

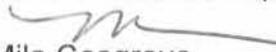
## HUMAN RESOURCES & RISK MANAGEMENT DIVISION

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# MEMORANDUM

DATE: June 4, 2013

TO: Nicki Neal  
Director, Division of Personnel & Labor Relations  
State of Alaska, Department of Administration

THRU:   
Mila Cosgrove  
Human Resources – Risk Management Director

FROM: Kelly Mercer   
Human Resources Consultant II

SUBJECT: State of Alaska – Senior HR Positions Class Study

### I. Background

The Human Resources – Risk Management Division was approached by the State of Alaska, Department of Administration, Division of Personnel and Labor Relations to conduct an independent third party classification and salary placement review of senior human resource positions. The request was in response to changes in the State's organizational structure and in roles and responsibilities of the identified positions.

### II. Methodology

The following methodology was utilized to review the subject positions to establish distinguishing factors between assignments and levels of work:

1. Review updated position descriptions.
2. Review positions and existing classifications to determine how they are organized to meet department responsibilities.
3. Develop and disseminate desk audit questions for incumbents of positions.
4. Interview employees; "desk audit" positions within classifications to answer additional questions or verify information.

In reviewing the allocations covered, several audits took place:

02/14/13 – Desk audit with Pam Keane, HR Specialist II, DNR

02/14/13 – Desk audit with Brittany Patzke, HR Specialist II, DPS

02/15/13 – Desk audit with Camille Brill, HR Specialist III, DOA/DOPLR - EEO Program

- 02/20/13 – Desk audit with Bobi Jo Grimes, HR Specialist II, DOE
- 02/20/13 – Desk audit with Rachel Atkinson, HR Specialist III, DOA/DOPLR-Payroll; also present was Maritt Miller, HR Mgr I, DOA/DOPLR-Payroll
- 02/21/13 – Desk audit with Nancy Sutch, HR Manager II, DOA/DOPLR
- 02/21/13 – Desk audit with Kent Durand, Labor Relations Analyst III, DOA/DOPLR – Labor Relations
- 02/22/13 – Desk audit with Dallas Hargrave, HR Manager I, DH&SS
- 02/22/13 – Desk audit with Sharon Dick, HR Manager I, DOA/DOPLR - Recruitment
- 02/25/13 – Desk audit with Stacie Bentley, HR Manager I, DOF&G

In addition to the above “in-person” desk audits, responses to the desk audit questions were received from the following incumbents:

Sherilyn Knight, HR Manager I, DOT/PF  
Brandon Cullum, HR Specialist II, DOL  
Ouida Morrison, HR Specialist II, DMVA  
Shannon Ely, HR Specialist II, DOR

5. Interview supervisors to further understand the duties and responsibilities of each position:
  - 02/25/13 – Interview with Jean Davis, Administrative Services Director, DNR
  - 02/26/13 – Interview with JoEllen Hanrahan, Administrative Services Director, DCEED
  - 02/27/13 – Interview with David Blaisdell, Administrative Services Director, DOL
  - 03/08/13 – Interview with Mary Siroky, Administrative Services Director, DOT/PF
6. Review existing job class specifications for accuracy in describing the work performed, the distinguishing characteristics of the job classifications and the minimum qualifications required to perform the work. Define new levels and develop position allocation information.
7. Recommend changes to job class specifications and allocation of classes to salary ranges.

### III. Study Scope

This study originally covered 30 positions allocated to 7 job classifications. The job classifications reviewed included HR Manager I - II, HR Specialist II - III, and Labor Relations Analyst I - III. Other HR Specialist II positions were examined for contrast but not included in the position allocations.

A review of the duties performed by two of the positions in the DOA/DOPLR - Payroll Section indicate that the positions should be uniquely classified. The work is primarily managerial in nature and involves oversight of critical technical/transactional functions

associated with payroll administration. Care should be taken to assure proper minimum qualifications are developed for these job classes to allow for appropriate career ladders and lay off pools in the event of a reduction in force.

### **A. Class Concepts**

This study included all senior-level positions involved in human resources services. These areas include: classification & compensation; recruitment & selection; employee/management relations; labor relations; payroll, and program management.

### **HR Specialist II & III, HR Manager I & II classifications**

The principal characteristic of the work of these classes is the responsibility for providing human resources consultative support services to employees and managers of State of Alaska departments. These responsibilities range from basic tasks such as providing information to employees about benefit programs, leave rules, policies, procedures, and contracts to performing more complex tasks such as conducting investigations, Americans with Disabilities Act (ADA) reassignments or working with Commissioners, Directors, and other management staff on strategic human capital planning issues for operating departments. The work of many of these positions includes responsibilities for leading or supervising the work of lower-level staff. Some positions have full responsibility for a specific human resources program area such as classification and compensation, recruitment and selection, payroll, or EEO.

It is recommended that titles be revised to more accurately reflect the consultative nature of the positions. Some “Specialists” are the sole HR representative for a department while others are working as part of a team under a Human Resource Manager.

Because the core competencies to perform human resource work are largely interchangeable, and knowledge and expertise in one discipline of human resources often leads to success in another discipline, it is our recommendation that a human resource series be established that includes all professional levels from journey (currently Range 16) to advanced program management (Range 24). Working titles should be established that allow for an accurate description without compromising career ladders and layoff pools in the event of reduction in force scenarios.

Recommended working titles should differ between those positions assigned to operating departments, and those assigned within DOPLR. Working titles for positions assigned to operating departments should include Human Resources Consultant I and II for positions working in operating departments under the direct supervision of higher level human resources professionals. The title Human Resource Manager I – III would be used to describe the work of the human resource professional in responsible charge of the human resource function for an operating department

Within DOPLR, the working title of Human Resource Specialist can continue to be used by those staff working in specific functional disciplines. The title Human Resource

Program Manager I – III would be used to describe the work of managers in DOPLR who are responsible for developing statewide programs. In the alternative instead of having a Human Resources Program Manager III, the working title of Deputy Director, Human Resources, or Personnel Manager could be used to reflect the responsibility assigned the position.

### **Labor Relations Analyst I – III classifications**

The principal characteristic of the work of these classes is researching, analyzing and making recommendations regarding state employee collective bargaining issues and processes to managers, supervisors and HR staff. This includes formulating collective bargaining strategy and representing the State of Alaska as the primary bargaining agent, contract administration including grievance response and arbitration advocacy, decisions regarding appropriate levels of discipline, and the management of other administrative appeal processes.

#### **B. Level Discussion**

After the job analysis, the sorting focused on the differences in levels of duties and responsibilities of the work performed, and combinations of differences in the following classification factors:

- a. Nature and Variety of Work.
- b. Nature of Supervision Received by Incumbent.
- c. Nature of Available Guidelines for Performance of Work.
- d. Nature and Scope of Recommendations, Decisions, Commitments and conclusions.
- e. Nature and Extent of Supervision Exercised Over Work of Other Employees.

#### **Level 2 - Human Resources Professional – Range 18**

Incumbents at this level typically report to a higher level human resource professional in a large agency or in DOPLR. Incumbents at this level function at the advanced professional level and act as advisers to departments in multiple disciplines of the human resource field. Work is generally performed independently, with higher level staff available for consultation. Incumbents may supervise other clerical, technical, or professional positions.

