

CITY OF SALINAS 2020 CLASSIFICATION STUDY REPORT

Prepared for:



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Subject: Classification Studies for the City of Salinas

Thank you for allowing Regional Government Services (RGS) the opportunity to partner with the City of Salinas in conducting a classification study of seven positions within the City. It has been our pleasure to become acquainted with the members of the Administration, City Attorney, Community Development, Fire, and Public Works departments during the course of this study. The enclosed report contains RGS' findings, analysis, and professional recommendations based on the results of the study.

I would be happy to schedule a phone meeting to review the recommendations and to ensure that you have an opportunity to obtain any additional information you need regarding the recommended actions and specifications. Please advise me by either email at phoward@rgs.ca.gov, or by phone at 650.587.7300 x94, as to what times and days would work best for you.

Once again, I would like to thank you for your leadership and the department participants and supervisors for their participation and cooperation without which this study would not have been possible.

Sincerely,

Patty Howard

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Attachment A – Key Classification Concepts

EXECUTIVE SUMMARY

The City of Salinas (City) engaged Regional Government Services (RGS) to conduct a number of classification studies within various departments. The specific classifications identified for review and the number of positions studied are listed in Table 1 below.

TABLE 1		
Classification Title	Number of positions studied	Department
Economic Development Manager	1	Administration Department
Legal Secretary	1	City Attorney's Office
Planning Technician	1	Community Development Department
Office Technician	1	Fire Department
Human Resources Analyst I	1	Human Resources Department
Human Resources Technician	1	Human Resources Department
Graffiti Abatement Worker	1	Public Works Department

The purpose of these studies is to provide classifications and, if applicable, salary recommendations for the study positions which:

- Accurately reflect and recognize the level and scope of work performed by staff.
- Ensure job classification specifications reflect current programs, responsibilities, technology, and changes in regulatory requirements.
- Ensure a classification and compensation structure that is viable and sustainable in the future and in keeping with the overall City classification plan.

METHODOLOGY

RGS staff discussed the scope of the study with the City Human Resources Director and collected data related to the budget, personnel, organizational structure, and intended program improvements from various documents.

Three (3) of the incumbents had completed City-issued Position Analysis Questionnaires (PAQs), which were reviewed by their managers and department heads and submitted to Human Resources prior to the commencement of the study. RGS conducted an orientation for the remaining four (4) incumbents to introduce the electronic Position Description Questionnaire (PDQ) developed by RGS. These employees completed the electronic PDQ, and the respective managers and the department heads provided contributory comments as appropriate. All PDQs, current job classification specifications, and other relevant documents were reviewed and analyzed by RGS. Interviews were conducted with incumbents, managers, and department heads to clarify the data provided in all of the questionnaires and ensure a clear understanding of each position's duties and responsibilities.

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An analysis of the duties and responsibilities of each position was performed, which included: assessing the essential functions, knowledge, skills, and abilities required for each position; the supervision given and received; levels of authority and autonomy exercised; the complexity and scope of work; and consequence of error. A review of comparable and similar classes within the City's structure was conducted to align recommendations with the City's whole classification plan. A more detailed description of the key classification concepts utilized during this project can be found in Attachment A of this report.

Based on the above analysis, recommendations have been developed and provided, including reclassification of incumbents, revised classification specifications, new classifications, and where necessary, salary reviews and recommendations. Table 2 summarizes the recommended actions.

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TABLE 2					
Department	Current Classification	Current Salary (Top Step/mon)	Proposed Classification	Proposed Salary (Top Step/mon)	Class Status
Administration	Economic Development Manager	\$9,633	Assistant to the City Manager/Economic Development Manager	\$11,610	New
City Attorney	Legal Secretary	\$5,842	Senior Risk Management Technician	\$6,104	New
Community Development	Planning Technician	\$5,603	Assistant Planner	\$7,153	Existing
Fire	Office Technician	\$5,097	Administrative Analyst I	\$6,551	Existing
Human Resources	Human Resources Analyst I	\$7,870	Human Resources Analyst II	\$8,264	Existing
Human Resources	Human Resources Technician	\$5,247	Senior Human Resources Technician	\$6,104	New
Public Works	Graffiti Abatement Worker	\$4,521	Public Works Resource Coordinator	\$5,742	New

SPECIFIC DEPARTMENT STUDIES

ADMINISTRATION

Economic Development Manager

The purpose of the Economic Development Division is to implement strategies that reflect the Council's goals which result in the enhanced economic well-being of the City's residents; provide for business growth resulting in an increased number of middle and upper income job opportunities; and a continued focus on enhancing the City's revenue base which provides the revenue source for the provision of City services. Currently, the division is allocated a single position of Economic Development Manager.

The incumbent, Andrew Myrick, was promoted to the position of Economic Development Manager in July 2014. As the Economic Development Manager, he is expected to plan, organize, and coordinate economic development programs and activities within the City. He serves as a liaison between public and private agencies and businesses to promote business development, attraction, retention, and expansion and provide economic development assistance to local businesses, including loans and other economic incentive programs.

While the incumbent continues to perform many of these duties, he has also been assigned to oversee significant programs and functions not described in the current job description or typically associated with the Economic Development Manager role.

FINDINGS

The analysis shows that the Economic Development Manager, Andrew Myrick, reports to the City Manager. While some of the functions assigned to this classification are within the Economic Development Manager job description, a number of projects have been assigned to the incumbent that augment economic development but are not directly related to the typical tasks assigned to this classification,

In May 2020, the Economic Development Division was tasked with managing the City's real estate portfolio, including 270 parcels of land. This includes retaining records such as grant deeds, title reports, and tax payments; providing annual reports to the City Council; conducting due diligence for proposed real estate transactions, changes in use, or site improvements; managing all real property transactions; reviewing and researching records regarding previous site improvements, easements, deed restrictions, leases, etc.; and recommending, negotiating, and managing appropriate real estate projects. Approximately 45% of the incumbent's time is spent on these duties.

The Economic Development Division develops and implements strategies for broadband networks within the City of Salinas to enable market entry and competition for service among multiple providers. Approximately 25% of the incumbent's time is spent on these duties.

The Economic Development Division provides support and coordinates implementation of the Salinas Plan, including working with other departments to identify strategies, analyze impacts, and

provide regular updates to the City Council. Approximately 10% of the incumbent's time is spent on these duties.

In December 2017, the General Plan was amended to add the Economic Development Element (EDE), a comprehensive, strategic plan focusing on the community's economic development efforts. This requires coordination with outside entities/partners, responding to public inquiries, and conducting research. The Economic Development Division is responsible for coordinating this General Plan element. Approximately 10% of the incumbent's time is spent on these duties.

