

DEFINITION OF BROADBANDING PAY BANDS

PAY BAND A – Entry Level

Band Concept

Positions assigned to this level perform professional work ranging from the Entry/Trainee and Independent Worker levels. This band includes the following types:

ENTRY/TRAINEE – SR-18

- CONCEPT
 - Receives on-the-job training in the principles, concepts, work processes, methods and techniques fundamental to the professional work to be performed.

- COMPLEXITY
 - Assignments range from simple to moderately complex, and are selected and designed to develop the employee for progression to the Independent Worker Level or the Career Band of the occupation.

- CONTROLS OVER POSITION
 - Receives specific guidance, instruction and orientation on all aspects of the work. Supervision is relaxed on assignments of a routine and simple nature, but is closer on assignments of a more difficult and complex nature.
 - Work assignments are closely and critically reviewed to ensure potential for advancement to the Independent Worker level or Journeyworker Band.
 - As the Entry Worker's knowledge, abilities and skills increase, assignments characteristic of higher level work are made for developmental purposes, and supervision is gradually relaxed.

INDEPENDENT WORKER – SR-20

- **CONCEPT**
 - Performs moderately complex professional work in accordance with established policies, guidelines and procedures.

- **COMPLEXITY**
 - Assignments routinely encompass problems of average difficulty and complexity, requiring the application of technical knowledge, skills and sound judgment in applying fundamental principles and techniques, and well-defined policies, procedures, rules, regulations, standards and established precedents pertinent to the occupational specialty and program area.
 - Problems encountered are usually those which can be resolved by direct application of specific standards, regulations or other similar guides. Unusual or controversial problems are brought to the attention of a higher level worker or supervisor.

- **CONTROLS OVER POSITION**
 - Supervision received at this level is of a general nature. The supervisor explains possible difficulties that may arise. The approach to the assignment and handling of the assignment is the responsibility of the incumbent. Unusual problems are brought to the attention of the supervisor.
 - Completed assignments are reviewed for soundness, completeness and conformity with applicable standards and legal requirements.

- **SUPERVISION EXERCISED**
 - May also supervise clerical/technical support staff.

MINIMUM QUALIFICATION REQUIREMENTS:

Applicants must possess education and experience of the kind and quality described below, or any equivalent combination of training and experience. The applicant's overall education and experience must demonstrate possession of the relevant competencies required to perform assigned duties and responsibilities.

COMPETENCIES

CUSTOMER FOCUS: Demonstrates concern for meeting internal and external customers' needs in a manner that provides customer satisfaction; builds and maintains customer satisfaction with the products and services offered by the organization.

INITIATIVE: Initiates work independently; does more than is required or expected in the job to improve or enhance products and services; plans ahead for upcoming problems or opportunities and takes appropriate action.

READING: Understands and interprets simple to moderately complex written material such as correspondence, charts, instructions, reports.

WRITING: Uses correct English grammar, punctuation and spelling; communicates information in a succinct and organized manner; composes documents or correspondence involving simple, routine or moderately complex information.

ORAL COMMUNICATION: Expresses information to individuals and groups effectively, taking into account the audience and nature of the information.

DECISION MAKING: Makes sound and timely decisions when a limited number of alternatives are given. Decisions involve routine or moderately complex situations and impact one's own work.

PROBLEM SOLVING: Identifies and analyzes moderately complex problems logically and systematically; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives and to make recommendations.

REASONING: Identifies rules, principles or relationships that explain facts, data or other information; analyzes simple or moderately complex information; makes correct inferences and draws accurate conclusions by applying rules involving few steps.

INFORMATION MANAGEMENT: Gathers information from one or two sources identified by others; organizes and maintains information using clearly outlined guidelines.

INTERPERSONAL SKILLS: Deals effectively with others; establishes and maintains effective working relationships with others; treats others with courtesy and tact.

TECHNICAL COMPETENCE: Possesses functional understanding and knowledge of pertinent principles, practices, methods and techniques, which are identified in the career group concept.

Experience and Education Requirement

GENERAL EXPERIENCE/EDUCATION:

- Four (4) years of progressively responsible administrative, professional or analytical work experience that provided the competencies described above; **or**
- Graduation from an accredited four (4) year college or university with a bachelor's degree; **or**
- Any equivalent combination of experience and education.

SPECIALIZED EXPERIENCE:

- Zero (0) to two (2) years of IT work experience which includes professional work experience in at least one IT specialty area.