##### *Nature and Variety of Work*

Work at this level is advanced professional and may involve the administration of multiple human resources functions. Provides guidance to supervisors and managers on the interpretation and application of contract articles, personnel policies and procedures, and applicable state and federal laws regarding areas such as labor relations, collective bargaining, performance management, recruitment and selection, workforce planning, classification, position management, and leave management.

Work involves the application of professional principles and practices to assignments that range from standard/recurring to moderately complex. Procedures require analysis

of interrelationships of multiple variables and their applicability to practical problem solving. Data may be conflicting or scarce, and work assignments require extraction of data from a wide variety of sources. Work requires professional knowledge of the rules, procedures, methods and/or operations and the ability to apply these to a problem.

Assignments typically involve working with supervisors and employees on problems and/or projects in the following areas: recruitment, examining, staffing, and labor/employee relations.

#### *Nature of Supervision Received by Incumbent*

Supervision received at this level is of a general nature, requiring that assignments be performed independent of continual supervision. The approach to the assignment and the handling of the assignment is the responsibility of the incumbent. Completed assignments are reviewed for conformity with applicable standards and legal requirements as articulated in the Delegation of Authority.

#### *Nature of Available Guidelines for Performance of Work*

Work is independently performed under the direction of a higher level human resource professional. However, at this level, the incumbent is expected to be well versed in the common guidelines applicable to the assignment.

#### *Nature and Scope of Recommendations, Decisions, Commitments and conclusions*

Work performed is moderately complex, but impact of decisions is generally limited, in part due to the frequency of occurrence. Assignments normally involve making decisions and judgments within established precedents with the guidance/approval of higher level DOPLR staff. Recommendations are typically limited to department and individual issues.

#### *Nature and Extent of Supervision Exercised Over Work of Other Employees*

Incumbents at this level may supervise clerical, technical, or professional staff working in general administrative or human resources field.

### **Level 3 - Human Resources Professional – Range 19**

Incumbents at this level are the human resource representative for a small agency. Incumbents function at the advanced professional level and act as advisers to a department in multiple disciplines of the human resource field. Work is performed independently. This position may supervise other positions, typically at the clerical or technical level.

Incumbents are assigned as the primary human resource professional for smaller agencies where a significant majority of the department workforce works traditional business hours and the business of the agency is primarily professional/white collar in nature. Contract administration is generally limited to general government, supervisory,

and local trades and craft unit contracts, and the level of disputes or major employee/labor relations issues are traditionally less frequent than occur in larger and more diverse agencies.

#### *Nature and Variety of Work*

Work at this level is advanced professional and may involve the administration of multiple human resources functions. Provides guidance to agency executives, managers, and supervisors on the interpretation and application of contract articles, personnel policies and procedures, and applicable state and federal laws regarding areas such as labor relations, collective bargaining, performance management, recruitment and selection, workforce planning, classification, position management, and leave management.

Work involves the application of professional principles and practices to assignments that range from standard/recurring to moderately complex. Procedures require analysis of interrelationships of multiple variables and their applicability to practical problem solving. Data may be conflicting or scarce, and work assignments require extraction of data from a wide variety of sources. Work requires professional knowledge of the rules, procedures, methods and/or operations and the ability to apply these to a problem.

Assignments typically involve working with agency management, supervisors and employees on problems and/or projects in the following areas: recruitment, examining, staffing, and labor/employee relations.

#### *Nature of Supervision Received by Incumbent*

Supervision received at this level is of a general nature, requiring that assignments be performed independently. The approach to the assignment and the handling of the assignment is the responsibility of the incumbent. Completed work is audited for conformity with applicable standards and legal requirements as articulated in the Delegation of Authority.

#### *Nature of Available Guidelines for Performance of Work*

Work is independently performed under the direction of a Division Director, commonly with interaction with DOP/LR staff. However, at this level, the incumbent is expected to be well versed in the common guidelines applicable to human resource functions.

#### *Nature and Scope of Recommendations, Decisions, Commitments and conclusions*

Work performed is moderately complex, but impact of decisions is generally limited, in part due to the frequency of occurrence. Assignments normally involve making decisions and judgments within established precedents, often with the guidance/approval of higher level DOPLR staff. Recommendations are limited to department and individual issues.

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*Nature and Extent of Supervision Exercised Over Work of Other Employees*

Incumbents at this level may supervise clerical or technical staff working in general administrative or human resources field.

**Level 4 Human Resources Professional – Range 20**

Incumbents at this level work independently in a medium-large agency or manage a statewide program through DOP/LR such as Recruitment & Selection, EPIC, or the Classification Studies Unit. Incumbents at this level function as advanced level professionals and act as advisers to departments in multiple disciplines of the human resource field. Work is performed independently, with higher level staff available for consultation. Incumbents may supervise other clerical, technical or professional staff.

If assigned as the primary human resource professional for an agency, incumbents are found in medium to large agencies that have a variety of functions that require multiple occupations such as professional, scientific, and blue-collar, and with worksites and locations whose number and nature is of higher complexity than found in common office settings. Contract administration includes primary labor contracts and the level of disputes or major employee/labor relations issues are common and comparatively complex.

*Nature and Variety of Work*

Work at this level is at the advanced professional level and may involve the administration of multiple human resources functions. Provides guidance to agency executives, managers, and supervisors on the interpretation and application of contract articles, personnel policies and procedures, and applicable state and federal laws regarding areas such as labor relations, collective bargaining, performance management, recruitment and selection, workforce planning, classification, position management, and leave management.

Work involves the application of professional principles and practices to assignments that range from standard/recurring to complex. Procedures require analysis of interrelationships of multiple variables and their applicability to practical problem solving. Data may be conflicting or scarce and work assignments require extraction of data from a wide variety of sources. Work requires professional knowledge of the rules, procedures, methods and/or operations and the ability to apply these to a problem.

Assignments typically involve working with agency management, supervisors and employees on problems and/or projects in the following areas: recruitment, examining, staffing, and labor/employee relations.

*Nature of Supervision Received by Incumbent*

Supervision received at this level is of a general nature, requiring that assignments be performed independent of continual supervision. The approach to the assignment and the handling of the assignment is the responsibility of the incumbent. Completed work

is audited for conformity with applicable standards and legal requirements as articulated in the Delegation of Authority.

*Nature of Available Guidelines for Performance of Work*

For incumbents in operating departments, work is independently performed under the direction of an Administrative Service Director or equivalent, commonly with interaction with DOP/LR staff. However, at this level, the incumbent is expected to be well versed in the common guidelines applicable to the assignment.

For DOPLR Program Managers pertinent guides may not be available because of the evolving nature of the work. 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.

*Nature and Scope of Recommendations, Decisions, Commitments and conclusions*

For incumbents assigned to work in operating departments, work performed is complex, but impact of decisions is generally limited at the department level. Assignments normally involve making decisions and judgments within established precedents with the guidance/approval of higher level DOPLR staff. Recommendations are limited to department and individual cases. There is a greater occurrence of complex issues than at the lower level.

The impact of decisions by DOPLR program managers effect multiple departments and have the potential to create legal/financial liability for the State.

*Nature and Extent of Supervision Exercised Over Work of Other Employees*

Incumbents at this level may supervise clerical, technical, and/or professional staff working in general administrative or human resources field.

**Level 5 - Human Resource Professional – Range 22**

Incumbents at this level work independently in a large agency or manage a statewide program through DOP/LR such as Classification & Compensation, EEO or Payroll Services. This level requires the full application of management skills and abilities. Incumbents at this level function as advanced/managerial level professionals performing the most difficult human resource work independently for which previous studies and established techniques are frequently inadequate. They also serve as a specialist, consultant, and trouble shooter with independent responsibility for a team of professionals, often acting as expert advisers to other State departments. Work is performed independently, with higher level staff available for consultation through DOA/DOPLR. Incumbents supervise other clerical, technical and professional staff.