The City's Economic Development Division differs from other urban/suburban areas in that the Salinas Valley is one of the world's major agricultural regions. The City serves as the center for regional produce processing and is home to a number of agriculture technology initiatives. The Economic Development Division supports start-up companies through private and public partnerships and sponsorship agreements. Approximately 5% of the incumbent's time is spent on these duties.

To support the growing agriculture technology initiatives, the Economic Development Division has worked with partners, including Hartnell College to support technology and other educational/training programs for area youth. Approximately 5% of the incumbent's time is spent on these duties.

The incumbent is expected to assimilate and integrate information from diverse sources in order to work on a range of complex, technical matters with partner agencies and others to support and promote new technologies and opportunities for the City. He negotiates large-scale contracts and oversees those performing the work. While the City Manager is considered the economic planning leader for the City, the City Manager expects the incumbent to work with significant independence researching, developing, and implementing a variety of economic planning projects to augment the City's EDE and the City's strategic Salinas Plan.

Additional duties performed by the incumbent include:

- Preparing and monitoring the budget for the Economic Development Division.
- Working with City departments, individual businesses, contractors, representative organizations, various government agencies, educational institutions, and groups throughout the region to support economic development programs benefitting the City.
- While the incumbent does not supervise any assigned City staff, he supervises and coordinates teams of contractors and agencies performing contracted services for the City's Economic Development Division.

Analysis

Current Job Description

The Economic Development Manager job specification describes some of the economic development duties performed by the incumbent, including the following:

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- Administering complex economic development goals, activities, and services.
- Marketing and business attraction and retention programs.
- Planning for major development projects and coordinating and overseeing the preparation of appraisals, economic feasibility plans, financing plans, and other technical plan requirements.
- Coordinating activities with other City departments, civic organizations, governmental and non-profit agencies.
- Conducting research, analysis, and use of economic and other data for economic development.
- Working with cities, counties, and other regional agencies to formulate policies affecting economic development activities.
- Provide technical assistance to City Manager, City Attorney, City Council, and appropriate City commissions.

While all duties being performed by the incumbent support economic development programs and activities for the City of Salinas, many are broader than those identified in the current classification, including infrastructure, broadband and 5G development and implementation, agricultural technology initiatives, and ag/tech educational opportunities.

As the incumbent's duties have changed significantly, the classification of Economic Development Manager no longer reflects the full scope of the work performed by the incumbent.

Other Classifications

RGS reviewed the City's classification plan and could not find a classification that reflects the incumbent's full scope of duties. RGS also reviewed other agencies' classification plans to determine if there were classifications that perform similar functions as the incumbent. It was found that a number of the agencies utilize the classification of Assistant to the City Manager to perform similar high-level analytical functions as the incumbent

Recommendations

While the findings show the majority of the incumbent's time is spent managing various functions that support economic development, he spends a large portion of time performing functions that are not typically part of his classification, Economic Development Manager. Currently, there is no classification in the City's class plan that reflects the full scope of the incumbent's responsibilities. To recognize the specialized knowledge, skills, and abilities required to perform this combination of duties, RGS recommends the City adopt the classification of Assistant to the City Manager/Economic Development Manager. RGS further recommends the salary for the classification be set thirty-five percent (35%) below the Assistant City Manager classification as follows:

Assistant to the City Manager/Economic

Development Manager	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Hourly	\$52.48	\$55.10	\$57.86	\$60.75	\$63.79	\$66.9794
Monthly	\$9,097	\$9,551	\$10,029	\$10,530	\$11,057	\$11,610

CITY ATTORNEY

Legal Secretary

Effective Fiscal Year 2015/16, a reorganization resulted in the City's Risk Management program being reassigned from the City Manager's Office (Human Resources) to the City Attorney's Office. This program includes Risk Management, Workers' Compensation Insurance, General Insurances, and Liability Insurance. The incumbent was hired in the City Attorney's Office in June 2015 as a Legal Secretary and assigned to provide administrative support to the Risk Management Program and provide traditional legal assistance to the City's attorneys.

Findings

Through the review of documents and clarifying interviews, it was found that the incumbent spends approximately seventy-five percent (75%) of her time providing administrative support to the Risk Management programs. These programs include:

Workers' Compensation: The incumbent spends approximately thirty percent (30%) of her time reviewing claim forms for accuracy and completeness; corresponding with supervisors, employees, and third-party administrator (TPA) regarding claims; attending quarterly workers' compensation meetings to discuss the status of claims; and providing annual reporting to the Office of Self-Insured Plans which provides oversight and regulation for workers' compensation self-insurance within the State of California.

Liability: The incumbent spends approximately twenty-five percent (25%) of her time handling damage claims involving the City. This includes reviewing Claim for Damages forms received from claimants to ensure all of the mandatory information is available and legible; forwarding all necessary information to third party administrator (TPA); preparing Third-Party Cost Recovery files; and logging cost recovery amounts into excel spreadsheets upon receipt of property damage or vehicle accidents.

Insurance renewals and issuance: The incumbent spends approximately ten percent (10%) of her time reviewing the underwriting for insurance renewals and issuing special event insurance. She reviews and evaluates the insurance renewal applications for all insurance policies issued to the City (Airport, Crime, Cyber, Drone, Liability, Property, Volunteer, Workers Compensation), and gathers budget, payroll, revenue, and specific exposure information in order to complete the applications.

The incumbent also spends approximately ten percent (10%) of her time providing various other administrative duties supporting risk management programs. This includes issuing special events insurance, filing fireworks citations and tracking cases through payment, and noticing property owners regarding "board-ups" (when properties have temporarily been boarded up due to damage), including issuing and tracking all notices until resolution.

The remaining twenty-five percent (25%) of the incumbent's time is split between performing specialized office assistance duties and general office assistant duties. The specialized duties include preparing and tracking criminal files, Pitchess motions, litigation files, and work

assignments for individual attorneys. The general office assistant duties include ordering office supplies, registering the attorneys for webinars and training, paying vendor invoices, reviewing, and reconciling the department's credit card purchases, and distributing incoming and outgoing mail.

Analysis

Current Job Description

The Legal Secretary's job specification describes the specialized legal assistant duties and the incumbent's general office assistant duties. However, as the findings show, the majority of the incumbent's time is spent providing support to the City's Risk Management programs, and the Legal Secretary job specification does not include the duties, knowledge, skills, and abilities related to these programs.

Other Job Descriptions Reviewed

RGS reviewed the City's classification plan for a classification that reflects the incumbent's full scope of duties. When the Risk Management function was previously assigned to the Human Resources division, the classification of Risk & Benefits Analyst was allocated. RGS reviewed this classification to see if it reflected the duties and responsibilities of the incumbent.

