

New York State Department of Civil Service
DIVISION OF CLASSIFICATION & COMPENSATION

Occ. Code 1436520

Associate Director Human Resources 2 (Labor Relations), M-2	1436520
Associate Director Human Resources 3 (Labor Relations), M-3	1436620
Associate Director Human Resources 4 (Labor Relations), M-4	1436720

Brief Description of Class Series

Associate Directors Human Resources (Labor Relations) develop, coordinate, and maintain the labor relations program of a State agency. They administer employee discipline and grievance procedures; participate in negotiations with employee representatives; work with labor/management committees; and provide technical advice and assistance to agency management in implementing negotiated contracts and maintaining effective labor relations.

These positions are classified in various State agencies.

Distinguishing Characteristics

Associate Directors Human Resources (Labor Relations) at various levels have similar duties and responsibilities. The breadth and depth of the program they administer dictate the highest level classified in an agency. Factors that determine the allocation include the number of employees, agency characteristics, number of negotiating units, number and geographic distribution of facilities, types of occupations represented in the agency, frequency of program changes affecting employees, number of work shifts, and number and level of professional staff dedicated to labor relations. The classification of these positions hinges on the combination and degree of significance of the above factors.

The terms "medium," "large," and "largest" are used to denote significant differences in the size of State agencies rather than variances of a few employees in either direction. Categories of agency sizes are as follows: Medium (401-1,300 employees); Large (1,301-8,000 employees); Largest (over 8,000).

Associate Director Human Resources 2 Labor Relations: administers a medium size, active, diverse, and difficult labor relations program; supervises lower-level staff engaged in labor relations activities.

Associate Director Human Resources 3 Labor Relations: oversees a large, active, and diverse labor relations program; supervises lower-level staff engaged in labor relations activities.

Associate Director Human Resources 4 Labor Relations: directs the largest, most active, diverse, and difficult labor relations program; supervises lower-level staff engaged in labor relations activities.

Related Classes

Associate Directors Human Resources administer major human resources activities, including recruitment, examination, and placement; position classification and compensation; and employee services such as employee benefit, health and safety, employee counseling, and employee recognition programs of a State agency or cluster or facilities. These positions may serve as second-in-command of the entire human resources function and oversee one or more major functional areas.

Human Resources Specialists 2 (Labor Relations) are the full performance level of the series and incumbents independently perform a wide range of labor relations activities; may be the highest position in a small labor relations program; and may supervise lower-level staff engaged in labor relations activities. Human Resources Specialists 3 (Labor Relations) oversee a medium size labor relations program for an agency or a group of facilities for a large agency; and may supervise lower level staff engaged in labor relations activities.

Illustrative Tasks

Associate Director Human Resources Labor Relations:

- Plan, develop, and direct the labor relations program for an agency or a group of facilities.
- Direct the implementation of collective bargaining agreements.
- Represent the agency in both statewide and agency level negotiations; and direct or participate in labor management committees.
- Provide expert advice and assistance to program managers and supervisors in disciplinary matters.
- Review and evaluate policies and procedures; and recommend and implement new and revised ones.

- Review and evaluate changes in negotiated agreements; and advise management of their impact on the labor relations program.
- Supervise lower level professional and clerical staff involved in labor relations activities.
- Schedule and assign work to subordinate staff; and adjust work load to reflect changes. Monitor work progress and review completed work.
- Provide advice and consultation to supervisors and managers to ensure proper interpretation and administration of contract provisions and avoid misunderstandings that may lead to employee dissatisfaction and grievances.
- Conduct the most difficult and sensitive hearings and investigations.
- Make recommendations for appropriate action in disciplinary cases; draft and issue written communications; and ensure responses are consistent and adhere to procedure across the agency.
- Assess labor relations training needs; and develop training materials and curricula regarding employee relations, collective bargaining, contract administration, and employee discipline.
- Assist the Governor's Office of Employee Relations in presenting the State's case at improper practice hearings before the Public Employment Relations Board.
- Prepare witnesses for both direct and cross examination at disciplinary arbitration hearings, prepare and present opening statement outlining witness testimony, case evidence, and theory of the case.
- Deliver closing argument summarizing major points of State's case or draft written brief summarizing main arguments and presenting persuasive discussion of management's case.
- Act as liaison with legal office on issues involving employee relations activity, including litigation involving disciplinary action or grievance determinations, and Equal Employment Opportunity Commission and Division of Human Rights complaints.
- Develop proposals for funding labor management projects from the various quality of work life committees and assist in their implementation.

Communication

Incumbents have periodic oral and written communications with representatives of central staff agencies such as the Governor's Office of Employee Relations and the Department of Civil Service to exchange information of mutual concern in the field of labor relations.

Associate Directors Human Resources (Labor Relations) explain the labor relations program and policies to managers and others; participate in joint labor management committees; conduct agency hearings on grievances and disciplinary actions; and may represent the agency at disciplinary hearings before independent arbitrators. There may be frequent oral and written contact with agency human resources specialists and program staff to gather information for disciplinary and grievance cases, and with employee representatives and agency officials in resolving such cases and various contract administration matters. Incumbents must develop rapport with others to exchange information, gauge the importance of a given issue, and work toward a negotiated settlement when possible. In addition, as an agency representative in negotiations with employee representatives, the incumbents must orally present and support in a logical and convincing manner management's position on matters dealing with terms and conditions of employment.

Supervision Exercised

Associate Directors Human Resources (Labor Relations) are usually supervised by a higher-level Associate Director Human Resources (Labor Relations), Associate Director Human Resources, or Director Human Resources, who makes assignments, gives direction and guidance, and reviews work performance for compliance with established guidelines. The supervisor assesses the incumbent's work performance based on personal observations at conferences and meetings, the soundness and clarity of reports and recommendations, and by comments from management on rapport and effectiveness.

Associate Directors Human Resources (Labor Relations) typically oversee lower level support and professional employees. In that role, incumbents assign work; provide guidance and training; and review work in progress and on completion for conformance to guidelines and established standards.

Minimum Qualifications

Associate Director Human Resources 2 (Labor Relations):

Promotion: one year of service as a Human Resources Specialist 3 (Labor Relations), or two years of service as a Human Resources Specialist 2 (Labor Relations).

Associate Director Human Resources 3 (Labor Relations):

Promotion: one year of service as an Associate Director Human Resources 2 (Labor Relations), or two years of service as a Human Resources Specialist 3 (Labor Relations).

Associate Director Human Resources 4 (Labor Relations):

Promotion: one year of service as an Associate Director Human Resources 3 (Labor Relations) or two years of services as an Associate Director Human Resources 2 (Labor Relations).

Note: Classification Standards illustrate the nature, extent, and scope of duties and responsibilities of the classes they describe. Standards cannot and do not include all the work that might be appropriately performed by a class. The minimum qualifications above are those required for appointment at the time the Classification Standard was written. Please contact the Division of Staffing Services for current information on minimum requirements for appointment or examination.

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