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HUMAN RESOURCES SPECIALIST SERIES

Series Definition:

This series includes all classes of positions the duties of which are to supervise, perform or provide staff services and assistance in one or more of the functions involved in a program of human resources management services.

These functions include the establishment and maintenance (including review, analysis and revision) of a sound classification system, establishment of minimum qualifications, the classification of authorized positions into approved classes and levels following guidelines of the Department of Human Resources Development, and the designation to bargaining units or exclusions there from; the establishment and maintenance of a sound compensation plan and the pricing of classes to maintain equitable salary range relationships, and the determination of recruitment differentials; the development, coordination and execution of recruiting policies designed to assure a supply of qualified candidates to meet the State's needs; the development and use of examining tools, methods and techniques designed to validly differentiate between candidates; the development, establishment and maintenance of a sound employee development program designed to increase the effectiveness of each employee in his position and to develop additional resources of well-trained and highly-motivated employees for promotion or reassignment to new or higher-level positions within the State; the development of sound employee-management relations programs and the furnishing of guidance and assistance to all levels of management designed to provide orderly channels of communication between employees, supervisors and top-management officials and employee union representatives and management, which will give due weight to the needs and requirements of management and the welfare of the employees; the interpretation of collective bargaining contracts, the settlement of grievances, and servicing of the State's negotiating team; and a continuing analysis and review of human resource policies, programs, practices and records for the purpose of developing effective and efficient courses of actions to meet changing needs. Various major functional areas are described briefly below.

Position Classification:

Work involved in the classification of positions, and designation to bargaining units according to their common factors; establishing and maintaining position classification characteristics of kinds of work, level of difficulty, degree of responsibility, qualification requirements, and other pertinent factors; establishing and maintaining position classification plans, including formulation of recommended policies and procedures, development of occupational structures and preparation of classification and qualification

standards, technical evaluation guides, and other reference materials concerning classification and bargaining unit work processes and program operations. The paramount qualification requirements in this functional area are knowledge and skills in position analysis and evaluation to determine occupational grouping, title, and level of positions as well as knowledge of occupational characteristics; and an understanding of the relationship of position classification to management problems and the other functional areas of human resources management.

Pay Administration:

Work involved in the proposal of salary or wage rates, structures and relationships for State employees and officers under pay systems in which the rates are established by law, administrative action or collective bargaining negotiations. This includes developing plans, rules and procedures for and the conduct of wage surveys, analyzing collected data for pay setting purposes, and research into problems of pay rates, salary and wage costs, fringe benefits, pay differentials, etc., for the purpose of recommending changes in pay levels, hiring rates and/or systems. Requires a comprehensive knowledge of position classification and pay administration, and an understanding of the relationship with the major functional areas of position classification and labor relations.

Recruitment:

The development, coordination and execution of plans for exploring all possible sources to locate and identify applicants, to stimulate interest in State employment and to actively recruit qualified candidates for positions in the State service. Paramount requirements are for a high degree of skill in personal contacts in dealing with representatives of educational institutions, professional or trade associations, news media, public employment services and other groups to develop a wide potential labor market of qualified job applicants; knowledge of and skill in the use of various media for publicizing State opportunities in attracting these potential candidates; and a comprehensive knowledge of labor market conditions, manpower sources and probable availability, occupational characteristics, and a good understanding of the relationship between this and the functional areas of position classification and examining.

Examination:

Work involved in the analyses of jobs and occupations and the selection, development, use and validation of appropriate measurement devices including rating supplements, written and performance tests, oral examination, background checks, etc. Such work requires an intensive specialized knowledge of the selection and application of human resources assessment techniques and devices; a broad general knowledge of all aspects of human resources staffing; a knowledge of and ability to apply techniques developed through human resources research and thorough knowledge of legal and

professional requirements in the area of human resources testing, and an understanding of the functional areas of position classification and recruitment.

Employee Development:

A program of guidance, consultation and staff assistance to management in the orientation, training, and planned development of employees to satisfy immediate and/or long-range needs of the State. Inherent in this functional area are the tasks of explaining the objectives of the employee development program to, and the promoting of acceptance and active cooperation by management in the orientation, training and development of employees to further the accomplishment of management goals; planning and initiating programs and developing program materials, such as training programs and courses, audio-visual aids, either for own use or use of others in carrying out employee development functions; and serving as instructors or conference leaders. This work requires knowledge of the principles, practices and techniques of training and development as well as an understanding of management principles and practices.

