



# Human Resources for Small/Medium Businesses

## Job Titles & Responsibilities

### HR Administrator/ Coordinator

Experience: 1-3 years.  
Knows the administrative functions of HR, including paperwork related to leaves of absence, benefits, and new employee orientation.  
Can answer basic employee HR, benefits, and payroll questions. This position is often combined with payroll and/or HRIS, and many office managers perform this role at small businesses.

**Annual Salary Range:**  
\$56,000 to \$68,000

### HR Generalist

Experience: 4+ years, and normally has an HR certification.  
Ratio: 1 generalist to every 125-150 employees.  
Has knowledge to answer at least 70% of employee relations questions without consulting an attorney or more senior HR person.  
*Note: most generalists don't want to do the responsibilities of an HR Administrator.*

**Annual Salary Range:**  
\$95,000 to \$120,000

### HR Manager

7+ years' experience, a college degree and certification in HR.  
Ratio: 1 manager for every 2-3 staff.  
Can perform the tasks of a generalist – and has performed those but also has experience managing other HR professionals.  
Mastery of HR and employee relations, and some experience in organizational development.

**Annual Salary Range:**  
\$120,000 to \$170,000

### HR Director

10+ years and widely varied experience in all HR functions.  
Ratio: 1 director for every 4-7 HR professionals  
Is deeply familiar in all areas of HR, from compensation to employee relations to recruiting.  
Has experience with large corporations and multiple direct reports.  
*This title is primarily for businesses with 500+ employees.*

**Annual Salary Range:**  
\$160,000 to \$225,000

### SVP of HR/Chief People Officer

10+ years in strategic HR at major corporations with multiple direct reports.  
Ratio: 1 for every 1,000+ employees.  
This position focuses on strategy, culture, training, and tactical HR issues.  
Generally this position is seen in businesses with multiple, perhaps global, locations, and reports directly to the CEO.

**Annual Salary Range:**  
\$250,000 and up

### Specialty HR Positions (normally for special needs or businesses with 300+ employees)

Talent Acquisition - Specialist, Manager, Director  
Employee Relations - Generalist, Manager, Director  
Benefits - Coordinator, Manager

Compensation - Coordinator, Specialist, Manager  
Organizational Development - Generalist, Manager, Director  
Learning & Development - Specialist, Manager, Director