



HUMAN RESOURCES ANALYST 3

1322

GENERAL DESCRIPTION OF CLASS

Human Resource Analysts do strategic and operational management activities related to the performance of Human Resource in State agencies. Human resource professionals are consultants to management and give technical advice in human resource structure, process, and staffing in order to improve the operational performance of State agencies. They coordinate and maintain human resource management functions such as employee classification, recruitment and selection, personnel policies, labor or employee relations and regulatory compliance. Some positions give training or guidance to lower level Human Resource staff, but guidance of others is not the primary function.

The HUMAN RESOURCE ANALYST 3 is a senior level consultant who advises about Human Resource management. Generalist positions are widely varied and include four or more human resource functional areas. Specialist positions' primary focuses are in a single function, and do work in such areas as managing projects to develop new classification structures, equal employment programs and compliance, or labor and employee relations. Employees may give assistance in the supervision and training of other Human Resource analysts as a lead worker or project leader, or manage the human resource program for a small state agency.

DISTINGUISHING FEATURES

The Human Resource Analyst 3 is the third level of a three level series. The class is the senior professional level. Employees of the class solve difficult work force management issues having broad potential impact. Issues involve diverse interests, multiple stakeholders, conflicting rules or practices, a range of possible solutions or other elements that contribute to complexity. At this level work requires employees to defend decisions if challenged through appeal processes, and the discretion to negotiate settlement of employee grievances. Employees work under a broad framework of human resource principles and policy.

A Human Resource Analyst 3 applies a broad knowledge of Human Resource principles and practices. Their decisions have a potentially broad impact, and they use inductive thinking to develop new solutions to work management issues. Employees also have more involvement and responsibility in human resource planning, and program and policy development than the Human Resource Analyst 1 or 2.

DUTIES AND RESPONSIBILITIES

The duties listed below are not inclusive but characteristic of the type and level of work associated with this class. Individual positions may do all or some combination of the duties as well as other related duties:

1. Labor and Employee Relations

Negotiate with union representatives or employees to settle grievances. Review laws, rules, bargaining contracts, and precedent decisions to decide and write response to grievances. Investigate employee performance or behavior issues, complaints or grievance facts. Interview witnesses to decide facts. Integrate information to write report of finding and recommend personnel action. Write disciplinary personnel actions. Mediate disputes. Lead disciplinary and employee dismissal meetings. Collaborate with managers to develop performance standards. Testify at hearings and arbitration.

Support collective bargaining by gathering facts, developing proposals and giving subject matter expertise at the bargaining table. Administer collective bargaining agreements by interpreting and applying contract provisions, implementing agreements and advising others on procedures. Recommend and write letter of agreements based on negotiated understandings.

2. Human Resource Policy Development

Identify and recommend changes in policy to address new or revised regulations, budgetary and programmatic impact of human resource management issues, or to implement court decisions. Do in-depth analysis on human resource issues to decide impact on human resource practices. Develop new and revised human resource systems, methods and processes to improve internal operations and service delivery. Identify and evaluate human resource issues confronting the agency and recommend action to address emerging trends. Collaborate with management to develop systems, policies and procedures to foster effective human resource management. Identify agency structure and development needs and design appropriate strategies to address the needs. Respond to groups and individuals of opposing views and collaborate to achieve desired outcomes.

3. Job Analysis and Classification

Give consultative advice to agency operational managers on job classification issues and processes. Design methodology for classification studies. Analyze jobs to identify work tasks, complexity factors and qualification standards. Apply classification theory and organizational or work design principles in order to design organizational structures, classification structures or allocate work to positions. Develop job specifications from drafts, position descriptions or other collected job data. Plan and manage classification studies that encompass multiple organizational functions or multiple state agencies. Interpret and apply statistical and occupational data to draw conclusions and conceptualize classifications or organizational structures. Survey jurisdictions for salary and benefit information. Represent the state in classification appeals. Testify at arbitration or administrative hearings. Manage classification studies. Apply project management methods to plan and execute classification studies. Use software applications to extract, compile and display data from electronic databases and files; analyze raw data using data mining methodologies and software.

Develop and analyze data and recommend state compensation policy. Give consultation on complex state compensation issues. Lead and manage comprehensive salary and benefit survey. Testify at mediation hearings and interest arbitrations. Recommend compensation changes for collective bargaining initiatives and budget projections. Recommend customized pay to increase qualified recruitments of management positions. Monitor and assess data and system needs to meet changing requirements for the state compensation plan. Prepare documentation for new and revised system models.