The class specification for the Risk & Benefits Analyst states that under administrative direction, the Risk & Benefits Analyst provides professional-level support in administering the City's Risk Management program and identifies, researches, and measures all loss exposure. The incumbent is expected to work independently within guidelines to conduct investigations, prepare recommendations, and process claims referred to the department.

Some of the duties performed by the Risk & Benefits Analyst included:

- Administers all of the City's risk management programs to include health, workers' compensation, and liability programs and services.
- Oversee work of clerical or technical support staff.
- Prepare and write contracts and agreements relative to employee benefits and safety programs.
- Review pre-placement, biennial, and fitness for duty medical information.
- Receive and respond to complaints and requests from the public.
- Coordinate and oversee City's Injury and Illness Prevention Program to include the scheduling of city-wide safety training and annual safety inspections.
- Plan, develop, and implement special surveys, reports, and related projects as assigned.

These duties are beyond the scope of those performed by the incumbent. The incumbent works under closer supervision and performs routine administrative or clerical duties to support the risk management function. Her duties are not as varied, complex, or challenging as those of the Risk & Benefits Analyst. In addition, she is not expected to exercise the same level of independent discretion and judgment as the Risk & Benefits Analyst in matters related to work procedures and methods.

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Lastly, the Risk & Benefits Analyst was assigned duties related to both the risk management and benefits programs when allocated to the Human Resources Division. When the risk management programs were assigned to the City Attorney's Office, the administration of the City's benefits programs was retained in Human Resources. Therefore, the incumbent's duties do not reflect the full scope of the duties identified in the Risk & Benefits Analyst job specification.

Recommendations

The findings show the majority of the incumbent's time is spent performing various administrative/clerical risk management duties. She is also required to spend a portion of her time performing the duties of her current classification, Legal Secretary. Currently, there is no classification in the City's class plan that reflects the full scope of the incumbent's responsibilities. Therefore, RGS recommends the City adopt the new classification of Senior Risk Management Analyst. This classification reflects the administrative Risk Management duties provided by the incumbent as well as the legal assistance duties she retains and the unique combination of specialized knowledge, skills, and abilities required to perform the assigned work. RGS further recommends the salary for this position be set equal to the Senior Human Resources Technician as follows:

Senior Risk

Management Technician	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Hourly	\$27,5897	\$28,9706	\$30,4174	\$31,9369	\$33,5356	\$35,2139
Monthly	\$4,782	\$5,022	\$5,272	\$5,536	\$5,813	\$6,104

While the duties are not similar in nature, the placement of the classifications within their departments, the class level within the respective class series, and the need to have expertise in more than one departmental program or function are comparable.

COMMUNITY DEVELOPMENT

Planning Technician

The incumbent, Marisol Ruvalcaba, has held the position of Planning Technician for five (5) years. On January 28, 2019, it was recognized that she was performing work outside the scope of the Planning Technician position and was provided out of class pay while an evaluation of a possible reorganization was conducted.

The City's Planning Technician is a para-professional level planning classification. Incumbents provide support for employees in Community Planning and Development and perform a variety of office and technical work, including preparing and updating maps; designing charts, plans, brochures, and other illustrative materials; performing basic area and distance calculations; running blueprints; maintaining files, maps and other records; and maintaining files such as population, housing, and zoning.

Findings

The analysis shows that the incumbent spends approximately thirty percent (30%) of her time reviewing various planning applications, including Temporary Use Land Permits, Conditional Use

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Permits, Sign Permits, Minor Modification Permits, Site Plan Reviews, and other applications. This includes ensuring compliance with Design and Development Standards, Permitting Processes, City Ordinances, Zoning Codes, Land Use Regulations, Environmental Laws and Regulations, cannabis permitting, and General Plan regulations. Ms. Ruvalcaba performs the full scope of work, approving applications, performing follow up, getting required signatures, and creating all necessary reports.

She spends approximately twenty-five percent (25%) of her time as the “Planner on Duty,” providing information and assistance in interpreting planning policies and procedures, zoning and land use requirements, and environmental regulations. This includes providing technical planning assistance to property owners, design professionals, contractors, and members of the public.

She spends approximately twenty percent (20%) of her time researching, preparing, and reviewing technical planning reports, including performing zoning research for clients looking for properties, planning commission research, land use entitlement reports, and correction lists for properties not up to code.

She spends approximately ten percent (10%) of her time ensuring properties comply with zoning, set-back, and use requirements through plan review and site inspections. Based on the approved plans, she determines that specific conditions of permits have been met and that no illegal additions or modifications have been made.

She spends approximately ten percent (10%) of her time handling Public Records Act requests. This includes processing the request, reviewing compliance with zoning codes, land use regulations, environmental laws and regulations, and other regulations, and pulling and sending the appropriate records.

She spends approximately five percent (5%) of her time researching land use data. This may include working with City and County departments and reviewing types of businesses for compliance with land use regulations to ensure businesses meet zoning and environmental codes and do not inappropriately encroach upon existing businesses (e.g., a childcare facility next to a night club or cannabis dispensary).

Analysis

Current Job Description

The Planning Technician is intended as a support position, performing various office and technical work, including preparing/updating maps, charts, brochures, and other illustrative materials, performing basic calculations, maintaining files, maps, and records.

The knowledge, skills, and abilities of the Planning Technician include:

The knowledge of:

- Terminology, methods, practices, and techniques of drafting, graphics, and printing.

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The skills to:

- Prepare graphic displays; design layouts for reports and brochures.

And the ability to:

- Read and record figures accurately and make arithmetical calculations.
- Understand and follow oral and written instructions and sketches.
- Operate blueprint, scanner, and copy machines; graphically convey data and planning proposals in the form of maps, charts, and graphs.

The duties, knowledge, skills, and abilities required of the incumbent are beyond the Planning Technician's scope, as listed in the job description.

Other Job Description(s) Reviewed

As described by Ms. Ruvalcaba and supported by her Supervisor and Director, she has been performing in the capacity of an Assistant Planner. The classification of Assistant Planner includes the following essential functions which are performed by the incumbent:

- Inspect properties to determine compliance with specific conditions of planned unit development permits, variances, and conditional use permits.
- Review building permit applications, sign permit applications, business license applications, and development proposals for consistency and compliance with zoning regulations.
- Administer sign regulations.
- Check business license and liquor license applications for zoning compliance.
- Assist in the review and processing of applications of planned unit development permits, conditional use permits, rezoning, variances, and other permits.
- Research economic, population, and land use data and trends.
- Prepare written reports on various planning matters and elements of the General Plan.
- Prepare initial studies and prepare or review environmental reports, including negative declarations and planning reports.
- Prepare General Plan amendment studies.
- Issues Temporary Use of Land and Family Child Daycare Permits.
- Recommend needed changes in zoning, regulations, and related policies and procedures.
- Answer questions and provide zoning regulation information to business representatives, property owners, and the public.
- Research and prepare technical and official reports on planning topics.
- Conduct special studies, surveys, and projects as assigned.

