

# MEMORANDUM

**State of Alaska**  
**Department of Administration**  
**Division of Personnel & Labor Relations**

To: Dianne Kiesel  
Director

Date: July 10, 2007

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Subject: Archivist Class Study

## **Introduction or Preamble:**

The Department of Education and Early Development (DEED) requested a classification study of the Archivist series and the State Archivist to adequately identify the body of work, provide consistency with reviews of other components in the division, and address changes in business operations over the past 20 years.

## **Study Scope:**

All Archivist positions and the State Archivist were included in the study. There are two Archivist I and one Archivist II positions. (The Records Analyst series was concurrently reviewed in a separate study.)

Library Assistants assigned to the Alaska State Archives were not included in this study, as the series was reviewed in the 2004 Librarian Study, duties have not changed substantively, and primary responsibilities remain consistent with class specifications for Library Assistant I and II. Job classes in the Micrographic Lab Services, also under the purview of the State Archivist, were outside the scope of this study.

## **Study Method:**

Position Descriptions (PD) for the State Archivist and all Archivist positions were initially submitted in paper form. After reviewing PDs, the Lead Analyst provided the staff with a workshop on study procedures and classification factors, after which updated PDs were submitted to the electronic Online Position Description (OPD) system.

On August 15, 2006, a planning meeting was held with the study team, including the Assistant Commissioner for the Department of Education and Early Development (DEED), Director of the Division of Libraries, Archives and Museums (LAM), LAM Administrative Services Director (ASD), Management Services representative, Class Studies Supervisor (CSS), and Study Lead Analyst. The State Archivist was identified as the Occupational Consultant and the Archivist II provided classification staff with a presentation highlighting duties and functions.

Interview questions specific to each job class were developed. All incumbents were interviewed individually.

Early on, ARMS staff proposed an entry level for the professional Archivist series. Both technical and professional staff discussed difficulties with performing time-consuming duties out of class, lack of a career ladder, and problems with recruitment and selection. LAM Division Director expressed interest in creating an Archivist I/II flex position, which would be possible if an entry level were established.

In order to consider an entry-level professional archivist job class, the existence of such a body of work had to be determined. To accomplish this, two work groups were established: the first consisted of the Archivist I, tasked with training and directing the reference work of Library Assistants, and both Library Assistants; and the second consisted of the Archivist II and State Archivist. Archivist staff were then brought together to review and identify the specific duties that each work group had identified. Through this process, it was determined that a distinct body of work does exist, such a body of work is not adequately defined in classification specifications for existing Archivist job classes, and to establish an entry-level job class is appropriate. A grid comparing the entry, journey, advanced professional, and managerial levels of the Archivist series was created and reviewed with the Division Director, who supported establishing an Archivist I.

After researching the duties and occupational functions typical of the archivist profession, the duties of each position were evaluated and grouped into classes based on similarities and differences using the eight classification factors (explained later in this document). Draft classification specifications were written for each class, submitted to the CSS for approval, and provided to the study contacts for review and comment. Class Studies team members provided peer review and recommendations. Class specifications were fully revised to incorporate comments of study contacts and study team, submitted to CSS for review, finalized, and provided to study contacts.

Positions were allocated to the appropriate job class using the new class specifications. Classes were analyzed for internal alignment and assigned to the appropriate salary range. Job classes were reviewed for overtime eligibility. New class specifications were published, positions were allocated, findings were documented, and the study was implemented on July 16, 2007.

### **History of Job Class:**

The first records management program was created in 1957 and placed in the Department of Administration (DOA). Legislative action in 1970 established the State Archivist and the Alaska State Archives, and combined new archival functions with the existing records management program to form the Archives and Records Management Service (ARMS) in DOA. Executive order separated ARMS in 1975, moving only archival functions and programs to the Department of Education. The following year, the executive order was rejected by the legislature and ARMS was again integrated under the purview of DOA.

Following legislative audit in 1988, executive order moved the Alaska State Archives and ARMS to the Division of Libraries (named Division of Libraries, Archives and Museums when museum resources and programs were added in 1991) in the Department of Education, later given its current name, Department of Education and Early Development (DEED). ARMS and staff moved to their present location at the Alaska State Archives building in 1975. ARMS was reviewed by the Office

of Management and Budget in 1992, after which records center services were contracted to vendors in the private sector.

The State Archivist job class was created in 1970, revised in 1971, and updated in 1976. The record does not indicate what changes were made. The Archivist I and Archivist II job classes were created in 1984. At an unknown time, the Archivist II class was revised to include a 'working supervisor,' but the record is not clear about when or why the change was made. The Archivist II does not presently supervise other employees.

### **Class Analysis:**

Archivists perform professional archival activities in a variety of functional areas in support of the Alaska State Archives. All archivists work under the supervision of the State Archivist in the Alaska State Archives located in Juneau. The records repository and archival collections are housed in the same building.

Archival functional areas include collection, accession, appraisal, analysis, arrangement, description, preservation, and management of non-current state and other public records. The primary purpose of archival functions is to identify, preserve, and manage public records with permanent administrative, fiscal, legal, and historic value to the state; and make such records available to the public. Records consist of various media, such as paper, photograph, film, electronic, and digital formats. All levels provide research and reference services, archival consultation, and public outreach.

Although the purpose of the work has remained consistent over time, paper-based archival collections are now supplemented by a variety of record formats. The advent of electronic communication, non-paper media formats, and digitization has influenced the ways in which Archivists arrange, describe, and preserve records, as well as how records are included in archival collections, managed, and accessed. Emerging and evolving technology has created a business need for archivists to develop, maintain, and continually update their knowledge and expertise in theory, electronic records management, and custom programs and applications.

ARMS workflow and archivist assignments have historically linked specific archival functions to specific levels of the class series. It is unclear whether this practice was established at the outset of archival services or is a naturally occurring selective process in which incumbents with certain qualifications gravitate to, or are assigned, archival functions requiring a particular level of expertise. It makes sense at this point to continue this custom and organize the different levels in the series around the existing linkages, and distinguish each level by functional area of responsibility.

A body of work has been identified that is not class controlling for current levels in the Archivist series or technical staff assigned to the Alaska State Archives. The existence of such work supports the creation of an entry level in the professional Archivist series (Archivist I), class series restructure to accommodate an entry level, reviewing the minimum qualifications of each job class in the series, and renaming existing Archivist job classes to reflect these changes.

In order to allocate positions appropriately, both the similarities and differences of each position must be evaluated and analyzed. The eight classification factors described below provide a basis for analyzing positions and making comparisons:

1) Nature, variety, and complexity of work; 2) nature of supervision received; 3) nature of available guidelines; 4) initiative and originality; 5) purpose and nature of person-to-person work relationships; 6) nature and scope of recommendations, decisions, commitments, and consequence of error; 7) nature and extent of supervision exercised over work of other employees; and 8) qualifications required.

**Archivist I** is the entry level in the professional Archivist series in which incumbents are responsible for processing non-current state and other public records for inclusion in archival collections. At this level, incumbents receive instruction and training in policies, procedures, archival methodology and theory, and professional standards that guide the work. Assignments are well defined and closely supervised.

**Archivist II** is the journey level in the professional Archivist series in which incumbents are responsible for processing the full range and variety of non-current state and other public records for inclusion in archival collections, and directing the reference work of technical staff. Duties require a developed expertise and knowledge of policies, procedures, regulations, government functions and relationships, historic periods, and principles and theories of organizing, describing, documenting, and managing archival records. Incumbents use discretion and independent judgment to interpret and apply guidelines and standards to complete assignments and resolve unusual situations encountered in performing the work.

**Archivist III** is the advanced level in the professional Archivist series in which incumbents are responsible for appraising all non-current state and other public records for inclusion in archival collections. At this level, incumbents apply advanced knowledge and expertise in archival methodology and theory and the professional standards that guide the work to independently complete assignments and serve as staff professional consultant. Work is assigned in general terms to identify and achieve archival and program goals and objectives. Duties require a detailed and comprehensive understanding of policies, procedures, regulations, government functions and relationships, historic periods and documentation practices, and advanced expertise in the principles and theories of organizing, describing, documenting, publishing, and managing archival records. Discretion, independent judgment, and innovation are used to adapt guidelines and standards to resolve situations for which there may be few, if any, precedents.