Employee Management Relations:

Work involved in providing guidance and assistance to management officials, supervisors and employees on all problems of employee conduct, performance appraisal, discipline, employee groups, equal opportunity, civil service grievances, communications, morale, etc.; or a variety of employee service programs, such as in-house information media, blood donor programs, incentive awards, recreational activities, counseling services, etc. The paramount requirement of positions in this functional area are knowledge of the factors governing motivation and behavior of persons as individuals or members of a group; skill in interpersonal relations; knowledge of human resources management principles and the general practices and procedures in the other specialized human resources fields; knowledge of laws, policies, procedures and practices governing employee management relations in the State service and in the employing department; and the ability to stimulate, coordinate and work cooperatively with individuals and groups in a variety of activities.

Labor Relations:

Work involved in developing, recommending and interpreting guidelines to promote harmonious and cooperative relations with employees and employee organizations, and advising and assisting line management in solving labor relations problems including the interpretation of collective bargaining contracts and the settlement of grievances. The work also involves the review of contract administration problems and the servicing of the State's negotiating team by providing data and serving on subcommittees to analyze contract proposals. Work in this functional area requires knowledge of public human resources management principles and basic human

resources practices; knowledge of laws, rules and regulations governing labor relations; knowledge of collective bargaining practices and standard contract provisions; communication skills and the ability to coordinate and work cooperatively and effectively with a variety of groups and individuals; ability to write effectively; and the ability to understand a variety of labor relations information and data, and perform appropriate analysis.

Human Resources Administration Services:

Work involved in the interpretation, application and administration of laws, rules and regulations governing human resources management in the State, the auditing of human resources actions for compliance with such laws, rules and regulations, and the development, maintenance, evaluation and improvement of a sound, comprehensive human resources records and reporting system. Work is characterized by the development and implementation of planned systematic studies to identify the problems and needs of State departments in the area of human resources administration, the furnishing of advice and positive assistance to operating heads in the solution of various problem areas such as coverage or exemption of employment, contract hiring, employee pay and conditions governing pay, granting of annual, sick, administrative and various leaves without pay situations, etc.; and review of proposed legislation and recommendations for changes in the laws or regulations. Such work requires as paramount an understanding of technical human resources concepts and fundamental merit principles, and the ability to develop alternative solutions to human resources administration and management problems.

The use of the above functional breakdown in this series is primarily for editorial convenience and clarity of presentation. It does not imply that these functions are watertight compartments. There are in fact areas of overlap due to program interactions and progressive developments in the structuring and implementation of programs.

The levels in this series are defined by the differences in levels of duties and responsibilities of the work performed, and represented by combinations of differences in the following factors (generally called classification factors):

- a. Nature and Variety of Work.
- b. Nature of Supervision Received by Incumbent.
- c. Nature of Available Guidelines for Performance of Work.
- d. Originality Required.
- e. Purpose and Nature of Person-to-Person Work Relationships.
- f. Nature and Scope of Recommendations, Decisions, Commitments and Conclusions.

- g. Nature and Extent of Supervision Exercised Over Work of Other Employees.
- h. Knowledge and Abilities Required.

All of these factors are not discussed at each class level. The factors, when readily apparent in the discussion, have been combined at some class levels to prevent repetition and for editorial brevity.

This is an amendment to the class specifications for the PERSONNEL MANAGEMENT SPECIALIST SERIES which were approved on February 23, 1993 to amend the series/class title to HUMAN RESOURCES SPECIALIST SERIES/SPECIALIST.

DATE APPROVED: 1/27/10 *James K. Nishimoto*
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HUMAN RESOURCES SPECIALIST I
(HUMAN RESOURCES SPCLT I)

2.862

Duties Summary:

Serves in a trainee capacity, receiving formal and on-the-job training in the principles, concepts, work processes, regulations and reference materials fundamental to technical and professional aspects of human resources management; and performs other related duties as assigned.

Distinguishing Characteristics:

1. Nature and Purpose of Work:

This is the entry trainee level class, designed to provide a career-oriented introduction to the background, philosophy, concepts and scope of the State's human resources management program; general knowledge of the organization, purpose and functions of each department within the State; and a practical understanding of the organization, programs, and policies of the trainee's employing department. Work assignments are specific, limited, routine, and designed to provide initial experience in a variety of activities.

2. Supervisory Controls:

Trainee receives formal and informal training in the basic principles, methods and techniques of human resources management. Assignments are made concurrently with orientation and training and supervision is close and immediate. Specific and detailed instructions as to the tasks to be performed and the procedures to be followed are outlined at the time an assignment is made. Training and work assignments are closely and critically reviewed for compliance with instructions, thoroughness, and application of human resources practices and techniques and to assure potential for further training and development. Continued guidance and instruction are provided during the progress of the assignment, including the manner in which finished work is to be submitted. Assignments are tailored to provide experience and training; to orient employees to administrative policies and regulations, technical programs, techniques and operating procedures; and the use of office resources including necessary research either in the office or other facilities.

