DEPARTMENT OF EDUCATION 8B.862
STATE OF HAWAII 8B.864
CIVIL SERVICE 8B.865
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8B.868
Class Specifications for the: 8B.871

HUMAN RESOURCES SPECIALIST SERIES

This series includes the duties of all classes of positions to supervise, perform, or provide staff services and assistance in one (1) 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 Education (Department), and the designation to bargaining units or exclusions; 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 Department's needs and 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 Department; 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 resources 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 conducting wage surveys, analyzing collected data for pay-setting purposes, researching problems of pay rates, salary, and wage costs, fringe benefits, pay differentials, etc., to recommend changes in pay levels, hire 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 to explore all possible sources to locate and identify applicants, stimulate interest in state employment, and actively recruit qualified candidates for positions in the state service. Paramount requirements are 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 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; broad general knowledge of all aspects of human resources staffing; 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 the Department's immediate and/or long-range needs. Inherent in this functional area are the tasks of explaining the objectives of the employee development program, promoting acceptance and active cooperation by management in the orientation, training, and development of employees to further accomplish 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 and 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 is knowledge of the factors governing the 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; 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 or 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 reviewing administration problems and servicing 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 various groups and individuals; the ability to write effectively; and the ability to understand the various 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 Department; auditing of human resources actions for compliance with such laws, rules, and regulations; and 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 Department programs in the area of human resources administration, the furnishing of advice and positive assistance to hiring managers in solving various problem areas such as coverage or exemption of employment; contract hire, employee pay and conditions governing pay; granting of annual, sick, administrative, and the 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.

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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 water-tight compartments. There are 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 the 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 the 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.

HUMAN RESOURCES SPECIALIST I 8B.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 Department's human resources management program; general knowledge of the organization, purpose, and functions of each entity within the Department; and a practical understanding of the organization, programs, and policies of the trainee's employing agency. Work assignments are specific, limited, routine, and designed to provide initial experience in various activities.

2. Supervisory Controls:
   Trainees receive formal and informal training in the human resources management of basic principles, methods, and techniques. Assignments are made concurrently, close and immediate, with orientation, training, and supervision. Specific and detailed instructions on tasks to be performed and the procedures to be followed are outlined at the time of assignment. 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 how 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 to ensure 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, 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, complex areas, 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.).

Examples of Duties: *(Positions may not be assigned all of the duties listed, nor do the examples necessarily include all 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.)*

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 resources 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.

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.

HUMAN RESOURCES SPECIALIST II 8B.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 (1) or more of the functional areas of human resources. Work assignments range from the simple to the moderately complex and are generally characterized by clear and specific objectives to be reached by applying 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 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:
   Trainees receive 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 ensure the potential for advancement to the independent worker level. As the 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 higher-level specialist or the supervisor for soundness of analysis, thoroughness, and accuracy in the details of the preliminary work, and the application of good reasoning and judgment.

5. Personal Work Contacts:
   At this level, contacts are with co-workers, other human resources staff, and 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.

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

Classification and Pay: Reviews descriptions of positions which are mainly in the trades or other types of occupations that 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.

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.

Training and Employee Management Relations: Advises line supervisors of training that is 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.

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 that will affect human resources management practices.

Labor Relations: Performs directed library research and interviews with other staff to obtain background and data to assist collective bargaining; assists in note-taking and clarifying language in collective bargaining proposals; assembles pertinent materials and data relevant to grievances.

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; 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; establish and maintain the confidence and respect of employees and others in work contacts.

HUMAN RESOURCES SPECIALIST III 8B.865

Duties Summary:

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

Distinguishing Characteristics:

1. Nature and Purpose of Work:

   This class is the first level of independent workers 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.

   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 (1) or two (2) 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 higher-level Human Resources Specialist who lays out the work, gives the history of the problem, and explains possible difficulties that may arise. The approach to and handling of the assignment is the responsibility of the incumbent. Unusual problems or those that involve Departmental decisions are brought to a higher-level Human Resources Specialist 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, the incumbent at this level is expected to be well versed in the common guidelines applicable to the 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.

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

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 generally cover various occupations and levels common to most Department services. Conducts desk audits or surveys and prepares reports on findings; advises operating officials regarding well-defined classification procedures and established precedents, adequacy of position information, and discrepancies in position identification; studies the 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.

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

Training and Employee Management Relations: Conducts surveys to determine training needs common to most Department agencies; assists operating officials with details of training, both on and off the job, in their specific areas of interest; prepares training guides and materials; 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.

Human Resources Administration Services: Assists in gathering facts on contested human resources transactions, inquiries, problem situations, and pertinent provisions of law, legal opinions, rules, and regulations; assists in research work, compiling data, and preparing reports such as hours of work, overtime pay and holidays, premium pay work, perquisites, leaves with or without pay, loyalty, security, and disciplinary actions.

Labor Relations: Gathers background and data to 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.

Knowledge and Abilities Required:

Knowledge of: Working details and basic principles and techniques that apply to one or more human resources management specialties; established precedents applicable to assignments received; current practices and trends in human resources management; 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.

HUMAN RESOURCES SPECIALIST IV 8B.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 high skills in human resources administration, this level begins development in the program evaluation, management advisory, and consultant aspects of human resources management work. Human Resources Specialist IV positions are typically of two (2) 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 less complex organizations on such projects as:

      (1) Planning systematic studies to identify long- and short-range human resources needs;

      (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 solving 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 are performed as the need and opportunity arise. 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, 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/results and the preparation of various guides 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 is 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 knowledge and judgment so that there is only a cursory review of decisions; except where assistance is requested 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.

