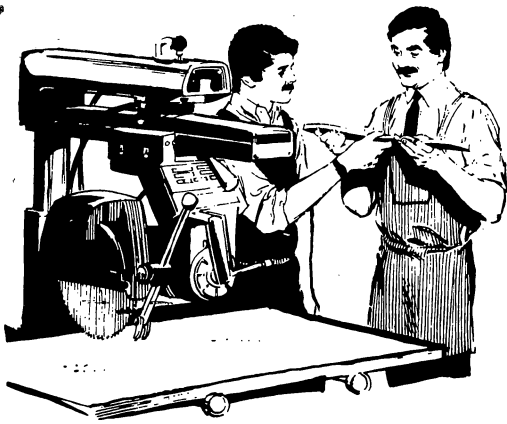


90
V872
1981c



CAREERS IN PERSONNEL

JOB FAMILY NO. 12

STATE OF NEW JERSEY
DEPARTMENT OF LABOR AND INDUSTRY
DIVISION OF PLANNING AND RESEARCH



974.90
V872
1981c
extra



EDITED AND ISSUED BY BUREAU
OF OCCUPATIONAL RESEARCH



FEBRUARY 1981

New Jersey State Library

**CAREERS IN PERSONNEL
JOB FAMILY NO.12**

HIRING

TRAINING

WAGE ADMINISTRATION

SETTLING LABOR RELATION PROBLEMS

DETERMINING PERSONNEL POLICIES AND EXPLAINING THEM

ENCOURAGING SAFETY AND HEALTH

INTRODUCTION

What do personnel officers do? Primarily they are in charge of seeing that staff are used in the most effective way possible. For example, as supervisors, they try to fit the right employees in the most suitable job, or counsel employees on such social problems as alcohol abuse or drug misuse. They may also negotiate union-management contracts or administer employee benefit programs. The successful operation of business and government depends upon attracting and re-training capable workers and helping employees to find satisfaction in their jobs.

Today most businesses are much too large for close contact between owners and their employees. Instead, personnel and labor relations workers provide the link between management and employees.

In a small company, personnel work consists mostly of interviewing and hiring. By contrast, a larger organization needs an entire staff, which might include recruiters, interviewers, counselors, job analysts, wage and salary analysts, education and training specialists, labor training specialists, and labor relations experts, as well as technical and clerical workers who keep government records on such programs as Affirmative Action, Equal Opportunity Employment and layoffs.

No profession has been more widely affected by recent federal legislation and the additions of more employee benefits than the personnel field. To manage these problems, organizations must rely on qualified and trained personnel, both at the entry level, such as secretary or clerk, and also at the administrative and supervisory level.

NATURE OF WORK

In a small organization, personnel officers individually may perform many of the following duties; while in a large organization, job duties are more specialized.

Personnel officers plan and carry out policies relating to all phases of personnel activity. They recruit, interview, and select employees to fill vacant positions, as well as conducting new employee orientation to foster a positive attitude toward company goals. Records are kept on insurance coverage, pension plans, and personnel transactions such as hires, promotions, transfers, and terminations, as well as government reports on such items as equal opportunity, affirmative action, and layoffs. They also investigate accidents and prepare reports for the insurance carrier.

Personnel officers conduct wage surveys within labor markets to determine competitive wage rates, prepare budgets of personnel operations, and also maintain an accurate job classification system within an organization. They meet with shop stewards and supervisors to resolve grievances. They write separation notices for employees leaving with cause and conduct exit interviews to determine the reasons behind separations.

Personnel officers prepare reports and recommend procedures to reduce absenteeism and turnover. Other duties

include contacting outside suppliers to provide employee services such as campaign, transportation, or relocation services. They may also keep records of hired employee characteristics for governmental reporting purposes. Others conduct training programs for employees or administer retirement and other employee benefit plans.

In some large organizations, they may administer skill tests to applicants seeking employment. Additional duties may include advising employees on their personal and vocational problems and dealing with disciplinary problems such as chronic absenteeism, lateness, and difficulties with supervisors or co-workers. Some also develop safety programs.