If assigned as the primary human resource professional for an agency, they manage/supervise a team of professionals providing complex human resource consultative and advisory services for a large agency where the workforce is a mix of

professional/white collar work, 24/7 operations, and blue collar work. Contract administration includes the primary labor contracts, may include agency-exclusive contracts, and the level of disputes or major employee/labor relations issues are frequent and very complex.

#### *Nature and Variety of Work*

Work at this level is at the advanced managerial level and may involve the administration of multiple human resources functions. Provides guidance to agency executives, managers, supervisors, and their own subordinates on the interpretation and application of contract articles, personnel policies and procedures, and applicable state and federal laws regarding areas such as labor relations, collective bargaining, performance management, recruitment and selection, workforce planning, classification, position management, and leave management.

This level is expected to have mastery of human resource principles, concepts, practices, and techniques, consultative skills, and seasoned judgment sufficient to research complex problems that involve major areas of uncertainty in approach, methodology, or interpretation to identify appropriate courses of action and resolve problems characterized by their breadth, importance, and severity for which previous techniques have proven to be inadequate. Procedures require analysis of interrelationships of multiple variables. Data may be conflicting or scarce, and work assignments require extraction of data from a wide variety of sources, and determination of its applicability, suitability and quality.

If assigned as the primary human resource professional for an agency, assignments typically involve accomplishing assignments through subordinate staff and/or working with supervisors and employees on problems and/or projects in the following areas: recruitment, examining, staffing, and/or labor & employee relations.

#### *Nature of Supervision Received by Incumbent*

Supervision received at this level is of a general nature, requiring that assignments be performed independent of continual supervision. The approach to the assignment and the handling of the assignment is the responsibility of the incumbent. Completed assignments are audited for conformity with applicable standards and legal requirements as articulated in the Delegation of Authority.

#### *Nature of Available Guidelines for Performance of Work*

For incumbents in operating departments, work is independently performed under the direction of an Administrative Service Director or equivalent, and with DOP/LR staff on issues that have statewide impact or are extremely complex. At this level, the incumbent is expected to be well versed in the guidelines applicable to the assignment.

For DOPLR Program Managers pertinent guides are the statutes and regulations governing human resource management. Guides typically provide broad areas open to

interpretation to adapt to the actual situation and to secure results which are compatible with sound principles of human resources management.

*Nature and Scope of Recommendations, Decisions, Commitments and Conclusions*

For incumbents assigned to work in operating departments, work performed regularly goes beyond the routine circumstance and generally requires strategic and comprehensive methods. The work consists of broad, complex assignments that require analyzing key agency programs, can be precedent-setting and of long duration and often require directing team efforts. There is a greater occurrence of complex issues than at the lower levels.

The impact of decisions by DOPLR program managers effect multiple departments and have the potential to create legal/financial liability for the State. In addition, these positions provide direction for a statewide human resources program and serve as the state expert on designated human resources programs for State executives and operating department human resources. It is expected that these positions take a leadership role in human resource projects that have a statewide impact.

*Nature and Extent of Supervision Exercised Over Work of Other Employees*

Incumbents at this level manage a team of clerical, technical and professional staff providing direct human resource services to managers and employees in a large department. In addition, incumbents of these positions are often sought out for advice and counsel by others in the human resources community based on the level of knowledge and experience.

**Level 6 – Human Resources Professional – Range 24**

The incumbent at this level assists the Director with the overall management and strategic planning for the Division and has responsibility for the Payroll Services Section.

*Nature and Variety of Work*

Work at this level is at the expert managerial level and involves the overall management and strategic planning for the Division of Personnel & Labor Relations. Provides guidance to senior Human Resources staff in all departments on the interpretation and application of contract articles, personnel policies and procedures, and applicable state and federal laws regarding areas such as labor relations, collective bargaining, performance management, recruitment and selection, workforce planning, classification, position management, and leave management.

*Nature of Supervision Received by Incumbent*

Supervision received at this level is of a general nature, requiring that assignments be performed completely independent. The approach to the assignment and the handling of the assignment is the responsibility of the incumbent.

*Nature of Available Guidelines for Performance of Work*

Work is independently performed under the direction of the Director of Personnel & Labor Relations. At this level, the incumbent is expected to be an expert in the guidelines applicable to each assignment.

*Nature and Scope of Recommendations, Decisions, Commitments and conclusions*

The decisions made by the incumbent are often subject to criticism and appeal by departments, the public, employees and union officials. Decisions are frequently sensitive in nature and could set statewide precedent. In addition, this position must ensure consistent state-wide human resource service delivery and as such serves as the state expert on most human resources programs. It is expected that this position takes a leadership role in HR projects that have a statewide impact.

*Nature and Extent of Supervision Exercised Over Work of Other Employees*

The incumbent at this level has overall management and strategic planning for the Division of Personnel & Labor Relations with specific responsibility for one or more major cross-functional programs. While this position does not directly supervise individual department's senior human resource professionals, this position is often sought out for advice and counsel based on the level of knowledge and experience as well as the desire for consistent human resource program delivery.

**Level 1 - Labor Relations Analyst I – Range 18**

Incumbents at this level function at the advanced professional level preparing complaint, grievance and performance evaluation appeal responses and acts as an adviser to department human resource staff, supervisors and management. Work is generally performed independently, with higher level staff available for consultation. Higher level assignments may be assigned for developmental purposes.

*Nature and Variety of Work*

Incumbents of these positions assist managers and human resources staff with less complex and less controversial labor relations issues. In addition, this position assists higher level Labor Relations staff with more complex assignments.

Work requires the interpretation and application of all state collective bargaining agreements, personnel policies and procedures, and applicable state and federal laws.

*Nature of Supervision Received by Incumbent*

Supervision received at this level is of a general nature, thereby requiring that assignments be performed independent of continual supervision. The approach to the assignment and the handling of the assignment is the responsibility of the incumbent. Unique, critical or controversial issues are brought to higher level labor relations

professional or the supervisor. Completed assignments are reviewed for soundness, completeness and conformity with applicable standards and legal requirements.

*Nature of Available Guidelines for Performance of Work*

Work is independently performed under the direction of the Labor Relations Manager. However, at this level, the incumbent is expected to be well versed in the common guidelines applicable to the assignment.

*Nature and Scope of Recommendations, Decisions, Commitments and Conclusions*

Work performed is limited to disputes of moderate complexity. Assignments normally involve making decisions and judgments within established precedents.

*Nature and Extent of Supervision Exercised Over Work of Other Employees*

Incumbents at this level do not directly supervise any staff, however they regularly advise managers and human resources staff on best practices.

**Level 2 – Labor Relations Analyst II – Range 20**

Incumbents at this level independently serve as the State's advocate in all assigned labor relations activities, research, prepare for and present arbitrations and participate in and/or lead contract negotiations. In addition, provides advice and counsel to department human resources staff, supervisors and managers.

*Nature and Variety of Work*

Work at this level is expert professional and involves all but the most complicated arbitration cases. This level is expected to provide guidance to Department Human Resources staff, supervisors and managers on the interpretation and application of contract articles, personnel policies and procedures, and applicable state and federal laws regarding areas such as labor relations, collective bargaining, and performance management.