In addition, the incumbent possesses the knowledge and abilities of the Assistant Planner, including:

The knowledge of:

- Principles and practices of urban planning, zoning, land use regulations, and applicable environmental laws and regulations.

And the ability to:

- Communicate effectively, orally and in writing.
- Read, understand, apply, and explain zoning and related regulations.
- Read and interpret site and building plans.
- Establish and maintain effective working relationships with property owners, business representatives, coworkers, and the general public.
- Prepare clear, concise, and accurate reports, written and oral reports.

As described in the Findings, Ms. Ruvalcaba is performing professional level work in planning, environmental analysis, and administration of zoning and related development regulations. She performs the majority of the Assistant Planner essential functions, including site inspections to ensure compliance with permits; reviewing building permit, sign permit, conditional use permit, and other applications for consistency with design and development standards, permitting processes, city ordinances, zoning codes, land use regulations, environmental laws and regulations, and General Plan regulations; preparing written reports on planning matters; and answering questions and providing information on zoning and other regulations to business representatives, property owners and the public.

Ms. Ruvalcaba is provided with occasional instructions, including general rules and procedures; the majority of her work receives occasional reviews in progress and upon completion.

Recommendations

The incumbent, Marisol Ruvalcaba, is performing the essential functions assigned to the professional Assistant Planner job description. While she only began receiving out of class pay in January 2019, according to her supervisor and director, she has been performing these functions for several years and meets the minimum qualifications for the classification of Assistant Planner. Therefore, RGS recommends the reclassification of this Planning Technician position to Assistant Planner.

FIRE DEPARTMENT

Office Technician

The incumbent is assigned to the City's Office Technician classification. This is an intermediate level clerical class used in multiple departments within the City. Incumbents perform responsible, confidential, and complex clerical, payroll, accounting, and administrative duties. However, staffing changes in Fire and the reassignment of some duties previously performed by other departments have impacted the incumbent's assigned duties.

Findings

The analysis shows that the incumbent spends approximately forty percent (40%) of her time performing tasks that are included within the Office Technician classification, including screening mail, visitors, and callers; ordering, issuing, and maintaining office supplies; calculating and collecting permit fees and preparing receipts; reviewing and classifying department expenditures; providing support to department management including arranging travel, maintaining schedules and calendars and arranging meetings; typing a variety of materials; researching and compiling

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data; maintaining the department webpage; providing articles for the department newsletter; and managing accounts payable and accounts receivable for the department.

She spends approximately thirty-five percent (35%) of her time performing professional level administrative and research duties in support of the Fire department, including responding to fire-related permit submittals (checking documents, licenses and reviewing codes); explaining and interpreting fire codes, ordinances, and procedures for applicants; evaluating application submittals to determine validity and jurisdictional authority; calculating fees for special assessment and providing assessment notices to property owners; monitoring and verifying completion of the permit process and issuing fire construction permits; verifying permit payments and scheduling fire inspection requests; notifying applicants of plan approvals or plan check corrections if needed; alerting applicants or contractors of permit expiration and enforcing the applicable California Fire Code; consulting with the Fire Marshal regarding permit extensions and reinstatements; logging complaints, opening cases, and forwarding for investigation; responding to community members and private agencies related to fire code regulations, permits, inspections and other fire prevention inquiries.

She spends approximately twenty-five percent (25%) of her time performing responsible and technical administrative and analytical assignments, including coordinating with County and City agencies regarding county and state projects and State mandated inspections; preparing, processing and recording liens and releasing liens through the County Assessor's Office; revising documents and computer systems to reflect changes to California Fire Codes and California State Legislation; participating in the Fireworks Enforcement Committee with Police, Code Enforcement, Fire Marshal, and City Council members to formulate enforcement plans for illegal fireworks; overseeing the Fireworks Stand process including determining non-profit eligibility and issuing firework stand permits; participating in inter-departmental management/administrative meetings to determine appropriate actions and follow-up; auditing false fire alarm activations, preparing revenue reports, and working with third party vendor regarding cost recovery; attending special event committee meetings, evaluating applications, issuing permits, scheduling appropriate Fire Inspectors, and notifying the Fire Chief and Battalion Chiefs regarding fire suppression staffing needs; performing Custodian of Records functions for the Fire Department, redacting information to comply with privacy laws, and compiling and signing off on subpoenas and public records requests; and ensuring departmental compliance with related federal and State laws, rules, regulations and local codes. These duties are considered some of the most critical functions assigned to the incumbent.

Analysis

Current Job Classification

The Office Technician is a general office support classification used in multiple departments, primarily performing intermediate level clerical, payroll, accounting, and administrative duties. These include, but are not limited to:

- Typing, proofreading, and processing a variety of letters, memos, reports, and forms, and checking for accuracy and completeness.

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- Preparing, processing, and maintaining personnel and payroll records, personnel actions, performance reviews, purchase orders, and workers' compensation forms.
- Processing leave requests, leave balances, and related forms.
- Sorting and distributing payroll checks.
- Ordering and maintaining supplies, equipment, and uniforms, and maintaining inventory controls.
- Processing department billing requests and purchase documents.
- Acting as a receptionist and answering the telephone.
- Researching and compiling information and data for statistical financial reports.
- Accepting and accounting for monies from fees.
- Preparing travel authorization forms.

While the incumbent is assigned these duties, as outlined by the incumbent and verified by the supervisor and Interim Fire Chief, a more significant amount of her time is spent performing professional administrative and analytical duties.

Other Classifications Reviewed

As an intermediate clerical classification, the Office Technician does not reflect the level of duties and responsibilities assigned to the studied position. Therefore, RGS reviewed professional level, analytical classifications within the City's class plan.

The Administrative Analyst I is described as the entry level professional classification in the Administrative Analyst class series. Incumbents are required to have knowledge of municipal organization, principles of program management, public administration, research methods, and report presentation. Incumbents may be assigned special projects requiring varied hours, independent judgment, and advanced technical and analytical work. Some of the duties described include the following:

- Performs a variety of responsible and technical administrative and analytical assignments.
- Assists in formulating program policies, goals, and procedures.
- Collects and compiles relevant data supporting recommendations.
- Conducts special studies and works on projects concerning City or departmental procedures or policies, programs, and grants.
- Reviews and analyzes recent and pending legislation affecting departmental programs.
- Develops and disseminates employee and public information regarding assigned programs.
- Acts as City representative and liaison at meetings and conferences with public agencies and community groups as assigned.
- Monitors progress and evaluates work measurements of various city programs pertaining to the area of responsibility.