Top personnel officers may also be responsible for labor relations, including settling grievances, attending arbitration hearings, and negotiating collective bargaining agreements with unions on salaries and working conditions.

Other duties may include developing and maintaining a high plane of harmonious relations between the company and various public and private institutions in the local area in order to assure goodwill and implement the company's civic obligations to the community at large.

SPECIALIZED OCCUPATIONS

Director of Placement (Education, Secondary and College, DOT 166.167-014) coordinates activities of a job placement service for students and graduates. Also develops placement office procedures, establishes work loads, assigns tasks, and reviews results. The placement director also conducts in-service training programs for placement personnel and interviews applicants to determine their qualifications for employment. Other duties include assisting individuals to develop employment plans based on appraisals of their aptitudes, interests, and personality characteristics, and planning curricula accordingly.

Placement directors contact prospective employers to determine their needs and to explain their placement services. They arrange on-campus interviews with employers and graduating students to facilitate placement of graduates. They also collect, organize, and analyze occupational, educational, and economic information for use in job placement activities. Other duties include directing the maintenance of the occupational library and assisting in conducting community surveys to gather labor market information such as prevailing wage data, hours, training, and employment possibilities. Placement directors also coordinate programs for analyzing campus jobs.

Labor Relations Manager (DOT 166.167-034) manages the labor relations program of an establishment. Other duties include analyzing the text of collective bargaining agreements, developing interpretation of intent, spirit, and the terms of the contract in order to counsel management, and the developing and applying labor relations policies and practices according to a policy formulated by the director of industrial relations.

They also represent management in investigating, answering, and settling grievances by arranging and schedul-

ing grievance meetings between grieving workers, supervisors, and the managerial personnel.

Occupational Analyst (DOT 166.067-010) researches occupations and analyzes and integrates data to develop and devise concepts of worker relationships. They also modify and maintain occupations or classification systems and provide business, industry, and government with technical occupational information necessary for utilization of the work force.

Occupational analysts confer with business, industry, government, and union officials to arrange for and to develop plans for studies and surveys. They devise methods and establish criteria for conducting these studies and surveys. Other duties include researching jobs, industry, organizational concepts and techniques, and worker characteristics in order to determine job relationships and job functions.

Occupational analysts also prepare results of their research for publication in the form of books, brochures, charts, films, and manuals. They identify the need for and develop job analysis tools such as manuals, reporting forms, training forms, and slides. They conduct training and provide technical assistance to promote use of job analysis material, tools, and concepts in areas of curriculum development, career planning, job restructuring, and government and employment training programs.

Manager, Education and Training (Education, DOT 166.167-026) plans, coordinates, and directs personnel training and staff development programs for industrial, commercial, service, or governmental establishments. Duties include conferring with management and supervisory personnel in order to determine training needs, formulating training policies and schedules, and utilizing knowledge of identified training needs, company production processes, business systems, or changes in products, procedures, or services.

They designate training procedures, utilizing their knowledge of the effectiveness of such training methods as individual coaching, group instruction, lectures, demonstrations, conferences, meetings, and work shops. They also organize and develop training manuals, a reference library, testing in evaluation procedures, multimedia visual aids, and other educational materials.

Manager, Benefits (DOT 166.167-018) manages employee benefits programs for the establishment. Duties include planning and directing the implementation and administration of benefit programs designed to insure employees against loss of income because of illness, injury, layoff, or retirement. They also direct the preparation and distribution of informational literature and verbal presentations to notify and advise employees of their eligibility for benefit programs such as insurance plans, paid time off, bonus pay, and special employer-sponsored activities.

The benefit manager analyzes company benefit policies, laws concerning mandatory insurance coverage, data concerning prevailing practices among similar organizations, and agreements with labor unions, in order to comply with

the legal requirements and to establish competitive benefit programs.