The **State Archivist** is responsible for implementing all requirements of AS 40.21.020, the statute regarding the management and preservation of public records. The work requires extensive knowledge and expertise in archival records management, which is necessary to analyze, interpret, develop, and implement the professional and legal standards and practices of the agency. Assignments include significant program management responsibilities that consist of supervisory authority, planning and coordinating operations, organizing the structure and relationship of staff and workflow, directing the actions of subordinates, and controlling program resources.

The State's classification plan provides for the grouping of positions into job classes when they are sufficiently similar with respect to duties and responsibilities, degree of supervision exercised and received, and entrance requirements so that: 1) the same title can be used to clearly identify each position; 2) the same minimum qualifications for initial appointment can be established for all positions; 3) the same rate of basic pay can be fairly applied to all positions; and 4) employees in a particular class are considered an appropriate group for purposes of layoff and recall. Job classes should be constructed as broadly as is feasible as long as the tests of similarity are met.

Factors suggesting that State Archivist should be separated from the Archivist class series include the class-controlling characteristics of statutory authority and obligation, advanced professional standing, supervisory authority, and significant program management responsibilities. Work at the lower level, Archivist III, does not necessarily prepare the incumbent for work at the higher level. Minimum qualifications at the higher level preclude promotional opportunities based exclusively on progressive work experience unless applicants at the lower level can meet all other minimum requirements. As such, the State Archivist is removed from the Archivist class series and defined as a single-position, stand-alone job class.

With the State Archivist removed from the class series, differences among the levels of the Archivists in the series are not sufficient to fail the grouping criteria and do not warrant reclassifying Archivists to another job class, indicating that Archivist positions included in this study sufficiently meet the definition and distinguishing characteristics of the Archivist class series.

**Class Title:**

A class title should be the best descriptive title for the work. It is intended to concisely and accurately convey the kind and level of work performed and should be brief, easily recognized, gender neutral, and understood by potential applicants.

The title of *Archivist* best describes work performed by professionals who apply archival theory, principles, and standards to the collection, accession, appraisal, analysis, arrangement, description, preservation, management, and public access of records of permanent value to the State.

The title of *State Archivist* best describes work performed by an individual with advanced professional knowledge and expertise in archival records management, who supervises professional and technical staff in the Alaska State Archives, is assigned significant program management responsibilities, and has authority and obligation to implement and enforce all statutory requirements pertaining to the preservation and management of public records.

**Minimum Qualifications:**

The minimum qualifications (MQs) established for a job class must relate to the knowledge, skills, and abilities needed to perform the work and must not create an artificial barrier to employment of individuals in protected classes. Required training should be limited to the basic formal training that customarily prepares individuals for work in the field. Experience requirements are intended to ensure new employees can successfully perform the work after a period of orientation or familiarization. Required experience should be directly related to the actual duties of positions in the class and should not be equivalent to the work to be performed.

Archivist is a professional series that requires the application of archival theories, practices, and standards to organize, preserve, and provide access to permanent records that document the institution of the State. The work requires an understanding of civil and government structures, historic contexts, administrative and organizational practices, legal fundamentals, and scholarly research. Decisions are guided by developed and accepted international standards. Archival theory, principles, and practices are applied to functional areas of responsibility.

An advanced educational requirement for the Archivist series is consistent with professional conventions on a national basis. Entry-level requirements elsewhere are frequently higher. According to the Society of American Archivists, most entry-level positions require a graduate

degree, specialized archival coursework, and a practicum or internship in an archival setting. Given the lack of intra-state programs providing such specialized training and past difficulties in recruiting sufficient applicant pools, establishing broad minimum requirements at the entry level is appropriate.

The interdisciplinary nature of the intellectual concepts, deductive reasoning, and scholarly research critical to archival work are expected outcomes of a post-secondary academic process. Knowledge and expertise in archival theory and practice, on the other hand, can be gained by specialized academic instruction or through a learning process that includes professional archival training opportunities, mentorship of senior professional staff, and hands-on experience applying principles of archival practices to the work. As such, the minimum requirement of a bachelor's degree in any field of study is appropriate for entry into the Archivist series, with promotional opportunities available after professional work experience requirements for successive levels are met. Although a master's degree is the preferred educational requirement elsewhere, establishing a bachelor's degree as the minimum qualification for Archivist I does not exclude applicants possessing a master's degree, and may partially substitute for professional work experience at the journey and advanced professional levels. Two years of professional work experience required for levels beyond entry allot a sufficient time interval to enhance archival knowledge and expertise in preparation for advancement to the next higher level.

The customary expectation that progressive work experience at a lower level will prepare an incumbent for work at the next higher level does not hold true for the State Archivist and is adequate reason to separate the job class from the Archivist series. The post-graduate degree requirement for the State Archivist provides a foundation for the advanced professional standing necessary to implement and direct the legal and professional standards and practices of the agency. The requirement for a defined or closely related field is consistent with standards in other parts of the country, as are the work experience requirements of three years professional experience and two years professional experience in a supervisory or administrative role. Professional work experience requirements provide preparation for the class-controlling advanced professional, supervisory, and managerial characteristics of the work; and are comparable to professional credentials of similar positions in other states. The single substitution allowing certification, a professional benchmark, to substitute for the specialized post-graduate degree serves *only* to permit recruitment of applicants meeting all other requirements except the defined academic concentration.

**Class Code:**

A Class Code is assigned based on the placement of the job class in the classification schematic of Occupational Groups and Job Families. Occupational Groups are made up of related Job Families and encompass relatively broad occupations, professions, or activities. Job Families are groups of job classes and class series that are related as to the nature of the work performed and typically have similar initial preparation for employment and career progression.

Archivists and the State Archivist are currently assigned to the Library and Archives job family PE04. This job family includes classes of positions that administer, supervise, or perform work related to the collection, cataloging, and custody of books, publications, and historical records. Initial preparation for employment is typically through advanced education in library science and experience with subsequent career progression based on progressively responsible experience.

The State Archivist remains appropriately placed in the Library and Archives job family and the class code remains PEO443. Archivist I is a new job class that is appropriately placed in the Library and Archives family and is assigned a new class code PE0440. Archivist II (formerly Archivist I) and Archivist III (formerly Archivist II) remain appropriately placed in the Library and Archives job family and retain class codes PE0441 and PE0442, respectively.

**AKPAY Code:**

AKPAY Codes are assigned to job classes for use in computer systems which cannot use the six-digit Class Codes established with the revision of the Classification Outline on July 1, 2006. The AKPAY Codes for new job classes are five-digit alpha-numeric codes beginning with K and numbered in sequence.

Archivist II and III are renamed Archivist II and III as the result of class series restructure. There are relatively few changes otherwise. Both job classes retain their original AKPAY codes of P3581 and P3582, respectively.

The State Archivist job class underwent only minor revisions and clarifications. The AKPAY code for this job class remains P3580.

Archivist I is a new job class and assigned an AKPAY code of K0043.

**Fair Labor Standards Act:**

The positions in this study are covered by the minimum wage and maximum hour provisions of the Fair Labor Standards Act of 1938, as Amended (FLSA). While exemption from the provisions of the Act are determined based on the specific circumstances of an individual employee on a work-week basis, there are general aspects of the classes and their influence on the exemptions for employees in bona fide executive, professional, or administrative positions that can be addressed in general.

Three tests, or criteria, are applied to determine whether an employee is exempt from FLSA provisions or is overtime eligible. To be considered exempt, or not overtime eligible, an employee must be paid on a salary basis; compensated at a rate greater than \$455 per week exclusive of board, lodging, or other facilities; and perform primary duties meeting the definitions for executive, administrative, or learned professional work.

The term *primary duty* means the principal, main, major, or most important duty that the employee performs. Determination of an employee's primary duty must be based on all the facts in a particular case, with the major emphasis on the character of the employee's job as a whole.

Assuming the tests of salary and compensation are met, an employee meeting the executive criteria for exemption is assigned a primary duty of managing the enterprise in which the employee is employed or of a customarily recognized department or subdivision; customarily and regularly directs the work of two or more other employees; and has authority to hire or fire other employees, or whose suggestions or recommendations as to the hiring, firing, advancement, promotion, or any other change of status of other employees are given particular weight.