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

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.

Recruitment, Examination and Placement: Works 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, examination announcements, rating supplements; 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, examination and placement implications.

Training and Employee Management Relations: Conducts studies to determine new or revised training needs, 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 in establishing training programs and agreements and furnishes assistance, 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 (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) and advises supervisors and employees regarding their solution; 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 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.

Human Resources Administration Services: Independently responsible for review of human resources actions which are complicated from a technical standpoint because of different existing 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 resources 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 resources actions considered to be inconsistent with the available guidelines to discover the scope of the inconsistency and develop a mutual understanding of the guides as they apply to the cases in question.

Labor Relations: Conducts research, 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.

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

Knowledge of: The personnel, occupations, and work processes relative to Department agencies and in state government; operational relationships with various state agencies and/or other jurisdictions.

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

HUMAN RESOURCES SPECIALIST V 8B.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; serves as a specialist, consultant, and troubleshooter 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 (2) 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 programs 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 the 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 programs 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 are 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 are done in such a manner that the final product receives maximum understanding, acceptance, and support is especially important.

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

Serves as team leader for a survey of human resources practices, including negotiating with top 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.

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

Knowledge of: Must have a comprehensive knowledge of the operations, policies, legal requirements, and techniques of the Department's human resources program and the relationship of the State Department of Human Resources Development and 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.

Ability to: Analyze, evaluate, and make sound decisions on complex problems; and write clear, concise reports and recommendations.

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Duties Summary:

Within a framework of established division policy, is responsible for planning, directing, controlling, and coordinating a major subsegment 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 to require the direction of the work through subordinate supervisors. In addition to these supervisory responsibilities, Human Resources Specialists at this level develop new standards, guides, 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 (contradictory, contain critical gaps, 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, projects 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.

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

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, assuring 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.

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

Knowledge of: Must have a comprehensive knowledge of the operation of the entire human resources program of the Department and its relation to other human resources organizations; thorough knowledge of Department policies; marked ability to apply such policies; knowledge of sound administrative principles and techniques.

Ability to: Must have a marked ability to supervise Human Resources Specialists in carrying out the overall program of the Department; analyze, evaluate, and draw sound conclusions from available data; write clear and concise instructions and reports; apply sound administrative principles and techniques.

Minimum Qualification Requirements:

Education Requirements:

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	Specialized Exper (years)	Staff Spclt or Supvry Exper (years)	Admin Exper (years)	Total Exper (years)
Human Resources Spclt I	0	0	0	0
Human Resources Spclt II	1/2	0	0	1/2
Human Resources Spclt III	1-1/2	0	0	1-1/2
Human Resources Spclt IV	2-1/2	0	0	2-1/2
Human Resources Spclt V	3-1/2	*	0	3-1/2
Human Resources Spclt VI	3-1/2	1	0	4-1/2

* Supervisory Aptitude

Specialized Experience: Professional work 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 and services, employee development, human resources program development and services, labor relations, and human resources research).

Such experience must demonstrate the ability to deal satisfactorily with fellow workers and/or operating personnel to recognize problems in the operation of a human resources program, to suggest practical solutions, and otherwise to accept responsibility in the field of human resources administration. Clerical or 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.

For levels III and IV, at least one (1) year of the experience must have been comparable to the next lower level in the state service.

For levels V and VI, at least one (1) year of the experience must have been comparable to the fully independent worker or journeyman level in the state service.

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

A. Staff Specialist Experience: Human Resources Specialist experience performing work regularly encompassing difficult and complex situations and problems in a given human resources specialty with responsibility for furnishing advisory services to management in the overall aspects of program development and evaluation; Human Resources Specialist experience performing extensive and intensive work in a given 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 the impact of proposed legislation, and engaging in research aimed towards improving the human resources system.

B. Supervisory Experience: Experience in the field of human resources management which included (1) planning 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.

*For the Human Resources Specialist V level, supervisory aptitude rather than actual supervisory experience may be accepted. Supervisory aptitude is the demonstration of aptitude or potential for the performance of supervisory duties through successful completion of regular or special assignments that involve some supervisory responsibilities or aspects of supervision (e.g., serving as a group or team leader; similar work in which opportunities for demonstrating supervisory capabilities exist; completing training courses in supervision accompanied by application of the skills in

work assignments; or favorable appraisals by a supervisor indicating the possession of supervisory potential).

Substitutions Allowed:

1. A bachelor's degree from an accredited college or university with a minimum of fifteen semester credit hours of coursework in human resources administration, management, and industrial relations or human resources management covering the recruitment and selection process; job evaluation; performance appraisal; employee training and safety; human resources compensation and benefits administration; staffing process; organizational development; labor laws and/or labor relations may be substituted for six (6) months of Specialized Experience.

2. A master's degree from an accredited college or university in human resources administration, personnel and industrial relations, or human resources management may be substituted for one (1) year of Specialized Experience.

3. A Ph.D. degree from an accredited college or university in one of the fields described above may be substituted for two (2) years of the Specialized Experience.

4. Excess Supervisory or Staff Specialist 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 applicants 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.

This is a class title change and amendment to the class specification and minimum qualification specification for the classes, PERSONNEL MANAGEMENT SPECIALIST I, II, III, IV, V, and VI, that were approved on August 4, 2006.

DATE APPROVED: Aug 8, 2024

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

Sean Bacon
Assistant Superintendent
Office of Talent Management

EFFECTIVE DATE: 7/1/2024