Manager, Personnel (DOT 166.117-018) plans and carries out policies relating to all phases of personnel activity. Duties include recruiting, interviewing, and selecting employees to fill vacant positions. The personnel manager plans and conducts new employee orientation to foster a positive attitude toward company goals. Records are kept of insurance coverage, pension plan, and personnel transactions such as hires, promotions, transfers, and terminations. The personnel manager also investigates accidents and prepares reports for the insurance carrier.

Other duties include conducting wage surveys within the labor market to determine competitive wage rates, preparing a budget of personnel operations, and meeting with shop stewards and supervisors to resolve grievances.

Manager, Employment (DOT 166.167-030) manages employment activities of the establishment. Duties include planning and directing the activities of the staff workers concerned with such functions as developing sources of qualified applicants, conducting screening interviews, administering tests, checking references and background, evaluating applicants' qualifications, and arranging for preliminary indoctrination and training of newly hired employees according to policy formulated by the Director of Industrial Relations.

The employment manager also keeps records and compiles statistical reports concerning recruitments, interviews, hires, transfers, promotions, terminations, and performance appraisals, utilizing knowledge of job requirements, valid selection processes, and legislation concerning equal employment practices.

Employment Interviewer (DOT 166.267-010, Industry) interviews job applicants to select persons meeting employer qualifications. Duties include reviewing completed applications and evaluating applicant's work history, education and training, job skills, salary desired, and physical and personal qualifications.

The employment interviewer records additional skills, knowledge, abilities, interests, test results, and other data pertinent to classification, selection, and referral.

Other duties include searching files of job orders from employers to match applicant's qualifications with job requirements and employer specifications, utilizing a manual file search, computer matching services, or employment service facilities. The applicant is informed by the employment interviewer about job duties and responsibilities, pay and benefits, hours and working conditions, company and union policies, promotional opportunities, and other related information. The employment interviewer also answers the applicant's questions pertaining to company personnel policies and general orientation.

The employment interviewer also refers selected applicants to be interviewed by the person placing the job order, according to the policy of the school, agency, or company.

Records are kept for future reference of the applicants not immediately selected or hired. Other duties may include performing reference and background checks, referring applicants to vocational counseling surveys, or arranging for skill, intelligence, or psychological testing of applicants.

Interviewer (State Government), under the supervision of a senior interviewer in a local employment office, an interviewer does the work involved in interviewing and classifying applicants for employment, including order taking, referral, placement, and employer relations. They also receive and record orders from employers, select and refer qualified workers, and may verify placements.

Other assignments include conducting a testing program for selected applicants and supervising the computation and analysis of test results. Interviewers also provide occupational advice and refer applicants requiring special assistance to senior interviewers.

Interviewers use the necessary techniques to encourage employers to utilize the services of the local employment office. They may also supervise the preparation and maintenance of the necessary records and controls.

Job Analyst (DOT 166.267-018) collects, analyzes and prepares occupational information to facilitate personnel, administration, and management functions of an organization. They consult with management to determine the type, scope and purpose of job analysis studies. Duties include studying current occupational data and compiling distribution reports, organization and flow charts, and other background information required for the study.

Their job duties may include observing jobs, interviewing workers, and supervising personnel to determine the job and worker requirements. They analyze occupational data such as physical, mental, and training requirements of jobs and workers, and develop written summaries such as job descriptions, job specifications, and lines of career movement.

Job analysts utilize and develop occupational data to evaluate or improve methods and techniques for recruiting, selecting, promoting, evaluating, and training workers, as well as the administration of related personnel programs.

Methods-Study Analyst (DOT 012.267-010) studies and records time, motion, methods, and speed involved in performance of maintenance, production, clerical, and other worker operations, to establish a standard production rate and to improve efficiency. Charts, graphs and diagrams are prepared to illustrate workflow, routing, floor layouts, material handling, and machine utilization. They also observe workers operating equipment or performing tasks to determine the time involved and the fatigue rate.

They may recommend revisions of methods of operations or material handling, alterations and equipment layout, or other changes to increase production or improve standards. Methods analysts also aid in planning work assignments in accordance with worker performance, machine capacity, production schedules, and anticipated delays.