3. Guidelines Available:

At this level, employees are responsible for becoming familiar with the guidelines available, i.e., State laws, policies, procedures, manuals, and directives; and departmental policies, procedures and instructions.

References available include laws, organization charts, functional statements, operating procedures, class specifications, regulations, and similar sources of information about the various State offices, departments and agencies.

4. Nature and Scope of Recommendations, Commitments and Decisions:

There is no responsibility for independent recommendations and decisions at this level.

5. Personal Work Contacts:

Incumbents of positions at this level are principally observers in contacts with other organizations. As competence is gained, incumbents assume more independent responsibility and a more active role during the contacts---- audits, information gathering and planning sessions, joint training sessions, etc.

6. Knowledge and Abilities Required:

Knowledge of: Research methods and techniques; methods and techniques for evaluating and analyzing facts, information and issues to resolve problems; and report and letter writing.

Ability to: Learn the principles, methods and techniques pertaining to human resources management and administration; learn and interpret laws, rules and regulations applicable to personnel employed by the State; elicit information, analyze it and present ideas and information clearly and concisely, orally and in writing; exercise tact, diplomacy, and discretion in dealing with co-workers and other personnel.

Examples of Duties:

Attends orientation and training sessions; learns the principles, concepts, work processes, regulations and reference materials fundamental to human resources management of the State, and the technical and professional aspects of one or more of the specialized human resources functions; accompanies higher grade specialists on field trips as observer; concurrently performs simple tasks in one or more of the specialty functions for purpose of gaining knowledge and developing skill in the application of work processes and techniques, such as: gathering and compiling statistics for a given subject matter area and topic, recording requests for classification action, reviewing of human resource action forms for completeness and accuracy of authorization, reviewing applications for completeness and continuity of employment record, searching records for data pertaining to physical abilities, preparing bibliography for use in a training program, preparing a recruiting bulletin, rates applications in simpler unassembled examinations; may assist in reliability and validity studies of examination materials; collecting data for a specialist of higher grade engaged in preparing examination specifications or minimum qualifications, preparing and mailing vouchers of claimed experience or training, and researching legislative committee reports, testimony, or Attorney General Opinions as to intent of a given statute for use by a specialist of higher level engaged in interpretative work.

HUMAN RESOURCES SPECIALIST II
(HUMAN RESOURCES SPCLT II)

2.864

Duties Summary:

Serves in a trainee capacity, receiving formal and on-the-job training, in work processes, precedent situations, working relationships with other functions/agencies,

regulations, contracts and reference materials of increasing complexity and integration with other functional areas of human resources management; performs a variety of basic and routine assignments consistent with training status; and performs other related duties as assigned.

Distinguishing Characteristics:

1. Nature and Purpose of Work:

This class is the advanced trainee level through which the trainee advances as part of his progression to full performance as an independent worker. The trainee applies the methods and techniques of human resources management to work assignments within one or more of the functional areas of human resources. Work assignments range from the simple to the moderately complex. Assignments are generally characterized by clear and specific objectives to be reached by the application of specific standards, guides and legislation. Primary work processes and tasks follow well established procedures; classification, recruitment, examination, staffing, training, and administrative determinations can be made by direct application of specific standards, guides, legislation, or applicable Attorney General decisions; career ladders, training requirements and pay requirements are readily apparent or have been well defined in previous appeals, studies, or actions. Additional assignments are selected to develop the employee for work of a higher level.

2. Supervisory Controls:

Trainee receives specific guidance, instruction and orientation on all aspects of the work during intensive training periods. Specific and detailed instructions are given with each assignment, and follow-up is close and continuing. Supervision is relaxed on assignments of a very simple nature, but is close and immediate on assignments of a more difficult and complex nature. Training and work assignments are closely and critically reviewed to assure potential for advancement to the independent worker level. As trainee's knowledge and skills increase, additional assignments characteristic of a higher level Human Resources Specialist are made for training purposes, and supervision is gradually relaxed.

3. Guidelines Available:

Same as level I. Worker is expected to develop reference sources for specific areas of work with increased familiarity as to location and kinds of resources available.

4. Nature and Scope of Recommendation, Commitments and Decisions:

There is no responsibility for independent decisions at this level. Work performed and recommendations made are reviewed by a specialist of higher level or by the supervisor for soundness of analysis, thoroughness, and accuracy in the details of the preliminary work and for the application of good reasoning and judgment.

