given your prior experience level in Human Resources Management and related areas.

Overview of Potential HR Career Paths:

Human resource professionals work a variety of roles that span the company both horizontally or vertically. There are many specialties within HR that can include high-level strategic planning, implementation, and/or day-to-day management of the specialty. Many HR professionals complete a rotational program following their MBA for exposure to all of these areas. Skill sets required range from strategic reasoning to strong interpersonal skills. In many organizations, quantitative skills are essential for success.

- **Recruiting and Staffing:** Staffing departments determine marketing strategy and build plans for recruiting employees possessing key skill sets matched to specific positions and functions within the firm. Technical aspects include observance of numerous laws, quantitative justification of selection criteria, with an eye toward retention.
- **Training and Development:** Work with employees to build skill sets necessary for success within the company, mapped to corporate goals. Most people in T&D both train employees themselves and coordinate third-party training programs.
- **Compensation and Benefits:** Positions vary from planning compensation and benefits offerings for employees based on strategic objectives and total cost, to working with suppliers of benefits and the employees that utilize them.
- **HR Generalist:** Generalists provide all the functions listed above, typically responsible to a client group consisting of a department, division or class of employees within the corporation.
- **Organizational Development:** The focus here is on building organizations to support business plans and strategic initiatives. Typically this is a position attained following success in the above functions.

- **Various Other Tracks:** Including HR information systems, safety and ergonomics, and labor relations (typically dealing with negotiations, not employee relations).
- **HR Consulting:** There are consulting equivalents of all of the above HR functions, ranging from strategic to being a third-party provider of the day-to-day operation.

Job Postings: examples

Compensation & HRIS Analyst

Amerisure Insurance, Full-Time

Summary Statement/Position Overview

- Leads the compensation function for the company. Working collaboratively with the company's management team, designs, develops and implements compensation programs, policies and procedures to drive key business results and advance Amerisure's culture. Develops implements and modifies compensation strategies. Assures thorough audits, reports and personal contact that company compensation programs are consistently administered in compliance with company policies and government regulations. Maintains human resource information and develops reports to meet the requirements of company leaders and staff.

Essential Functions/Responsibilities

- Monitors the effectiveness of existing compensation policies, guidelines and procedures recommending plan revision as well as new plans which are cost effective and consistent with compensation trends and corporate objectives; coordinates implementation and provides guidance to managers and supervisors.
- Provides advice to supervisors on pay decisions, policy and guideline interpretation and job evaluation including the design of creative solutions to specific compensation-related programs.
- Manages the administration of direct compensation (executive, exempt and nonexempt compensation programs) for all Amerisure employees and officers staff including the processing, recording and reporting of compensation-related actions taken on salaried employees.
- Develops techniques for compiling, preparing and presenting data.
- Manages vendors to provide timely and accurate competitive compensation and position evaluation data. Supervises the participation in and conduct of both exempt and nonexempt salary surveys to ensure corporate compensation objectives are achieved.
- Keeps apprised of federal, state, and local compensation laws and regulations in order to ensure company compliance.

Human Resources Business Partner

Eaton Corporation, Full-Time

Main Responsibilities:

- Administer employee relation's policies and procedures that are responsive to the needs of employees and customers; as well as compliment the Eaton Philosophy and Values Statements.

- Direct and coordinate the recruitment, selection and promotion process of applicants to meet salaried requirements. Inform and train employees of Corporate and Divisional human resources policies and procedures.
- Provide a resource for all managers and supervisors in the areas of Human Resources including guidance on motivating, counseling, and developing direct and indirect reports, as well as employee performance improvements. Monitor counseling, discipline and termination procedures to assure fair and equitable treatment for all employees.
- Represent the Company's programs, policies, and procedures in matters involving EEOC, AAP, and OFCCP. Develop, implement and monitor compliance with affirmative action policies that meet federal and state legislation as well as Corporate policy.
- Coordinate training and development programs, including new employee orientation, to meet the needs and objectives of individuals and departments. Assist with performance appraisal system, merit increases and the Succession Planning (OCA) process.
- Conduct, coordinate and monitor employee meetings and involvement programs. Represent the Van Wert, OH facility in community activities. Administer local charitable contributions, including United Way. Participate in Value Stream meetings and/or activities. Assist with the salary planning process for Van Wert.