In general, *management* includes, but is not limited to, activities such as interviewing, selecting, and training of employees; setting and adjusting their rates of pay and hours of work; directing the work

of employees; maintaining production or sales records for use in supervision or control; appraising employees' productivity and efficiency for the purpose of recommending promotions or other changes in status; handling employee complaints and grievances; disciplining employees; planning the work; determining the techniques to be used; apportioning the work among the employees; determining the type of materials, supplies, machinery, equipment or tools to be used or merchandise to be bought; stocked, and sold; controlling the flow and distributions of materials or merchandise and supplies; providing for the safety and security of the employees or the property; planning and controlling the budget; and monitoring or implementing legal compliance measures.

*A customarily recognized department or subdivision* is intended to distinguish between a mere collection of employees assigned from time to time to a specific job or series of jobs and a unit with permanent status and function.

Assuming the tests of salary and compensation are met, an employee meeting the administrative criteria for exemption performs office or non-manual work directly related to the management or general business operations of the employer or the employer's customers *and* whose primary duty includes the exercise of discretion and independent judgment with respect to matters of significance.

To meet the *directly related to management or general business operations* requirement, an employee must perform work directly related to assisting with the running or servicing of the business, as distinguished, for example, from working on a manufacturing production line or selling a product in a retail or service establishment. Work directly related to management or general business operations includes, but is not limited to, work in functional areas such as tax, finance, accounting, budgeting, auditing, insurance, quality control, purchasing, procurement, advertising marketing, research, safety and health, personnel management, human resource, employee benefits, labor relations, public relations, government relations, computer and information technology administration, legal and regulatory compliance, and similar activities.

In general, the *exercise of discretion and independent judgment* involves the comparison and the evaluation of possible courses of conduct and acting or making a decision after the various possibilities have been considered. The term must be applied in the light of all the facts involved in the employee's particular employment situation, and implies that the employee has authority to make an independent choice free from immediate direction or supervision. The term *matters of significance* refers to the level of importance or consequence of the work performed. An employee does not exercise discretion and independent judgment with respect to matters of significance merely because the employer will experience financial losses if the employee fails to perform the job properly. Factors to consider include, but are not limited to, whether the employee has authority to formulate, affect, interpret, or implement management policies or operating practices; whether the employee carries out major assignments in conducting the operations of the business; whether the employee performs work that affects business operations to a substantial degree; whether the employee has authority to commit the employer in matters that have significant financial impact; whether the employee has authority to waive or deviate from established policies and procedures without prior approval, and other factors set forth in the regulation. The fact that an employee's decisions are revised or reversed after review does not mean that the employee is not exercising discretion and independent judgment. The exercise of discretion and independent judgment must be more than the use of skill in applying well-established techniques, procedures, or specific standards described in manuals or other sources.

Assuming the tests of salary and compensation are met, an employee meeting the learned professional criteria for exemption is assigned primary duties that require knowledge of an advanced type in a field of science or learning customarily acquired by a prolonged course of specialized intellectual instruction; or that require invention, imagination, originality, or talent in a recognized field of artistic or creative endeavor.

*Work requiring advanced knowledge* means work which is predominantly intellectual in character, and which includes work requiring the consistent exercise of discretion and judgment. Professional work is therefore distinguished from work involving routine mental, manual, mechanical, or physical work. A professional employee generally uses the advanced knowledge to analyze, interpret, or make deductions from varying facts or circumstances. Advanced knowledge cannot be attained at the high school level.

*Fields of science or learning* include law, medicine, theology, accounting, actuarial computation, engineering, architecture, teaching, various types of physical, chemical, and biological sciences, pharmacy, and other occupations that have a recognized professional status and are distinguishable from the mechanical arts or skilled trades where the knowledge could be of a fairly advanced type but is not in a field of science or learning.

The learned professional exemption is restricted to professions where specialized academic training is a standard prerequisite for entrance into the profession. The best evidence of meeting this requirement is having the appropriate academic degree. However, the work *customarily* means the exemption may be available to employees in such professions who have substantially the same knowledge level and perform substantially the same work as the degreed employees but who attained the advanced knowledge through a combination of work experience and intellectual instruction. This exemption does not apply to occupations in which most employees acquire their skill by experience rather than by advanced specialized intellectual instruction.

Archivist I is the entry level into the professional class series. Incumbents receive instructions and training in archival methodology and practice, and are responsible for limited processing assignments and providing research and reference services. At this level, supervision is close. Salary and base pay tests for a position in this job class would be met under any exemption criteria.

An incumbent in this job class would likely not meet the duties criteria for the learned professional exemption, as the post-secondary educational requirement for entry is of a general, rather than specialized, nature. An employee could acquire the advanced knowledge and expertise required for promotion to the next level through a combination of professional archivist work experience and intellectual instruction obtained during a specified period of employment.

Although the employee is engaged in non-manual work directly related to the management and general business operations of the State, which meets the first duties criteria for administrative exemption, the specific instruction and training received at this level, coupled with the limited scope of assignments and close supervision, indicate the incumbent's decisions regarding matters of significance would likely require further review and approval by a superior. Thus, an employee in this job class would probably not meet the administrative criteria for exemption.

As this is not a supervisory job class, an incumbent would not likely meet the executive criteria for exemption. A salaried employee in the Archivist I job class would likely be eligible for overtime. Archivist II is the journey level in the professional class series. Positions perform the full variety of processing assignments, direct the work of technical staff, provide research and reference services, and perform public outreach. Work is completed independently. Incumbents interpret and apply guidelines to assignments and to resolve unusual situations. Salary and base pay tests for a position in this job class would be met under any exemption criteria.

Considering the primary duty, an employee could generally meet the learned professional criteria for exemption through a combination of either: 1) professional archivist work experience and intellectual instruction obtained during a specified period of employment at the lower level; or 2) a specialized post-graduate degree and shorter period of work experience.

Performing archival duties includes some manual tasks, such as carrying boxes and placing them on shelves. These tasks are performed pursuant to the primary duty, are an accepted practice throughout the profession, and do not detract from the predominantly non-manual nature of the work. Creating and maintaining a permanent record of the State's activities is a function directly related to the management and general business operations of the State. That the employee is not responsible for management of the entire function does not mean exemption criteria cannot be met, as the employee's work assists this process. Incumbents use independence and discretion to interpret and apply multiple variables to the work and make the bulk of decisions without consulting a supervisor or senior staff. Decisions are predicated on factors beyond the skillful application of readily available and well-established techniques, procedures, and standards. As such, an employee could meet the administrative criteria for exemption.

As this is not a supervisory job class, an incumbent would probably not meet the executive criteria for exemption. A salaried employee in the Archivist II job class would likely not be eligible for overtime.

Archivist III is the advanced level in the professional class series. Positions are responsible for appraising all non-current State and other public records for inclusion in archival collections, provide research and reference services, perform public outreach, and serve as professional staff consultant. Incumbents use discretion, independent judgment, and innovation to adapt guidelines and standards to resolve situations for which there may be few, if any, precedents. Salary and base pay tests for a position in this job class would be met under any exemption criteria.

Based on the primary duty and base pay, an employee could meet the learned professional criteria for exemption through a combination of either: 1) professional archivist work experience and intellectual instruction obtained during a specified period of employment at the lower level; or 2) a specialized post-graduate degree and shorter period of work experience.

Performing archival duties includes some manual tasks, such as carrying boxes and placing them on shelves. These tasks are performed pursuant to the primary duty, are an accepted practice throughout the profession, and do not detract from the predominantly non-manual nature of the work. The creation and maintenance of a permanent record of the State's activities according to statutory direction is a function directly related to the management and general business operations of the State. That the employee is not responsible for management of the entire function does not mean exemption criteria cannot be met, as the employee's work assists this process. In addition to interpreting and applying multiple variables to the work and making decisions without consulting a

supervisor or senior staff, incumbents must adapt these variables for application to unusual situations that may not have guides to resolution. As such, an incumbent's duties likely meet the administrative criteria for exemption.