PAY BAND B – Journeyworker

Band Concept

Positions assigned to this level independently perform the full range of professional work in a particular occupation. Some positions may serve as the lead with responsibility to provide oversight and technical direction to subordinate clerical/technical support staff or positions at the entry worker level; or as the subject matter expert in an assigned area. This band includes the following types:

JOURNEY WORKER – SR-22

- CONCEPT
 - Performs complex professional work and exercises independent judgment, discretion and adaptation in determining an approach and applying broad concepts, subject matter knowledge, professional skills and techniques in order to successfully complete assignments and fulfill the full scope of responsibilities.

- COMPLEXITY
 - Assignments require considerable knowledge of applicable laws, rules, policies, regulations and procedures in a subject matter area or field of expertise; and typically requires the analysis and understanding of various factors, conditions, processes, functions, etc., in order to formulate a feasible solution/work product.
 - Controlling precedents, policies, procedures and decisions are not immediately apparent to problems being analyzed.
 - Positions may be assigned work as a generalist, performing the full range of professional work from simple to highly complex assignments, but spends the majority of work time performing complex professional work.

- Positions may be assigned work as a specialist, performing the full range of work in a specialized area encompassing a range of complexity from simple to highly complex work, but spends a majority of work time performing complex work in the specialized area.
- CONTROLS OVER POSITION
 - Exercises considerable authority, judgment and decision-making responsibility to perform work independently.
- SUPERVISION EXERCISED
 - The work may involve coordinating the work of others as a team/project leader, and/or being assisted by and helping train Entry level workers.

SENIOR SPECIALIST/SUBJECT MATTER EXPERT – SR-24

- CONCEPT
 - Performs the most advanced level of work, requiring the application of comprehensive and in-depth knowledge, and seasoned judgment. As the senior specialist, positions serve as a project or team leader initiating, coordinating, and completing highly complex projects. Projects are of such scope and complexity to require directing a team of lower level specialists at the journeyworker level, and ensuring accuracy and timely completion.
 - As the subject matter expert, positions perform the most complex work in a particular subject matter area for a majority of work time on a regular and continuing basis; and/or provides expert advisory, consultative, and technical guidance to others on their respective area of expertise.

- **COMPLEXITY**
 - Assignments require the resolution of novel, controversial or unusual situations; encompass a broad range of elements, some of which are conflicting and difficult to reconcile or accommodate; and/or involve responsibility for highly complex projects and/or activities that require the consideration and reconciliation of various issues of an unprecedented nature.
 - Decision making is difficult because of the uncertainty in approach, methodology, or interpretation and evaluation of processes that result from events such as continuing and frequent changes in program, technological developments, unknown phenomena, or conflicting requirements.
 - The work requires originating new techniques and/or standards.

- **CONTROLS OVER POSITION**
 - Exercises considerable authority, judgment and decision-making responsibility to perform work independently.

- **SUPERVISION EXERCISED**
 - The work may involve coordinating the work of others as a team/project leader, and/or being assisted by and helping train Entry level workers.

MINIMUM QUALIFICATION REQUIREMENTS:

Applicants must possess education and experience of the kind and quality described below, or any equivalent combination of training and experience. The applicant's overall education and experience must demonstrate possession of the relevant competencies required to perform assigned duties and responsibilities.

COMPETENCIES

CUSTOMER FOCUS: Demonstrates concern for meeting internal and external customers' needs in a manner that provides customer satisfaction; builds and maintains customer satisfaction with the products and services offered by the organization.

INITIATIVE: Initiates work independently; does more than is required or expected in the job to improve or enhance products and services; plans ahead for upcoming problems or opportunities and takes appropriate action.

READING: Understands and interprets complex written material, including laws, rules, regulations and policies.

WRITING: Uses correct English grammar, punctuation and spelling; communicates information in a succinct and organized manner; produces complex written documents or information that is appropriate for the intended audience.

ORAL COMMUNICATION: Expresses information to individuals and groups effectively, taking into account the audience and nature of the information.

DECISION MAKING: Makes sound, well-informed and objective decisions involving complex issues; perceives the impact and implications of decisions.

PROBLEM SOLVING: Identifies and analyzes complex problems logically and systematically; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives and to make recommendations.

REASONING: Identifies rules, principles or relationships that explain facts, data or other information; analyzes complex information; makes correct inferences and draws accurate conclusions by applying rules that involve many steps.

INFORMATION MANAGEMENT: Identifies the need for and gathers information from many sources; organizes complex or technical information to facilitate analysis and decision making.

INTERPERSONAL SKILLS: Deals effectively with others; establishes and maintains effective working relationships with others; treats others with courtesy and tact.