Requirements:

- Requires a Bachelor's degree in business administration or human resources, with a preference for a Master's degree in human resources or an MBA with a human resources concentration. 3-5 years direct HR work experience.
- Specialized knowledge of the interpretation of laws, regulations and standards, and enforcement agencies for equal employment opportunities, safety, wage and hour, unemployment, workers' compensation and labor law.
- Managerial skills in budgeting, wage and salary administration and employee relations.

Human Resources Summer Associate

Medtronic, Internship

Purpose of Job:

Summer Associates will provide business support in the form of specialist and/or generalist expertise to clients. They will apply HR knowledge to address a variety of complex business problems and opportunities in both an individual and team environment, striving to develop and enhance business partnering between HR and business leaders. The internship may be focused in any number of areas, including, but not limited to:

- Compensation
- Benefits
- Talent Acquisition
- Training & Development
- Executive & Leadership Development
- Diversity
- Organizational Development
- HR Information Systems
- Business Unit Generalist

Example Summer Associate projects include:

- Implement the Targeted Selection interview process to hiring managers

- Introduce new Talent Management tools and processes to organization
- Lead a job-leveling analysis for employees working in a business unit recently acquired by Medtronic.
- Provide HR generalist support to business partners
- Conduct a development needs analysis and implement strategies to address learning needs.

Qualifications:

- Successful candidates will have an MBA with an HR concentration or a Master's degree in HR or Industrial/Employee Relations. Three to five years of related work experience in human resources is required. Experience in the medical or healthcare field is also beneficial.
- Ideal candidates will have excellent analytical and leadership skills, as well as a solid foundation in business management fundamentals. Applicants should be highly mobile, willing to pursue various domestic or international assignments.

Note: above job postings are from eRecruiting.

Resume Key Words: example

Americans With Disabilities Act (ADA): Expanded regulatory compliance programs to incorporate new federal ADA regulations and initiated \$12 million capital investment program to upgrade facilities to meet access requirements.

Benefits Administration: Expanded in-house benefits administration function to include pension plans, 401(k) plans, tuition reimbursement programs, LOA programs, and joint spouse maternity leave programs.

Career Pathing: Introduced the concepts of career pathing, leadership development, and succession planning into Federal Express in an effort to increase executive staff recruitment and retention.

Change Management: Pioneered innovative change management programs focused on core productivity, efficiency, and safety improvement programs.

Claims Administration: Directed a 12-person claims administration function responsible for all health insurance, disability, and workers' compensation claims.

College Recruitment: Managed a nationwide college recruitment program to attract talented young engineers and technical designers.

Compensation: Benchmarked best practices worldwide to create Knudsen's domestic and international compensation programs.

Competency-Based Performance: Created a competency-based performance analysis and appraisal system to identify top performers and facilitate progressive career movement.

Corporate Culture Change: Pioneered corporate culture change initiatives impacting more than 10,000 employees at 54 manufacturing facilities and 122 sales offices throughout Europe, Asia, and Latin America.

Cross-Cultural Communications: Introduced in-house language training programs to strengthen staff competencies in cross-cultural communications.

Diversity Management: Forged the introduction of diversity management programs and initiatives to expand hiring, training, and promotion of minority candidates.

Electronic Applicant Screening: Spearheaded project to implement the first electronic applicant screening process in the industry, complete with resume scanning and keyword scanning technology.

Employee Communications: Designed and produced multimedia employee communications for new hire orientation, training, and leadership development.

Employee Empowerment: Championed implementation of employee empowerment and participative management programs to increase management/staff relations and cooperation.

Employee Involvement Teams: Formed six employee involvement teams to support HR's efforts in employee downsizing, reorganization, and consolidation.

Employee Relations: Expanded employee relations initiatives to include in-house EAP and counseling programs.

Employee Retention: Designed performance-based incentives for a 200 person hourly workforce and increased employee retention by better than 26%.

Employee Surveys: Wrote, administered, and reported results of corporate-wide employee surveys investigating employee satisfaction and personal career objectives.