Work involves the application of professional principles and practices to assignments that range from standard/recurring to complex. Procedures require analysis of interrelationships of multiple variables and their applicability to practical problem solving. Work assignments require extraction of data from a wide variety of sources, and determination of its applicability, suitability and liability.

*Nature of Supervision Received by Incumbent*

Supervision received at this level is of a general nature, requiring that assignments be performed independent of continual supervision. The approach to the assignment and the handling of the assignment is the responsibility of the incumbent. Unusual problems

or those that involve interdepartmental decisions are brought to the supervisor and/or higher level Labor Relations staff for approval. Completed assignments are reviewed for soundness, completeness and conformity with applicable standards and legal requirements.

*Nature of Available Guidelines for Performance of Work*

Work is independently performed under the direction of the Labor Relations Manager and with significant interaction with higher level DOP/LR staff for approval. However, at this level, the incumbent is expected to be well versed in the common guidelines applicable to the assignment.

*Nature and Scope of Recommendations, Decisions, Commitments and conclusions*

Work performed is complex, but cases assigned typically involve readily determinable or clear arguments and/or have limited potential economic or policy impact. Assignments normally involve making decisions and judgments within established precedents with the guidance/approval of higher level Labor Relations staff. There is a greater occurrence of complex issues than at the lower level.

*Nature and Extent of Supervision Exercised Over Work of Other Employees*

Incumbents at this level do not directly supervise any staff, however they regularly advise managers and human resources staff on best practices.

**Level 3 – Labor Relations Analyst III – Range 22**

Incumbents at this level independently serve as the State's chief spokesperson for one or more major bargaining units and represent the State at arbitrations and Alaska Labor Relations Agency (ALRA) hearings on the most complex or controversial issues. In addition, provides advice and counsel to department human resources staff, supervisors and managers.

*Nature and Variety of Work*

Work at this level is at the expert professional level and involves the most complicated and controversial cases. This level is expected to provide guidance to Department Human Resources staff, supervisors and managers on the interpretation and application of contract articles, personnel policies and procedures, and applicable state and federal laws regarding areas such as labor relations, collective bargaining, and performance management.

Work involves the application of professional principles and practices to assignments that range from standard/recurring to complex. Procedures require analysis of interrelationships of multiple variables and their applicability to practical problem solving. Work assignments require extraction of data from a wide variety of sources, and determination of its applicability, suitability and liability.

*Nature of Supervision Received by Incumbent*

Supervision received at this level is of a general nature, requiring that assignments be performed independent of continual supervision. The approach to the assignment and the handling of the assignment is the responsibility of the incumbent. Completed assignments are reviewed for soundness, completeness and conformity with applicable standards and legal requirements.

*Nature of Available Guidelines for Performance of Work*

Work is independently performed under the direction of the Labor Relations Manager. At this level, the incumbent is expected to be well versed in the guidelines applicable to each assignment.

*Nature and Scope of Recommendations, Decisions, Commitments and conclusions*

Work performed is highly complex, where cases could have substantial state impact, significant media attention, significant liability or a major contractual change may result. Assignments normally involve making decisions and judgments where no established precedents for guidance exist. There is a greater occurrence of complex issues than at the lower levels.

*Nature and Extent of Supervision Exercised Over Work of Other Employees*

Incumbents at this level do not directly supervise any staff, however they regularly advise managers and human resources staff on best practices.

**V. Recommendation**

The following table is a quick view of impacted positions and recommended ranges.

Pay Range	Classification	Positions
18	<b>Advanced Professional</b>  Human Resource Professional Level 2  Labor Relations Analyst I	Human Resource Specialist IIs working under Human Resource Manager IIIs in agencies and DOPLR.  Labor Relations Analyst I
19	<b>Advanced Professional</b>  Human Resource Professional Level 3	Human Resource Manager Is in the departments of: Law; Education; Revenue; Community, Commerce & Economic Development; Public Safety; Military and Veterans Affairs; and Environmental Conservation.
20	<b>Advanced Professional</b>	Human Resource Manager IIs in the

	Human Resource Professional Level 4  Labor Relations Analyst II  Payroll Services Manager	Departments of: Fish & Game; Natural Resources; Administration; and Labor.  DOPLR program managers in the area of Recruitment & Selection, and EPIC.  DOPLR Unit Team Leader for Classification Studies  Labor Relations Analyst II
22	<b>Advanced Managerial</b>  Human Resource Professional Level 5  Labor Relations Analyst III	Human Resource Manager IIIs in the departments of: Health and Social Services; Corrections; and Transportation & Public Facilities.  DOPLR program managers in the areas of Classification & Compensation; Payroll Services; and EEO.  Labor Relations Analyst III
24	<b>Expert Managerial</b>  Human Resource Professional Level 5	Position functioning as the Deputy Director of Personnel.

The following specific changes are recommended.

PCN	Current		Recommended Change		
	Title	Range	Recommended Working Title	Range	Action
022108	HR Manager II	23	HR Program Manager III	24	Range Change
022100	HR Manager I	22	HR Program Manager II	22	None
201024	HR Specialist III	20	HR Program Manager II	22	Class & Range Change
250046	HR Manager I	22	HR Program Manager II	22	None
022120	HR Manager I	22	HR Manager III	22	None
031117	HR Manager I	22	HR Manager III	22	None
022033	HR Manager I	22	HR Manager III	22	None
187053	HR Manager I	22	HR Program Manager I	20	Class & Range Change
022090	HR Specialist III	20	HR Specialist III	20	None

187654	HR Specialist III	20	HR Program Manager I	20	Title Change
022101	HR Specialist III	20	HR Manager II	20	Title Change
028073	HR Specialist III	20	HR Manager II	20	Title Change
187462	HR Manager I	22	HR Manager II	20	Class & Range Change
060107	HR Specialist II	18	HR Manager II	20	Class & Range Change
066158	HR Specialist II	18	HR Manager I	19	Title Change
023202	HR Specialist II	18	HR Manager I	19	Title Change
021008	HR Specialist II	18	HR Manager I	19	Title Change
124301	HR Specialist II	18	HR Manager I	19	Title Change
212003	HR Specialist II	18	HR Specialist II	18	None
060008	HR Specialist II	18	HR Manager I	19	Title Change
060064	HR Specialist II	18	HR Manager I	19	Title Change
029011	HR Specialist III	20	HR Manager I	19	Class & Range Change
022002	LR Analyst III	21	LR Analyst III	22	Range Change
022098	LR Analyst III	21	LR Analyst III	22	Range Change
029008	LR Analyst III	21	LR Analyst III	22	Range Change
022096	LR Analyst II	20	LR Analyst II	20	None
022134	LR Analyst II	20	LR Analyst II	20	None
029013	LR Analyst II	20	LR Analyst II	20	None
187331	LR Analyst I	18	LR Analyst I	18	None

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APPENDIX "A"

**Individual Human Resource Position Allocations**

**PCN 212003 - Human Resource Specialist II, Department of Administration, Division of Personnel and Labor Relations:**

This position works under the general supervision of the Deputy Director of Personnel as a management consultant specialist located in the Anchorage Office of DOA/DOPLR. Duties of this position include: providing on-the-job training and instruction to new senior Human Resources (HR) employees. This includes presenting training in multiple HR areas as well as mentoring and ensuring new employee has all available resources to successfully do their job. In addition, this position may "float" to a department when the senior HR position is vacant.