TECHNICAL COMPETENCE: Possesses considerable understanding and working knowledge of pertinent principles, practices, methods and techniques which are identified in the career group concept.

ORGANIZATIONAL AWARENESS: Understands and applies knowledge of the mission, functions, policies and procedures of the organization; understands relationships among units at different levels in the organization.

Experience and Education Requirement

GENERAL EXPERIENCE/EDUCATION:

- Four (4) years of progressively responsible administrative, professional or analytical work experience that provided the competencies described above; **or**
- Graduation from an accredited four (4) year college or university with a bachelor's degree; **or**
- Any equivalent combination of experience and education.

SPECIALIZED EXPERIENCE:

- Two (2) to four (4) years of professional IT work experience in at least one IT specialty area.

Pay Band C – Supervisory Band

Band Concept

Positions assigned to this level spend a majority of work time supervising subordinate professionals at the Entry and/or Journeyworker Band level in the performance of professional work. Supervisory duties and responsibilities include planning and directing the work of subordinates; assigning and reviewing their work; advising them on difficult and complex problem areas; timing and scheduling their work; providing technical guidance and staff training and development; and other related supervisory responsibilities as necessary.

- CONCEPT
 - Directly supervises a group of professionals at the Entry Band or Journeyworker Band levels; or supervises through one or more subordinate supervisors.
 - SR-24 Supervisors supervises one or more SR-22 subordinate(s)
 - SR-26 Supervisors supervises one or more SR-24 subordinate(s)
 - SR-28 Supervisors supervises one or more SR-24 subordinate(s) within a highly complex IT program

- COMPLEXITY
 - Determines the methods, means, work priorities and allocation of resources for the work unit supervised. Develops, establishes, and implements pertinent policies, procedures, and guidelines.

- CONTROLS OVER POSITION
 - Functions independently with extensive discretion and authority without technical supervision.

- SUPERVISION EXERCISED
 - Provides technical or general/administrative supervision to a group of subordinate professionals. May also supervise subordinate technical or clerical support staff.

MINIMUM QUALIFICATION REQUIREMENTS:

Applicants must possess education and experience of the kind and quality described below, or any equivalent combination of training and experience. The applicant's overall education and experience must demonstrate possession of the relevant competencies required to perform assigned duties and responsibilities.

COMPETENCIES

CUSTOMER FOCUS: Demonstrates concern for meeting internal and external customers' needs in a manner that provides customer satisfaction; builds and maintains customer satisfaction with the products and services offered by the organization.

INITIATIVE: Initiates work independently; does more than is required or expected in the job to improve or enhance products and services; plans ahead for upcoming problems or opportunities and takes appropriate action.

READING: Understands and interprets highly complex written material, including laws, rules, regulations and policies.

WRITING: Uses correct English grammar, punctuation and spelling; communicates information in a succinct and organized manner; produces complex written documents or information that is appropriate for the intended audience.

ORAL COMMUNICATION: Expresses information to individuals and groups effectively, taking into account the audience and nature of the information.

DECISION MAKING: Makes sound, well-informed and objective decisions involving complex issues; perceives the impact and implications of decisions. Makes decisions with little or no supervisory review.

PROBLEM SOLVING: Identifies and analyzes highly complex problems logically and systematically; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives and to make recommendations.

REASONING: Identifies rules, principles or relationships that explain facts, data or other information; analyzes highly complex information; makes correct inferences and draws accurate conclusions by applying rules that involve many steps.

INFORMATION MANAGEMENT: Identifies the need for and gathers information from many sources; organizes highly complex or technical information to facilitate analysis and decision making.

INTERPERSONAL SKILLS: Deals effectively with others; establishes and maintains effective working relationships with others; treats others with courtesy and tact.

TECHNICAL COMPETENCE: Possesses advanced and comprehensive understanding and knowledge of pertinent principles, practices, methods and techniques which are identified in the career group concept.

ORGANIZATIONAL AWARENESS: Understands and applies knowledge of the mission, functions, policies and procedures of the organization; understands relationships among units at different levels in the organization.

SUPERVISORY SKILLS: Plans, assigns, directs, and evaluates the work of others; provides counseling and discipline as necessary.

Experience and Education Requirement

GENERAL EXPERIENCE/EDUCATION:

- Four (4) years of progressively responsible administrative, professional or analytical work experience that provided the competencies described above; **or**
- Graduation from an accredited four (4) year college or university with a bachelor's degree; **or**
- Any equivalent combination of experience and education.