Equal Employment Opportunity (EEO): Achieved/surpassed all EEO and Affirmative Action regulations.

Expatriate Employment: Spearheaded a worldwide expatriate employment and human resources function incorporating recruitment, training and development, succession planning, and compensation.

Grievance Proceedings: Administered over 100 grievance proceedings as the direct intermediary between union and management officials.

Human Resources (HR): Senior Executive with full operating responsibility for design, development, and leadership of comprehensive human resources and organization development function.

Human Resources Generalist Affairs: Administered all HR generalist affairs, including recruitment, selection, training, manpower planning, benefits, claims administration, employee relations, and succession planning.

Human Resources Partnerships: Forged innovative human resources partnerships with key operating divisions worldwide to drive common vision and achieve financial objectives.

Incentive Planning: Spearheaded incentive planning functions for sales and support personnel through ITI's worldwide field organization.

International Employment: Created a comprehensive international employment organization responsible for all generalist HR functions and a complex expatriate compensation program.

Job Task Analysis: Conducted a sophisticated job task analysis study to delineate all core competencies, functions, and requirements of each of the company's 22 different job classifications.

Labor Arbitration: Negotiated favorable resolutions to several high profile labor arbitration proceedings negatively impacting Bethlehem Steel's long-term market viability.

Labor Contract Negotiations: Directed 6-person cross-functional team responsible for labor contract negotiations with Teamsters officials.

Labor Relations: Created a proactive labor relations function that successfully thwarted several work stoppages and proposed walkouts.

Leadership Assessment: Developed quantifiable tools for leadership assessment of top operating management.

Leadership Development: Pioneered innovative leadership development programs to accelerate career advancement of high-potential management candidates.

Management Training & Development: Identified organizational needs and created a 4-part management training and development program.

Manpower Planning: Created manpower planning methodologies to staff new production facilities in Iowa and Utah.

Merit Promotion: Designed a performance-driven merit promotion program to reward top producers.

Multimedia Training: Partnered with Technology Services Division to create multimedia training and leadership programs integrating voice, data, and other electronic systems.

Multinational Workforce: Managed a 42-person multinational workforce with personnel from Germany, Switzerland, Austria, Japan, Mexico, and the U.S.

Organization(al) Design: Defined new corporate vision and established new organizational design to streamline management tiers and advance staff to supervisory positions.

Organization(al) Development (OD): Spearheaded OD initiatives incorporating change management, employee empowerment, participative leadership, and process reengineering.

Organization(al) Needs Assessment: Conducted worldwide organizational needs assessment to define core drivers in fast-paced technology industries.

Participative Management: Energized staff and supervisors to successfully transition to participative management organizational structure.

Performance Appraisal: Created a comprehensive performance appraisal system based on pre-established performance criteria.

Performance Incentives: Designed a complete portfolio of performance incentives awarded for measurable gains in production yield, quality performance, and customer satisfaction.

Performance Reengineering: Led fast-paced performance reengineering initiatives to keep pace with rapid market expansion and customer growth.

Position Classification: Designed a corporate-wide position classification system with associated salary grades, levels, and incentive structures.

Professional Recruitment: Spearheaded an aggressive professional recruitment program to identify top industry performers in sales, marketing, and international business development.

Regulatory Affairs: Administered regulatory affairs, compliance, and reporting with state and federal agencies governing HR operations.

Retention: Designed staff incentives and increased employee retention by better than 45%.

Safety Training: Accelerated the corporation's commitment to safe work practices with the introduction of a plant-wide safety training program.

Self-Directed Work Teams: Created self-directed work teams responsible for full product line management, from initial R&D through manufacturing and customer delivery.

Staffing: Redefined staffing levels to assimilate new technologies and reduce annual payroll expenditures.

Succession Planning: Created succession planning models adopted by national association as best in practices model for the entire industry.

Train-the-Trainer: Developed curriculum and instructional materials for train-the-trainer programs in technology, telecommunications, and electronic commerce.

Training and Development: Planned and launched start-up of worldwide training and development division to support the company's expansion into emerging product technologies and markets.

