

# WALDEN UNIVERSITY'S GUIDE FOR HUMAN RESOURCE MANAGEMENT CAREERS



**WALDEN UNIVERSITY**  
*A higher degree. A higher purpose.*

# DISCOVER IF HUMAN RESOURCE MANAGEMENT IS RIGHT FOR YOU.



**Human resource (HR) professionals** create systems and programs that help organizations and their employees—from entry level to senior management—meet their mutual goals. Human resource management (HRM) professionals are leaders in the field, contributing their expertise to lead change and growth within their organization. At a higher level, human resource professionals are strategic partners in executive leadership of organizations.

**Whether a generalist or a specialist, an HRM professional must possess certain core competencies to be successful, including the ability to:**

- Shape an organization through the development of new talent.
- Facilitate change while crafting culture.
- Implement policies while remaining true to the vision of the organization.
- Maintain relationships that are built on trust.
- Leverage new technologies.
- Demand respect while remaining respectful.\*

\*Grossman, R. J. "New Competencies for HR." *HR Magazine* 52.6 (2007): 58–63.

**Did you know . . .** In a Society for Human Resource Management (SHRM) survey, a lack of formal HR education was the most frequently reported obstacle to advancing the careers of professionals with five or fewer years of HR work experience.\*

\*Society for Human Resource Management, "Managing Your HR Career, 2008" on the Internet at [http://www.shrm.org/Research/SurveyFindings/Articles/Documents/Managing\\_your\\_HR\\_Career\\_Survey\\_Report.pdf](http://www.shrm.org/Research/SurveyFindings/Articles/Documents/Managing_your_HR_Career_Survey_Report.pdf) (viewed online February 28, 2011).

# GENERALIST OR SPECIALIST? WHICH HR CAREER PATH IS RIGHT FOR YOU?†

## The Generalist

**HR generalists have a broad spectrum of responsibilities, including:**

- Staffing the organization.
- Using human resource metrics of organizations to optimize their own work outcomes.
- Training and developing employees at all levels.
- Managing a diverse workforce.
- Maintaining a fair and equitable compensation program.
- Developing personnel policies and procedures.
- Planning ways to meet the human resource needs of the future.
- Ensuring that internal policies and programs conform to all laws that affect the workplace and provide effective and ethical employee relations.
- Providing a safe, healthy, and secure work environment.

## The Specialist

**Large organizations require specialists with skills in specific areas of HRM.**

*A workforce planning and employment specialist's responsibilities may include:*

- Interviewing applicants.
- Administering pre-employment tests.
- Assisting with conducting background investigations.
- Processing transfers, promotions, and terminations.

*An HR development specialist's responsibilities may include:*

- Administering and conducting on-the-job training programs.
- Evaluating training programs.
- Maintaining necessary records of employee participation in all training and development programs.

*A total rewards specialist's responsibilities may include:*

- Analyzing job duties.
- Writing job descriptions.
- Performing job evaluations and job analyses.
- Conducting and analyzing compensation surveys.

*An employee and labor relations specialist's responsibilities may include:*

- Interpreting union contracts.
- Helping to negotiate collective bargaining agreements.
- Resolving grievances and advising supervisors on union contract interpretation.

*A risk management specialist's responsibilities may include:*

- Developing and administering health and safety programs.
- Conducting safety inspections.
- Maintaining accident records.
- Preparing government reports in order to maintain compliance obligations under the law.

*A metrics management specialist's responsibilities may include:*

- Collecting and monitoring HRM metrics established for the organization.
- Analyzing trends.
- Comparing organizational metrics with industry standards and outcomes.
- Preparing organizational reports for leadership's use in managing the organization.

Other possible specialist areas include human resource information systems (HRIS), global human resources, and organizational development. To learn more about which degree meets your unique interests, call 1-866-492-5336 to speak with an enrollment advisor.

## The Executive

**HR executives have both broad and specific responsibilities, including:**

- Overseeing organizational data that influences hiring practices, productivity, career tracks, organizational change, and the strategic performance of the organization.
- Consulting with executive leadership to set organization-wide policy, practices, and growth plans.
- Researching growth and improvement opportunities both internally and externally, including restructuring, acquisitions, and mergers.

†Society for Human Resource Management, "2008 Careers in Human Resources," on the Internet at [http://www.shrm.org/Communities/StudentPrograms/Documents/07-0971\\_Careers\\_HR\\_Book\\_final.pdf](http://www.shrm.org/Communities/StudentPrograms/Documents/07-0971_Careers_HR_Book_final.pdf) (viewed online February 28, 2011).

