

# Knowledge, Skill, Ability, and Personal Characteristic Statements

## Labor Relations Manager I & II Consortium Project

KSAPC #	KSAPC Statement
	Law/Procedure/Negotiations
1	Knowledge of general principles, practices, and trends of labor-management relations, public administration, human resources, business administration, and the Ralph C. Dills Act.
2	Knowledge of grievance and complaint procedures in order to effectively analyze and respond to grievances and complaints.
3	Knowledge of State management practices to effectively administer all labor relations policies, practices, and procedures to provide effective guidance to departmental personnel staff.
4	Knowledge of public sector personnel management practices in order to effectively prepare for bargaining and respond to employee and/or union grievances, complaints and disputes, and advise managers/supervisors on labor relations-related questions and issues.
5	Knowledge of negotiation strategies, tactics, and impasse procedures in order to effectively represent departmental management in the bargaining process.
6	Knowledge of management rights (e.g., hiring, discipline, promotion, assignments), employee representation rights (e.g., rank and file, excluded), and labor contract administration to effectively administer all labor relations programs.
7	Knowledge of the state and federal labor laws applicable to the public sector to effectively analyze and respond to employee and/or union complaints and disputes and to advise managers/supervisors on labor relations issues.
8	Knowledge of available resources pertaining to public sector employer-employee relations to effectively administer all labor relations policies, practices, and procedures.
9	Knowledge of administrative procedures and practices for various dispute resolution hearings (e.g., CA Department of Personnel Administration, CA State Personnel Board, arbitration, Public Employment Relations Board) to effectively support the interest of the employer.
10	Knowledge of trends in public sector negotiations, arbitration and court decisions, and court orders to effectively administer all labor relations policies, practices and procedures.
11	Knowledge of training methods, techniques, and visual aids to develop and provide training programs and presentations to various individuals.

<b>KSAPC #</b>	<b>KSAPC Statement</b>
12	Knowledge of the principles of management, concepts and techniques needed to manage and oversee the progress of a variety of administrative programs and project activities.
13	Knowledge of the organization and functions of California state government including the organization, role, and responsibility of the Legislature, the Executive Branch, control agencies (e.g., CA Department of Personnel Administration, CA State Personnel Board, Department of Finance, CA State Controller's Office) in order to effectively represent and protect employer interests.
14	Ability to interpret the Memorandum of Understanding/labor agreements in order to handle labor related matters.
15	Ability to communicate effectively with various audiences (e.g., unions, management, staff, executives, lawyers) in order to achieve resolution for grievances, complaints, and disputes.
16	Ability to maintain confidentiality to preserve the integrity of labor relations issues and related matters.
17	Ability to evaluate and make recommendations for resolving disputes, complaints and employee grievances.
18	Ability to present and defend the employer's positions to state control agencies, unions, and other departments.
<b>Analysis/Research</b>	
19	Knowledge of research methods (e.g., library, internet) to compile information for projects and assignments.
20	Knowledge of arithmetic computations such as addition, subtraction, multiplication, division, ratios, decimals, and percentages in order to interpret, modify, and/or propose compensation packages during negotiations and/or settlements.
21	Knowledge of cost/benefit analysis principles and concepts in order to analyze, determine, and prioritize proposals.
22	Ability to analyze various forms of data accurately to provide statistical and/or informational reports to various stakeholders.
23	Ability to conduct research using various resources in order to obtain, compile, and/or support information/data regarding labor relations activities, departmental policies and procedures and apply the information to current projects.
24	Ability to reason logically, analyze situations, develop and evaluate alternatives and take effective action with regards to complex labor related matters.
25	Ability to interpret numerical data in a clear and logical format such as tables, bar charts, pie charts, and line graphs in order to determine meaning/impact of data presented to assigned program and/or projects.
26	Knowledge of problem-solving techniques and processes to facilitate the identification and resolution of complex and sensitive issues.

<b>KSAPC #</b>	<b>KSAPC Statement</b>
27	Ability to develop and/or reconcile program budget (e.g., time code charges, staff resource allocations) to ensure appropriate expenditures.
<b>Organization/Prioritizing</b>	
28	Ability to plan and direct staff work to ensure timelines are met.
29	Ability to establish project schedules and milestones to complete projects and assignments within desired timelines.
30	Ability to facilitate meetings and discussions in a manner that ensures that participants stay focused on the intended topic and encourages active participation by all attendees.
31	Ability to coach and mentor staff with regards to prioritizing and completing multiple projects within timelines and expectations.
<b>Communication</b>	
32	Ability to establish and maintain cooperative working relationships with all levels of management, staff, and external stakeholders.
33	Knowledge of English language such as proper punctuation, grammar, spelling, pronunciation, and rules of composition in order to effectively communicate in writing and verbally to others.
34	Ability to utilize current technology to perform daily functions (e.g., internet, email systems, software applications) within a business environment.
35	Ability to handle stressful or sensitive situations with professionalism, tact, and diplomacy in order to achieve a resolution during bargaining or during a dispute.
36	Ability to maintain productive working relationships and establish credibility with various stakeholders (e.g., unions, department representatives) in the completion of projects and assignments.
37	Ability to work effectively with all levels of management to provide information and ensure department is in compliance with labor/management relations laws, policies, procedures, and Memorandum of Understanding/labor agreements.
38	Ability to communicate information and opinions in order to convince bargaining team members of appropriate strategy for delivering management's proposals.
39	Ability to promote a cooperative atmosphere during stressful situations (ie.e, angry or hostile individuals or in emergency conditions) in order to diffuse and resolve issues involving audiences with varying levels of understanding.
40	Ability to explain bargaining session results clearly and concisely to executive management.
41	Ability to negotiate and/or compromise in a professional and tactful manner when dealing with individuals holding differing opinions and viewpoints.

<b>KSAPC #</b>	<b>KSAPC Statement</b>
42	Ability to introduce change in a positive manner to generate support for change and minimize the impact on others.
43	Ability to use presentation software to prepare presentations, training sessions, and other job-related documents and materials.
44	Ability to serve as an advisor and/or representative for various programs and/or projects, interacting with all levels of management, staff, and internal/external stakeholders regarding complex or sensitive issues.
<b>Training</b>	
45	Ability to provide one-on-one and/or group training in order to facilitate the transfer of specific knowledge and/or skills to staff.
46	Ability to conduct forums for interactive learning among managers/supervisors in order to provide bargaining/negotiation updates, information regarding labor relations laws, policies, procedures and Memorandum of Understanding/labor agreements.
47	Ability to develop and present training programs for managers/supervisors in order to provide updated and standardized information.
48	Ability to communicate and negotiate department or State position which might conflict with personal opinion.
49	Ability to communicate and negotiate within established parameters.
50	Willingness to work long hours in non-traditional work settings (e.g., hotels, conferences) to ensure completion/resolution of labor related issues.