Union Negotiations: Led sensitive union negotiations governing salary and benefit programs for all two million members of the United Auto-workers Union.

Union Relations: Forged positive union relations through cooperative design of safe work practices and full compensation for on-the-job injuries.

Wage and Salary Administration: Developed a wage and salary administration program to ensure equitable compensation across all geographies and job classifications.

Workforce Reengineering: Led a massive workforce reengineering initiative to reduce Terminal's worldwide staff by 30% by the end of 1999.

Example Human Resource Resumes

Example 1:

EDUCATION	
Michigan State University, <i>The Eli Broad Graduate School of Management</i> , East Lansing, MI Master of Business Administration, 3.69 GPA Concentrations in Human Resource Management, Leadership & Change Management, and Marketing <ul style="list-style-type: none"> ▪ Teaching Assistant, MGT 315 Managing Human Resources and Organizational Behavior ▪ Team Captain of the MSU Broad team for the 2007 National MBA Human Capital Case Competition 	May 2008
Calvin College, Bachelor of Arts in Education, Grand Rapids, MI B.A. in Spanish, English with MI Secondary Teaching Certificate 7-12 Honors Scholar	June 2001
EXPERIENCE	
General Electric Healthcare IITS, Burlington, VT <i>Human Resources Leadership Program Intern</i>	May 2007- August 2007
<ul style="list-style-type: none"> ▪ Developed the first Sales Executive Career Pathway for the Sales and Marketing group to attract and retain talent, provide appropriate recognition for individual contributors, and provide a framework for career development. Conducted surveys, designed organizational structure, outlined necessary training, aligned compensation, and presented plan to management. ▪ Working internationally, created an employee database that stores information on current employees' clinical experience, competitive hires, and training completion for EHS and FDA audits. ▪ Researched and presented to VP of Human Resources how Web bots could be used to improve the executive recruiting strategy. ▪ Benchmarked compensation bandwidths for TCP engineering positions as part of a restructuring initiative across IITS following the acquisition of IDX in 2006. Compared results with market reference data as part of the S2 pre-budget process. Revealed that overall, engineering salaries are \$247,998 lower than the desired level. ▪ Covered key HR processes for the 338 people in the Clinical Solutions Sales and Marketing team. 	
Spartan Consulting, <i>Eli Broad Graduate School of Management</i> , East Lansing, MI <i>Consultant</i>	March 2007 – present
<ul style="list-style-type: none"> ▪ Conducted market research analysis of recycling and waste removal programs for the city of Lansing. Outlined the project, conducted data collection, analyzed findings using SPSS statistical software, and presented report to COL in May 2007. 	
Mason Public School District, Mason, MI <i>Tenured High School Spanish and English Teacher</i>	August 2003 – August 2006
<p>Staffing</p> <ul style="list-style-type: none"> ▪ Participated in a 5 person hiring committee that reviewed resumes, interviewed and evaluated applicants, and made hiring recommendations to administrative staff. <p>Training and Development</p> <ul style="list-style-type: none"> ▪ Led workshop to train and develop staff during professional development days to improve student performance. ▪ Leveraged Spanish language fluency and Hispanic cultural understanding from time spent in the Dominican Republic, Ecuador, and Spain to educate students in cross-cultural interaction. <p>Performance Evaluation</p> <ul style="list-style-type: none"> ▪ Worked cross-functionally to develop Individual Education Plans (IEPs) for at risk students, assessing performance against plans and taking corrective action as appropriate. ▪ Analyzed key drivers to poor performance in writing section of the MEAP test in 2005-2006 and developed turnaround plan to reverse negative trend. <p>Program/Policy Formation</p> <ul style="list-style-type: none"> ▪ Analyzed content standards of the MWLA (Michigan World Language Association), assured adherence to state content standard benchmarks, and as part of a team redesigned each level of the world languages program. Presented the curriculum changes to the board in 2006, received overwhelming approval for changes, and published the new curriculum. 	
East Lansing Public School District, East Lansing, MI <i>High School Spanish Teacher</i>	September 2002 – August 2003
Mount Vernon Christian School, Mount Vernon, WA <i>High School Teacher</i>	September 2001 – August 2002
National Heritage Academies, Grand Rapids, MI <i>Human Resources Intern</i>	June 2000 – August 2000
<ul style="list-style-type: none"> ▪ Served as the interim teacher recruiter for the 23 schools at NHA. ▪ Wrote and placed advertisements for professional positions through local newspapers, job sites, and university contacts. ▪ Researched compensation for new business development by compiling benefits information from schools within the vicinity of the proposed new building sites. ▪ Evaluated and organized professional resumes to aid principals in the hiring of staff for their school. 	
LEADERSHIP EXPERIENCE	
<ul style="list-style-type: none"> ▪ Missions Committee Board Member at University Reformed Church. (February 2004 – present) ▪ Coached Mason Boys Tennis Team; Won 2005 district championship and earned trip to state for the first time in five years. (March 2004 – June 2006) ▪ Led short-term mission teams of 30-40 people in Shell, Ecuador through HCJB. Worked as a translator and demolition supervisor to facilitate interactions between Americans and Ecuadorians while maintaining safety precautions. (June-July 2005) 	
MEMBER ORGANIZATIONS	
<ul style="list-style-type: none"> <li style="width: 50%;">▪ MSU MBA Association <li style="width: 50%;">▪ MSU Spartan Consulting <li style="width: 50%;">▪ Society for Human Resource Management, MSU <li style="width: 50%;">▪ Michigan Education Association 	