As this is no longer a supervisory job class, an employee generally would not meet the executive criteria for exemption. A salaried employee in the Archivist III job class generally would not be eligible for overtime.

The State Archivist is responsible for managing the Alaska State Archives, ARMS, and all business operations; implementing statutory requirements regarding the preservation and management of public records; and supervising technical and professional employees. The work requires advanced professional standing to implement and direct the legal and professional standards and practices of the agency. Minimum requirements include a specialized master's degree (or professional certification which allows a non-specific master's degree), three years of professional work experience, and two years of professional work experience in a supervisory or administrative capacity. A salaried employee in the State Archivist job class could meet salary and base pay tests and the executive, administrative, and learned professional criteria for exemption, and typically would not be eligible for overtime.

### **Internal Alignment:**

The salary range of a job class is determined based on internal consistency within the State's pay plans, in accordance with merit principles, with the goal of providing fair and reasonable compensation for services rendered and maintaining the principle of "like pay for like work." In evaluating internal consistency, the difficulty, responsibility, knowledge, skills, and other characteristics of a job are compared with job classes of a similar nature, kind, and level in the same occupational group and job family or related job families.

### **Archivists**

#### **Methodology:**

Archivists perform an array of professional duties in a variety of archival functional areas in support of the Alaska State Archives. LAM was asked to provide their recommendations for comparable job classes and submitted the following list for Archivists: Librarians, Historians, and Museum-related job classes. LAM identified Archivist work as closest to characteristics of Librarians.

Records Analysts perform the 'front-end' function of archival work and are in the same job family as Archivists. From this perspective, Records Analyst would be a valid comparison. However, protocol precludes comparison with job classes under study and, as Records Analysts are the subject of a concurrent class study, the job class must be excluded from compensatory consideration.

Since the limited number of classes suggested by LAM did not establish a valid pool of job classes for comparison purposes, the list of was broadened to ensure full compensatory consideration. Other job classes that share similarities in duties and characteristics were found within the same occupational group but within other job families. Based on the increasing business need for Archivists to possess knowledge and expertise in electronic records management and storage, selected classes in job families in other occupational groups were also reviewed, even though such knowledge and expertise is not considered class controlling for the Archivist series.

According to standard practice, the journey level of the class series, Archivist II, was established as the benchmark for internal comparison. The differences in the characteristics of the levels above and below the benchmark have been examined and contrasted in the classification specifications. Typically, ranges within a class series are assigned at two-range intervals, except when it is demonstrated that there is limited difference in the work between levels.

Classification specifics for selected comparison job classes were reviewed. The eight classification factors, as defined earlier in this document, are used as the basis for analyzing selected job classes, assessing similarities, and identifying which job classes are most similar.

When job classes provide entry into a professional series and are described as the 'journey' level of the series, as is the case with Librarian I and Historian I, comparisons are also made with the next higher level to ensure that language contained in class specifications does not bar fair comparisons. The majority of the eight classification factors used to analyze the job classes are comparable among the selected classes. As inconsistencies occur, they are noted individually.

The Archivist II is compared with all selected job classes on an individual basis to better illustrate likenesses and contrasts. Salary assignment is established based on range assignments of the considered job classes that are most similar to Archivist II.

#### Job Classes Used for Comparison:

The Archivist series is included in the Libraries and Archives family (PE04). This family includes classes of positions that administer, supervise, or perform work related to the collection, cataloging, and custody of books, publications, and historical records. This family is limited to professional and technical Library, Museum, and Archive job classes, and comparisons within this family were made to the following professional classes:

Range 16	Librarian I
Range 18	Librarian II
Range 16	Museum Registrar

PE05: Anthropological Research and Education. This family includes classes of positions that administer, supervise, or perform work related to the study of the origin, behavior, and physical, social, and cultural development of humans, and the preservation and instructional display of historical artifacts and documents and of works of art. Also included in this family are classes that evaluate developmental proposals for potential historical issues and approve or deny permit requests. Initial preparation for employment is typically through advanced education in history, archaeology, or anthropology with subsequent career progression based on progressively responsible experience and specialized education. This family is limited to professional Anthropological Research and Education positions, and comparisons within this family were made to the following professional classes:

Range 18	Museum Curator II
Range 19	Museum Conservator
Range 16	Historian I
Range 18	Historian II

PB01: Information Technology. This family includes classes of positions that advise on, administer, supervise, or perform work necessary to develop, provide, and maintain computers, computer programs, databases, or networks. Initial preparation for employment is typically through specific training or experience with subsequent career progression based on progressively responsible experience or specialized training. This family is limited to professional and technical Information Technology job classes, and comparisons were made to the following professional classes:

Range 18           Analyst/Programmer III  
Range 22           Database Specialist III

Definitions:

*Professional:* Work is creative, analytical, evaluative, interpretive, and requires a range and depth of specialized and theoretical knowledge in a field of science or learning characteristically acquired through education or training equivalent to a bachelor's degree or higher. The work requires the exercise of discretion, judgment, and personal responsibility for the application of an organized body of knowledge that is constantly studied to make new discoveries and interpretations, and to improve data, materials, and methods.

*Journey* work in a professional job class requires an established foundation of professional concepts, principles, and methods of the subject area. Available guidelines and standards are interpreted, analyzed, and applied to the work and to resolve unusual situations. At this level, work is assigned in a general manner, completed independently, and reviewed upon completion. The range of person-to-person relationships may vary, but there is generally a high degree of internal and/or external communication to perform the work, make and explain decisions, or provide services. The scope of recommendations, decisions, and consequences of error are not limited to minor programmatic or service decisions or errors, but can impact an entire program, division, or statewide function or responsibility. Lead responsibilities may be assigned. Supervisory responsibilities at this level, if assigned, are usually not considered class controlling. At minimum, the required knowledge of the subject area must be sufficient to allow effective performance in a range of work situations. Minimum qualifications for professional job classes at the journey level usually have requirements for education and progressively more difficult professional work experience.

The Society of American Archivists defines an archivist as: *1. An individual responsible for appraising, acquiring, arranging, describing, preserving, and providing access to records of enduring value, according to the principles of provenance, original order, and collective control to protect the materials' authenticity and context. 2. An individual with responsibility for management and oversight of an archival repository or of records of enduring value.*  
(Definition by Richard Pearce-Moses)

'Industry standards,' *per se*, do not exist for professional archivists, as they do, for example, professional librarians (minimum master's degree in library science or closely related field of study for entry). However, this analyst's research finds that employment standards for journey-level archival work outside the State include a master's degree and one to three years of professional archival experience. Additionally, status as a Certified Archivist is sometimes requested.

Minimum standards for certification by the Academy of Certified Archivists, a professional benchmark, include education and professional experience requirements and examination.

Candidates may meet the minimum requirements to sit for the certifying examination in two ways: The first option includes a master's degree with a concentration in archival administration and one year of qualifying professional work experience. The second option includes a master's degree in any field and two years of qualifying professional work experience. Although professional work experience requirements may vary with education, the minimum educational standard for professional certification is a master's degree.

Analysis:

Archivist II is the journey level in the professional Archivist series. Functional areas of responsibility are class controlling and defined at this level as processing the full variety and scope of permanent documents, providing a variety of reference services for an array of research requests, providing professional consultation and outreach, and directing the reference work of technical staff. The work is highly specialized at this level, and requires advanced education and professional archival work experience. Work is assigned in general terms to meet statutory program needs and objectives, performed independently, and reviewed upon completion. Discretion and initiative is used to interpret and apply guidelines and professional standards to the work and to resolve unusual situations. The scope of contacts is statewide, primarily within state government, and for the purpose of establishing, maintaining, and providing access to a permanent public record that documents the institution of the State. External contact is for the purpose of providing professional consultative and outreach services. The scope of decisions and recommendations is statewide, with the potential for the State's financial loss and legal liability as consequences for error. The Archivist II directs the reference work of technical staff and provides professional guidance for difficult requests.

As Librarian I provides entry into the professional Librarian series and is defined in classification specifications as the journey level, both Librarian I and II were compared with Archivist II to select the appropriate job class for compensatory consideration.