These duties reflect those assigned to the incumbent, including formulating policies and procedures based on changes to codes and legislation; working on projects concerning City and Department procedures and programs; reviewing inspector's notes for accuracy, completeness, and to identify violations with incorrect coding; completing complex reports for fire response runs

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to ensure appropriate funding; reviewing and evaluating fire permit applications; interpreting fire codes, ordinances and procedures for applicants; developing and disseminating information regarding assigned programs; acting as a City or department representative and liaison at meetings with public agencies; performing special assignments and projects requiring independence in judgment, and technical and analytical work. These duties are critical to the operation of the department and are not clerical in nature. These higher-level duties require analytical knowledge and abilities that are found in the Administrative Analyst I job description, including:

The knowledge of:

- Principals of local government organization and administration.
- Research methods and techniques and methods of report presentation.
- Federal, State, and local laws and regulations applicable to assigned programs.

And the ability to:

- Learn, interpret, and implement applicable Federal, State, and local laws and regulations relative to program areas of responsibility.
- Make presentations and participate in meetings with elected officials, the public, city executives, businesses, and other agencies.
- Establish and maintain effective working relationships with the City Council, staff, business community, other governmental agencies, and the public.
- Identify issues, options, and projected outcomes and make recommendations.
- Prepare and present written and oral reports.

As the duties, knowledge, and abilities required of the incumbent have changed significantly with the addition of professional administrative and analytical assignments, the classification of Office Technician no longer reflects the full scope of the work performed by the incumbent. With only forty percent (40%) of the incumbent's time spent on intermediate clerical duties, it would not be reasonable to reassign the higher-level professional administrative and analytical duties to a different member of the Fire Department.

Recommendations

Changes in Fire Department staffing and the reassignment of duties previously performed by other departments have impacted the functions assigned to the incumbent, Cristina Gonzalez. This has resulted in the reassignment of higher-level administrative and analytical duties to the incumbent. As the Administrative Analyst I more closely reflects these duties, and the incumbent meets the minimum qualifications, RGS recommends a reclassification of the Office Technician position in the Fire Department to Administrative Analyst I.

HUMAN RESOURCES

Human Resources Analyst I

The City's Human Resources Analyst class series includes the Human Resources Analyst I (entry level), the Human Resources Analyst II (journey level), and the Senior Human Resources Analyst (advanced journey level). The Human Resources Analyst I and II are alternately staffed classifications, and positions at the II-level are typically filled by advancement from the I-level, after gaining the knowledge, skill, and experience that meet the qualifications demonstrating the

ability to perform the work of the higher-level class. The Human Resources Analyst I/II performs professional personnel work in the various human resources program areas. The incumbent, Maria Avila, was promoted from Human Resources Technician to Human Resources Analyst I in June 2015.

Findings

The analysis shows that the studied position spends nearly half of her time conducting recruitments to fill vacant positions within the City. While the incumbent works closely with various departments, her main focus is working with the Police Department. For each recruitment, the incumbent must develop a recruitment strategy, prepare job bulletins, determine and place advertising in appropriate media; review and evaluate applications, determine and develop appropriate written, oral, and performance examinations, develop and recommend selection instruments, administer and score examinations, and establish eligibility lists.

The incumbent also conducts classification and compensation studies. This includes preparing and revising class specifications, performing job audits, analyzing and writing job descriptions for individual positions, classes, and class series. The incumbent ensures that these new and updated class specifications are appropriately provided to the affected labor groups and meets with these groups as necessary. When requested, the incumbent surveys various agencies to obtain salary and benefits data, compiles and analyzes the collected data, and recommends adjustments and internal salary relationships.

The incumbent works closely with departments to ensure understanding of various human resources policies and procedures, MOU's and resolutions, and salary and benefits programs. She is also assigned to provide analytic reports regarding various human resources issues such as performance measures, recruitment timelines, and benefit provisions. The incumbent assists in providing or proctoring various training and employee development programs.

The incumbent serves as a member of the City of Salinas Governing Alliance for Racial Equity (GARE) and Governing for Racial Equity (GRE), the purpose of which is to ensure City services are provided to constituents without racial, ethnic, or cultural bias. She represents the City in meeting with representatives from other agencies throughout the area.

The incumbent also performs other human resources duties such as administering various leaves, responding to Public Records Act requests, and responding to and completing paperwork related to disability and unemployment claims.

Analysis

Current Job Classification

As the entry level classification in the class series, the Human Resources Analyst I performs their duties initially under close supervision. Incumbents learn and perform routine duties relating to recruitment, selection, compensation, and classification while learning City policies and procedures and specific techniques and regulations related to the broad area of human resources.

As experience is gained, assignments become more varied, complex, and difficult; close supervision and frequent review of work lessen as an incumbent demonstrates skill to perform the work independently. Positions at the I-level usually perform most of the duties required of the positions at the II-level but are not expected to function at the same skill level and usually exercise less independent discretion and judgment in work procedures and methods. Work is usually supervised while in progress and fits an established structure or pattern. Exceptions or changes in procedures are explained in detail as they arise.

While assigned to the entry-level (H.R. Analyst I), it is expected that incumbents will gain the knowledge to perform the duties of the classification with limited supervision. These duties include but are not limited to, the following:

- Plan and coordinate all phases of various recruitment efforts.
- Provide information and interpretation regarding City Personnel rules, regulations, and procedures.
- Conduct classification studies, make recommendations, and create and update class specifications.
- Conduct salary and benefits studies, analyze data, and make recommendations for salary adjustments.
- Participate in organizational, staffing, or special studies of City departments.
- Develop and assist in training, employee development, and other related programs.

Not only does the incumbent perform the duties expected of a Human Resources Analyst, the Human Resources Director confirmed that the incumbent's knowledge, skills, and abilities in the Human Resources field allow her to work with minimal supervision, utilizing her independent judgment and personal discretion in handling various issues as they arise as expected and required of a Human Resources Analyst II.

Recommendations

As the incumbent is performing the full range of professional human resources duties with minimal supervision and instruction and meets the minimum qualifications for the Human Resources Analyst II classification, RGS recommends the position of Human Resources Analyst I be reclassified to Human Resources Analyst II

Human Resources Technician

In October 2019, based on an agreement between the Finance and Human Resources Departments, the Payroll Technician's duties were transferred to the Human Resources Department.

The City's Human Resources Technician is a journey-level technical human resources classification. Incumbents perform a variety of highly responsible, confidential, and complex clerical, secretarial, and administrative support duties for the professional staff in one or more functional areas of human resources/risk management administration. The incumbent, Venissa Rosa, has held the position of Human Resources Technician for approximately 3 ½ years.