*PER certification will be granted after two years of exempt-level HR experience.

Example 2:

EDUCATION

Michigan State University, The Eli Broad Graduate School of Management

Master of Business Administration, Human Resources Management & Leadership and Change Management, May 2006
Honors: Broad Scholar; Graduate Assistant, Broad Career Coach Program, GMAT 710, GPA 3.74

University of California, San Diego Extended Studies

Certificate in Human Resources Management, March 2003. 365 hours of instruction, 36.5 units completed, GPA 3.85

University of California, Los Angeles

Bachelor of Arts, Psychology, June 1998 GPA 3.35

EXPERIENCE

Citigroup (Citi Cards)

Long Island City, NY

Human Resource Summer Associate

May, 2005—August, 2005

- Developed a process to ensure the ongoing development of senior leaders within Citi Cards.
- Analyzed high-potential (accelerated development) assessment center results and performed needs assessment for participants
- Developed an HR Scorecard to measure talent management across Citigroup globally (summer intern project)
- Created interview guides to assess candidates on Citigroup's leadership competencies
- Mapped leadership competencies from several 360° feedback surveys to Citigroup's shared responsibilities

Fidelity Information Services (ACBS Group) - formerly Alltel

San Diego, CA

Human Resources Generalist

October, 2002—August, 2004

- Sole in-house recruiter for all positions, permanent and contract. Successfully negotiated salary compensation offers with candidates while maintaining company's target compensation.
- Designed and worked with developer to implement an in-house internal vacation request and balance tracking database on Lotus Notes for 180+ employees worldwide; this significantly improved attendance record-keeping and helped to reduce the company's liability for accrued vacation.
- Coordinated and conducted all internal HR training. Provided training and support in the transfer of policies and practices in the ACBS acquisition of Customized Database Systems in New York and London.
- Created custom financial and cost-analysis reports on benefits issues for senior management.
- Helped conduct several ACBS reduction-in-forces for local and remote employees, held termination notifications meetings for impacted employees.

Alltel Information Services (ACBS Group)

San Diego, CA

Human Resources Assistant

January, 2001—October, 2002

- Established Independent Contractor Agreements with all existing and new contractors, reducing the company's liability for contract labor.
- Wrote and placed all Internet job ads (Monster, Dice). Identified and recruited candidates. Administered RecruitMax, company's applicant tracking system.