- Librarian I (range 16): This is the journey level providing entry into the professional Librarian series and requires a master's degree in a specialty area (a professional benchmark.) Work is limited in complexity and performed to support a large library operation. Duties require the generalist knowledge base and skill set attained during advanced study, internships, or study practicum. Discretion is used to select appropriate methods and techniques for solving problems and performing the work. Professional performance is expected, but supervision is readily available. Communication is primarily with library staff and patrons. The scope of decisions is limited to those necessary to provide general library services.
- Librarian II (range 18): This is described as the advanced level of the professional Librarian series and requires a master's degree in a specialty area and two years of specific professional experience. (Master's degree is a professional benchmark.) This class works under two options: 1) as a specialist providing expertise in a functional area; or 2) supervising multiple major functional areas to coordinate and integrate services with the program *and* performing advanced level professional librarian work. Supervisory authority is class controlling under the second option. Librarians II interpret and apply guidelines and standards to the work and to resolve problems. The scope of assignments and communication expands to include multiple functional areas or those contacts encountered while performing professional work.

Archivist II differs from Librarian I in the defined nature, variety, and complexity of work assigned to Librarian I. Closer supervision, limited discretion and initiative, narrow scopes of contacts and decisions, and limited consequence for error are factors characteristic of Librarian I that contribute to differences. In these areas, Archivist II is more similar to Librarian II.

Similarities between Archivist II and Librarian II include the expertise necessary to perform the work that is obtained through professional work experience; responsibility for a professional function; independence and discretion to apply guidelines and professional standards to the work and to resolve problems; greater scope of contacts and decisions; and higher consequence for error. Minimum educational requirements for Archivist II are less than Librarian II and the professional work requirements are the same. The substitution of a master's degree in a specialty area with one year of specific professional work experience for Archivist II is comparable to Librarian II.

The similarities between Archivist II and Librarian II are greater than the likenesses shared with Librarian I, and can be considered similar enough for purposes of identifying the appropriate job class for comparison. Although similarities are sufficient for comparison purposes, the specific expertise required of the Archivist II can only be acquired through professional work experience in the specialty area. The requirement for a master's degree in a specialty area is a professional standard for Librarians. Such a standard does not exist for Archivists, but is required for professional certification.

As such, Librarian II is selected as the appropriate class for compensatory comparison. Archivist II alignment at range 18 is appropriate.

- Museum Registrar (range 16): This is a single-position professional job class. The nature, variety, and complexity of work is narrowly defined and limited to museum-specific records. The work requires a bachelor's degree in library science, museology, or a closely related field of study. Assignments are completed independently. Guidelines and standards are applied to the work and to resolve unusual situations. Decisions, recommendations, and consequence for error are limited to those considerations necessary to maintain museum records in compliance with legal and other standards.

Museum Registrar differs from Archivist II in several significant areas, including the Museum Registrar's narrow focus of assignments and limited discretion and scope of decisions. Archivist II additionally requires two years of specific professional work experience. These substantive differences indicate the Archivist II should be aligned at a range greater than range 16.

- Museum Curator II (range 18): This is the journey level in the two-class professional Museum Curator series. This class oversees one or more functional areas of the state museum *or* oversees all functional areas of a geographically separated museum. At this level, the full range of professional duties is performed independently. The class interprets and applies guides and standards to the work and to resolving unusual situations. The scope of communications, recommendations, and decisions directly impacts the quality and safety of the State's cultural assets. Consequence for error includes damage or loss to irreplaceable items, and financial and cultural losses for the State. Minimum requirements for this level include a master's degree in a specialty area and one year of professional experience. One substitution allows for a bachelor's degree in a specialty area and four years of experience. Class specifications for Museum Curator II do not specify whether experience is professional or technical in nature.

While the nature, variety, and complexity of the work have a different focus and purpose, Archivist II and Museum Curator II share significant similarities. Like Museum Curator II, Archivist II has responsibility for a statewide professional function. Both interpret and apply guidelines and standards to the work and problem resolution. The scope of decisions and recommendations and consequence for error for both classes has direct impact on the safety and quality of irreplaceable State property and can result in financial and cultural losses. The minimum qualifications for Museum Curator are equal to the substitution for Archivist II, and the Museum Curator II substitution is comparable to the minimum qualifications for Archivist II. These factors indicate enough likeness between the two job classes for comparative purposes. As such, Archivist II alignment at range 18 is appropriate.

- Museum Conservator (range 19): Museum Conservator is a stand-alone professional job class concerned with the physical condition and preservation of artifacts. This job class interprets and applies guidelines and standards to the work and to resolving unusual situations, authors and recommends policies, serves as a professional resource statewide, provides professional consultation to various internal and external agencies and organizations, serves as a media point of contact, and trains and instructs others in treatment and conservation techniques. The consequence for error includes loss of irreplaceable antiquities, and financial and cultural losses to the State. Minimum qualifications include a master's degree and two years of work experience. Class specifications do not specify whether work experience is technical or professional in nature.

Museum Conservator exceeds Archivist II in scope of decisions and recommendations, extensive external contact, status as statewide resource, and training responsibilities. Regardless of the nature of work experience requirements, the minimum educational requirements for Museum Conservator are higher than Archivist II and do not allow a substitution. As such, Museum Conservator is not a comparable job class. Archivist II should be aligned at a range lower than 19.

Historian I and II represent another situation in which entry into a professional series is defined as the journey level. As with Librarians, both Historian I and II will be analyzed for comparison.

- Historian I (range 16): This is the journey level providing entry into the professional Historian series. The scope and objectives of projects are clearly established and non-controversial, and utilize recognized and conventional professional techniques. Assignments may include field or project oversight but these responsibilities are not class controlling. Work is assigned orally or in writing and reviewed upon completion for adequacy, judgment, conclusions, and conformance to criteria. Initiative and originality are limited, as are the nature and scope of contacts. Minimum requirements include a bachelor's degree in a specialty area with one year of specific work experience. Whether the required experience is of a technical or professional nature is not indicated in the classification specifications. One year of graduate study in a specialty area may substitute for the required work experience.
- Historian II (range 18): This is the lead level in the professional Historian series. Lead responsibilities, requirements for a higher level of professional expertise, and responsibility for established projects are class controlling. Discretion is used to plan and coordinate activity sequences. Advanced expertise in a specific area of the field may be used to provide consultation but is not class controlling at this level. Work is completed independently and

reviewed upon completion for compliance with agency policy and success in achieving goals and objectives. This class interprets and applies guidelines and professional standards to complete the work and to resolve unusual situations. Internal and external contacts are for the purpose of completing assignments, explaining decisions, and achieving consensus. Scope of decisions and recommendations includes those that affect historical preservation issues agency-wide. Minimum requirements include a master's degree in a specialty area and one year of professional entry-level experience. One substitution allows a bachelor's degree, two years of professional historical research experience, and one year of specific work experience. (There is no definition provided to explain professional historical research experience or any specification whether work experience for this substitution is of a technical or professional nature.) Another substitution allows a master's degree and one year of study beyond the master's level, both in a specialty area.

There are significant differences between the Archivist II and the Historian I in the defined and established nature of Historian I assignments, closeness of supervision, restricted discretion and initiative, narrow scope of contacts and decisions, and limited consequence for error. Archivist II is more similar to Historian II in these regards.

The chief difference between Archivist II and Historian II lies in the class-controlling lead responsibilities of Historian II. Substantive similarities are found in the varied and wider scope of assignments, type of supervision received, independence and discretion used in completing assignments, application of guidelines and professional standards to the work and to resolving problems, wide scope of contacts and decisions, and consequence for errors. The minimum requirements for Historian II are not adequately defined in the class specifications. Archivist II requires two years of professional work experience at the entry level and a bachelor's degree. This work experience requirement exceeds that of the minimum work experience requirement for Historian II. The Archivist II substitution of a master's degree and one year of professional work experience is the same as the minimum requirement for Historian II. Thus, qualification requirements are comparable between the two job classes.

Other similarities among classification factors are compelling enough to compensate for the class-controlling lead responsibilities of Historian II, can be considered similar for comparison purposes, and indicate Archivist II is more closely aligned with Historian II than Historian I. As such, Historian II is the job class selected for compensatory comparison. Archivist II alignment at range 18 is appropriate.

