

DEPARTMENT OF EDUCATION  
STATE OF HAWAII  
CIVIL SERVICE

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Class Specifications for the:

HUMAN RESOURCES PROGRAM OFFICER

8L.073

Duties Summary:

Within a framework of established policies and under general administrative direction, represents the Department of Education (Department) in substantive deliberations on human resources matters of statewide concern and performs other duties as assigned.

Distinguishing Characteristics:

A position in this class, within the central human resources agency, has a major role in developing and overseeing the proper administration of human resources laws, rules, and regulations; collective bargaining agreements, executive orders, and other policies and directives; and meets and confers with employer officials, union representatives, or departmental representatives prior to the effecting of changes in any major policy affecting employee relations. The work requires a good working knowledge of concepts, methods, and objectives relevant to most major functional human resources management areas and consideration of various alternatives and their respective consequences.

Work is performed under general administrative direction based on current objectives. Results are reviewed for compliance with objectives and decisions are not usually questioned on a technical basis. Decisions, estimates, and recommendations are often made under conditions of urgency and pressure, and completed work and reports are reviewed principally to evaluate overall results.

Personal contacts are for the purpose of promoting agency and jurisdictional objectives through meetings and conferences with employer officials, union representatives, and departmental representatives.

*Examples of Duties: (Positions may not be assigned all of the duties listed, nor do the examples necessarily include all of the duties that may be assigned. The omission of specific statements does not preclude management from assigning duties that are logical for the position. The classification of a position should not be based solely on the examples of duties performed.)*

1. Develops work plans and timetables; directs and conducts research by developing background, reviewing pertinent sources and files, and gathering necessary data; analyzes assigned subject matter, develops alternatives, and makes recommendations.
2. Engages in meetings and conferences to present issues, disseminates information, and discusses feasibility of various alternatives.
3. Assists management and participates in determining data needs, coordinating work activities, developing contingency plans, and developing employer proposals and positions.
4. Responds to requests for interpretation and provides advice and assistance to departmental representatives on human resources matters.
5. Conducts informational and other sessions for departmental and other management representatives.
6. Prepares various reports, interpretive manuals, correspondence, and other materials.

Knowledge and Abilities Required:

Knowledge of: The functions and organization of state government; human resources management and/or labor relations concepts, methods, and procedures, including organizational and functional relationships within the public sector; pertinent laws, rules, regulations, policies, and directives; reference sources; public and private sector trends and practices in human resources management and labor relations.

Ability to: Analyze various complex human resources management and labor relation issues, problems, and proposals, develop alternatives, and make sound recommendations; deal effectively with union groups, management representatives, and others; speak and write clearly and concisely.

HUMAN RESOURCES PROGRAM MANAGER

8L.074

Duties Summary:

Manages a major human resources services functional area involving the planning, development, controlling, and coordination of operations and integration with all other functional areas and performs other duties as assigned.

Distinguishing Characteristics:

A position in this class, within the central human resources agency, is responsible for the management of a major human resources services functional area both as to basic objectives and long-range program plans, as well as the conduct of operations and activities. The basic character and broad scope of the area with its inherent impact and consequences relative to all other human resources management functions of the State and the independence of management of that area are of crucial consideration in the allocation of positions to this class. Work is performed under general administrative direction and in accordance with broad objectives and human resources management philosophy.

Extensive contacts are for the purpose of developing and maintaining a clear understanding of the principles, concepts, policies, and practices underlying a major functional area of human resources management services. In personal contacts, a strong leadership role is evident.

Examples of Duties: *(Statements noted in lowest level also apply.)*

1. Plans, programs, directs, and controls a major functional area of statewide human resources management.
2. Participates in overall divisional planning and integration of programs.
3. Develops and maintains operating and administrative procedures within the broad framework of legal and agency standards and requirements.
4. Formulates and recommends broad policy; clarifies, interprets, applies, and secures compliance with laws, rules, and regulations, policies, and procedures.
5. Confers and consults with other technical staff of the department.
6. Develops work programs, projects, and improvements in activities and operations.
7. Controls and assures the effective implementation and conduct of activities.
8. Develops a comprehensive program plan and formulates budget requirements.
9. Plans and conducts staff meetings; prepares operational and other reports; recommends changes in organization structure.

10. Takes leadership in dealing with appellate and employee groups and representatives.
11. Prepares and issues special instructions for non-routine and complex assignments.
12. Sets performance standards and reviews performance evaluations; recommends human resources needs, changes, and actions; directs and participates in staff training.
13. May serve as relief in the absence of a division chief.

