SERIES PURPOSE
The purpose of this series is to analytically assess individual & organization factors that contribute to the organization’s mission & strategy. At the individual level, through the use of research techniques, this series will develop & validate assessments necessary for selecting, evaluating, or developing personnel based on strategic alignment, workforce analysis, competency modeling, gap analysis, & leadership potential assessments in order to address any leadership or workforce gaps. At the organizational level, this series will analytically identify, design & execute organizational development & change management activities through the analysis of organizational variables.

At the individual level, full performance incumbents either assist higher-level personnel to develop & validate assessments necessary for selecting, evaluating, or developing personnel based on strategic alignment, workforce analysis, competency modeling, gap analysis, & leadership potential assessments in order to address any leadership or workforce gaps or conduct these duties independently. At the organizational level, full performance incumbents will either assist higher-level personnel to analytically identify, design, & execute organizational development & change management activities through the analysis of organizational variables or conduct these duties independently.

At the individual level, managerial incumbents administer section responsible for the development & validation of assessments necessary for selecting, evaluating, or developing personnel based on strategic alignment, workforce analysis, competency modeling, gap analysis, & leadership potential assessments in order to address any leadership or workforce gaps.

CLASS CONCEPT
The full performance level class works under general supervision & requires considerable knowledge of industrial/organizational psychology in order to develop & validate assessments necessary for selecting, evaluating, or developing personnel based on strategic alignment, workforce analysis, competency modeling, gap analysis, & leadership potential assessments &/or the design & execution of organizational development & change management activities.
JOB DUTIES IN ORDER OF IMPORTANCE (These duties are illustrative only. Incumbents may perform some or all of these duties or other job-related duties as assigned.)

**Individual Level**

1. Designs & conducts research studies for the purposes of job analysis, assessment validation & effectiveness, employee evaluation, employee development, or position classification (e.g., requesting position specific minimum qualifications or proposing changes to the class plan).

2. Develops valid assessments (e.g., structured interviews, written tests, work samples, physical ability tests) or evaluates vendor-developed assessments for the purposes of personnel selection, evaluation, or development & ensures compliance with legal & professional standards & provisions of applicable bargaining unit contracts:
   a. Creates test plan.
   b. Writes test items.
   c. Creates rating scales/scoring methods.
   d. Conducts item-rating meetings with subject matter experts.
   e. Analyzes item statistics to improve assessments.

3. Facilitates assessment administration:
   a. Organizes administration.
   b. Creates materials.
   c. Responds to requests for reasonable accommodations.
   d. Proctors administration.
   e. Scores results.

4. Creates &/or reviews agency position descriptions.

5. Assists in developing agency personnel selection policies & procedures.

6. Creates & provides personnel selection & evaluation training to agency staff (e.g., structured interview techniques, job analysis, item writing, goal writing, rater training).

7. Collaborates with other agencies to improve assessment procedures.

8. Remains current on personnel selection & evaluation, organizational development, & other job-relevant issues.

**Organizational Level**

AND/OR

9. Analytically identifies, designs, & executes organizational development & change management activities through the analysis of organizational variables:
   a. Identifies workforce trends & issues.
   b. Designs, implements, & analyzes workforce analytics.
   c. Recommends &/or implements solutions for workforce issues.
   d. Facilitates organizational strategy & development.

10. Writes technical reports summarizing research procedures & conclusions for various stakeholders (e.g., supervisors, hiring managers, other agencies, the general public).
MAJOR WORKER CHARACTERISTICS
Knowledge of: job analysis; principles of tests & measurements; law (employment); workforce planning; organizational development; employee development; management & supervisory principles & techniques*; agency policies & procedures.*

Skill in: operation of a personal computer & word processing, spreadsheet, database, presentation, & statistical package software.

Ability to: develop complex reports & position papers; use statistical analysis; communicate in speaking so intended audience will understand; establish effective working relationships; define problems, collect data, establish facts, draw valid conclusions, & synthesize solutions.

(*) Developed after employment.

COMPETENCIES
Analyzing Data
Processing Information
Communicating with Supervisors, Peers, or Subordinates

MINIMUM CLASS QUALIFICATIONS FOR EMPLOYMENT
Completion of graduate core program in industrial/organizational psychology.

-Or completion of undergraduate core program in industrial/organizational psychology; 1 year experience in job analysis & developing & validating assessments for the purposes of personnel selection.

-Or, if only performing the organizational level job duties, completion of undergraduate core program in industrial/organizational psychology, business or public administration, or related field commensurate with job duties; 1 year experience in designing, implementing, & analyzing workforce analytics & recommending &/or implementing solutions for workforce issues & facilitating organizational strategy & development.

-Or equivalent of Minimum Class Qualifications For Employment noted above.

TRAINING AND DEVELOPMENT REQUIRED TO REMAIN IN THE CLASSIFICATION AFTER EMPLOYMENT
Not applicable.

UNUSUAL WORKING CONDITIONS
May require travel.