- Database Specialist III (range 22): This is the journey level in the professional Database Specialist series. This class has responsibility for the full range of activities required to install and maintain all individual databases and software required for operation on mainframes or servers. The scope of responsibility is statewide and may include multiple agencies in different departments. The work requires a thorough knowledge of theories, applications, and technical practices of database management. Complexity factors in the work itself include the difficulty of presenting issues and those imposed by conflicting agency requirements. Lead or training responsibilities may be assigned at this level but are not class controlling. Minimum requirements include one year of professional experience at the first working level, or Database Specialist II. (The first working level requires one year of experience at the entry level. Entry level, or Database Specialist I, requirements include four years of professional experience, which includes one year of specific experience at the advanced level of the Analyst/Programmer series. One substitution at the entry level

includes two years of specific professional work experience, two years of specific professional experience in another setting, and three months of specific experience.)

- Analyst/Programmer III (range 18): This is the journey level in the professional Analyst/Programmer series. This class has responsibility for designing, implementing, maintaining, and modifying data processing systems in a specialized programming area. Assignments are varied and may be completed independently or as a member of a project team. Lead responsibility may be assigned but is not class controlling at this level. Independence and discretion are used to determine approaches and solutions. The scope of contacts and decisions are related to the task at hand or to project implementation. The work requires specific knowledge and ability. Minimum qualifications include one year each of related and specific work experience. One substitution allows a bachelor's degree in a specialty area to substitute for one year of required work experience. Another substitution allows an associate's degree to substitute for nine months of required work experience.

Archivist II must possess knowledge and expertise in database theory and applications, software applications, and electronic information storage as a *tool* to document descriptions. The primary function of documentation is to assist staff in locating archived materials and facilitate access to public records.

Database Specialist III and Analyst/Programmer III employ database and software application knowledge and expertise to develop, maintain, and provide access to electronic information. Once the database or software application is installed, the work of these job classes is finished. Thus, contrasting the differences and likenesses of Archivist II with Database Specialist III and Analyst/Programmer III is too much like 'comparing apples and oranges' and would have little validity. Consequently, Database Specialist III and Analyst/Programmer III are excluded from compensatory comparison with Archivist II and are not considered for internal alignment purposes.

#### Conclusion:

Classification specifications for Archivist II reflect characteristics of a journey-level professional job class.

Clear distinctions among the levels in the Archivist series are demonstrated in the classification specifications for each job class. There is no evidence to suggest the existence of a limited difference in the classification factors for levels both up and down from Archivist II. Thus, a two-range difference in salary assignment among levels of the Archivist series (I-III) is appropriate.

The job classes with the fewest similarities to Archivist II include Librarian I, Museum Registrar, Museum Conservator, and Historian I. Database Specialist III and Analyst/Programmer III are excluded from compensatory comparison as the nature of the work performed by these job classes is too different to make valid comparisons.

Using the eight classification factors as criteria to compare likenesses, the job classes determined to be most similar to the characteristics of Archivist II are Librarian II, Museum Curator II, and Historian II, all of which are assigned salary range 18. Therefore, the salary range assignment for Archivist II is established at 18. As a two-range difference among the levels is appropriate, Archivist I salary assignment is established at range 16 and Archivist III is established at range 20.

## State Archivist

### Methodology:

The State Archivist is a stand-alone, single-position professional job class. Class-controlling characteristics include the responsibility for implementing all statutory requirements related to the management and preservation of public records, advanced professional knowledge and expertise, supervisory authority, and significant program management responsibilities.

Other than job classes provided for the Archivist series internal alignment comparisons, LAM did not submit additional classes to consider in aligning the State Archivist. Comparisons made among job classes in the same job family as State Archivist, as well as those with similar characteristics in different job families in the same occupational group, yielded a large enough pool of job classes to ensure adequate compensatory consideration.

Classification specifics for selected comparison job classes were reviewed. The eight classification factors, as defined earlier in this document, are used as the basis for analyzing selected job classes, assessing similarities, and identifying which job classes are most similar.

Range assignment is based on the range assignments of the job classes with classification factors most similar to those of State Archivist.

### Job Classes Used for Comparison:

PE04: Library and Archives. This family includes classes of positions that administer, supervise, or perform work related to the collection, cataloging, and custody of books, publications, and historical records. Initial preparation for employment is typically through advanced education in library science and experience with subsequent career progression based on progressively responsible experience. This family is limited to professional and technical Library, Museum, and Archive job classes, and comparisons within this family were made to the following professional job classes:

Range 22	Librarian IV
Range 23	Deputy Director, Alaska State Libraries

PE05: Anthropological Research and Education. This family includes classes of positions that administer, supervise, or perform work related to the study of the origin, behavior, and physical, social, and cultural development of humans, and the preservation and instructional display of historical artifacts and documents and of works of art. Also included in this family are classes which evaluate development proposals for potential historical issues and approve or deny permit requests. Initial preparation for employment is typically through advanced education in history, archaeology, or anthropology with subsequent career progression based on progressively responsible experience and specialized education. This family is limited to professional Anthropological Research and Education job classes, and comparisons within this family were made to the following job classes:

Range 22	Chief Curator
Range 21	Chief, Office of History & Archaeology
Range 22	Subsistence Program Manager

PE06: Arts, Photography, and Information. This family includes classes of positions that advise on, administer, supervise, or perform creative work to communicate ideas through verbal, written, or pictorial means. Initial preparation for employment is typically through training or education in a field of artistic endeavor or journalism with subsequent career progression based on demonstration of talent and ability. This family is limited to technical and professional Arts, Photography, and Information job classes, and comparisons within this family were made to the following professional job class:

Range 22            Executive Director, Alaska State Council on the Arts

Definitions:

*Professional:* Work is creative, analytical, evaluative, interpretive, and requires a range and depth of specialized and theoretical knowledge in a field of science or learning characteristically acquired through education or training equivalent to a bachelor's degree or higher. The work requires the exercise of discretion, judgment, and personal responsibility for the application of an organized body of knowledge that is constantly studied to make new discoveries and interpretations, and to improve data, materials, and methods.

*Advanced professional:* Assignments consist of unusual, difficult, or exceptional matters encountered in the work, which are completed by modifying approaches, methods, or techniques. Advanced level work is defined and represents expertise in a specialty area. Specialists in particular aspects of a profession sometimes fit into this category. There are clear distinctions between the advanced and journey levels.

*Supervisor:* Assignments include the authority and responsibility to effectively recommend or independently take action to employ (appoint, transfer, promote), discipline or discharge, or adjudicate the grievances of a subordinate employee or employees.

*Management* is the process of orchestrating the effective and efficient accomplishment of critical activities through the performance of others. Management includes supervision of employees performing work in the activities managed, authority for planning and coordinating business operations, organizing the structure and relationships of staff and workflow, directing actions, and controlling program resources.

The Society of American Archivists defines an archivist as: *1. An individual responsible for appraising, acquiring, arranging, describing, preserving, and providing access to records of enduring value, according to the principles of provenance, original order, and collective control to protect the materials' authenticity and context. 2. An individual with responsibility for management and oversight of an archival repository or of records of enduring value.*  
(Definition by Richard Pearce-Moses)

'Industry standards,' *per se*, do not exist for state archivists. However, this analyst's research finds that similar positions in other states are usually appointed and serve under that state's Secretary of State. Classification specifications may or may not exist. When they do, such positions serve in a capacity similar to the State's partially exempt service. Qualifications that include a master's degree and an average eight years of professional archival experience, with some administrative or supervisory experience, appear regularly in appointment announcements. The minimum qualifications for the State Archivist are consistent with those of similar positions in other states.

Minimum standards for certification by the Academy of Certified Archivists, a professional benchmark, include education and professional experience requirements and examination. Candidates may meet the educational and work experience requirements to sit for the certifying examination in two ways: The first option includes a master's degree with a concentration in archival administration and one year of qualifying professional work experience. The second option includes a master's degree in any field and two years of qualifying professional work experience. Although professional work experience requirements may vary with education, the minimum educational standard for professional certification is a master's degree.