SKILLS

- Advanced MS Excel, Access, PowerPoint, Publisher
- Proficiency in written and spoken Spanish

AFFILIATIONS

National Association of Women MBAs (formerly Graduate Women in Business)

President, Broad Association of Women MBAs (Michigan State Chapter)

March, 2005-current

Vice President of Communications

September, 2004 – March, 2005

Society for Human Resource Management (SHRM)

Certified, Senior Professional in Human Resources (SPHR)

June, 2005

Completion, SHRM HR Generalist Certificate Program

November, 2003

Getting In

- ÿ Contact alumni. Working with alumni is the key for MBAs trying to get in a company. Alumni can provide advice, help you learn more about the career path, and perhaps provide contacts for you. Alumni can also give you in-depth insight into the types of projects performed in the company during internships or when you start full-time, so you can make your cover letter, pitch, and other interview answers more relevant. You can use Alumni Connection resources through MBA CSC.
- ÿ Always apply online to any company where you want to work. At the very least when they meet you in some other venue (career fair, campus presentation, referral from an alumnus) they will be able to find you in their system and begin to process you as an applicant. At times, however, being registered online may spark an interview, especially if MSU is one of their target schools or they recruit mainly through their website.
- ÿ Check both eRecruiting and MySpartanCareer frequently for job postings.
- ÿ Check eRecruiting for notes on specific employers. There you may find insights we have collected from past candidates. If companies have a limited window to apply, that may be noted as well.
- ÿ Research, Research, Research! Research the industry in which you are interested, the company where you would like to work, and the position to which you are applying. Many candidates have lost out because they didn't understand how the company and company's HR group was structured.
- ÿ Be VERY passionate about HR! Know why you want to work in human resource and what you want to do.

Interview Questions for Human Resource Professionals

General Questions:

1. Tell me why you chose Human Resource Management as your profession.
2. Do you have a personal philosophy about HR management?
3. What do you like most about HR? What do you like least, and what do you find the most challenging?
4. During your experience of working in HR (if you had one), to which positions have you reported and which reporting structure do you prefer?
5. How do you stay current with changes in employment laws, practices and other HR issues?
6. An employee tells you about a sexual harassment allegation but then tells you they don't want to do anything about it; they just thought you should know. How do you respond?
7. Describe the most difficult employee relations situation you have had to handle, how it was resolved or not, and why.
8. What would you do to help your prospective human resources department to become a strategic partner?
9. As HR professionals, we often deal with legal and ethical situations. Tell me about an ethical situation you have encountered and what part you took in resolving it. Tell me about any illegal discrimination charges you have handled and how these were resolved.

10. What experience do you have in (or tell me what you know about) multi-state HR management?
11. Tell me about your policy development experiences. What employment policies have you developed or revised?
12. Describe your knowledge of/involvement with progressive discipline.
13. Describe your knowledge of/involvement with Performance Evaluation processes.
14. Tell me about programs that you have implemented.
15. Tell me about your experience in training and developing your employees or managers.
16. Tell me about training and development programs you have developed.
17. Have you ever worked in a Union Environment? What were the positives/negatives?
18. Imagine that a manager wants you as an HR professional to terminate an employee contract in contrast to your company's termination policy. How would you resolve this?
19. Describe to me in a few sentences the purpose of the following basic Federal regulations: (select one or more, as applicable) Title VII/Civil Rights Act, FLSA, WC, FMLA, ADA

Recruiting Questions:

1. How much recruiting experience do you have? What type of positions have you recruited for in the past?
2. Discuss why you feel that Human Resources/Recruiting is the right profession for you.
3. List your experience with and/or knowledge of Affirmative Action Planning and Applicant Flow reporting.
4. What recruiting tool do you consider to be most valuable to you? Explain.
5. What do you consider to be your greatest talent as it relates to recruiting?
6. What do you consider to be the most challenging aspect of corporate recruiting?
7. Can you work extended hours when needed?
8. What is the most unique or non-traditional recruiting approach you have tried? Was it successful? Why or why not?
9. Are you familiar with full cycle recruiting?
10. How do you develop relationships with line managers?
11. Have you ever developed a staffing plan?
12. Tell me about your experience with (or what issues do you know about) International Recruiting.
13. What type of volume are you used to handling? What is your typical open requisition load?
14. How would you post a job in compliance with OFCCP regulations?
15. Tell me about your internal posting process.
16. If you were to fulfil diversity initiatives at your company, what staffing efforts would you undertake?
17. Are you familiar with e-recruiting? Tell me about your success utilizing this method.

