

PART I	HAWAII HEALTH SYSTEMS CORPORATION	17.079
	STATE OF HAWAII	17.080
		17.081
		17.082

Class Specification  
for the Classes:

REGIONAL HUMAN RESOURCES DIRECTOR I, II, III, IV  
EM-01; EM-03; EM-05; EM-07  
BU:35

Duties Summary:

This series includes only those positions which involve directing or assisting in directing a regional human resources management program. This involves organizing, directing and coordinating human resources activities of a Hawaii Health Systems Corporation (HHSC) organization, including, as a minimum:

- A. Analyzing data concerning problems of absenteeism, turn-over and employment of the physically handicapped;
- B. Studying human resources laws and regulations, appeals, Attorney General decisions, collective bargaining contracts, and other human resources trends;
- C. Formulating, interpreting and recommending to the appropriate administrative echelon policies and procedures concerning recruitment, placement, classification and pay, contract administration, maintenance of personnel records, procedures for health and safety, etc.
- D. The direction of subordinate personnel in carrying out the assignments described.

Evaluation Factors:

Elements which affect the complexity and level of operation of Regional Human Resources Director positions relate primarily to: 1) the situation in which the program functions; and 2) the manner in which the human resources function is conceived and carried out. Consequently, there is an aspect of total professional-type responsibility in a Regional Human Resources Director's position which is, to some extent, independent of such specifics of the operating situation as size of work force served, number and complexity of occupations involved, etc.

For the purpose of evaluation, it is first necessary to determine the level of operation in the human resources management operation, regardless of the size of the organization

serviced.

Broadly speaking, the ultimate goal of human resources management is, within the framework of applicable laws and regulations: 1) to furnish the region with a work force of maximum efficiency, stability and minimum size; and 2) to carry on the work of the region under conditions which are satisfactory both to management and employees. In order to assure consistent, effective and equitable human resources management practices throughout HHSC and to promote the direction and support of the human resources program, this presupposes the obligation upon each region to maintain the merit system and collective bargaining through careful observance of the principles, laws, regulations, and contracts by which they are made effective.

The scope of a sound human resources management program may be evaluated in several areas of historical implication and immediate application:

1. Policies and Guidelines: The objectives of formulation of policies and guidelines is to: a) insure that the region will operate within the framework of applicable laws, rules and regulations; b) promote the attainment of the goals described above; and c) to insure the consistent and equitable attainment of the functional objectives described below.
2. Position Classification and Pay Administration: The objective of position classification is to provide an orderly grouping of positions for recruitment, pay administration and other human resources and management purposes.
3. Staffing: The objective of staffing is to secure the best qualified person available for each position within the region and to obtain maximum production of each employee and the group of continuous efforts to place and retain each employee in the position in which he/she can best serve the region. Regions may elect to fill vacancies by appointment, transfer from outside the region, or placement from within the region.
4. Employee Performance Evaluation: The objective of employee performance evaluation is to appraise the performance of HHSC employees in order to: a) strengthen supervisor-employee relationships; b) recognize the merit of employees who have contributed to efficiency and economy in HHSC service; c) identify unsatisfactory employees who should be reassigned or separated; and d) determine methods to increase the effectiveness with which employees do their work.
5. Employee Development: The objective of employee development is to improve the efficiency and economy of regional operations by: a) developing a well-trained work force; b) assisting employees toward achieving their potential usefulness and c) motivating employees and stimulating in them a sense of participation. This includes such key

development procedures as orientation, in-service training, out-service training and other methods for the development of employees to continually gain in their prospective roles in the organization.

6. Employee Relations and Services: The objective of employee relations and service activity is to provide recognition of the human factor in achieving a high level of production by enabling employees to realize that their work is important to the region, that their well being is a matter of concern to their employer, and that their rights as individuals are respected. It recognizes as compatible the rights and just obligations of both management and employees. It also requires effort to create and maintain conditions that bring about active and willing cooperation among all members of the organization.
7. Employee Recognition and Incentives: The objectives are to: a) encourage employees to participate in improving government operations; and b) recognize individual employees or groups of employees whose suggestions, inventions or accomplishments contribute to efficiency, economy or other improvement in operations, cash and honorary awards provide one of the means of recognizing employees for their superior achievements and performance.
8. Labor Relations: The objective of labor relations activities is to provide for harmonious and cooperative relations between employees and employers through: a) advising and assisting line management in solving labor relations problems including the interpretation of collective bargaining contracts and settlement of grievance; b) ensuring that employees' and management's rights are preserved and obligations are met; and c) providing information to and assisting HHSC's negotiating team.
9. Civil Rights: The objectives of civil rights activities are to insure that: a) EEO and other laws and related regulations prohibiting discrimination are followed; b) programs deal with employees and clients in a non-discriminatory manner; and c) complaints are minimized and are handled in a manner which provides equitable treatment and minimizes costs and disruptions.
10. Health and Safety: The objectives of health and safety activities are to insure: a) compliance with applicable laws and regulations; b) minimize human suffering, lost time and costs.
11. Personnel Records and Reporting: The objective of maintaining adequate personnel records is to provide: a) the documentation necessary to show that the legal, regulatory and procedural requirements have been met in all personnel actions; b) a basis for making decisions involved in personnel actions and for planning operations; and c) a basis for reports on human