Analysis:

The State Archivist is not part of the professional Archivist series, but a single-position, stand-alone job class. Class-controlling characteristics include statutory authority and obligation, advanced professional knowledge and expertise, supervisory functions, and significant program management responsibilities. This job class has wide latitude to interpret and apply policies, rules, regulations, and professional standards to the agency's work and processes; and to develop and implement policies and standards to address extremely unusual or sensitive issues and situations with few, if any, precedents. Performance is measured by total results. In addition to administrative, management, and supervisory knowledge, the work requires advanced professional archival records management knowledge and expertise. Knowledge, skills, and abilities necessary to perform the work are gained through graduate study (master's degree) in a specialty area and five years of specific professional work experience. Internal contacts are extensive. External contacts include in-state, national, and international professionals, organizations, associations, institutions, and government officials. This level has authority to commit the agency to a specific course of action and serves as the State's expert regarding all aspects of archival records management. Internal contacts are extensive. Scope of decisions can impact operational activities, policy decisions, project selection, grant administration, cultural and archival holdings of the State, and compliance with State and federal regulations. Consequence for error includes financial loss and legal liability for the State. Minimum requirements include a master's degree in a specialty area and five years of specific professional work experience consistent with the knowledge, skills, and abilities necessary to perform the work. One substitution allows current status as a Certified Archivist in good standing and five years of specific professional work experience. (The substitution does not preclude a master's degree but does allow a non-specialty area of study. Experience requirements remain the same.)

- Librarian IV (range 22): This is a single-position job class, the highest level in the professional Librarian series. Advanced professional librarian knowledge and expertise, managerial, and supervisory characteristics are class controlling. This class has wide latitude to interpret and apply policies to programmatic and functional areas of accountability, operational management, and supervisory responsibilities. Internal contacts are extensive. External contacts include in-state, national, and international professionals, organizations, associations, and institutions. Scope of decisions can impact operational activities, policy decisions, grant administration, and library resources within the State. Minimum requirements for this class include a master's degree in a specialty area (professional standard) and two years of specific professional work experience. No substitutions are allowed.

The Librarian series was reviewed in 2005 as part of the Librarian Class Study. No changes were made to the salary range assignment at that time.

Except for statutory authority and obligation, similarities among characteristics of Librarian IV and State Archivist are compelling enough to establish Librarian IV as a valid job class comparison and support State Archivist alignment at range 22.

- Deputy Director, Alaska State Libraries (range 23): This is a single-position stand-alone professional job class. Advanced professional librarian knowledge and expertise, division-wide managerial, and supervisory characteristics are class controlling. This class is designated as the State Librarian with line authority over all library functions. The class has wide latitude to interpret, develop, implement, and apply policies and procedures to the division's programs and functions; and has authority to commit the division, or the State when representing library issues, to a specific course of action. Internal contacts are extensive. External contacts include in-state, national, and international professionals, organizations, associations, and government officials. Minimum requirements include a master's degree (no specialty defined) and four years of specified professional work experience. Substitutions allow additional graduate study to substitute for two years of the specific work experience and additional specific work experience (no defined limitations) to substitute for the required education.

The classification specifications for this job class are outdated and do not reflect the addition of Alaska State Archives programs and functions to the division *or* the Librarian professional standard (master's degree in a specialty area).

The primary difference between characteristics of this job class and State Archivist is found in the Deputy Director's division-wide managerial and supervisory responsibilities. Deputy Director supervises job classes that serve as program managers and supervisors located in the three sections that make up the division, including responsibilities of State Archivist. As such, Deputy Director, Alaska State Libraries is excluded as a job class suitable for valid comparison with State Archivist.

- Chief Curator (range 22): This is a single-position stand-alone professional job class. Advanced professional curatorial knowledge and expertise, managerial, and supervisory characteristics are class controlling. This class has wide latitude to interpret and apply policies to programmatic and functional areas of accountability, operational management, and supervisory responsibilities. Scope of decisions impacts operational activities, policy decisions, and museum functions, programs, and collections. The class is viewed as the State's expert in curatorial and museum matters and may commit the agency and the State to a specific course of action in these regards. Internal contacts are extensive. External contacts include in-state, national, and international professionals, organizations, associations, and institutions. Minimum requirements include a master's degree in a specialty area with two years of specific professional work experience. One substitution allows for a bachelor's degree in a specialty area and four years of specific professional work experience.

Chief Curator was reviewed in 2005 as part of the Museum Class Study. Range assignment was changed from 21 to 22 at that time. State Archivist is similar to Chief Curator in class-controlling characteristics, with the exception of statutory obligations and higher minimum requirements for State Archivist. Other similarities are compelling enough to compensate for the differences in these

factors and indicate the Chief Curator class is suitable for comparison purposes. Therefore, State Archivist alignment at range 22 is appropriate.

- Chief, Office of History and Archaeology (range 21): This is a single-position stand-alone professional job class. Statutory authority and obligation, advanced professional historian and/or archaeologist knowledge and expertise, managerial, and supervisory characteristics are class controlling. This class has wide latitude to interpret and apply policies and procedures to programmatic and functional areas of accountability, operational management, and supervisory responsibility. As the designated State Historic Preservation Officer, this class is considered the statewide expert on historic and archaeology matters and may commit the agency and State to a specific course of action in this regard. Scope of decisions can impact operational activities, policy decisions, project selection, grant administration, and archaeological and historic holdings within the State, as well as compliance with State and federal regulations. Internal contacts are extensive. External contacts include in-state, national, and international professionals, organizations, associations, government representatives, and the public. Minimum requirements include a bachelor's degree in a specialty area and four years of specific professional work experience. One substitution allows graduate study in a specialty area to substitute for up to three years of the required work experience.

The Chief, Office of History and Archaeology job class was updated in 1996 and new minimum qualifications were established. The record is not clear about requirements prior to revision. The current minimum of a bachelor's degree and four years of specified professional work experience makes little logical sense when subordinate job classes require a master's degree in a specialty area in addition to specific professional work experience. Other class-controlling characteristics are similar to State Archivist. However, the current salary range assignment of 21 does not logically compare with job classes in the same occupational group with similar classification factors; does not reflect the statutory, advanced professional, managerial, and supervisory characteristics of the job class; and is not consistent with the State's pay principle of 'like pay for like work.' As such, Chief, Office of History and Archaeology, is excluded as a job class suitable for valid comparison with State Archivist.

- Subsistence Program Manager (range 22): This is a stand-alone professional job class. Advanced professional social science knowledge and expertise, managerial, and supervisory characteristics are class controlling. Scope of responsibility exists under two options: 1) regional subsistence research program management; and 2) statewide subsistence research management and strategic planning. This class has wide latitude to interpret and apply policies to programmatic and functional areas of accountability, operational management, and supervisory responsibilities. Scope of decisions can impact operational activities, subsistence hunting and fishing opportunities, policies and regulations, and the integrity of research efforts. Internal contacts are extensive. This class may commit the agency to a specific course of action on a region- or division-wide basis. External contacts are primarily intrastate and include user groups, advisory committees and boards, municipal and federal government officials, and various public, private, and tribal entities. Minimum requirements include a bachelor's degree in a specialty area and four years of specified professional work experience. One substitution allows a master's degree in a specialty area to substitute for one year of the required experience.

Classification specifications were revised in 1989 and the salary range assignment was changed to 22. In 2001, the class title was changed to Subsistence Program Manager and the statewide coordinator option added. The record does not identify the previous job class title, definition and distinguishing characteristics, or salary range assignment.

At first glance, this class appears to be more appropriately placed in the Fish and Wildlife job family in the Biological Science occupational group, which would result in problematic comparisons. Closer examination of the function of the Division of Subsistence reveals a statutory obligation to research all aspects of the role of subsistence hunting and fishing in the lives of residents of the State. Research conducted by this job class more closely resembles aspects of anthropological and social research used to evaluate and ascertain factors that contribute to our knowledge of the origin, behavior, and physical, social, and cultural development of human subsistence practices in the State than do job classes in the Biological Sciences occupational group. Although class-controlling managerial characteristics are watered down with the differing regional or statewide scope of responsibility – meaning this job class is not a single-position class as are all other classes selected for comparison – substantive similarities among other class-controlling characteristics are compelling enough to consider Subsistence Program Manager and State Archivist as valid job class comparisons for compensatory consideration. As such, alignment with Subsistence Program Manager at range 22 is appropriate.