4. Miscellaneous Human Resource Functions

Facilitate personnel transactions by approving exceptions to policy and integrating with other organizational functions such as payroll. Identify current and future staffing and classification needs. Research available labor pools and develops recruitment strategies to achieve organizational goals. Manage human resource records function. Identify need for and manage human resource studies and projects. Meet with other organizational units to address operational issues; advise line managers on human resource management techniques to achieve organizational goals. Coordinate employees' return to work after medical or administrative leave for complicated or sensitive situations. Advise employees on career options. Plan for changes in labor pools. Develop strategic plans for management of the workforce such as management development or staff succession. Compile EEO statistics and prepare Affirmative Action Plans. Organize and administer comprehensive audits of human resource management systems and practices. Decide compliance with human resource

compliance with rules, policies and standards. Develop audit scope, methodology, schedule and tools. Identify audit sample and execute review. Compile written report of audit findings and develop corrective action plans.

RELATIONSHIPS WITH OTHERS

Employees exchange Information in person, writing, via telephone or by electronic transfer. Employees have regular interaction with administrators, managers and first-line supervisors to evaluate people or projects; coach, train or educate them; serve as their consultant; persuade them to a course of action; evaluate options or make decisions; diagnose or solve problems. The Human Resource Analyst 3 regularly interacts with staff from state oversight agencies to gain information, clarify policies, or settle complaints. They regularly contact union staff to negotiate settlements to grievances or solve workforce management issues. They also regularly contact the public to do recruitment outreach or explain procedures.

SUPERVISION RECEIVED

Employees at this level work with minimum supervision, conferring with a supervisor on unusual matters. Assignments are broad in nature, usually requiring originality to solve work problems. Employees use considerable independence in their actions or decisions. Employees apply broad guidelines to their work and develop new techniques or solutions where few precedents apply.

KNOWLEDGE AND SKILLS (KS)**Extensive knowledge of:**

Policies and practices involved in human resource functions. This includes job analysis, position classification, compensation, recruitment, selection, training, labor relations and negotiation strategies, and Human Resource information systems.
Principles and processes involved in business and organizational planning, coordination and execution. This includes operational planning, resource allocation, staff modeling, leadership techniques, production methods and organizational behavior.
Merit-system philosophy and principles.
Structure and content of the English language such as, the meaning and spelling of words, rules of composition and grammar, and the techniques of report and business writing.
Human behavior and motivational strategies that can be used to improve organizational performance.

General knowledge of:

Human resource laws, regulation, policies and procedures including new statutory and regulatory requirements affecting Human Resource programs.
Instructional methods and training techniques including learning theory, group and individual training techniques, needs assessment, design of individual development plans and test design principles.
Automated human resource systems and associated software such as spreadsheet, word processing and database management systems.
Group and team behavior strategies that help organizations achieve goals and objectives.
Problem-solving techniques.
Policies and practices involved in employee safety, health and physical accommodations.

Skill to:

Deliver information effectively in a variety of settings including; one-on-one, team settings, presentations, and various written forms such as letters, memos, analytical reports and decision documents.
Express ideas and exchange information clearly and persuasively.
Interview people to elicit information.
Identify the nature of problems.
Identify the things that must change to achieve a goal.
Conceptualize how a system should work under ideal conditions.
Find and identify essential information.
Make judgements about or assess the value, importance or quality of things or people.
Analyze a multiplicity of data and information from several sources and arrive at logical conclusions.
Identify underlying principles, reasons or facts by breaking down information or data into separate parts.
Combine, evaluate and reason with information and data to make decisions and solve problems.
Interpret and apply statistical or other data to specific issues.
Handle complaints, mediate disputes, resolve grievances or otherwise negotiate with individuals.
Consult and give expert advice to management or other groups on technical, systems-related, or process-related topics.
Identify the developmental needs of others and coach or otherwise help others to improve their knowledge or skills.
Establish long-range objectives and specify the strategies and actions to achieve those objectives.
Give guidance and direction to others including setting performance standards and monitoring outcomes.
Coordinate members of a work group to accomplish tasks.

Enhance collaboration among individuals and groups by using consensus-building skills.
Use differences of opinion to build alternative solutions to problems or concerns.
Effectively manage competing priorities and work assignments.
Synthesize data in order to formulate recommendations and conceptualize ideas.

Some positions may require the following:

Extensive knowledge of:

Job analysis and quantitative analysis techniques and methods.
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Basic knowledge of:

Human Resource audit techniques and methods

NOTE: The KNOWLEDGE and SKILLS are required for initial consideration. Some duties performed by positions in this class may require different KS's. No attempt is made to describe every KS required for **all** positions in this class. Additional KS requirements will be explained on the recruiting announcement.

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STATE OF OREGON
 Dept. of Administrative Services
 Human Resource Services Division