resources activities.

12. Program Evaluation: The objective of program evaluation is to insure constant scrutiny by the regions of all activities of its human resources program in order to determine: a) whether operations have been handled in such a manner as to insure the delegation of authority by the Corporate office; b) whether the existing human resources organization is the most efficient arrangement for accomplishing the work; and c) whether human resources policies and practices are designed and operating to keep personnel needs at the lowest practicable level and to achieve maximum efficiency and stability of the work force.
13. Program Development: The objective of program development is to insure that the personnel resources of the region are obtained, developed, utilized and treated in a manner that maximize operations and service, minimize cost, and prevent and/or resolve problems.

#### Grade-Level Criteria:

The grade-level criteria reflect typical combinations of situations, responsibilities and element values of Regional Human Resources Director positions at the various levels presently in existence. Individual positions will be allocated to the class which best reflects those combinations, based on an evaluation by the VP/Director of Human Resources of the relative nature of the regional programs and their requirements; the scope and nature of the respective human resources programs and the manner in which they function, and the relationships of the Regional Human Resources Directors to their regional management, and on the expressed intent of management as to the purpose for the existence of a position, where a vacancy exists.

#### ASSISTANT HUMAN RESOURCES OFFICERS:

The grade or level of an assistant human resources officer is to be derived by comparison with the grade of the human resources office whom he/she assists and in consideration of the degree to which he/she participates in planning and directing the human resources program. A full assistant, whose participation extends to all phases of the human resources program, will typically be classified one grade level below the grade appropriate for the human resources officer. Therefore, no specific discussion will be included for the assistant who functions as a full assistant to the human resources officer. Positions which are not full assistants are properly allocated to the Human Resources Specialist series or to the Human Resources Clerk-Technician series.

#### Regional Human Resources Director IV

This class reflects the top level in the Regional Human Resources Director Series, and involves three major factors. They are:

1. Size of region and nature of regional programs and resulting human resources program requirements. These must be such that difficult personnel problems are inherent and that an appropriate response is apparent: (i.e., the region has a substantial number of hard-to-recruit positions and the human resources program is characterized by intensive recruitment requirements; the staffing of the region involves relatively high-turnover occupations, shift work and other problem-generating work situations such as are found in institutions and the human resources program is actively involved in minimizing their effect; work situations create a significant number of on-the-job injuries and resultant workers' compensation problems and the human resources program has significant safety and accident prevention activities and a coordinated and active workers' compensation activity; and regional programs and staffing require and result in a labor relations function with significant involvement in the negotiation process, and the resolution of grievances, and furthermore a significant role in the processing of EEO complaints by clients as well as staff).
  
2. The manner in which the human resources office functions. The human resources program as a whole shows continuing assessment of the manpower needs and resources of the region, thorough analysis of long range, as well as current, problems, and a planned, integrated, comprehensive approach to their solution as well as to the overall enhancement of the operations of the region. While authority to implement some aspects of human resources program improvements and problem solutions may rest with the corporate human resources office, a Regional Human Resources Director at this level routinely develops, on his/her own initiative, a comprehensive approach including concrete details for implementation by the region, where such authority is delegated by the region, and by the corporate human resources office as required.

In addition to this comprehensive, long-range concern with maximizing the human resources of the region, the Regional Human Resources Director also demonstrates initiative in more specific areas by developing human resources programs which go beyond system-wide requirements, go beyond immediate and urgent problems, and which involve creative and innovative solutions.

Finally, the Regional Human Resources Director exercises a strong control over line management by reviewing line recommendations for their conformance with principles of good human resources management as well as to insure that regulations are complied with and by demonstrated willingness to act in approving or disapproving proposals or requests.