Compensation/Benefits Questions:

1. Provide me with an overview of employee benefit enrollment process at your previous organization. What duties were you responsible for within this process?
2. How did/would you communicate benefit updates to employees?
3. For how many employees have you processed benefits?

4. Are your benefits programs outsourced to a third-party administrator or self administered? Or, what differences are there between a benefits program that is self administered and one that is outsourced to a third-party administrator?
5. Tell me about a time when you had to present a benefit program to a group of employees to win their buy-in. What was the outcome?
6. What was the compensation philosophy at your previous organization?
7. Describe your previous organization's salary administration process. In what ways was it effective? Ineffective?
8. What is your knowledge of/experience with variable compensation?
9. Tell me what you know about the following programs: cafeteria plans, FSA's
10. Tell me about the most complex FMLA situation you handled. Or, how does FMLA leave interrelate with other types of leave (such as Workers' Compensation, disability, etc.).
11. Tell me about any HR functions you have managed the outsourcing of (benefits, payroll, retirement plan administration, EAP's, FSA's, etc.)

Recommended Courses

HRM Courses through the Department of Management

The Human Resource Management Concentration requires a total of 12 credits. These include one REQUIRED course (MGT 810) and three electives. Students with HRM as a concentration will have priority in MGT courses, especially MGT 840 and MGT 832 (the same for those majoring in LCM.) All others will be on first-come, first-serve basis. Go to <http://schedule.msu.edu/> for more information.

Fall 2008 Course Offerings			Spring 2009 Course Offerings		
MGT 804	3	International Management (Meets IB requirement)	MGT 810	3	Human Resource Management Required for HRM majors.
MGT 813	3	Human Resource Training	MGT 822	3	Human Resource Compensation Recommended for HRM majors.
MGT 832	3	Negotiation and Conflict Management	MGT 840	3	Leadership and Team Management
MGT 872	3	Strategic Decision Making	MGT 842	3	Leading the Strategic Change Process
			MGT 879	3	Strategic Management Consulting Projects

Courses offered through the School of Labor and Industrial Relations (LIR)

Subject to faculty advisor approval, students are permitted to take courses from the School of Labor and Industrial Relations in fulfillment of course requirements for the HRM Concentration. LIR courses are made available by the courtesy of the LIR department only on a space available basis. Contact the LIR department in 401 South Kedzie Hall as early as possible to request course override permission.

Fall 2008 Course Offerings			Spring 2009 Course Offerings		
LIR 809	3	Labor Markets	LIR 809	3	Labor Markets
LIR 811	3	Training and Development	LIR 811	3	Training and Development
LIR 825	3	Compensation and Benefits Systems	LIR 825	3	Compensation and Benefits Systems
LIR 827	3	High Performance Work Systems	LIR 854	3	International/Comparative Industrial Relations and Human Resources Systems
LIR 858	3	Collective Bargaining	LIR 858	3	Collective Bargaining
LIR 868	3	Employment Law	LIR 860	3	Negotiation and Conflict Resolution
			LIR 863	3	Law of Labor Mgt Relations
			LIR 868	3	Employment Law

Recommended Readings

The American Bar Association Guide to Workplace Law: Everything You Need to Know About Your Rights as an Employee or Employer. Barbara J. Fick, Random House Reference: 1997.

Delivering Results: A New Mandate for Human Resources Professionals. Dave Ulrich, Harvard Business School Press: 1998.

How to Choose the Right Person for the Right Job Every Time. Lori Davila and Louise Kursmark, McGraw-Hill: 2004.

The HR Answer Book: An Indispensable Guide for Managers and Human Resources Professionals. Shawn A. Smith and Rebecca A. Mazin, AMACOM: 2004.

The Human Capital Edge. Bruce N. Pfau and Ira T. Kay, McGraw Hill: 2000.

Real World Human Resource Strategies That Work. Richard Tyler, Insight Publishing Company: 2004.

The ROI of Human Capital. Jac Fitz-Enz, AMACOM: 2000.