WHERE EMPLOYED

Personnel officers are employed in nearly all types of business enterprises, government agencies, and non-profit organizations. Allied work includes teaching, personnel administration, industrial relations, and related subjects. They may also be self-employed as management consultants, labor relations experts, or owners of an employment agency working on a fee basis.

PHYSICAL, MENTAL AND OTHER REQUIREMENTS

Personnel officers must be able to work accurately, exercising initiative and independent judgment. They need analytical ability and the capacity for expressing themselves orally and in writing. Since many records must be kept or examined, the ability to handle detail work is necessary.

They should have more than average skill in working with people of all levels of intelligence and experience, and at all levels of management.

Other requirements are the ability to plan, organize, and control the work of others; a liking for details; a high degree of persuasiveness; a pleasing personality; and the ability to get along with others in all walks of life. In addition, important personal attributes include freedom from ethnic prejudice and social stereotype.

Since a personnel officer may have to prepare data for labor negotiations and also participate in labor negotiation and arbitration hearings, a high degree of patience is mandatory.

WORKING CONDITIONS

Most personnel officers are employed by large companies and government agencies. The few who work for small organizations usually perform varied duties, while those in larger organizations specialize.

In the line of duty, the personnel officer may spend part of each working day in a comfortable air-conditioned office, but may also be exposed to heat, cold, dirt, and factory noise. During labor negotiations, they may be under heavy pressure and work overtime to meet deadlines for settlement of a new contract. Overtime frequency is also necessary to attend other important conferences. Some traveling may be required by those who visit a university to recruit prospective employees.

WAGES-HOURS-BENEFITS

According to limited data available from the Division of Planning and Research of the State Department of Labor and Industry, personnel officers employed in private industry in New Jersey earned in a middle range of \$16,730 to \$25,100 annually with an average salary of \$21,489. Personnel directors earned upwards of \$60,000 per year in large corporations (as of December 1979).

Personnel officers employed by the State of New

Jersey earned the following salaries for the designated titles (as of July 1, 1980):

<u>Title</u>	<u>Minimum</u>	<u>Maximum</u>
Personnel Aide	\$ 10,006	\$ 13,501
Personnel Assistant	13,408	18,099
Personnel Technician	13,408	18,099
Personnel Officer II (varies with different agencies)	18,867	25,474
Personnel Officer I	21,842	29,490
Interviewer	12,768	17,243
Employment Services Trainee	12,160 (6 mos.)	12,768
Employment Test Technician	13,408	18,099
Employment Counselor	14,078	19,003
Employment Supervisor II	18,867	25,474
Employment Supervisor I	20,802	28,085

The federal government also employs "personnelists." The following annual pay ranges are currently in effect (as of July 1, 1980):

<u>Entry Level</u>	<u>Salary</u> GS-5	<u>Salary</u> GS-7
Personnel Management Specialist	\$ 11,243	\$ 13,925
Personnel Staffing Specialist	11,243	13,925
Position Classification Specialist	11,243	13,925
Employee Development Specialist	11,243	13,925
Employee Relations Specialist	11,243	13,925

College graduates with superior academic achievement are eligible to be hired at the GS-7 grades. In addition, promotions to intermediate level positions usually are available after serving briefly at the entry level.

<u>Journey Level</u>	<u>Minimum</u>	<u>Maximum</u>
GS-11	\$ 20,611	\$ 26,794

Some senior personnel positions are filled at grade GS-12. Supervisory personnel positions are usually filled at grades GS-12 and GS-13.

	<u>Minimum</u>	<u>Maximum</u>
GS-12	\$ 24,703	\$ 32,110
GS-13	29,375	38,186

Personnel Officers of large federal installations may be at grades GS-14 and/or GS-15, depending on the size and complexity of the workforce.

	<u>Minimum</u>	<u>Maximum</u>
GS-14	\$ 34,713	\$ 45,126
GS-15	40,832	53,081

Incremental raises in salaries for each grade are earned by satisfactory performance. Qualified employees may advance through grade promotions above the journey level as vacancies become available.