Findings

The analysis shows that the incumbent spends approximately twenty-five percent (25%) of her time entering personnel transactions into employee profiles. This includes reviewing, correcting, and entering approved employee payroll change requests for merit increases, promotions, resignations, cycle hour changes, and department transfers.

She spends approximately fifteen percent (15%) of her time providing information and assistance in interpreting H.R. and Payroll policies and procedures to members of the public, employees, and other agencies.

She spends approximately fifteen percent (15%) of her time processing payroll for the Fire Department. This includes translating and transferring pay exception hours (including overtime, temporary pay upgrades, and time off) from the Fire timekeeping system into the City's Enterprise Resource Planning (ERP) program, resolving discrepancies and inconsistencies in reported hours, working with Fire management to maintain accuracy in the payroll system regarding positions and hours, and recalculating past earnings in the event of underpayment or overpayment, and communicating results with affected employees.

She spends approximately ten percent (10%) of her time handling the benefit enrollments for employees. This includes processing employee enrollments and changes for the various health plans administered by the City, obtaining and entering subscriber and dependent information into the system, changing deductions on employee profiles, calculating any additional premiums owed by or to employee depending on the type of change, and -ensuring the amount is collected and disbursed. She also trains temporary staff to assist with the high volume of open enrollment requests and reviews their work for accuracy.

She spends approximately five percent (5%) of her time processing tax withholding and direct deposit forms, assisting employees with completing tax forms, determining the impact of elections on withholding, and entering the information into the employee's profile. The incumbent also enters employee direct deposit information in the system and maintains the financial institution database to which funds are sent.

She spends approximately five percent (5%) of her time administering the Consolidated Omnibus Budget Reconciliation Act (COBRA) benefits. This includes generating and modifying general and qualifying event letters, processing COBRA elections, tracking eligibility dates, creating invoices, and annually updating rates using COBRA Administration software and ERP billing.

She spends approximately five percent (5%) of her time maintaining employee profiles in the CalPERS retirement system. This includes creating profiles for new hires, determining appropriate position numbers, benefit and deduction codes based on CalPERS status, employment type, benefit group, and pay cycle number. She also enters the Affordable Care Act tracking codes based on the month of hire.

She spends approximately five percent (5%) of her time maintaining the City's position control system. This includes assigning grade numbers to new classifications and entering classification info into the system. The incumbent activates and deactivates positions based on department reorganizations, positions reclassifications, reductions in force, and other staffing changes. The incumbent also updates salary schedules as needed.

The incumbent spends the remainder of her time performing various tasks supporting the human resources, payroll, and employee benefits functions. These tasks include generating various reports for use by the Human Resources Director and other Human Resources staff, maintaining and tracking supplemental life insurance, managing employee leave accruals, assisting with recruitments and employee on-boarding, managing the City's cafeteria plan certification and recertification, reconciling health vendor invoices, processing public safety retiree health premium stipends, overseeing the payment of critical invoices, and conducting regular meetings with department payroll clerks to provide information on new and existing procedures.

Analysis

Current Classification

The Human Resources Technician is a journey-level administrative support classification in the Human Resources Department. The position's purpose is to perform a variety of highly responsible, confidential, and complex clerical, secretarial, and administrative support duties for the professional staff in one or more functional areas of the Human Resources Department. The human resources duties assigned to the incumbent are reflected in the Human Resources Technician's current class specification. These duties include, but are limited to:

- Assisting members of the public, organization, agency/group representatives, and City employees to access non-confidential personnel information and materials and interpret personnel policies, procedures, rules, and regulations as supervised.
- Processing of Consolidated Omnibus Budget Reconciliation Act (COBRA), workers' compensation claims, monthly reconciliation of health and benefits bills, and other risk management duties as assigned.
- Assisting Department management staff to develop and implement a wide variety of complex and technical personnel recruitment, examination, classification, compensation, training, evaluation, and related instruments, materials, and processes as assigned and supervised.
- Conducting orientation and intake processing of new employees.
- Assisting Department management staff to compile data and develop a wide variety of complex technical reports, surveys, studies, and documents/processes related to equal employment, employee/labor relations, employee grievance, benefits, safety, and risk management.
- Performing a wide variety of complex, responsible, and confidential office management duties for the Human Resources Director and other department staff.
- Establish and maintain complex filing systems as directed by the Human Resources Director.

However, as outlined by the incumbent and verified by the Human Resources Director, a significant amount of the incumbent's time is spent performing specialized, confidential, and complex financial duties in the areas of payroll and benefits administration.

Other Classifications Reviewed

As the Human Resources Technician classification does not reflect the incumbent's financial/payroll duties, RGS reviewed the City's classification plan to determine if another classification better reflected these duties.

The Payroll Technician reflects the duties and the specialized knowledge and abilities required of the incumbent. These include:

The knowledge of:

- Governmental accounting and payroll principles specifically as applied to municipal organizations.
- Practices, methods, and terminology used in payroll and timekeeping.
- Pertinent local, State, and Federal laws, ordinances, rules, and regulations related to payroll, wage, and garnishment laws.
- Modern office practices and procedures, computer equipment, and software applications related to payroll and benefits administration.

And the ability to:

- Perform difficult and responsible technical work involving payroll and timekeeping.
- Process and reconcile complex payroll documents.
- Prepare, process, review, and check submitted payroll and financial documents, records, and forms for accuracy, completeness, and conformance to applicable policies, rules, and regulations.
- Research and compile technical and financial information.

However, as with the Human Resources Technician classification, the Payroll Technician classification does not reflect the full scope of the incumbent's responsibilities.

RGS also reviewed the Human Resources Analyst's classification to determine if this classification better reflected the incumbent's duties and responsibilities. The Human Resources Analyst I is the entry level classification in the professional Human Resources Analyst class series. The Analyst level's duties and responsibilities require incumbents to conduct independent research and utilize analytical thought to prepare and present recommendations. Incumbents at this level are expected to deal with concepts, policies, and guidelines rather than technical processes and procedures. The Human Resources Analyst is expected to:

- Plan and coordinate recruitment programs
- Develop, evaluate, and recommend selection instruments.
- Provide information and interpretation regarding City Personnel rules, regulations and procedures, and Equal Employment Opportunity Plan.
- Conduct position classification studies, prepare and revise class specifications, and prepare recommendations and implementation reports.

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- Perform job audits, analyses, and write job descriptions for individual positions, classes, and series of classes.
- Conduct salary and fringe benefit surveys, analyze data, recommends adjustments, and internal salary relationships.
- Participate in organizational, staffing, or special studies of City departments.
- Develop and assist in training, employee development, and other related programs.
- Conduct independent investigations and assist in disciplinary or grievance procedures.