SPECIALIZED EXPERIENCE:

- Four (4) to six (6) years of professional IT work experience which includes at least one (1) year of professional IT work experience comparable to the Journey worker Band level in one or more IT specialty areas.

Applicants must also possess one or a combination of the following:

1. **Supervisory Aptitude:** Supervisory aptitude is the demonstration of aptitude or potential for the performance of supervisory duties through successful completion of regular or special assignments which involve some supervisory responsibilities or aspects of supervision (e.g., by serving as a group or team leader); or in similar work in which opportunities for demonstrating supervisory capabilities exist; or by the completion of training courses in supervision accompanied by application of supervisory skills in work assignments; and/or by favorable appraisals by a supervisor indicating the possession of supervisory potential.
2. **Supervisory Experience:** Supervisory work experience which includes:
 - 1) planning, organizing, scheduling, and directing the work of others;
 - 2) assigning and reviewing their work;
 - 3) advising them on difficult work problems;
 - 4) training and developing subordinates; and
 - 5) evaluating their work performance.

Pay Band D – Manager/Foremost Technical Expert Band (Excluded)

Band Concept

Positions must be excluded from collective bargaining as top level managerial personnel before they can be assigned to this band level (Union concurrence or HLRB decision on the exclusion of a position is needed). Included in this band are branch managers, assistant managers/administrators, division administrators, chief staff officers (e.g., those responsible for department-wide programs in personnel and financial management).

This band level also includes the foremost technical expert in a highly specialized or technical field.

ASSIGNMENT OF POSITIONS TO THIS BAND IS A FUNCTION RESERVED BY THE DEPARTMENT OF HUMAN RESOURCES DEVELOPMENT. DEPARTMENTS ARE NOT AUTHORIZED TO TAKE DELEGATED ACTION TO CLASSIFY POSITIONS TO THIS BAND.

EXCLUDED MANAGER/ADMINISTRATOR – EM-03/05/06/08

- **CONCEPT**
 - Positions are excluded top level managerial personnel; are located at or near the top of a complex agency or “major” program (i.e., branch or division); and directly manages, assists in managing, or administers a major program through subordinate managers and/or assistant managers/administrators.
 - Positions may operate in a management capacity in a geographically separated location (e.g., Neighbor Island) and be responsible for representing management in dealing with a significant number of employees.

- Positions may serve as chief staff officer responsible for department-wide programs in personnel and/or financial management.
- Positions may be responsible for managing all IT functions for a small department which includes the management and maintenance of multiple integrated IT systems having statewide impacts.
- COMPLEXITY
 - Directs the work of a major program or agency or a major subdivision thereof with considerable discretion to determine means, methods and personnel by which the agency or program policy is to be carried out. Positions are responsible for the accomplishment of program goals and objectives and are substantively involved in policy making matters with clear evidence of considerable discretion in resource utilization.
- CONTROLS OVER POSITION
 - Works within broad policy statements and/or program objectives. General administrative direction is received from a higher level administrator or Department Director.
- SUPERVISION EXERCISED
 - Directs and manages a major program with broad oversight of a staff of professionals including professional journeyworkers, subject matter experts and/or supervisors. May also include responsibility for a staff of technical and/or clerical support staff.

FOREMOST TECHNICAL EXPERT – EM-06/08

- CONCEPT
 - Statewide recognition as the foremost subject matter expert in a highly technical and/or specialized field. Positions are recognized by persons in public sector and private sector programs, agencies, organizations, and the general public as the definitive leader in the field of expertise. As such, there can be only one such position per specialized field in the entire State.
 - **The assignment of positions to this band level concept is subject to approval by the DHRD Director in consultation with the Governor.**

- COMPLEXITY
 - Positions function as top level contributors essential to the development and direction of unprecedented initiatives having significant State wide impact in the area of expertise; and which typically involves the application and/or adaptation and application of state-of-the-art and/or “cutting edge” ideas, concepts and issues. Positions perform the most advanced work and provide executive level leadership by setting the direction for the State in the development of broad based strategies in the subject matter area of expertise.

- CONTROLS OVER POSITION
 - Works within broad policy statements and/or program objectives, with authority to make decisions or effective recommendations that are program determinant in a subject matter area of expertise.

- SUPERVISION GIVEN
 - Positions may supervise a subordinate staff of professionals including professional journey workers, lead journey workers, expert specialists, supervisors, managers, and/or technical and clerical personnel.

MINIMUM QUALIFICATION REQUIREMENTS

Applicants must possess education and experience of the kind and quality described below, or any equivalent combination of training and experience. The applicant's overall education and experience must demonstrate possession of the relevant competencies required to perform assigned duties and responsibilities.