5. Personal Work Contacts:

At this level, contacts are with co-workers, human resources staffs of other departments, and with employees serviced. Personal work contacts are mainly to obtain and exchange clearly identified information, answer routine questions and explain well-established standards, policies, and regulations.

6. Knowledge and Abilities Required:

Knowledge of: General knowledge of principles of human resources management specialties and/or general knowledge of principles and working details of the principles and standards, methods and techniques which apply to a particular human resources management specialty; and the general laws, rules and regulations governing State employees in human resources matters.

Ability to: Apply the principles, methods and techniques of human resources management learned to actual work situations; obtain pertinent factual data, analyze and make sound recommendations as to the action to be taken; see interrelationships between a given functional specialty and other human resources functions; and establish and maintain the confidence and respect of employees and others in work contacts.

Examples of Duties:

Classification and Pay: Reviews descriptions of positions which are mainly in the trades or other types of occupations which are readily identified to determine if sufficient information is available; interviews employees and supervisors to obtain additional information; determines classification by direct application of specific standards; recommends series and class to a human resources specialist of higher level who is responsible for the technical soundness of the recommendation; and performs other related duties as assigned.

Recruitment, Examination and Placement: Designs recruiting brochures for nationwide distribution in a manpower shortage situation; makes routine arrangements with newspapers for the advertising of employment opportunities; prepares ads for newspaper publicity; develops test items for clerical, trades or other types of occupations for which subject matter is well-defined; performs ratings; interviews subject matter specialists and other authorities to gather occupational information for examinations; under close supervision, assists in or conducts reliability or validity studies of examination materials; and performs other related duties as assigned.

Training and Employee Management Relations: Advises line supervisors of training available and considered necessary for lower-grade clerical and trades occupations; prepares assigned portions of in-service training programs and training courses; assists in conducting training courses and employee orientation sessions; assists in developing or promoting portions of service programs, writing news articles, etc.; and performs other related duties as assigned.

Human Resources Administration Services: Reviews employee pay changes; determines the legality and correctness of actions; obtains additional information on proposed actions for a Human Resources Specialist of a higher grade; may comment on proposed legislation which will affect human resources management practices; and performs other related duties as assigned.

Labor Relations: Performs directed library research and interviews other staff to obtain background and data to assist collective bargaining; assists in note taking and clarification of language in collective bargaining proposals; assembles pertinent materials and data relevant to grievances; and performs other related duties as assigned.

HUMAN RESOURCES SPECIALIST III
(HUMAN RESOURCES SPCLT III)

2.865

Duties Summary:

Performs moderately difficult work of a technical nature in one or more of the functional areas of human resources management; and performs other related duties as assigned.

Distinguishing Characteristics:

1. Nature and Purpose of Work:

This class is the first level of independent worker in the series. The work

assignments routinely encompass problems of average difficulty and complexity, requiring the application of:

- a. Technical knowledge, skill and sound judgment in applying the fundamental principles, techniques, standards and guides of the particular human resources specialty; and
- b. Knowledge of governmental functions and the organizational structures and typical occupations of the department or departments served.

Problems encountered are usually those which can be resolved by direct application of specific standards, regulations or other similar guides, and are of average difficulty. For example, problems in clerical, trades, or other types of occupations common to the State merit service, but where the organization serviced is complex, dynamic, and unstable; or where work processes are of a mental, judgmental, public contact, or coordinative nature and manpower is in short supply, but the organization is reasonably stable so that jobs and career patterns have been sufficiently standardized and are covered by specifically applicable guides. Assignments typically involve working with supervisors and employees on assignments, problems and/or projects in one or two of the following areas: classification, pay administration, training, recruitment, examining, staffing, employee relations and/or human resources administration services.

2. Supervisory Controls:

Supervision received at this level is of a general nature, thereby requiring that assignments be performed independent of continual supervision. Assignments are given and explained by a human resources specialist of higher level, who lays out the work, gives the history of the problem, and explains possible difficulties that may arise. The approach to the assignment and the handling of the assignment is the responsibility of the incumbent. Unusual problems or those that involve interdepartmental decisions are brought to a human resources specialist of higher level or the supervisor. Completed assignments are reviewed for soundness, completeness and conformity with applicable standards and legal requirements.

3. Guidelines Available:

Same as I and II. However, at this level, the incumbent is expected to be well versed in the common guidelines applicable to his functional assignment.

4. Nature and Scope of Recommendations, Commitments and Decisions:

Recommendations are limited to individual cases.