In addition, these duties require knowledge and abilities beyond the scope of those required to perform the incumbent's job assignment. These include:

The knowledge of:

- Principles and practices of public personnel administration.
- Principles, methods, and procedures utilized in recruitment and selection, equal employment, training, classification, labor relations, and salary administration.
- Statistical concepts and methods.
- Principles of local government organization and administration.
- Principles and practices of organization and management.
- Relevant labor relation practices and legislation.

And the ability to:

- Interpret personnel rules, laws, and policies.
- Communicate effectively, verbally, and in writing.
- Collect, compile, and analyze information and data, and interpret and apply laws, ordinances, and policies.
- Conduct complex and analytical job analysis, classification, and related personnel studies.

Recommendations

Many of the City's payroll functions have been permanently reassigned from the Finance Department to the Human Resources Department. This has resulted in the reassignment of duties previously performed by the Payroll Technician to the incumbent. The incumbent has also retained her Human Resources Technician duties. This combination of duties and the level at which they are performed are not reflected in any current job classification. Therefore, RGS recommends the City adopt the classification of Senior Human Resources Technician. This classification reflects the specific payroll duties assigned to the incumbent as well as the Human Resources support duties the incumbent retains and the unique combination of specialized knowledge, skills, and abilities required to perform the assigned work. RGS further recommends the salary for this position be set equal to the Payroll Technician as follows:

Senior Human

Resources Technician	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Hourly	\$27,5897	\$28,9706	\$30,4174	\$31,9369	\$33,5356	\$35,2139
Monthly	\$4,782	\$5,022	\$5,272	\$5,536	\$5,813	\$6,104

PUBLIC WORKS

Graffiti Abatement Worker

The Public Works Department has been responsible for the City's Graffiti Abatement program since approximately 1992. The incumbent has worked for the City for approximately 29 years and was assigned to the Graffiti Abatement Program in 2012 when his previous position was eliminated due to a reduction in force. In 2016, the City began a City Cleanup Program, the purpose of which is to perform homeless encampment abatement. The incumbent was assigned to work in both the Graffiti Abatement and City Cleanup programs.

Findings

Since 2016, due to staffing changes, the majority of the incumbent's time is spent working in the City Cleanup Program. A second Graffiti Abatement Worker has taken on the majority of the day-to-day work in the Graffiti Abatement Program. According to the incumbent's PDQ, he spends only approximately twenty percent (20%) of his time working in Graffiti Abatement. This includes participating in beautification projects around the City, assisting in graffiti reduction in City hotspots, and ordering needed materials and supplies for the program.

The remainder of the incumbent's time is spent coordinating the City's Cleanup Program. The incumbent's work assignment includes coordinating all necessary organizations, including law enforcement, other government agencies, and contract workers, to perform encampment abatement on City property (approximately 30%).

The incumbent spends approximately twenty percent (20%) of his time responding to and resolving citizen complaints related to graffiti and homeless encampment abatement submitted through the City's website and hotline.

The incumbent is also responsible for the program's administrative work, which takes approximately fifteen percent (15%) of his time. These administrative duties include developing a weekly encampment cleanup; inputting records of all homeless camps, locations, cleanup sites, and tonnage removed into the City's database; keeping inventory of property belonging to the homeless displaced by the encampment cleanup; maintaining logs of contractors' time, equipment, and the number of employees at each site to ensure accurate payment for services; ordering necessary equipment and supplies; and obtaining quotes and approving invoices.

The remainder of the incumbent's time is spent performing miscellaneous duties related to the City Cleanup Program. These duties include responding to emergency calls from the Police Department related to encampment abatements; coordinating with City Code Enforcement on private property, Cal-Trans, and Union Pacific property for encampment abatement; performing camp to camp inspections prior to cleanup; identifying hazardous materials, personal belongings, and debris to be removed; and working with homeless advocates and opponents, food kitchen, elected officials, and shelters in encampment abatement efforts.

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Analysis

Current Job Classification

According to the job specification, the Graffiti Abatement Worker is responsible for coordinating and performing cleanup and abatement work for the many public and vacant areas, buildings, facilities, and lots affected by graffiti and other vandalism. The duties of the position focus on supporting and administering the Graffiti Abatement program, including:

- Investigating and removing graffiti for City buildings and public areas.
- Selecting and ordering needed supplies and materials for assigned projects.
- Operating and maintaining tools and equipment utilized in the work.
- Performing preventative maintenance.
- Reporting criminal activity around City buildings and public areas.

While the incumbent continues to perform these and other duties described within this job specification, this work only constitutes a small fraction of his duties and responsibilities. As the findings demonstrate, nearly eighty percent (80%) of the incumbent's time is spent performing work supporting the City's Cleanup Program. However, his current job specification of Graffiti Abatement Worker only lists one duty related to this program:

- Reports, monitors, and addresses homeless encampments.

This single duty does not accurately reflect the scope of the duties and responsibilities assigned to the incumbent related to the City's cleanup program efforts.

Other Classifications Reviewed

RGS reviewed the City's classification plan to determine if an existing classification more closely aligned with the incumbent's duties and responsibilities. However, as the City's Cleanup Program is relatively new and the incumbent is the only employee assigned to perform the work, RGS was unsuccessful in identifying such a classification.

Recommendations

The findings show that the incumbent spends nearly all of his time performing duties related to the City's Cleanup Program. However, his current classification of Graffiti Abatement Worker only identifies one duty statement related to this program. As there is no other existing classification in the City's class plan that reflects the full scope of the incumbent's responsibilities, RGS recommends the City adopt the proposed classification of Public Works Resource Coordinator. RGS further recommends the salary for this position be set equal to the Inmate Crew Coordinator as follows:

Encampments Inspection

& Resource Coordinator	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Hourly	\$25.9553	\$27.2539	\$28.6174	\$30.0452	\$31.5443	\$33.1275
Monthly	\$4,499	\$4,724	\$4,960	\$5,208	\$5,468	\$5,742

While the Inmate Crew Coordinator's actual duties differ from that of the incumbent, there are similarities in the supervision given and received; levels of authority and autonomy exercised; the complexity and scope of work; and consequence of error. Each position reports directly to a Maintenance Supervisor. Each oversees the work of non-City employees engaged in providing services to the City. Each is a single position classification, which requires the incumbents to possess a high level of expertise in the program to which they're assigned. Lastly, each performs their duties with significant autonomy and is expected to make decisions independently within the department's guidelines.

SUMMARY OF RECOMMENDATIONS

Based on the study findings, RGS recommends the City take the following actions:

ADMINISTRATION

1. Adopt the new classification specification of Assistant to the City Manager/Economic Development Manager.
2. Amend the Administration Department Personnel Allocation to add one (1) full-time equivalent (FTE) Assistant to the City Manager/Economic Development Manager position and delete one (1) FTE Economic Development Manager position.
3. Set the salary for the Assistant to the City Manager/Economic Development Manager thirty-five percent (35 %) below the Assistant City Manager classification.
4. Reclassify the Economic Development Manager position held by Andrew Myrick to the classification of Assistant to the City Manager/Economic Development Manager and set his salary in accordance with the City's compensation rules.