This position is properly placed at Human Resource Professional Level 2, State Range 18.

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**PCN 124301 - Human Resource Specialist II, Department of Commerce, Community and Economic Development, Division of Administrative Services:**

This position works under the general supervision of an Administrative Services Director and provides human resource generalist services, with an emphasis on recruitment and employee/labor relations to DCCED. The incumbent supervises one technical level position.

The department has 536 employees who primarily work in standard office environments performing administrative/professional duties. Bargaining unit contracts include General Government and Supervisory Unit contracts. In addition, there are a high number of exempt and partially exempt employees. The frequency of complex personnel issues is low as demonstrated by the history of grievances and other dispute actions.

This position is properly placed at Human Resource Professional Level 3, State Range 19.

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**PCN 029011 - Human Resource Specialist II, Department of Environmental Conservation, Division of Administrative Services:**

This position works under the general supervision of an Administrative Services Director and provides human resource generalist services, with an emphasis on recruitment and employee/labor relations to DEC. The incumbent supervises one technical level position.

The department has 552 employees who primarily work in standard office environments performing administrative/professional duties. Bargaining unit contracts include General

Government , Labor, Trades and Craft, and Supervisory Unit contracts. In addition, there is a small number of exempt and partially exempt employees. The frequency of complex personnel issues is low as demonstrated by the history of grievances and other dispute actions.

This position should be reallocated to Human Resource Professional Level 3, State Range 19.

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**PCN 06008 - Human Resource Specialist II, Department of Military and Veterans Affairs, Division of Administrative Services:**

This position works under the general supervision of an Administrative Services Director and provides human resource generalist services, with an emphasis on recruitment and employee/labor relations to DMVA. The incumbent does not supervise.

The department has 340 employees who primarily perform duties associated with the leadership and administration of state military and homeland security services. DMVA also runs the Alaska Military Youth Academy for high school age youth. Bargaining unit contracts include General Government, Labor, Trades and Craft, and Supervisory Unit contracts. In addition, there are a small number of exempt and partially exempt employees. The frequency of complex personnel issues is high as demonstrated by the history of grievances and other dispute actions.

While the frequency of personnel issues is higher than some of the other positions recommended for placement at the advanced level, the overall complexity of issues, the size of the department, and the lack of supporting staff indicate that this position is properly placed at the advanced professional level.

This position is properly placed at Human Resource Professional Level 3, State Range 19.

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**PCN 021008 - Human Resource Specialist II, Department of Education & Early Development, Executive Administration Division:**

This position works under the general supervision of an Administrative Services Director and provides human resource generalist services, with an emphasis on recruitment and employee/labor relations to DOE. The incumbent does not supervise.

The department has 346 employees who primarily work in standard office environments performing administrative/professional duties. DOE also runs a small boarding school for high school students. Bargaining unit contracts include General Government , Labor, Trades and Craft, Mt. Edgecumbe Teachers, and Supervisory Unit contracts. In addition, of the 346 employees, there are 111 that are exempt who are handled directly by the Commission on Post Secondary Education's office, not the subject position. The frequency of complex personnel issues is low as demonstrated by the history of grievances and other dispute actions.

While the business environment of this organization is more varied than some of the other positions due to the working environment created by the boarding school, this position is recommended for placement at the advanced level. The overall complexity of issues, the size of the department, and the lack of supporting staff indicate that this position is properly placed at the advanced professional level.

This position is properly placed at Human Resource Professional Level 3, State Range 19.

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**PCN 066158 - Human Resource Specialist II, Department of Law, Administrative Services Division:**

This position works under the general supervision of an Administrative Services Director and provides human resource generalist services, with an emphasis on recruitment and employee/labor relations to DOL. The incumbent does not supervise.

The department has 574 employees who primarily work in standard office environments performing administrative/professional duties associated with the practice of civil and criminal law. Bargaining unit contracts include General Government and Supervisory Unit contracts. In addition, there are a high number of partially exempt employees. The frequency of complex personnel issues is low as demonstrated by the history of grievances and other dispute actions.

This position is properly placed at Human Resource Professional Level 3, State Range 19.

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**PCN 060064 - Human Resource Specialist I, Department of Public Safety, Administrative Services Division:**

This position works under the general supervision of an Administrative Services Director and provides human resource generalist services, with an emphasis on recruitment and employee/labor relations to DPS. The incumbent supervises one technical level position.

The department has 936 employees. 404 employees are in the Public Safety Officer bargaining unit, with the rest of the work force being distributed between the General Government, Labor, Trades and Crafts, and Supervisory Unit contracts. In addition, there are a small number of exempt and partially exempt employees. The frequency of complex personnel issues is moderate in this department as demonstrated by the history of grievances and other dispute actions. However, complex issues involving Alaska State Troopers are handled directly by the Commissioner's office, not the subject position.

This position is properly placed at Human Resource Professional Level 3, State Range 19.

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**PCN 023202 - Human Resource Specialist II, Department of Revenue, Administrative Services Division:**

This position works under the general supervision of an Administrative Services Director and provides human resource generalist services, with an emphasis on recruitment and employee/labor relations to DOR. The incumbent supervises one technical level position.

The department has 595 employees who primarily work in standard office environments performing administrative/professional duties. Bargaining unit contracts include General Government and Supervisory Unit contracts. In addition, there are a high number of exempt and partially exempt employees. The frequency of complex personnel issues is low as demonstrated by the history of grievances and other dispute actions.

This position is properly placed at Human Resource Professional Level 3, State Range 19.

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**PCN 022101 - Human Resource Specialist III, Department of Administration, Administrative Services Division:**

This position works under the general supervision of an Administrative Services Director and provides human resource generalist services, with an emphasis on recruitment and employee/labor relations to DOA. The incumbent supervises one professional level position.

The department has 1076 employees. The work environment is varied with a number of employees working standard office environments performing administrative/professional and legal duties. In addition, employees work in field offices of the Division of Motor Vehicles, and maintain state-owned buildings in a variety of locations throughout the state. Bargaining unit contracts include General Government, Confidential, Labor, Trades and Crafts, and Supervisory Unit contracts. In addition, there are a high number of exempt and partially exempt employees. The frequency of complex personnel issues is moderate as demonstrated by the history of grievances and other dispute actions.

This position is properly placed at Human Resource Professional Level 4, State Range 20.

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**PCN 060107 - Human Resource Specialist III, Department of Natural Resources, Support Services Division:**

This position works under the general supervision of an Administrative Services Director and provides human resource generalist services, with an emphasis on recruitment and employee/labor relations to DNR. The incumbent supervises one professional position.

The department has 967 employees, almost a quarter of whom work on a seasonal basis. The work environment is varied with the majority of employees working in standard office environments performing administrative/professional duties. In addition, there are a high number of Emergency Firefighter employees who work during the summer wildland fire season. Bargaining unit contracts include General Government, Labor, Trades and Crafts, and Supervisory Unit contracts. In addition, there are a high number of exempt and partially exempt employees. The frequency of complex personnel issues is moderate as demonstrated by the history of grievances and other dispute actions.

This position should be reallocated to Human Resource Professional Level 4, State Range 20.

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**PCN 187462 - Human Resource Manager I, Department of Fish and Game, Administrative Services Division:**

This position works under the general supervision of an Administrative Services Director and provides human resource generalist services, with an emphasis on recruitment and employee/labor relations to DF&G. The incumbent supervises one technical level position.