5. Personal Work Contacts:

Personal work contacts at this level are characterized by responsibility for maintaining effective working relationships with employees and their supervisors and, in some positions, individuals outside of government. Incumbents initiate contacts with operating officials and employees to:

- a. Obtain factual information on which recommendations, decisions, or other actions can be based;
- b. Explain the basis for human resources decisions, recommendations, and actions; and
- c. Help to further an understanding of philosophy, principles and concepts of human resources management policies and programs.

6. Knowledge and Abilities Required:

Knowledge of: Working details and basic principles and techniques which apply to one or more human resources management specialties; established precedents applicable to assignments received; current practices and trends in human resources management; and the laws, rules, regulations and contracts governing State employees in human resources matters.

Ability to: Exercise judgment, tact, and discretion in applying and explaining policies and procedures; establish and maintain effective relationships with government officials, employees, and the public; present facts clearly both orally and in writing; and assist in difficult appellate or other similar situations.

Examples of Duties:

Classification and Pay: Individually analyzes, evaluates and makes recommendations for the allocation of positions and is responsible for technical decisions except those of a controversial, precedent setting or policy nature. Cases assigned are generally those covering a variety of occupations and levels common to most of the government service. Conducts desk audits and surveys and prepares report on findings; advises operating officials in regard to well-defined classification procedures and established precedents, adequacy of position information and discrepancies in position identification; studies application of standards for designated series of classes and

makes recommendations for revisions or changes; drafts tentative specifications for new classes of work and minimum qualifications for relatively well-defined occupations; assists in conducting surveys of wage rates for specific positions or classes; develops pricing histories and assists in establishing salary relationships; and performs other related duties as assigned.

Recruitment, Examination and Placement: Prepares rating supplements for unassembled examinations and prepares preliminary drafts of test questions after conducting factual research in occupational subject matter areas for review by a specialist of higher level; conducts reliability and validity studies of examination materials; furnishes information, advice and assistance to operating officials in the area of placement, examining and recruiting; rates applications in unassembled examinations of moderate difficulty; and performs other related duties as assigned.

Training and Employee Management Relations: Conducts surveys to determine training needs common to most State departments, assists operating officials with details of training, both on and off the job, in their specific areas of interest; prepares training guides, aids, audio-visual devices, develops and conducts training programs for supervisors and others; arranges orientation programs for new employees or employees promoted to new positions; analyzes employee problems and assists in finding solutions acceptable to management; and performs other related duties as assigned.

Human Resources Administration Services: Assists in gathering facts on contested human resources transactions, inquiries, problem situations and on pertinent provisions of law, legal opinions, rules and regulations; assists in research work, compilation of data, and preparation of reports in the following areas: hours of work, overtime pay and holidays, premium pay work, perquisites, leaves with or without pay, loyalty, security and disciplinary actions; and performs other related duties as assigned.

Labor Relations: Gathers data and background and analyzes specific aspects of grievance cases or other labor relations problems; tabulates costs for reports on impacts of proposed contract provisions; analyzes specific limited amendments to laws, rules and regulations; and performs other related duties as assigned.

HUMAN RESOURCES SPECIALIST IV
(HUMAN RESOURCES SPCLT IV)

2.867

Duties Summary:

Performs human resources assignments which regularly encompass complex problems combined with the responsibility for management advisory service; and performs other related duties as assigned.

Distinguishing Characteristics:

1. Nature and Purpose of Work:

Along with assignments reflecting a high level of skill in human resources administration, this level is the beginning of development in the program evaluation, management advisory, and consultant aspects of human resources management work. Human Resources Specialist IV positions are typically of two general types:

- a. The human resources specialist with assignments which combine complex program operations work and management advisory service functions. Management advisory functions include working with the management of the less complex organizations on such projects as:
 - (1) Planning systematic studies to identify long and short range human resources needs of the organization;
 - (2) Evaluating organizational structure as it affects career development or other management needs;
 - (3) Helping to plan organizational or procedural changes by advising on logical duties' relationships, sources, and availability of needed skills and the full utilization of available skills; and
 - (4) Rendering positive assistance in the solution of problems of morale, turnover, low production, review channels and job dilution or expansion. Such advisory functions are typically an integral part of the human resources specialist's job and performed as need and opportunity arises. In some cases, however, because of the urgency or scope of a management problem, the human resources specialist may concentrate on such functions for a substantial period of time, either alone or as a member of a team, which may include other types of specialists such as management analysts or program budget analysts.
- b. The human resources specialist at the beginning level of human resources program evaluation and development work. This work involves the review and evaluation of work processes and results, and the preparation of guides (in a variety of forms) to be used by other specialists, management officials, and operating human resources offices in the performance of human resources management work; and

in the planning and related staff work involved in recommending the development of new human resources management programs.