CITY ATTORNEY'S OFFICE

1. Adopt the new classification specification of Senior Risk Management Technician.
2. Amend the City Attorney Office Personnel Allocation to add one (1) FTE Senior Risk Management Technician position and delete one (1) FTE Legal Secretary position.
3. Set the salary for the Senior Risk Management Technician equal to the Senior Human Resources Technician.
4. Reclassify the Legal Secretary position held by Araceli Jacinto to the classification of Senior Risk Management Technician and set her salary in accordance with the City's compensation rules.

COMMUNITY DEVELOPMENT DEPARTMENT

1. Amend the Community Development Department Personnel Allocation to add one (1) FTE Assistant Planner position and delete one (1) FTE Planning Technician position.
2. Reclassify the Planning Technician position held by Marisol Ruvalcaba to the classification of Assistant Planner and set her salary in accordance with the City's compensation rules.

FIRE DEPARTMENT

1. Amend the Fire Department Personnel Allocation to add one (1) FTE Administrative Analyst I position and delete one (1) FTE Office Technician position.

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2. Reclassify the Office Technician position held by Cristina Gonzalez to the classification of Administrative Analyst I and set her salary in accordance with the City's compensation rules.

HUMAN RESOURCES DEPARTMENT

Human Resources Analyst I

1. Amend the Human Resources Department Personnel Allocation to add one (1) FTE Human Resources Analyst II position and delete one (1) FTE Human Resources Analyst I position.
2. Reclassify the Human Resources Analyst I position held by Maria Avila to the classification of Human Resources Analyst II and set her salary in accordance with the City's compensation rules.

Human Resources Technician

3. Adopt the new classification specification of Senior Human Resources Technician.
4. Amend the Human Resources Department Personnel Allocation list to add one (1) FTE Senior Human Resources Technician position and delete one (1) Human Resources Technician position.
5. Set the salary for the Senior Human Resources Technician equal to the classification of Payroll Technician.
6. Reclassify the Human Resources Technician position held by Venissa Rosa to the classification of Senior Human Resources Technician and set her salary in accordance with the City's compensation rules.

PUBLIC WORKS DEPARTMENT

1. Adopt the new classification of Encampments Inspection & Resource Coordinator.
2. Amend the Public Works Department Personnel Allocation list to add one (1) FTE Encampments Inspection & Resource Coordinator and delete one (1) FTE Graffiti Abatement Worker.
3. Set the salary for Encampments Inspection & Resource Coordinator equal to the classification of Inmate Crew Coordinator.
4. Reclassify the Graffiti Abatement Worker position held by Rosalio Campos to the classification of Public Works Resource Coordinator and set his salary in accordance with the City's compensation rules.

Attachment A
Classification Concepts

Classification Concepts

Classification Plan

A classification plan allows an organization to organize and group together jobs that have similar duties, responsibilities, and requirements. Within a classification plan, organizations may also take groups of similar jobs and group them into a job families and series, defining jobs by discipline, levels of responsibility, authority, autonomy, and required knowledge and/or licenses and certifications.

Position Classification (Job Classification)

A job classification also known as position classification is a term used to define a job based on current responsibilities and duties. Positions are classified in order to provide fair and consistent treatment of employees in levels of responsibility and in pay. Position classification is a method of organizing and grouping jobs so that the similarities and differences can be identified and evaluated.

Job Classification Family

For ease of administration in the areas of training and compensation, and to assist in comparing jobs across organizational structures and externally against comparator entities, job classifications with similar roles and responsibilities are often grouped into the same job family. Job families may include, but are not limited to, Executive, Administrative, Management, Supervisory, Lead, Academic, Professional, Technical, Labor, Medical Service, and Safety.

Classification Specifications

Classification specifications are developed to identify the essential functions of the class and list typical associated duties along with qualification requirements to perform these duties, and the physical demands and working conditions associated with the work. These documents serve as an essential tool used by the CCOG in administering the staffing and the classification plan in a legally-compliant manner. The documents assist departments in identifying and organizing work and establishing a staffing structure to meet a department's mission, role, or legal mandates. The documents may also serve as a benchmark for establishing or comparing compensation levels as well as indicating the level of responsibility, knowledge, skill, physical demands and working conditions associated with the work being performed.

Job Classification Series

The use of series within a job classification system is a method of grouping similar occupations with varied levels of responsibilities, knowledge and ability required, complexity, autonomy, authority, consequence of error together into a hierarchy. Typically, classifications within a series follow a pattern from entry-level through management (e.g., entry, journey, advanced-journey, senior/lead, supervisory, manager). Levels of responsibilities, knowledge and ability required, complexity, autonomy, authority, consequence of error would be expected to increase as a position moved to higher classification levels within a series.

Flexibly staffed positions:

Flexibly staffed positions are closely related classification levels such as entry to journey, where advancement from one position to another happens automatically once an incumbent has acquired

either the skills, education, or knowledge required or the time in position. Organizations may hire at either level of a flexibly staffed position.

Time of Study Analysis

A classification study views a position and captures its essential nature at a specific point in time. RGS must make a recommendation based upon the current organizational structure and service delivery model. However, a study cannot capture all future influences and events that may alter the nature of work, particularly in an industry where rapid change is the norm.

Whole Job Analysis

A whole-job analysis compares jobs with one another on the basis of an overall evaluation of difficulty or performance. This considers the entire position, including compensable factors such as authority and autonomy in decision making; scope and complexity of the work; types and frequency of contacts; supervision exercised and received; knowledge, skills, and abilities required both at entry and learned after entry; minimum education and experience required for successful performance; as well as magnitude of work and the accountability for results. This method helps analyze and assess relevance and hierarchical consistency of classifications within an organization's class plan and in relation to the external market and internal equity.

Preponderance of Work

It is common in classification studies to find that the work of a position involves a wide variety of duties with various levels of responsibility. Therefore, it is necessary to look at the preponderance of the work being performed by the position being analyzed. "Preponderance" measures the importance of duties being performed that support the essential purpose of the position. Most often this relates to the duties that take up most of the position's time, but the definition also includes periodic or occasional duties that are of such significant responsibility or importance that they are fundamentally linked to the essential to the purpose of the position.

Minimum Qualifications:

Minimum Qualifications are job related education, training, experience, knowledge, skills, and abilities required upon entry to a position that are not possible to acquire on the job after hire. For each position, an organization must be able to show a direct need for each minimum requirement at entry to the duties and responsibilities of the position.