Knowledge and Abilities Required: In addition to those at the next lower level:

Knowledge of: Principles and practices of public administration; principles and practices of supervision and management.

Ability to: Manage a major human resources services functional area; develop an operating budget and plan and organize program work activities; deal effectively with others in informational, appellate, and other situations; direct and oversee the work of others.

HUMAN RESOURCES PROGRAM ADMINISTRATOR

8L.076

Duties Summary:

Administers, in accordance with agency standards and requirements, a group of complex human resources management services programs; serves as a principal staff specialist, furnishing advice, assistance, and support in all matters affecting human resources; and performs other duties as assigned.

Distinguishing Characteristics:

This class plans, directs, and coordinates, within a central human resources agency, a group of complex human resources management programs which requires extensive organization and staffing patterns involving the control and coordination of services through more than one level of subordinate supervisors, complex procedures, and organizational management techniques. Receives general directions from the Assistant Superintendent. Supervision over positions at this level is nominal and consultative in nature. Administrative supervision is generally limited to approval of staffing, funds, and facilities and establishment of broad department policies.

Positions in this class involve extensive contacts with personnel outside the agency. Contacts are made with representatives of other agencies to establish working agreements and other procedures. Incumbents are called upon to meet with legislative committees, inter-jurisdictional and inter-agency committees, private business organizations, employee organizations, and other groups to give presentations on the various aspects of program activities and operations. A leadership role is evident in inter-jurisdictional and inter-agency relationships.

Examples of Duties: *(Statements noted in lowest level also apply.)*

1. Plans, organizes, directs, and coordinates division activities and operations as they pertain to public human resources administrative work programs.
2. Develops and maintains operating and administrative control procedures within the broad framework of legal and agency standards and requirements.
3. Clarifies, interprets, applies, and secures compliance with laws, rules, regulations, policies, and procedures.
4. Confers and consults with the other technical staff of the department.
5. Develops programs and improvements in activities and operations; controls and assures the effective implementation and conduct of the division's activities and operations through the assistance of subordinate supervisory personnel.
6. Assumes responsibility for the effective and efficient handling and disposal of personnel and fiscal problems, needs of the division, and its functions.
7. Prepares, presents, and justifies a budget.
8. Plans and conducts staff meetings with subordinate supervisors and others; reviews and analyzes operational reports and other documents.
9. Makes changes within the division in the structure of the organization and the assignment of functions, when such changes will not materially increase operating costs or jeopardize the status or tenure of employees, limit services rendered, or affect work of outside organizations; recommends and justifies to higher authorities changes which may have such effects.
10. Establishes program objectives and general work plans; conducts program evaluations.
11. Deals with appellate, legislative employee organizations, and other groups.

12. Prepares and issues special instructions for non-routine and complex assignments.
13. Sets performance standards and reviews formal evaluations of employee performance as prepared by subordinate supervisors; makes decisions on employee performance ratings recommended by subordinate supervisors.
14. Reviews, accepts, amends, or rejects work of the division.
15. Informs subordinate supervisors of changes affecting the policies, procedures, and goals of the department as they relate to the work of the division.
16. Initiates formal requests for additional personnel to meet work requirements.
17. Recommends promotions, reassignments, other changes in status, and recognition of outstanding performance of assigned personnel to the Superintendent of Education.

Knowledge and Abilities Required: In addition to those at the next lower level:

Ability to: Administer complex human resources management services programs; formulate overall objectives, strategies, programs, and resource requirements; deal effectively with administrative, legislative, and other groups and individuals; present program plans orally and in writing and promote acceptance and support; exercise leadership in program areas.

Minimum Qualification Requirements:

Education Requirement:

Graduation from an accredited four-year college or university with a bachelor's degree.

Substitution Allowed:

Excess work experience as described under the Specialized Experience below or any other progressively responsible administrative, professional, or other analytical work experience that provided knowledge, skills, and abilities comparable to those acquired in four (4) years of successful study while completing a college or university curriculum leading to a baccalaureate degree may be substituted on a year-for-year basis. To be acceptable, the experience must have been of such scope, level, and quality as to assure the possession of comparable knowledge, skills, and abilities.

The education or experience background must also demonstrate the ability to write clear and comprehensive reports and other documents; read and interpret complex written material; and solve complex problems logically and systematically.

Experience Requirements:

Except for the substitutions provided for in this specification, applicants must have had progressively responsible work experience of the kind, quality, and quantity described.