The specific work assignments and combinations of specialized human resources functional areas found in different jobs at this level vary widely. However, positions may be generally grouped as either: (1) independently responsible for on-site review of human resources actions such as placement of classification decisions; or (2) having limited responsibility (usually in a trainee capacity) for program evaluation and development work of the Human Resources Specialist V, typically in addition to the above action-review functions.

2. Supervisory Controls:

Supervisory controls over positions engaged in on-site review of human resources actions such as placement or classification decisions are general in nature. The supervisor gives general instructions on such matters as priority of various assignments and the time to report on work progress. More immediate guidance and control are given when work projects are those normally assigned to higher level specialists, are unfamiliar to the employee, or require the application of new guides. Technical review of completed work is more detailed when the results may serve as precedents for future actions, the decisions may have a significant impact on other functions of the human resources management complex, or the recommendations may affect relationships with employee groups or key supervisors within the State departments.

This level of human resources specialist is expected to be sufficiently expert in his knowledge and judgment so that there is only a cursory review of his decisions; except where he requests assistance on an especially difficult technical problem.

Positions at the IV level with limited responsibility for program evaluation and development work of the V level are primarily distinguished from that level in that they operate under close supervision. Such jobs characteristically involve performance of the on-site review of human resources work processes and results, and evaluate the degree to which one or more program areas are achieving established goals and objectives. The kind of supervisory control which so limits responsibility is that in which the supervisor (usually an on-site team leader) supplies specific guidance over such activities as sample selection, interviews with supervisors, and evaluation of factual information in terms of relative significance and importance. The supervisor also reviews and approves the final evaluation

comments, recommendations, and suggestions made and assumes personal responsibility for them in reports to the management officials of the evaluated organization.

3. Guidelines Available:

The guides available present difficult problems because they are not directly applicable. In some instances, pertinent guides may not be available at all because of the newness of, or major changes in, the work field. Guides typically require significant modification or interpretation to fit them to the actual situation and to secure results which are compatible with sound principles of human resources management.

4. Nature and Scope of Recommendations, Commitments and Decisions:

Recommendations, decisions and commitments at this level are similar in many respects to that described at the III level. However, a Human Resources Specialist IV is given greater authority to plan the work than is typical of the lower level. Also judgments and recommendations are of substantial weight in final decisions on individual case problems. Recommendations are characterized by the intensity or depth of the search for sound solutions as contrasted with more superficial recommendations to try a particular technique or device because it is expeditious without carefully exploring management objectives and the availability of technical assistance.

5. Personal Work Contacts:

At this level, personal work contacts are characterized by responsibility for maintaining effective working relationships with employees, their supervisors, and top management. The relationship is such that all concerned work together in the review of the operations of the organization in order to identify human resources problems. The human resources specialist is relied upon for advice as to the solution of a problem or the approach to be taken in solving it.

6. Knowledge and Abilities Required:

Knowledge of: In addition to the knowledge and abilities required at the III level, must have knowledge of the personnel, occupations, and work processes relative to agencies in State government; and operational relationships with various State agencies and/or with other jurisdictions.

Ability to: Establish and maintain effective and cooperative working relationships with supervisors and workers of other organizations, other staff members, and others; and organize the study of complex issues and make effective presentations on such issues.

Examples of Duties:

Classification and Pay: Analyzes, reviews, and allocates the full range of positions, including those at the higher administrative, technical, and professional levels; studies and makes definite recommendations on the classification of positions involving development of new standards; conducts special studies requiring research into the characteristics and requirements of positions, classes, series, and existing standards, and the establishment of classification patterns and criteria of analysis for new functions and occupational fields; conducts classification surveys and studies designed to maintain uniformity in the classification of positions, particularly to determine whether there is disparity between existing allocations and the work currently being performed, and otherwise to improve the quality of classification operations; studies salary relationships and recommends pricing and repricing actions; participates in community wage and other salary surveys including assisting in the development of procedures; and performs other related duties as assigned.

Recruitment, Examination and Placement: Work as either a specialist in an occupational field or a generalist working with a wide variety of occupational fields. Plans and prepares written tests of the full range of occupations; plans and prepares examination announcements, rating supplements, and performs the more complex rating of qualifications of applicants for important positions; analyzes and recommends actions on examination appeals and responds to inquiries from applicants and others regarding ratings of qualifications; conducts reliability and validity studies of examination materials; obtains information on occupational developments affecting recruitment, studies their effect on recruiting and examining plans and procedures, and makes recommendations for positive recruiting action of various types; confers with other human resources specialists on problems having recruitment, examining and placement implications; and performs other related duties as assigned.

