

## Human Resources (HR) Specialist 3

### I. KIND AND LEVEL OF WORK

The third of three levels in the HR Specialist series. Under limited supervision, the Human Resources Specialist 3 performs advanced professional human resources work. Positions at this level work independently to provide consultation, guidance, and subject matter expertise in one or more HR functional areas such as recruitment, staffing, workforce planning, performance management, classification and/or compensation.

Work involves applying specialized knowledge and sound judgment to support effective and efficient HR services delivery. Positions in this class may make recommendations to HR leadership and management for process improvements within their area of responsibility.

The HR Specialist 3 may either serve as a formal team lead with authority to advise on and/or approve work or more informally provide guidance and training to other human resources professional and technical classifications.

**DELEGATION:** Positions in this classification that perform work covered by delegation are expected to carry subdelegation. These positions will often be subdelegated for the full list of selection activities and many, if not all, classification activities. They may carry some compensation subdelegation. Within a larger HR office, these positions will be fully sub-delegated for one, two or all three areas of delegation. *Positions in any classification must receive all training before being granted subdelegation.*

### II. DISTINGUISHING CHARACTERISTICS

This class is distinguished from the HR Specialist 2 by the broader scope and increased complexity of work performed. Positions at the HR Specialist 3 level typically support a more diverse range of HR functions and handle more sensitive or nuanced issues that require deeper analysis, specialized knowledge and professional judgment. Tasks include matters that require interpretation of ambiguous policy, resolution of conflicting interests, or formal communication of decisions with broader organizational impact, such as an appeal of an audit or compensation determination. As a result, this type of works comes with greater responsibility for the impact of those actions.

Incumbents in the HR Specialist 3 classification operate with a greater degree of independence and accountability, often possessing posting authority and some delegation for auditing, classification or compensation. Work is generally completed independently, with the supervisor informed of outcomes after tasks are finalized rather than providing ongoing direction throughout.

Incumbents in the HR Specialist 3 class must rely on expertise to persuade others, gain support, or drive actions, while those in the HR Specialist 2 classification primarily provide guidance on more

routine actions and would need to consult others if a situation is sensitive or has not previously been encountered.

The HR Specialist 3 differs from the HR Consultant 1 in that the HR Consultant 1 requires a broader understanding of HR practices and how they support organizational strategy. This may include leading agency-wide classification reviews, developing strategic workforce plans, advising on labor relations, or managing complex recruitment efforts.

In terms of accountability, both classifications follow established policies. However, while the HR Specialist 3 provides expertise and guidance within a defined scope, the HR Consultant 1 demonstrates an increased strategic approach supporting broader statewide initiatives, managing agency-wide projects, and influencing outcomes without direct ownership of final decisions.

### **III. EXAMPLES OF WORK/DUTIES**

*(A position may not include all the work examples given, nor does the list include all that may be assigned.)*

- Provide selection and hiring consultation to managers and supervisors regarding vacancy-filling requirements, options to meet staffing needs, and recruitment and selection strategies so that the agency complies with all applicable laws, rules, policies, and union contract provisions and qualified candidates are available to employ in a timely and efficient manner.
- Research/develop procedures and processes to improve the quality and effectiveness of the agency's staffing strategies.
- Perform classification activities including gathering information regarding the request, conducting analysis, making a determination, explaining the determination, and exploring alternatives so positions are equitably and properly classified.
- Assist in the development or revision of human resource-related policies and procedures.
- Provide expert advice and consultation, technical expertise and recommendations regarding the provisions of the contracts and plans in assigned human resources functions.
- Assist in researching/compiling proposals and information in response to proposals as part of the collective bargaining process.

### **IV. KNOWLEDGE, SKILLS, AND ABILITIES**

Knowledge of:

- Advanced professional knowledge of human resources related policies, principles and practices as well as the legal structure that governs HR decisions.
- Advanced professional knowledge of collective bargaining agreements and plans to consult with and advise managers and supervisors regarding labor relations processes such as seniority practices, vacancy filling, wage and benefit management, and layoff rights.

Skill in:

- Gaining participation and consensus among diverse parties who may have opposing interests in order to achieve practical solutions to complex issues and goals.
- Using multiple recruiting strategies and sources for passive and active candidate recruitment.
- Researching, analyzing and assessing current and ongoing recruitment and retention efforts.

Ability to:

- Analyze complex organizational and technical problems and develop and implement strategies and methods to address these problems.
- Understand business objectives, assess challenges and develop proposals and alternatives which are realistic given existing constraints while still addressing the needs of the agency/staff.

## LICENSURE/CERTIFICATION/STATUTORY REFERENCES

N/A

## SPECIAL WORK CONDITIONS

N/A

## REFERENCES

T.C.: 8/94; 4/9/13

Former Title(s): Personnel Program Spec

Personnel Officer Principal

## REVISION HISTORY

Established 05/1996

Revised 08/1994, 06/2025