COMPETENCIES – In addition to the competencies required in the Supervisory Band, applicants must possess the following competencies.

PLANNING & EVALUATING: Organizes work, sets priorities, determines resource requirements; determines short-or long-term goals and strategies to achieve them; coordinates with other organizations or parts of the organization; monitors progress, evaluates outcomes.

FINANCIAL MANAGEMENT: Prepares, justifies and/or administers the budget for program areas; plans, administers and monitors expenditures to ensure cost-effective support of programs and policies; assesses financial condition of an organization.

MANAGING HUMAN RESOURCES: Plans, distributes, coordinates and monitors work assignments; evaluates work performance, provides feedback on performance; ensures staff are appropriately selected, utilized and developed and are treated in a fair and equitable manner.

LEADERSHIP: Influences, motivates and challenges others; adapts leadership style to a variety of situations.

EXTERNAL AWARENESS: Keeps abreast of relevant political, economic, social and technological issues that affect the organization/program; develops and maintains networks with various organizations.

ADMINISTRATION & MANAGEMENT: Directs and executes business functions, resource allocation and production.

Experience and Education Requirement

GENERAL EXPERIENCE/EDUCATION:

- Four (4) years of progressively responsible administrative, professional or analytical work experience that provided the competencies described above; **or**
- Graduation from an accredited four (4) year college or university with a bachelor's degree; **or**
- Any equivalent combination of experience and education.

SPECIALIZED EXPERIENCE:

- Four (4) to six (6) years of professional IT work experience which includes at least one (1) year of professional IT work experience comparable to the Journeyworker Band level in one or more IT specialty areas.

Applicants must also possess one or a combination of the following:

1. Administrative Aptitude: Applicants must possess administrative aptitude. Administrative aptitude will be considered to have been demonstrated when there is strong affirmative evidence of the necessary administrative aptitudes and abilities. Such evidence may be in the form of success in regular or special assignments or projects which involve administrative problems (e.g., in planning, organizing, promoting, and directing a program, including policy and budgetary considerations; and/or providing staff advice and assistance in such matters); interest in administration demonstrated by the performance of work assignments in a manner which clearly indicates awareness of administrative problems and the ability to solve them; completion of educational or training courses in the area of administration accompanied by the application of the principles which were learned to work assignments; management's observation and evaluation of the applicant's leadership and administrative capabilities; success in trial assignments involving managerial and/or administrative tasks.

2. Managerial Aptitude: Managerial aptitude will be considered to have been demonstrated through successful performance of, or substantial participation in, organizing, scheduling, and coordinating a group of activities in order to attain program objectives within time, resource and budgetary limitations; interest in management demonstrated by the performance of work assignments in a manner which clearly indicates awareness of managerial problems and the ability to solve them; completion of educational or training courses in the area of management accompanied by the application of principles which were learned to work assignments; management's observation and evaluation of the applicant's leadership and managerial capabilities; success in trial assignments involving managerial and/or administrative tasks.
3. Managerial/Administrative Experience: Professional work experience which involves responsibility for identifying program goals and objectives and evaluating their attainment; identifying resource needs (staffing, materials, equipment); planning, organizing and coordinating program activities to attain program objectives within time, resource and budgetary limitations; and actively participating in program planning, policy determination and budget formulation and execution.

For positions that supervise, applicants must have one or a combination of the following:

1. Supervisory Aptitude: Supervisory aptitude is the demonstration of aptitude or potential for the performance of supervisory duties through successful completion of regular or special assignments which involve some supervisory responsibilities or aspects of supervision (e.g., by serving as a group or team leader); or in similar work in which opportunities for demonstrating supervisory capabilities exist; or by the completion of training courses in supervision accompanied by application of supervisory skills in work assignments; and/or by favorable appraisals by a supervisor indicating the possession of supervisory potential.

2. Supervisory Experience: Supervisory work experience which includes:
1) planning, organizing, scheduling, and directing the work of others; 2) assigning and reviewing their work; 3) advising them on difficult work problems; 4) training and developing subordinates; and 5) evaluating their work performance.

For positions designated as the State's Foremost Technical Expert, applicants must have experience that demonstrates an ability to provide executive leadership and function as a top level contributor; including experience performing the most advanced work in the position's designated area of expertise.

This is an amendment to the class specifications and minimum qualification requirements for the IT CAREER GROUP, which were approved on August 16, 2016.

DATE APPROVED: 12/1/2023

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