Training and Employee Management Relations: Conducts studies to determine new or revised training needs of the State, including gathering factual data from staff and operating offices, analyzing the data, and preparing recommendations based thereon; develops or revises needed employee development policies, procedures, and regulations as assigned, based on results of studies or a review of existing training programs; assists management of the various departments in establishing training programs and agreements, and furnishes assistance and guidance and review of the training while in progress; plans and conducts specific statewide training programs for various special needs; participates actively in professional training and confers with specialists in other

human resources specialties on problems having training and developmental implications; analyzes complex individual conduct or performance problems and advises supervisors and employees regarding their solution (problems are concerned with a number of actions in which conduct or work performance problems may have substantial consequence and repercussions, e.g., reprimands, suspensions, and removals); advises committees on conduct of formal hearings on grievances and ascertains that procedures have been carried out in a fair and responsible basis; does depth analyses of such factors as turnover, absenteeism, increase in number and kinds of formal and informal grievances and complaints, patterns in disciplinary action, accident rates, etc., to identify both the disciplinary action, accident rates, etc., to identify both the existence and nature of employee relations problems and to establish the true nature of any related human resources management problems; makes recommendations for action necessary to improve or change work situations; and performs other related duties as assigned.

Human Resources Administration Services: Independently responsible for review of human resource actions which are complicated from a technical standpoint because of the existence of different guides which point toward conflicting decisions or the lack of anything but the most general kind of guides; review work includes the gathering of information about the cases by interviews with human resources office staff, operating supervisors, and employees to determine the factual basis for the human resource actions; the review constitutes an evaluation of the correctness and propriety of the action taken in terms of its conformance to existing laws, rules, regulations and other controlling documents, policies or concepts; discusses human resource actions considered to be inconsistent with the available guidelines with the departmental human resources offices to discover the scope of the inconsistency and to develop a mutual understanding of the guides as they apply to the cases in questions; and performs other related duties as assigned.

Labor Relations: Conducts research and interviews, and identifies possible alternatives in problem situations; conducts staff work for negotiations sub-committees; drafts suggested language for collective bargaining provisions and changes in laws, rules and regulations; and performs other related duties as assigned.

HUMAN RESOURCES SPECIALIST V
(HUMAN RESOURCES SPCLT V)

2.868

Duties Summary:

Performs the most difficult human resources work independently and furnishes human resources management advisory services and evaluations for organizations which are complex, new, or dynamic; or serves as a specialist, consultant, and trouble

shooter with independent responsibility for a functional area in resolving very difficult human resources problems and handling assignments of a very complex nature; and performs other related duties as assigned.

Distinguishing Characteristics:

1. Nature and Purposes of Work:

Human Resources Specialist V positions are typically of two general types:

- a. A specialist performing work regularly encompassing difficult and complex situations and problems in a given human resources specialty in servicing several operating departments and who, in addition, is responsible for furnishing advisory services to management in the overall aspects of program development and evaluation.
- b. A specialist who performs extensive and intensive work in his area of specialization, working on the most complex and difficult assignments in the areas of program development and evaluation, development of new and revised procedures, review of working situations to be sure that departments are following guidelines for sound human resources practices, recommending legislation or studying impact of proposed legislation, and engaging in human resources research aimed towards improving the human resources system.

2. Supervisory Controls:

Supervision received by these kinds of positions is very general in nature. The human resources specialist develops a project plan outlining the methods to be used, a proposed timetable, and the general nature of the final product. Once this plan is approved, work proceeds independently unless a significant change in plan seems indicated during the work progress. The final product is reviewed for soundness of judgment, adequacy of justification, and effectiveness of presentation, with much weight given to the recommendation of the worker on all matters of fact, interpretation, and judgment.

3. Guidelines Available:

Guidelines at this level are complex because of:

- a. The existence of different guides which point toward conflicting decisions;

- b. The lack of anything but the most general types of guides such as precedent decisions or standards which deal with quite different kinds of situations; or
- c. Guides indicate significant management considerations or commitments.

4. Nature and Scope of Recommendations, Commitments and Decisions:

Presents recommendations in final form, usually to the heads of the divisions for consideration, recommends or suggests changes which should be made to improve the program in areas where weaknesses are observed; and determines areas in which the evaluation guides may be improved.

Decisions made are subject only to appeal or administrative review. Technical judgment and skill is rarely questioned. Actions taken at this level may form precedent for other related actions.

5. Personal Work Contacts:

Personal contacts are very significant. These contacts are for the purpose of gathering factual and opinion data from a wide variety of people at all levels in the State government and, frequently, from representatives of employee groups, professional associations, business firms, etc. A significant characteristic of personal contact work at this level occurs in the formative and final stages of the project, where the need to develop and deal with divergent, strongly felt convictions is done in such a manner that the final product receives maximum understanding and acceptance, and support is especially important.