Class Title	Spclzd Exper (years)	Staff Spclt or Supvry Exper (years)	Admin Exper (years)	Total Exper (years)
Human Resources Program Officer	3-1/2	1	0	4-1/2
Human Resources Program Manager	3-1/2	2	*	5-1/2
Human Resources Program Administrator	3-1/2	2	1	6-1/2

\*Administrative Aptitude

Specialized Experience: Experience in one or any combination of human resources management functions (i.e., recruitment, placement, examination, position classification, pay or wage administration, employee management relations services, employee development, human resources program development, human resources research, and labor relations).

Such experience must demonstrate the ability to deal satisfactorily with fellow workers and operating personnel to recognize problems in the operation of a human resources program, to suggest practical solutions, and otherwise to accept substantive responsibility in the field of human resources administration. Clerical and technical experience in a human resources program involving work which is limited to the application of human resources rules, regulations, and procedures in support of the human resources functions described above is not qualifying.

Staff Specialist Experience: Applicants must have had either staff specialist or supervisory experience of the type and quality described below:

- A. Staff Specialist Experience: Human resources and/or labor relations specialist experience performing work regularly encompassing difficult and complex situations and problems, with responsibility for furnishing advisory services to management in the overall aspects of program development and evaluation; Human Resources Specialist and/or labor relations experience performing extensive and intensive work on the most complex and difficult assignments in program development and evaluation, development of new and revised procedures, review of working situations to assure that departments are following guidelines for

sound human resources practices, development of legislative proposals or analysis of the impact of proposed legislation, and conduct of research aimed towards improving the human resources administration system.

- B. Supervisory Experience: Experience in the field of human resources management or labor relations which included (1) planning, organizing, scheduling, and directing the work of others; (2) assigning and reviewing their work; (3) advising them on difficult problems; (4) training and developing subordinates; and (5) evaluating their performance .

Administrative Experience: Experience in the field of human resources management and/or labor relations which involved active participation in and major responsibility for the development, management, execution, and coordination of policies, activities, and programs.

\*For Human Resources Program Manager positions, administrative aptitude rather than actual administrative experience may be accepted. Administrative aptitude will be considered to have been met 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 matters (e.g., 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.

Substitutions Allowed:

1. A bachelor's degree from an accredited college or university in human resources administration or a major in human resource management (HRM) which included at least 15 semester credit hours or coursework covering recruitment; selection; job evaluation; wage, salary, and benefits administration; managerial leadership in employee relations and services; organizational management; labor laws and labor relations may be substituted for six (6) months of the specialized experience.
2. A master's degree from an accredited college or university in human resources administration, personnel, and industrial relations or with a concentration in HRM with a minimum of 15 graduate credit hours in HRM coursework may be substituted for one (1) year of the specialized experience.



3. A Ph.D. degree from an accredited college or university in human resources administration or HRM may be substituted for two (2) years of specialized experience.
4. Excess Staff Specialist or Supervisory experience may be substituted for Specialized Experience on a year-for-year basis.

NOTE: If a degree is used to substitute for the education requirement, it may not be used again towards the experience requirement. If work experience is used to substitute for education, it may not be used again to meet the experience requirement. If the applicant holds more than one (1) degree, official transcripts must be provided, and the recruitment section will conduct a thorough review to determine if multiple degrees will be credited towards the minimum qualification requirements. Additional degrees can be considered if obtained independently through mutually exclusive classes from another degree being considered.

Quality of Experience: Possession of the required years of experience will not in itself be accepted as proof of qualification for a position. The applicant's overall experience must have been of such scope and level of responsibility as to conclusively demonstrate that applicant has the ability to perform the duties of the position for which s/he is being considered.

Selective Certification:

Specialized knowledge, skills, and abilities may be required to perform the duties of some positions. For such positions, selective certification requirements may be established and certification may be restricted to eligibles who possess the pertinent experience and/or training required to perform the duties of the position.

Organizations requesting selective certification must show the connection between the kind of training and/or experience on which they wish to base selective certification and the duties of the position to be filled.

Tests:

Applicants may be required to qualify on an appropriate examination.

Physical and Medical Requirements:

Applicants must be able to perform the essential duties and responsibilities of the position effectively and safely, with or without reasonable accommodation.

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This is a class title change and amendment to the class specification and minimum qualification specification for the classes, PERSONNEL PROGRAM OFFICER, PERSONNEL PROGRAM MANAGER, and PERSONNEL PROGRAM ADMINISTRATOR, that were approved on October 24, 2006.

DATE APPROVED: Aug 8, 2024

*A. Dayton for S. Bacon*  
A. Dayton for S. Bacon (Aug 8, 2024 16:41 HST)

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