3. Relationships with the Regional Chief Executive Officer. The day-to-day activities of the region must show that the Regional Chief Executive Officer has delegated significant authority to the Regional Human Resources Director to act in personnel matters both in terms of the planning, strategies and functioning of the human resources program as a whole and the handling of localized problems and individual cases (e.g., the Regional Chief Executive Officer relies upon the Regional Human Resources Director to develop and implement overall program content and solutions to problem situations and follow up with the corporate human resources office as required as well as to act for him/her in disapproving line recommendations which are in conflict with sound human resources management principles).

### Regional Human Resources Director III

This class reflects two types of positions:

- A. The position which functions in a manner similar to the next higher level but is located in a region which, because of more limited size and less demanding programs, does not inherently present the same extent, urgency and severity of personnel problems and consequently does not require or demonstrate the same response by the program.
- B. The position which functions in a region of such size and with programs of such nature that difficult personnel problems are inherent, but where the human resources program does not function in the manner or to the extent described at the next higher level in responding to those problems and where the role of the Regional Human Resources Director does not regularly involve the exceptional manner of functioning and the delegation by the Regional Chief Executive Officer found at the next higher level. A position in this class operates a full human resources program for the region, as discussed in the section on Evaluation Factors, has gained line acceptance of the concept that human resources management is an integral part of the total management process, and is taken into responsible participation in the management process. However, most activities are limited to those involved in dealing with specific, current problems, there is little or no initiative evident in comprehensive, long range program development which transcends those specific current problem situations and/or exceeds normal system-wide requirements, and involvement of the Regional Chief Executive Officer and corporate human resources are evident in program evaluation, program development and the development of solutions to specific problem situations. Further, the relationship with line management is normally confined to provisions of advisory services and assurance of technical correctness of actions and does not involve delegated authority to overrule actions based on principles rather than regulations.

Regional Human Resources Director II

This class reflects two types of positions:

- A. The position which functions in a region which is more limited in size and involves less demanding programs, and whose role does not regularly involve the exceptional manner of functioning and the delegation by the Regional Chief Executive Officer found at the highest level. A position in this class operates a full human resources program for the region, as discussed in the section on "Evaluation Factors," has gained line acceptance of the concept that human resources management is an integral part of the total management process, and is taken into responsible participation in the management process. However, most activities are limited to those involved in dealing with specific current problems, there is little or no initiative evident in comprehensive, long range program development which transcends those specific current problem situations and/or exceeds normal system-wide requirements, and involvement of the Regional Chief Executive Officer and corporate human resources are evident in program evaluation, program development and the development of solutions to specific problem situations. Further, the relationship with line management is normally confined to provision of advisory services and assurance of technical correctness of actions and does not involve delegated authority to overrule actions based on principles rather than regulations.
- B. The position which functions in a region of such size and with programs of such nature that difficult personnel problems are inherent, but whose role has not developed to fully embody the philosophy, theory, and practice of sound human resources management, as described under "Evaluation Factors" and at the next higher level (Type B), although there may be present some evidence of human resources activities of a broader scope than actual maintenance.

Regional Human Resources Director I

The position which is located in a facility of more limited size and less demanding programs and whose role has not developed to fully embody the philosophy, theory and practice of sound human resources management, as described under "Evaluation Factors" and at the next higher level (Type A), although there may be present some evidence of human resources activities of a broader scope than actual maintenance.

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This is an amendment to the class specifications for the DEPARTMENTAL PERSONNEL OFFICER I, II, III, IV to re-title the class to REGIONAL HUMAN RESOURCES DIRECTOR I, II, III, IV, effective April 18, 2012.

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This is an amendment to the class specifications for the DEPARTMENTAL PERSONNEL OFFICERS I, II, III, IV approved on December 29, 1967.

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The code numbers for the classes in this series were changed from 2.882, 2.883, 2.885 and 2.887 to 17.079, 17.080, 17.081 and 17.082, respectively, and the classes were incorporated in the Excluded Managerial Compensation Plan (EMCP) effective July 1, 1981 in accordance with Act 254, SLH 1980.

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This class is adopted from the State of Hawaii, relative to the transfer of classification and compensation jurisdiction to the Hawaii Health Systems Corporation, effective July 1, 1998, pursuant to Act 262, Session Laws of Hawaii, 1996.

DATE APPROVED: April 18, 2012

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PAUL TSUKIYAMA  
Director of Human Resources