The normal workweek for this occupation is 35 to 40 hours. As personnel officers and managers are often considered exempt professionals, overtime pay may not be

available. If overtime is paid, however, the rate is usually 1½ to 2 times the hourly rate.

Fringe benefits represent an important segment of the total earnings package and usually include paid holidays, vacation, and sick leave. Many personnel officers and managers are covered by hospitalization, medical-surgical, major medical, life insurance plans, and pension plans with vesting provisions.

Cost of retirement and insurance programs may be paid by the employer, or the employer and employee may share the cost. In addition, they are covered by social security (except federal employees), unemployment insurance, and (in New Jersey) temporary disability insurance programs. Other benefits may include full pay for jury duty and military reserve duty.

HOW TO BECOME A PERSONNEL OFFICER

A college education is increasingly important; although some personnel executives have entered the personnel field from production, sales, or clerical jobs in private industry.

Recommended college courses offered in many New Jersey colleges and universities include psychology, personnel management, labor problems, labor relations, and political science.

As the personnel field continues to grow more complex, it becomes increasingly important to obtain a master of business administration or master of science degree in labor relations in order to qualify for the better administrative positions.

Employment by the State of New Jersey and the federal government generally requires a college degree for an administrative position or a personnel trainee position. Some subordinate personnel occupations have minimal requirements of an associate college degree or a high school education.

A civil service examination is a prerequisite for employment with governmental agencies. Please see section titled "Where To Go For More Information" at the end of this publication for names of civil service agencies from whom applicants may secure information on government employment.

A few employers prefer workers who know the firm's operations, regardless of education, but the complexity of such subjects as labor law, contract negotiations, and aptitude testing require formal training. Some firms with management trainee programs also select potential personnel administrators from these trainee programs.

VETERAN TRAINING OPPORTUNITIES

The state approving agency for veterans programs is the New Jersey Department of Higher Education. This agency is responsible for approving accredited education programs for eligible veterans.

COSTS OF EDUCATION (as of September 1980)

Residents who wish to attend a community college in the county where they reside can expect to pay tuition costs of about \$400 to \$600 per year on a full-time basis. Tuition at New Jersey colleges or universities varies considerably depending on whether they are private or public institutions. Tuition at private 4-year colleges and universities usually ranges from about \$2,100 to \$6,300 per year. Tuition in New Jersey state colleges is \$25 per credit, which amounts to approximately \$750 per year. Tuition at Rutgers University is \$32 per credit.

Tuition for graduate study ranges from about \$45 to \$261 per credit, depending upon the school selected in New Jersey. Room and board, transportation, books, supplies, registration and other fees are additional expenses.

SOURCES OF FINANCIAL AID

Financial aid for higher education may be received in the form of scholarships, grants, and loans, and are available to those who need money to meet their educational costs. Application for state scholarships and incentive grants must be filed before the deadline date of November 15 of the current year.

High school guidance counselors and college financial officers are able to provide information concerning financial aid. Additional information can be obtained from a booklet published by the State of New Jersey entitled "Financial Aid for Higher Education."

Several types of student loans are available for purposes of obtaining higher education. Since the sources of such aid are numerous, persons interested in further information should write to:

New Jersey Department of Higher Education
Student Loan Office
C N 540
Trenton, New Jersey 08625
Toll Free Number (800) 792-8670

Veterans who have served a period of over six months in the armed forces after January 31, 1955, may be eligible for GI Educational Benefits. Those veterans serving less than six months who have become disabled while in the service or through a service-connected injury are also eligible. The wife of a deceased or permanently disabled eligible veteran may receive financial assistance for education. For more information write to:

Veterans Administration
20 Washington Place
Newark, New Jersey 07102

Other sources for aid include work study programs and employers' tuition refund programs.

The work study program makes it possible for a student to work a limited number of hours a week while attending school. During the summer vacation, the student is allowed

to work 40 hours per week. Participating schools make the necessary arrangements to secure employment for the students.