# CHOOSING THE RIGHT DEGREE FOR HUMAN RESOURCE MANAGEMENT CAREERS

Career Goals	Program Options	Preparation
<p><b>Entry-Level HR Position</b></p> <ul style="list-style-type: none"> <li>• Employee recruitment</li> <li>• Training and educational program development</li> <li>• Compensation, benefits, and rewards administration</li> <li>• Employee relations or labor relations</li> <li>• Safety, health, wellness, and security</li> <li>• HRIS</li> <li>• HR metrics</li> </ul>	<p><b>Graduate Certificate in Human Resource Management</b></p> <p><b>M.S. in Human Resource Management</b></p> <p><i>Specialization</i></p> <ul style="list-style-type: none"> <li>• Functional Human Resource Management</li> </ul>	<p><b>Industry Experience</b></p> <p>None to two years</p> <p><b>HR Certification</b></p> <p>Passing score on the Assurance of Learning Assessment exam is preferred by some organizations.</p> <p><b>Estimated Program Length*</b></p> <p>Certificate: Eight months Master's degree program: 22 months, including capstone course</p>
<p><b>Supervisory or First-Level Management HR Position</b></p> <ul style="list-style-type: none"> <li>• <b>First-level generalist</b></li> <li>• <b>Specialist, including:</b> <ul style="list-style-type: none"> <li>• Employee recruitment, staffing, and workforce planning</li> <li>• Training, employee appraisal, and development</li> <li>• Compensation, benefits, and rewards administration</li> <li>• Employee relations and labor relations, including arbitration coordination and unemployment administration</li> <li>• Safety, health, wellness, and security, including workers' compensation and OSHA</li> </ul> </li> <li>• HRIS</li> <li>• Internal consulting with first-line supervisors and/or first-level managers</li> </ul>	<p><b>Graduate Certificate in Human Resource Management</b></p> <p><b>M.S. in Human Resource Management</b></p> <p><i>Specializations</i></p> <ul style="list-style-type: none"> <li>• Functional Human Resource Management</li> <li>• Integrating Functional and Strategic Human Resource Management</li> <li>• Organizational Strategy</li> </ul>	<p><b>Industry Experience</b></p> <p>Two to five years</p> <p><b>HR Certification</b></p> <ul style="list-style-type: none"> <li>• Professional in Human Resources (PHR®) certification is often preferred or required.</li> <li>• If not eligible to take the PHR exam, a passing score on the Assurance of Learning Assessment exam is strongly preferred or required by many organizations.</li> </ul> <p><b>Estimated Program Length*</b></p> <p>Certificate: Eight months Master's degree program: 22 months, including capstone course</p>

\*Time to completion may vary by student, depending on individual progress and credits transferred, if applicable. For a personalized estimate of your time to completion, call an enrollment advisor at 1-866-492-5336.

**Did you know . . .** The U.S. Bureau of Labor Statistics has projected above-average employment growth in all areas of human resource management from 2008 to 2018.\*

\*Bureau of Labor Statistics, U.S. Department of Labor, "Occupational Outlook Handbook, 2010-11 Edition, Overview of the 2008-18 Projections," on the Internet at <http://www.bls.gov/oco/oco2003.htm> (viewed online February 28, 2011). National long-term projections may not reflect local and/or short-term economic or job conditions and do not guarantee actual job growth.

# CHOOSING THE RIGHT DEGREE FOR HUMAN RESOURCE MANAGEMENT CAREERS

Career Goals	Program Options	Preparation
<p><b>Middle and Senior Management HR Position</b></p> <ul style="list-style-type: none"> <li>• <b>First-level generalist</b></li> <li>• <b>Specialist, including:</b> <ul style="list-style-type: none"> <li>• Workforce planning and staffing, including organizational structure, design, and redesign</li> <li>• Training, appraisal, and development program planning and administration</li> <li>• Compensation, benefits, and rewards planning and administration</li> <li>• Employee relations and labor relations, including arbitration and contract negotiations</li> <li>• Safety, health, wellness, and security administration, including workers' compensation and OSHA administration</li> <li>• HRIS development and/or supervision</li> <li>• Internal consulting with mid- or senior-level management</li> </ul> </li> </ul>	<p><b>Graduate Certificate in Human Resource Management</b></p> <p><b>M.S. in Human Resource Management</b></p> <p><i>Specializations</i></p> <ul style="list-style-type: none"> <li>• Integrating Functional and Strategic Human Resource Management</li> <li>• Organizational Strategy</li> </ul>	<p><b>Industry Experience</b></p> <p>Five years or more</p> <p><b>HR Certification</b></p> <p>Senior Professional in Human Resources (SPHR®) certification is often preferred or required.</p> <p><b>Estimated Program Length*</b></p> <p>Certificate: Eight months Master's degree program: 22 months, including capstone course</p>
<p><b>Senior Management or Executive-Level HR Position</b></p> <ul style="list-style-type: none"> <li>• <b>Senior Specialist Management in:</b> <ul style="list-style-type: none"> <li>• Talent acquisition</li> <li>• Talent management</li> <li>• Total rewards</li> <li>• Safety, health, wellness, and security</li> <li>• HRIS planning and strategy</li> <li>• Labor contract negotiations</li> </ul> </li> <li>• <b>Chief Human Resources Officer</b> <ul style="list-style-type: none"> <li>• Mergers and acquisitions</li> <li>• Organizational effectiveness</li> <li>• Organizational design/development</li> <li>• Long-range organizational strategy</li> </ul> </li> </ul>	<p><b>M.S. in Human Resource Management</b></p> <p><i>Specialization</i></p> <ul style="list-style-type: none"> <li>• Organizational Strategy</li> </ul>	<p><b>Industry Experience</b></p> <p>10 years or more</p> <p><b>HR Certification</b></p> <p>Senior Professional in Human Resources (SPHR®) certification is often preferred or required.</p> <p><b>Estimated Program Length*</b></p> <p>22 months, including capstone course</p>