6. Knowledge and Abilities Required:

In addition to the knowledge and abilities required at the IV level, must have a comprehensive knowledge of the operations, policies, legal requirements, and techniques of the State's human resources program and the relationship of the State Department of Human Resources Development to other human resources organizations of the State. Must have a thorough understanding of human resources evaluation techniques and the ability to deal effectively with management. Requires the ability to analyze, evaluate, and make sound decisions on complex problems; and the ability to write clear, concise reports and recommendations.

Examples of Duties:

Serves as team leader for a survey of human resources practices of an operating department, including negotiating with top departmental staff and management officials. This includes selection of sample, assignment of task to specific team members, coordinating their work, discussion and preparation of Report of Survey, following through to see that management and staff officials have clear understanding of problem areas and providing guidance and assistance in implementing recommendations accepted by management; or

Serves as subject matter specialist doing in-depth research, analysis and evaluation of human resources programs in the area of specialty, recommending procedural, policy or legislative changes to effect needed changes or improvements. Develops meaningful statistics in support of findings, prepares comprehensive reports, and sees that necessary support in revision and classification of new or amended policies and/or procedures is provided.

HUMAN RESOURCES SPECIALIST VI
(HUMAN RESOURCES SPCLT VI)

2.871

Duties Summary:

Within a framework of established division policy, is responsible for planning, directing, controlling and coordinating a major sub segment of a human resources management program where the work is so complex and voluminous as to require subordinate levels of supervision; assists in developing program activities and evaluating the results of such activities, preparing justification of projects, and briefing management on the purpose and progress of developmental projects; and performs other related duties as assigned.

Distinguishing Characteristics:

1. Nature and Purpose of Work:

Human Resources Specialist VI positions are typically those of supervisors of a human resources management section where the work is in a specialized field, and complex and of sufficient volume as to require direction of the work through subordinate supervisors. In addition to these supervisory responsibilities, human resources specialists at this level develop new standards, guides, and practices and make recommendations regarding their use in the solution of unprecedented problems and develop experimental approaches and solutions.

2. Supervisory Controls:

Work is performed under general administrative direction based upon current objectives. Results are reviewed for compliance with directives and decisions are not usually questioned on a technical basis. Decisions, estimates and recommendations are often made under conditions of urgency and pressure.

3. Guidelines Available:

Available guides and precedents are limited in usefulness (are contradictory, contain critical gaps, are only partially related to the problem) or they may be largely lacking because of the character of the work being done.

4. Nature and Scope of Recommendations, Commitments and Decisions:

Positions at this level are responsible for final decisions concerning direction of work and changes in or discontinuance of important lines of investigation. However, the incumbent's judgment is relied on to such an extent that his/her recommendations are ordinarily followed. Completed work and reports are reviewed principally to evaluate overall results.

5. Personal Work Contacts:

Generally speaking, contacts are for the purpose of developing and maintaining a clear understanding of the principles, concepts and practices underlying a particular functional area and which apply to the specialized fields of human resources management. Develops working schedules, project time tables, sets limits and extent of investigations and research, maintains good rapport with operating officials, enters into negotiations and correspondence with other governmental jurisdictions; and makes presentations and conducts training in the area of specialization.

6. Knowledge and Abilities Required:

In addition to the knowledge and abilities required at the V level, incumbents of positions at this level must have a comprehensive knowledge of the operation of the entire human resources program of the department serviced and its relation to other human resources organizations; thorough knowledge of department policies; marked ability to apply such policies; marked ability to supervise human resources specialists in carrying out the overall program of the department; marked ability to analyze, evaluate and draw sound

conclusions from available data; ability to write clear and concise instructions and reports; and knowledge of and ability to apply sound administrative principles and techniques.

Examples of Duties:

Because this class involves substantial supervision of a complex field or combination of fields in human resources management, the following supervisory work assignments are characteristic of all positions without regard to the area of specialization.

Plans, assigns and schedules projects; coordinates, reviews and evaluates projects, and assures compliance with procedures, schedules and instructions; provides continual guidance in program activities and operations; drafts manuals and other guide materials; represents the program in intra and inter-agency relationships, and assigns staff assistance and support as necessary to carry out decisions; participates in formulating program policies and assists in informational activities; evaluates the work performance of subordinates, and assists in formulating program plans and justifications; recommends organizational, operational and legal changes; reviews completed assignments and endorses recommendations or requests further study; recommends new hires and conducts training activities; prepares correspondence and reports, maintains operational statistics; and performs other related duties as assigned.