The department has 1659 employees spread across the State in 40 locations. The work environment is varied with a number of employees working in standard office environments performing administrative/professional duties. In addition, part of the workforce is located in remote field locations where they live and work on a seasonal/rotating basis. Bargaining unit contracts include General Government, Confidential, Labor, Trades and Crafts, and Supervisory Unit contracts. In addition, there are a small number of exempt and partially exempt employees. The frequency of complex personnel issues is moderate as demonstrated by the history of grievances and other dispute actions.

This position should be reallocated to Human Resource Professional Level 4, State Range 20.

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**PCN 028073 - Human Resource Specialist III, Department of Labor & Workforce Development, Administrative Services Division:**

This position works under the general supervision of an Administrative Services Director and provides human resource generalist services, with an emphasis on recruitment and

employee/labor relations to DOLWD. The incumbent supervises one technical level position.

The department has 986 employees. The work environment is varied with a number of employees working in standard office environments performing administrative/professional duties. In addition, employees work in high contact offices administering unemployment benefits, job centers, and workers compensation appeals. The department also runs a post-secondary vocational college. Bargaining unit contracts include General Government, Alaska Vocational Technical Teachers, Labor, Trades and Crafts, and Supervisory Unit contracts. In addition, there are a moderate number of exempt, excluded and partially exempt employees. The frequency of complex personnel issues is moderate as demonstrated by the history of grievances and other dispute actions.

This position is properly placed at Human Resource Professional Level 4, State Range 20.

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**PCN 187654 - Human Resource Specialist III, Department of Administration, Division of Personnel and Labor Relations:**

This position works under general supervision of the Director of Personnel and Labor Relations as the program manager for DOPLR's Employee Planning and Information Center (EPIC) Unit. EPIC provides three core statewide functions: demographic research and analysis as it relates to the State's workforce; research into the best practices in human resource systems and their possible application/modification in meeting the State's strategic human resource management needs; and quality management of existing human resource systems and policies to ensure effective, accurate, and timely application of services consistent with statutes, regulations, and contracts. The incumbent supervises a team of 2 professional, 2 technical, and three clerical level positions.

The work product of this unit has statewide implications and has the potential to create liability for all state agencies if recommendations for program changes are inconsistent with legal and regulatory requirements. In addition, auditing of existing programs is also critical to reducing legal liability.

This position is properly placed at Human Resource Professional Level 4, State Range 20.

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**PCN 187053 - Human Resource Manager I, Department of Administration, Division of Personnel and Labor Relations:**

This position works under general supervision of the Director of Personnel and Labor Relations as the program manager responsible for the direction and oversight of the

State of Alaska's recruitment program and employee placement through the State of Alaska's Injured Workers' Program and the Americans with Disabilities Act Reassignment Program. Additionally, the unit insures compliance with State and Federal Occupational Safety and Health Administration's reporting requirements. The incumbent supervises 1 professional, 1 technical, and 2 clerical level positions.

The work product of this unit has statewide implications and has the potential to create significant liability for all state agencies related to recruitment and hiring if recommendations for program changes are inconsistent with legal and regulatory requirements. However, the scope of the position has changed due to the redistribution of human resource staff to operating departments. The management complexity of the position has diminished with the reduction of staff and some of the responsibility for tactical decisions has been reallocated to staff in the operating departments.

This position should be reallocated to Human Resource Professional Level 4, State Range 20.

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**PCN 022090 - Human Resource Specialist III, Department of Administration, Division of Personnel and Labor Relations:**

Under general supervision of a Human Resources Manager I, this position serves as the leader of the classification studies unit for the Classification and Compensation Section. Duties include supervising advanced professional level classification staff who recommends classification structure and compensation for the classified state workforce. This position supervises a staff of 5 professional level positions.

There is a significant amount of potential liability associated with class and compensation and the consequence of error is high, both in terms of legal liability and impact to the state's ability to recruit and retain a competent workforce.

This position is properly placed at Human Resource Professional Level 4, State Range 20.

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**PCN 031117 - Human Resource Manager I, Department of Corrections, Administrative Services Division:**

This position works under the general supervision of an Administrative Services Director and provides human resource generalist services, with an emphasis on recruitment and employee/labor relations to DOC. Much work is accomplished through the supervision and direction of subordinate staff which includes five professional and three technical level staff.

The department has 1736 employees. The work environment is varied with some employees working standard office environments performing administrative/professional. However, a majority of the staff is located in correctional facilities running 24/7 operations. Bargaining unit contracts include General Government, Labor, Trades and Crafts, Correctional Officer, and Supervisory Unit contracts. In addition, there are a

small number of exempt and partially exempt employees. The frequency of complex personnel issues is high as demonstrated by the history of grievances and other dispute actions.

This position is properly placed at Human Resource Professional Level 5, State Range 22.

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**PCN 022033 - Human Resource Manager I, Department of Transportation and Public Facilities, Administrative Services Division:**

This position works under the general supervision of an Administrative Services Director and provides human resource generalist services, with an emphasis on recruitment and employee/labor relations to DOT/PF. Much work is accomplished through the supervision and direction of subordinate staff which includes five professional and two technical level staff.

The department has 4009 employees. The work environment is varied with some employees working standard office environments performing administrative/professional. However, a significant number of employees work in non-standard environments including airports, the Alaska Marine Highway System, and remote highway maintenance stations. Bargaining unit contracts include: General Government; Labor, Trades and Crafts; Public Safety Officers; Marine Engineers; Masters, Mates and Pilots; and Inlandboatmen; and Supervisory Unit contracts. In addition, there are a small number of exempt and partially exempt employees. The frequency of complex personnel issues is high as demonstrated by the history of grievances and other dispute actions.

This position is properly placed at Human Resource Professional Level 5, State Range 22.

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**PCN 022120 - Human Resource Manager I, Department of Health and Social Services, Office of the Commissioner:**

This position works under the general direction of the Commissioner to provide human resource generalist services, with an emphasis on recruitment and employee/labor relations to DH&SS. Much work is accomplished through the supervision and direction of subordinate staff which includes seven professional and three technical level staff.

The department has 3531 employees. The work environment is varied with some employees working standard office environments performing administrative/professional. However, a significant number of employees work in non-standard environments including the Alaska Pioneer Homes which operates on a 24/7 basis, and high public contact positions such as the Office of Children's Services, Public Assistance, and the Division of Public Health. Bargaining unit contracts include: General Government; Labor, Trades and Crafts; and Supervisory Unit contracts. In addition, there are a small number of exempt and partially exempt employees. The

frequency of complex personnel issues is high as demonstrated by the history of grievances and other dispute actions.

This position is properly placed at Human Resource Professional Level 5, State Range 22.

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**PCN 022100 - Human Resource Manager I, Department of Administration, Division of Personnel and Labor Relations:**

This position works under general supervision of the Director of Personnel and Labor Relations as the program manager responsible for the strategic and tactical direction of the statewide Classification and Compensation program. This includes managing the overall workload of the section and assuring that both individual classification actions and classification studies are completed in a timely and accurate manner. The position supervises 18 professional and 3 technical staff. This position reports to the Director of Personnel and Labor Relations.

There is a significant amount of potential liability associated with class and compensation and the consequence of error is high, both in terms of legal liability and impact to the state's ability to recruit and retain a competent workforce.

This position is properly placed at Human Resource Professional Level 5, State Range 22.