- Executive Director, Alaska State Council on the Arts (range 22): This is a single-position stand-alone professional job class in the partially exempt service. Class-controlling characteristics include statutory authority and obligation, managerial responsibilities, and supervisory functions. In addition to statutory, administrative, managerial, and supervisory knowledge, the work requires some degree of knowledge and expertise in the artistic arena. This class has wide latitude to interpret, develop, implement, and apply policies and procedures to the Council's statewide scope of influence, and has authority to commit the Council to a specific course of action. Internal contacts are extensive. External contacts include in-state, national, and international interest groups, professionals, organizations, associations, government officials, and the public. There are no minimum requirements.

Classification specifications were last revised in 2004 and the salary range assignment was changed. The record does not indicate the previous definition and distinguishing characteristics of the job class or the prior salary range assignment. Professional knowledge and expertise, whether at the journey or advanced level, is most likely considered in the appointment process but is not explicit in the classification specifications. Thus, this characteristic cannot be considered class controlling. As this job class is filled by appointment, there are no minimum requirements. These factors do not contribute to substantive similarities between Executive Director and State Archivist, nor do they help form the basis for legitimate comparisons between the two classes. As such, Executive Director, Alaska State Council on the Arts, is excluded as a job class suitable for valid comparison with State Archivist.

#### Conclusion:

Classification specifications for State Archivist contain characteristics of an advanced professional, supervisory, and managerial job class. (The statutory authority and obligation conferred on State Archivist are additional factors.) No single feature of this job class can be evaluated exclusive of the other and are considered class controlling *in total*.

Characteristics of the State Archivist job class meet the definitions for *advanced professional*, *manager*, and *supervisor*. The work is representative of *archivist* under the second definition and consistent with the State's definition of *professional* and *managerial* work. Responsibilities, scope of authority, and education and professional work experience requirements of the State Archivist job class are consistent with those of similar positions, whether appointed or partially exempt, in other states.

A review of job classes in the same job family and different job families in the same occupational group yielded a sufficient number of professional classes with similar characteristics to establish a valid pool of job classes for further analysis and comparison.

Job classes with salary ranges at the low and high ends, Chief, Office of History and Archaeology (21), and Deputy Director, Alaska State Libraries (23), are excluded as valid job classes for comparison with State Archivist, as is Executive Director, Alaska Council on the Arts (22).

The remaining job classes, Librarian IV, Chief Curator, and Subsistence Program Manager, all assigned salary range 22, share characteristics of an advanced professional, managerial, and supervisory job class. As is the case for State Archivist, characteristics of these job classes are considered class controlling as a whole. (Statutory authority and obligation is identified inconsistently across selected job classes and found to be a factor not compelling enough to exclude an otherwise suitable job class from comparison with State Archivist.)

Librarian IV, Chief Curator, and Subsistence Program Manager are determined to each exhibit classification characteristics similar to those of State Archivist, and are further determined to be valid comparison classes for the purpose of compensatory consideration. Aligning the salary range of the State Archivist with a two-range interval between highest levels in the Archivist series (Archivist III) is appropriate. Thus, State Archivist salary range assignment is established at 22.

#### **Position Allocation:**

As Archivist I is a new job class, there are no PCNs to allocate. Salary assignment is established at range 16. Should positions be allocated to this job class, the appropriate bargaining unit placement is the General Government Bargaining Unit. Duties typically do not meet the criteria for exemption under the Fair Labor Standards Act and an employee could be eligible for overtime.

PCNs **053103** and **053503** are responsible for processing the full range and variety of non-current state and other public records for inclusion in archival collections. Work is assigned in a general manner and completed independently. Incumbents apply guidelines and standards to complete assignments and address unusual situations. Positions offer a full range of research and reference services and direct the reference work of Library Assistants. Incumbents provide public outreach to impart general information regarding archival practices and program services. Duties require a developed expertise and knowledge of theories, practices, and standards that guide the work. Positions meet the definition and distinguishing characteristics of Archivist II and are accordingly allocated to this job class. Salary assignment is range 18. This classification action is predicated on duties currently performed by incumbents and is treated as a range and title change. These positions are appropriately placed in the General Government Bargaining Unit. Duties performed by the incumbents meet the learned professional and administrative criteria for exemption under the Fair Labor Standards Acts and are not eligible for overtime.

PCN **053507** is responsible for responsible for appraising all non-current state and other public records for inclusion in archival collections. Assignments are complicated by factors such as previous or inconsistent institutional practices, obscure documentation, difficulty locating archival records, disarray in original order, and shifting collection and program priorities. Work is assigned in a general manner and completed independently. Duties require a detailed and comprehensive understanding of policies, procedures, regulations, government functions and relationships, historic periods and documentation practices, and advanced expertise in the principles and theories of organizing, describing, documenting, publishing, and managing archival records. The incumbent uses discretion, independent judgment, and innovation to adapt guidelines and standards to resolve situations for which there may be few, if any, precedents. This position meets the definition and distinguishing characteristics of Archivist III and allocated to this job class. Salary assignment is range 20. This classification action is predicated on duties currently performed by the incumbent and is treated as a range and title change. The position is appropriately placed in the General Government Bargaining Unit. The incumbent performs duties that meet the learned professional and administrative criteria for exemption under the Fair Labor Standards Act and is not eligible for overtime.

As the official custodian of the State's archival resources, PCN **053501** is responsible for implementing all requirements of AS 40.21.020, the statute regarding the management and preservation of public records. The position has extensive knowledge and expertise in archival records management, which is necessary to analyze, interpret, develop, and implement the professional and legal standards and practices of the agency. The incumbent is assigned significant program management responsibilities that include planning and coordinating operations, organizing the structure and relationship of staff and workflow, directing the actions of subordinates, and controlling program resources. This is a supervisory class with substantial responsibility for the exercise of independent judgment in employing, disciplining, or adjudicating the grievances of subordinates. In addition to managing the ARMS and Micrographic Lab Services through subordinate supervisors, the incumbent is responsible for coordinating the activities of the Alaska State Historical Records Advisory Board (ASHRAB). This position meets the definition and distinguishing characteristics of State Archivist and remains allocated to this job class. Salary assignment is changed from range 21 to 22. This classification action is predicated on duties currently performed by the incumbent and is treated as a range change. The position is appropriately placed in the Supervisory Bargaining Unit. The incumbent performs duties that meet the learned professional, administrative, and executive criteria for exemption under the Fair Labor Standards Act and is not eligible for overtime.

### **Conclusions:**

Based on the analysis of positions in this study, the following changes to job classes are implemented effective July 16, 2007:

A new Archivist I (K0043 / PE0440) job class is established and placed in the Libraries and Archives job family. Classification specifications have been written in conformance with current standards. Minimum qualifications have been created and provide logical progression to the next level in the class series. Salary assignment is established at range 16. Salaried employees in this job class would typically be eligible for overtime.

The former Archivist I (P3581 / PE0441) job class is renamed Archivist II (P3581 / PE0441). Classification specifications have been revised to accurately portray class-controlling characteristics

of the work and conform to current standards. Minimum qualifications have been clarified to create a logical progression from the lower to the higher level. Salary assignment is changed from range 17 to 18. Salaried employees in this job class would typically not be eligible for overtime.

The former Archivist II (P3582 / PE0442) job class is renamed Archivist III (P3581 / PE0442). Classification specifications have been revised to accurately portray class-controlling characteristics of the work and conform to current standards. Supervisory designation has been deleted from this job class. Minimum qualifications have been modified to reflect a logical progression from the lower level. Salary assignment is changed from range 19 to 20. Salaried employees in this job class would typically not be eligible for overtime.

State Archivist (P3580 / PE0443) is separated from the Archivist class series and established as a stand-alone single-position job class. Classification specifications have been revised to accurately portray class-controlling characteristics of the work and conform to current standards. Minimum qualifications have been clarified and a substitution added. Salary assignment is changed from range 21 to 22. Salaried employees in this job class would typically not be eligible for overtime.

Attachments: Final class specifications

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Tatyana Stepanova, Archivist I

Anne Woods, Archivist I

Management Services – General Group

Technical Services – General Group

Employee Services – General Recruitment

Employee Records