Professional Certification

Certification sets those with the credential apart from – or above – those without it. Certification is an indication of your functional knowledge of Human Resource function, and can increase your credibility among your HR peers. For career switchers, it can also indicate your commitment to HR as a career path. Others see certification as an aid to career advancement. Although some job postings will list certification as a ‘preferred’ qualification, it is a voluntary process. Individuals should determine for themselves which certification (if any) would meet their needs.

There are three main sources of HR certifications: the Human Resources Certification Institute (HRCI), the International Foundation of Employee Benefit Plans (IFEBC), and WorldatWork Society of Certified Professionals (WorldatWork). Certification through HRCI assesses more general knowledge of the HR function, while IFEBC and WorldatWork certifications assess knowledge of the HR specialties of compensation and benefits.

Through the **Human Resources Certification Institute (HRCI)**, from the [HRCI website](#):

- **PHR (Professional in Human Resources) and SPHR (Senior Professional in Human Resources):** The PHR and SPHR exams assess generalist knowledge of the HR field, including strategic management, workforce planning and employment, HR development, total rewards, employee and labor relations, and risk management. The SPHR exam supersedes the PHR designation; therefore, the PHR and SPHR cannot be held simultaneously. Certification is awarded following a passing score on the PHR or SPHR exam. The exam has 225 multiple-choice questions, and takes 4 hours to complete.

- **GPHR (Global Professional in Human Resources):** The GPHR exam assesses the international HR body of knowledge and is intended for HR professionals who develop and implement global HR strategies, manage HR operations overseas and oversee international assignment management. You may have simultaneous certification in GPHR and PHR or SPHR. Certification is awarded following a passing score on the PHR or SPHR exam. The exam has 165 multiple-choice questions, and takes 3 hours to complete.

Through the **International Foundation of Employee Benefit Plans (IFEBC)**, from the [IFEBC website](#):

- **GBA (Group Benefits Associate)** — a specialty designation focusing on health care and other group benefits. The GBA designation is intended for those dealing with health and other group benefits. The courses reflect information needed to effectively design, administer and communicate these benefits. To earn the GBA designation, you'll need to complete three courses.
- **RPA (Retirement Plans Associate)** — a specialty designation focusing on all aspects of retirement plans. The RPA designation is a credential for those who work with defined contribution and defined benefit plans or are involved with the management of plan assets. The courses reflect the information needed to effectively design and manage retirement plans. To earn the RPA designation, you'll need to complete three courses.
- **CMS (Compensation Management Specialist)** — a specialty designation that focuses on compensation and human resources. Earning the CMS designation is intended to demonstrate your expertise in the HR and compensation area. The CMS courses will help you understand the principles of human resources, compensation design and administration and executive compensation. To earn the CMS designation, you'll need to complete three courses.
- **CEBS (Certified Employee Benefit Specialist)** — a designation in total compensation. The CEBS designation is a total compensation credential that is recognized for the depth and breadth of critical knowledge that it provides. It draws from the GBA, RPA and CMS curriculum to build a total compensation perspective. To become a CEBS, you must complete six required courses and two electives.

Through the **WorldatWork Society of Certified Professionals (WorldatWork)**, from the [WorldatWork website](#):

- **Certified Compensation Professional (CCP®)** – the CCP designation is known as a mark of expertise in all areas of compensation. The CCP designation requires a passing score on nine examinations, including six required exams plus three chosen from the remaining elective exams.
- **Global Remuneration Professional (GRP®)** – the GRP designation provides a foundation of knowledge spanning across borders. The GRP supports professionals to excel around the world. The GRP is earned by passing a required battery of eight examinations.
- **Certified Benefits Professional® (CBP)** – the CBP program provides solid strategies and understanding of today's benefits environment. The CBP designation requires a

passing score on nine examinations, including six required examinations plus three exams chosen from the remaining electives.

- **Work-Life Certified Professional (WLCP)[®]** - designed to meet the growing need to develop strategies and implement effective work-life programs to improve organization's bottom-line and the lives of their employees, the new Work-Life Certified Professional (WLCP)[®] designation includes four exams. The new designation is based on a body of knowledge that supports a comprehensive understanding of work-life effectiveness.