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**PCN 201024 - Human Resource Specialist III, Department of Administration, Division of Personnel and Labor Relations:**

This position works under general supervision of the Director of Personnel and Labor Relations as the program manager responsible for the tactical and strategic direction of the State of Alaska's Equal Employment Opportunity (EEO) program and oversight of the State's Americans with Disabilities Act (ADA) program. This includes policy direction, training, complaint investigations, outreach, as well as EEO-related workplace accommodations and bona fide occupational qualifications in the Executive Branch. The position supervises 3 professional staff.

The issue associated with EEO and the ADAAA are complex from a legal and regulatory environment and have the potential for significant liability to the state. Issues are seldom straight forward, and the decision on how to handle them requires professional knowledge at the advanced expert level. While the duties are outside the collective bargaining arena, the statewide impact and consequence of error is similar to the Labor Relations Analyst III level.

This position should be reallocated to Human Resource Professional Level 5, State Range 22.

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**PCN 250046 - Human Resource Manager I, Department of Administration, Division of Personnel and Labor Relations:**

Under general direction of the Deputy Director of Personnel, this position is responsible for the tactical and strategic oversight of the statewide payroll function. The position directly supervises 2 management level employees and one professional level employee. Indirectly, the position is responsible for 63 professional, technical and clerical employees.

Success in this position requires strong management skills and the ability to lead a large, diverse organization. Technical knowledge of payroll is required as well as the ability to understand consequences and implementation barriers to negotiated contract language impacting payroll provisions. There is significant liability to the state if payroll is not accurate or is untimely.

This position is properly allocated to Human Resource Professional Level 5, State Range 22.

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**PCN 022108 - Human Resource Manager II, Department of Administration, Division of Personnel and Labor Relations:**

Under general direction of the Director of Personnel & Labor Relations, this position is responsible for assisting the Director with the overall management and strategic planning for the Division and provides direct oversight and strategic direction for the Payroll Services Section. The position directly supervises 1 management level employee and one professional level employee.

Success in this position requires strong management skills and the ability to lead a large, diverse organization. This position is responsible to provide guidance and direction to all State senior Human Resources staff in the 14 operating agencies to ensure consistency. As the chief spokesperson in contract negotiations, there is significant liability to the state.

This position should be reallocated to Human Resource Professional Level 6, State Range 24.

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**Individual Labor Relations Position Allocations**

**PCN 187331 - Labor Relations Analyst I, Department of Administration, Division of Personnel and Labor Relations:**

This position is responsible for researching and preparing complaint, grievance and performance evaluation appeal responses. In addition, the incumbent assists higher level LR staff with arbitration hearing research and drafts letters of agreement to modify collective bargaining contracts. This position provides consultation and training to agency Human Resources staff, supervisors and managers.

This is a developmental level with issues being less controversial and less complex. As such, there is a smaller scope of work and authority and, as a result, a more moderated consequence of error. At the same time, the knowledge required to perform the work is at the advanced professional level.

This position is properly placed at the advanced professional level, State Range 18.

**PCNs 022096, 022134, 029013 - Labor Relations Analyst II, Department of Administration, Division of Personnel and Labor Relations:**

These positions are responsible for contract administration and grievance advocacy for all state bargaining unit contracts. Positions investigate and respond to final step grievances, prepare and advocate in arbitration hearings, and respond to other complaints and disputes arising out of the collective bargaining environment. In addition, positions provide advice and counsel to human resource professionals working in operating agencies.

The work assigned to these positions is consistent with the current job class specifications.

This position is properly placed at the expert professional level, State Range 20.

**PCNs 022002, 022098, 029008 - Labor Relations Analyst III, Department of Administration, Division of Personnel and Labor Relations:**

These positions are responsible for representing the state during collective bargaining sessions, handling complex contract administration and arbitration advocacy issues, and dealing with issues before the Alaska Labor Relations Agency.

Work assigned to these positions has significant consequence of error and the potential to create major liabilities or financial commitments for the state workforce. The work is complex in nature and requires a high degree of professional expertise. In addition, these positions provide advice, consultation and approval to all levels of human resource professionals working in the field.

These positions should be reallocated to the expert professional level, State Range 22.

Appendix “B”

Salary Analysis

The classification review of the Division of Personnel & Labor Relations program managers, senior staff, Labor Relations Analysts, and departmental HR Leads recommended a generalist five level professional/managerial series, maintaining the three levels of LR Analyst, and creating an assistant managerial job class for payroll services.

To align the salary ranges of the recommended advanced, expert, and expert/managerial classes the pay progression of the classes in the HR job family was examined. As the classes are the core of the job family the examination was expanded to include other professional and managerial classes in other job families in the General Administrative occupational group. The Information Technology job family was omitted from this review because the work does not have a similar journey / advanced / managerial career progression and the ongoing concerns about the age and accuracy of the class specifications. The Executives and Senior Administrators occupational group was added to ensure appropriate alignment of classes at the higher salary ranges.

The following chart of Classes and Range Characteristics was provided by the DOPLR:

Range	Class Titles	Range Characteristics
18	Accountant III	Advanced professional work requiring knowledge of the principles and practices of the occupation and in-depth knowledge of the particular area of focus. Works independently within guidelines. Methods are determined by the employee, within established parameters. More experienced professionals are available for assistance with uncommon issues. Routine decisions are implemented without prior review. Errors typically affect the work product and can lead to revising procedures to prevent reoccurrence.
	Payroll Specialist II	
	Retirement & Benefits Specialist II	
	Research Analyst III	
	Procurement Specialist III	
	Program Coordinator I	
	Business Analyst I	

19	Administrative Officer II	Advanced professional work requiring broad knowledge in multiple occupations or expertise in a highly specialized field. Work is performed independently within professional standards and state policies. Policy issues are typically taken to higher level managers. Decisions are routinely implemented without review, issues with potential media, legal, or precedence impact are discussed with higher level managers prior to implementation. Errors typically affect the work product of others and commonly lead to procedure or policy review or revision.
	Demographer	
	Contracting Officer III	
	Claims Administrator	
	Cultural Resources Manager and Native Liaison	
20	Accountant IV	Expert professional/first managerial level. Work requires comprehensive knowledge of the profession and in-depth expertise in the application of one or more its specialty areas. Incumbents typically supervise professionals in the occupation and provide guidance and mentoring on the specialty. Work is performed independently within professional standards and policies. Incumbents recommend changes to policies and procedures to improve services and adopt professional standards. Decisions on policy issues are typically reviewed before implementation. Errors typically affect the accuracy and effectiveness of the program managed and are corrected without significant disruption to the program.
	Payroll Specialist III	
	Retirement & Benefits Specialist III	
	Procurement Specialist IV	
	State Travel Manager	
	Program Coordinator II	
	Business Analyst II	

21	Special Assistant to the Commissioner I	<p>Expert/first managerial/staff officer level at which the work requires comprehensive knowledge of the profession with expertise and authority in a particular specialty area. Incumbents supervise an agency's specialty unit of professionals or serve as staff officer to a Commissioner or Board with a high degree of independent authority and decision making. Work is performed independently within professional standards and state statutes and regulations. Policy decisions are typically reviewed after implementation. Errors may affect the effectiveness of agency programs and functions outside of the managed area.</p>
	Research Analyst IV	
	Procurement Specialist V	
	Executive Director, Violent Crimes Compensation Board	
22	Administrative Operations Manager I	<p>Expert and manager level at which the work requires comprehensive knowledge of the full scope of the profession. Incumbents direct a section providing services in a profession, typically with subordinate lead of supervisory professionals. Incumbents with smaller subordinate structures are the State's expert on a particular area with responsibility for its effective performance. Work is performed independently within professional standards and state and federal statutes and regulations. Incumbents typically recommend policy and establish procedures in the professional area. Errors typically affect the overall program in the State and may have legal and media ramifications.</p>
	Accountant V	
	Payroll Manager	
	Chief, Health Research and Vital Statistics	
	State Demographer	
	Contracting Officer IV	
	Risk Manager	
	Business Analyst III	