Many employers will pay up to the entire cost of tuition for approved college courses for their employees.

OPPORTUNITIES FOR ADVANCEMENT

Qualified personnel officers may be promoted to personnel managers. Further advancement may be attained by transferring to a larger company with more responsibilities as a manager or advancing to director of industrial relations. In addition, jobs are available with local or federal government agencies as a mediator or in their personnel departments.

ASSOCIATIONS

Through membership and professional associations, personnel officers are kept up-to-date on new developments in their fields. One such association which disseminates information of interest to members and strives to raise the standards of this profession is:

The American Society for Personnel Administration
30 Park Drive
Berea, Ohio 44017

OUTLOOK

The number of jobs for personnel workers in New Jersey is expected to expand as employers recognize the need for trained personnel to maintain good employee relations. Also the organization of new companies and expansion of existing firms adopting new technologies will contribute to a modest growth in these occupations. Projections indicate that the total number of personnel professionals in New Jersey is expected to expand from approximately 13,200 in 1974 to approximately 17,700 in 1985, resulting in an average of 800 job openings each year. These job openings will result from new jobs created by growth of the occupation and, in addition, from labor force separations, as workers retire or leave their jobs for other reasons.

The areas of occupational safety and health (OSHA), Affirmative Action, and Equal Opportunity Programs, plus increased collective bargaining in both the public and private sectors should also contribute to increased employment for personnel workers in New Jersey.

WHERE TO GO FOR MORE INFORMATION

1. A high school or college guidance counselor.
2. The personnel officer of a company in your area.
3. New Jersey Department of Education, 225 West State Street, Trenton, New Jersey 08625.
4. New Jersey Department of Civil Service, 209 East State Street, Trenton, New Jersey 08625; Room 310, 1100 Raymond Boulevard, Newark, New Jersey 07102; 517 Market Street, Camden, New Jersey 08102.

5. United States Office of Personnel Management, Federal Job Information Center, 970 Broad Street, Room 137, Newark, New Jersey 07102.
6. Veterans seeking training for employment should contact the Veterans Administration, 20 Washington Place, Newark, New Jersey 07102; a local representative of a veterans service organization, or the local Job Service Office of the N. J. Division of Employment Services.
7. Interested individuals with a disability should contact the local office of the New Jersey Division of Vocational Rehabilitation Services.
8. A local Job Service Office of the New Jersey Division of Employment Services.

TIPS ON GETTING A JOB

- A. Take stock of yourself. Prepare a job resume and list such characteristics as your aptitudes, education and training, work experience, and your professional goals.
- B. Consider the professional requirements and how well you meet them.
- C. Know how to write a letter of application. A good job letter can often pave the way for a personal interview. The letter should be brief and businesslike, state the position you are seeking, list your previous experience and school record, and be neatly written in ink or typed. Always enclose a cover letter when you mail a resume. If a letter is sent without a resume, it should be more detailed but limited to one page.
- D. Prepare yourself for an interview. Avoid fancy or casual clothes. Where appropriate, take an outline of your professional training and experience. Have necessary papers ready such as licenses, military records, and social security card. Know why you want to work for this organization and know what services are performed. Have the names, addresses, and telephone numbers of at least three persons you can use for references. If the employer requests you fill out an application, complete all questions asked. Be able to account for all your experiences or school history with no large gaps left blank. Be accurate, complete, concise, and truthful.

WHY DO PEOPLE SOMETIMES FAIL TO GET THE JOB THEY SEEK?

They do not present a clean and neat appearance at their interview.

They lack sufficient training for the work.

They have an unfriendly manner.

They fail to show up for an interview at the appointed time.

State of New Jersey
Department of Labor and Industry
DIVISION OF PLANNING AND RESEARCH
C N 056
Trenton, New Jersey 08625
OFFICIAL BUSINESS
PENALTY FOR PRIVATE USE, \$300

POSTAGE AND FEES PAID
EMPLOYMENT SECURITY MAIL
LAB-449