\*Time to completion may vary by student, depending on individual progress and credits transferred, if applicable. For a personalized estimate of your time to completion, call an enrollment advisor at 1-866-492-5336.

# CHOOSING THE RIGHT DEGREE FOR HUMAN RESOURCE MANAGEMENT CAREERS

Career Goals	Program Options	Preparation
<p><b>Executive, Teaching, or Research Position</b></p> <ul style="list-style-type: none"> <li>• Senior position in private industry or nonprofit organization</li> <li>• Research or management consultant</li> <li>• Professor at the university level<sup>‡</sup></li> </ul> <p><sup>‡</sup>You must earn at least 18 graduate credit hours in HRM to teach HRM courses.</p>	<p><b>Ph.D. in Management</b></p> <p><i>Specialization</i></p> <ul style="list-style-type: none"> <li>• Human Resource Management</li> </ul>	<p><b>Prior Industry Experience</b></p> <p>Five years or more</p> <p><b>Estimated Program Length</b></p> <p>Three years of graduate study, plus dissertation*</p>

\*Time to completion may vary by student, depending on individual progress and credits transferred, if applicable. For a personalized estimate of your time to completion, call an enrollment advisor at 1-866-492-5336.

## Gain Management and Leadership Skills

In addition to our M.S. in Human Resource Management and Graduate Certificate in Human Resource Management, several other Walden master's degrees offer specializations in human resource management. If you are a human resource professional who is looking to gain broader management and leadership skills or if you are a management professional looking to gain a working understanding of human resource principles, consider one of the following programs:

- **Master of Business Administration (M.B.A.) with a specialization in Human Resource Management**
- **M.S. in Management with a specialization in Human Resource Management**
- **M.S. in Leadership with a specialization in Human Resources Leadership**

To learn more about these master's degree programs, visit [www.WaldenU.edu/management](http://www.WaldenU.edu/management) or call 1-866-492-5336 to speak with an enrollment advisor.

**Did you know . . .** To advance in the HR field, PHR, SPHR, or GPHR certification is strongly preferred by employers. These exams have educational requirements, and depending on your work experience, you may need a master's degree to sit for them.\*

\*HR Certification Institute, "Exam Eligibility Requirements," on the Internet at [http://hrcci.org/2011\\_Exam\\_Eligibility](http://hrcci.org/2011_Exam_Eligibility) (viewed online February 11, 2011).

# CHOOSE WALDEN.



## Programs Aligned With Professional Standards

The content of Walden's human resource management programs and specializations is recognized as being fully aligned with guidelines set forth by the Society for Human Resource Management (SHRM).

## SHRM Virtual Student Chapter



As a student in the M.S. in Human Resource Management program, you can join Walden's virtual student chapter of the Society for Human Resource Management. Gain access to a wide network of human resource professionals and stay current on the best practices in the field.

## Program Options

Our variety of human resource management degree programs and specializations lets you choose the one that best matches your professional experience, career goals, and time frame. You can focus on acquiring the skills and knowledge that fit your own professional development needs.

## Real-World Knowledge

Courses in human resource management take an interdisciplinary approach, reflecting industry needs and practices. For example, Walden's human resource management education includes performance metrics and information technology—areas identified as important by SHRM and employers alike but that often are lacking in a candidate's experience or education.

## Flexible Learning Format

In addition to offering you the flexibility of online study, Walden's human resource management courses use a variety of media, case studies, discussion, and relevant library resources to help enhance your learning.



Some programs offer MobileLearn®, which lets you choose when and how to learn, within specified time frames. Gain direct access to course content using your laptop, smartphone, or other handheld device to download videos, texts, lectures, and other course content.

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