23	Special Assistant to the Commissioner II	Expert and manager level at which the work requires comprehensive and in-depth knowledge of a program. Incumbents typically oversee operations by staff outside their direct supervisory controls, may be the State's chief expert in their specialty and responsible for the effectiveness of the program. Work is performed independently within professional standards and State and federal statutes and regulations. Errors typically affect the overall program in the State and may have legal and media ramifications.
	Administrative Operations Manager II	
	Retirement & Benefits Manager	
	Chief Contracts Officer	
24	Division Operations Manager	Expert and manager level at which the work requires comprehensive and in-depth knowledge of a profession. Incumbents typically manage multiple functions/programs through subordinate managers. Work is performed independently within professional standards and State and federal statutes and regulations. Errors typically affect the operations of an agency or of the State's centralized administrative activities.
	State Accountant	
	Chief Financial Officer, Division of Retirement & Benefits	
	Labor Relations Manager	
	Business Analyst IV	
25	Deputy Director	Senior manager level with full authority over all or most of a division's functions and programs. Incumbents have policy-level authority for the functions and programs within their purview.

The work of Level 2 Human Resource Professionals requires knowledge of the principles and practices of personnel management with a focus on a particular area of specialty within the occupation. Incumbents have higher level professionals to provide guidance with uncommon issues, either their direct supervisor or a program expert in DOPLR, and perform work within guidelines that provide some leeway to deal with various circumstances. Assignments normally involve making decisions and judgments within established guideline and precedent that affect an individual issue or department. These characteristics are significantly similar to the characteristics of advanced professional classes at range 18. The class does not exhibit the variety of areas of

expertise or highly specialized focus which primarily characterizes range 19. Level 2 of the Human Resource Professional series is assigned range 18.

The work of Level 3 Human Resource Professionals requires knowledge of the principles and practices of personnel management with a focus on a particular area of specialty within the occupation. Incumbents work with significant independence and perform work within guidelines that provide some leeway to deal with various circumstances. Incumbents assigned as the primary HR professional for a smaller agency are not responsible for the full-range of personnel management activities that were performed in the agencies prior to the consolidation of HR in DOPLR, focusing instead on employee/labor relations and recruitment. Assignments normally involve making decisions and judgments within established guideline and precedent that affect an individual issue or department. These characteristics are similar to the characteristics of advanced professional classes at range 18; however, the independence, decision-making, and authority to implement decisions is significantly similar to the characteristics of range 19. Based on the similarities to the higher range, Level 3 of the Human Resource Professional series is assigned range 19.

The work of Level 4 Human Resource Professionals requires incumbents to function as expert level professionals and advisors in multiple disciplines of the HR field. Incumbents work independently in a medium-large agency or manage a statewide program within DOPLR under a higher level manager. Incumbents provide guidance on interpretation and application of policies, contracts, and applicable statutes within their function. Incumbents assigned as the primary HR professional for an agency work independently with significant interaction with DOPLR staff to ensure consistent application of State policies. In DOPLR incumbents typically supervise professional staff in the specific HR field. These characteristics are significantly similar to the characteristics of the advanced/first managerial classes at range 20. The class does not exhibit the independent authority and decision-making that would support alignment with classes at range 21. Level 4 of the Human Resource Professional series is assigned range 20.

The work of Level 5 Human Resource Professionals requires incumbents to function as advanced professionals and managers. Incumbents manage a statewide program in DOPLR or manage a team of HR professionals and technicians providing employee/labor relations and recruitment services to a large agency where the workforce is mixed and employee/labor relations disputes and issues are frequent complex. The work requires mastery of HR principles, concepts, and practices, consultative skills, and seasoned judgment. Incumbents manage a unit or section commonly with subordinate lead or supervisory HR professionals and have authority over specific HR programs, either within a department or statewide. These characteristics are significantly similar to the characteristics of the expert and manager level classes at range 22. The class does not exhibit the variety of expertise or programmatic control outside of the supervisory relationship that would support alignment at range 23. Level 5 of the Human Resource Professional series is assigned range 22.

Level 6 of the Human Resource Professional series is a single position responsible for multiple programs/functions within DOPLR and for guiding senior HR staff in all departments on their assigned areas. The incumbent works under the Director and commonly makes decisions on issues that are sensitive, subject to criticism, and could establish statewide precedent. The work requires mastery of HR principles, concepts, and practices, consultative skills, and seasoned judgment along with skill in strategic planning and management. The scope of responsibility exceeds the single-program characteristics of classes at range 23 and supports alignment at a higher range. The characteristics are substantially similar to the characteristics of the expert and manager classes at range 24. The class does not exhibit the policy-level authority that would support alignment with the class at range 25. Level 6 of the Human Resource Professional series is assigned range 24.

The work of Level 1 Labor Relations Analysts requires incumbents to function as advanced professionals in labor relations activities and in advising management, supervisors, and department HR staff. Incumbents assist managers and HR staff with issues of limited complexity and controversy and assist higher level LR Analysts with more complex assignments. Decisions and judgments are typically made within established precedents. These characteristics are substantially similar to the characteristics of advanced professional classes at range 18. The class does not exhibit the breadth of expertise or highly specialized focus which primarily characterizes range 19. Level 1 of the Labor Relations Analysts series is assigned range 18.

The work of level 2 Labor Relations Analysts requires incumbents to serve as State's advocate in labor relations activities, including arbitrations and contract negotiations. Incumbents independently apply legal expertise in labor relations to all but the most complicated cases. Unusual problems or interdepartmental decisions are reviewed prior to implementation. Errors in arbitration or negotiations can establish precedent and have significant effect on the State's personnel administration. These characteristics have significant similarities to the classes at range 20. The class does not exhibit the independent responsibility for a program that would support alignment with classes at range 21. Level 2 of the Labor Relations Analyst series is assigned range 20.

The work of Level 3 Labor Relations Analysts requires incumbents to independently serve as chief spokesperson for major bargaining units and represent the State at arbitrations and ALRA hearings on the most complicated and controversial cases. The work is highly specialized and highly complex with potential for substantial state impact, significant media attention, and significant State liability. The work requires mastery of labor relations principles, concepts, and practices, consultative skills, and seasoned judgment. These characteristics have significant similarity to the specialized expert classes at range 22, although not to the range's managerial characteristics. The class does not exhibit the authority over program activities outside the supervisory chain that would support alignment with the classes at range 23. Based on the preponderance of similarities, and to provide a reasonable career progression in keeping with the State's policy of maintaining a career service, Level 3 of the Labor Relations Analyst series is assigned range 22.

Conclusion:

Range	Job Class
18	Human Resource Professional, Level 2 Labor Relations Analyst, Level 1
19	Human Resource Professional, Level 3
20	Human Resource Professional, Level 4 Labor Relations Analyst, Level 2
22	Human Resource Professional, Level 5 Labor Relations Analyst, Level 3
24	Human Resource Professional, Level 6