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AGENDA COVER MEMORANDUM

AGENDA DATE: October 20 2004

PRESENTED TO: Board of County Commissioners

PRESENTED BY: David Suchart, Management Services Director
Linda Norris, Norris Consulting Group

AGENDA TITLE: **IN THE MATTER OF ADJUSTING THE SALARY RANGEs FOR THE ANIMAL REGULATION MANAGER AND THE RISK & BENEFITS MANAGER; CREATING A NEW PERSONNEL PROGRAM MANAGER CLASSIFICATION.**

I. MOTION

MOVE APPROVAL OF ORDER 04-_____ IN THE MATTER OF ADJUSTING THE SALARY RANGE FOR THE ANIMAL REGULATION MANAGER; ORDER 04-_____ IN THE MATTER OF ADJUSTING THE SALARY RANGE FOR THE RISK & BENEFITS MANAGER; ORDER 04-_____ IN THE MATTER OF CREATING A NEW PROGRAM MANAGER CLASSIFICATION.

II. ISSUE

The department of Management Services requested that a review be performed of three positions. Since two of the positions are in Human Resources, and one in particular is the County's lead staff person on compensation and classification analysis, the Human Resources Manager asked an external consultant, Linda Norris of the Norris Consulting Group, to conduct the reviews. Ms. Norris was given access to the County's point factoring system, and familiarized herself with the County's internal equity system of compensation.

III. DISCUSSION

A. Background

1. The Animal Regulation Program Manager position was last reviewed in 1999, prior to the recruitment and selection of the incumbent. At that time, the Management Services Director was devoting a large amount of direct oversight to Lane County's Animal Regulation Authority, and because of past problems associated with LCARA and the division's high visibility in the community, intended to continue to play a more active role in managing LCARA than would be customary. Over the past five years, LCARA's manager has taken on full management responsibility for the division and has expanded LCARA's functions. In addition, the position is responsible for staffing a community task force and implementing the recommendations coming forth from that group. Finally, the enforcement of animal abuse regulations has become a much larger part of LCARA's work, and this position is responsible for gathering and presenting evidence for prosecuting those who abuse animals or who fail to control dangerous animals. This is often dangerous work because of the increase in the numbers of owners having firearms and threatening to use them against our employees.
2. The Risk & Benefits Manager position was created in 2000 after several years of not having either a Risk OR Benefits Manager. The position was essentially created in a vacuum; that is to say, we knew what we needed, but we didn't have a clear idea of the volume or the complexity of work that this position would be responsible for. Over the past four years, the financial liability associated with both risk (general indemnity and workers' compensation) and benefit (i.e., health insurance and PERS) issues has grown exponentially, and the demands on this position have increased in kind.
3. The Personnel Program Manager position is needed to manage the volume of work performed in the areas of compensation and classification, recruitment and selection and in human resource records management. Recruitment and selection functions have grown over the past four years in both volume and complexity, and demographic trends indicate this increase will continue. This position is also responsible for determining whether employees who are requesting accommodation under the Americans with Disabilities Act meet the act's requirements. Requests for accommodation have increased along with our aging workforce, and each review takes a high level of analysis and judgment. This position has changed from having no supervisory responsibilities to now having full supervisory authority for three other analysts, one administrative assistant and two senior office assistants.

B. Analysis

Like most County departments, Management Services has undergone considerable change over the past five years. Demands for service have grown in all divisions, while resources have fallen, especially in those divisions relying on general fund revenue. Decreased revenue has translated to positions being eliminated and/or in looking for creative ways to produce more with less. These three positions are representative of how the department is performing more complex functions with the same number of (or fewer) employees than before. Therefore, adjusting the compensation of the Animal Regulation Manager and the Risk & Benefits Manager is necessary to recognize the increased scope, responsibility and complexity of these two positions since they were last reviewed. Likewise, creating a new classification of Personnel Program Manager that recognizes the increased responsibilities now performed by the lead Personnel Analyst 2 is needed to accurately compensate and reflect the knowledge and experience needed in this position.

1. The Animal Regulation Program Manager position was originally point factored at 1,380 points. The revised analysis brings the total to 1,520 classification points which would place this position in pay grade 42 compared to the current placement in pay grade 38. Ms. Norris also suggested in her report (Attachment 1) that the County may want to consider a new job title of Animal Regulation Manager. The scope of the work responsibilities are broader than those normally found in a program manager position and the position reports to a Department Director.

The total annual cost (including all benefits) for implementing this salary adjustment for FY 2005 is \$4,302, or 4.83 %. Revenues in licensing and cat impounds are exceeding budget projections as of October 1 by approximately \$12,500, more than enough to cover the cost of this salary increase.

2. The Risk & Benefits Manager position was originally factored at 1,510 classification points. The increased scope and complexity of duties as described in Ms. Norris' report brings the total to 1,640, a rating which equates to range 45 compared to the previous range of 41. Other County positions in range 45 are Lieutenant, Labor & Employee Relations Manager and Assistant Director of Youth Services.

The total annual cost (including all benefits) for implementing this salary adjustment for FY 2005 is \$6,840, or 6.41 %.

3. The lead Personnel Analyst 2 position is factored at 1,200 classification points. The increased scope and complexity of duties as described in Ms. Norris' report brings the total to 1,420, a rating which equates to range 39 compared to the previous range of 32. Other County positions in range 39 are

Family Mediation Program Manager, Taxation Manager, Appraisal Manager and Child Advocacy program Managers, among others.

The total cost (including all benefits) of implementing this reclassification and salary adjustment for FY 2005 is \$5,640, or 6.17%.

In budgeting for FY2005, the department was already aware of the need for these reviews. Not knowing what the end result would be, but basing estimates on knowledge of the organization and our compensation and classification system, we included the approximate implementation costs in Human Resources and Animal Regulation divisions' budgets by increasing our budgets for extra help. In addition, Human Resources has made staffing adjustments over the past year to combine the Diversity Analyst and Performance and Development Coordinator positions into one position, with the Human Resources Manager participating in both of those programs to a greater extent.

Ms. Norris also surveyed several other public sector organizations to determine if the classifications for which we are requesting a salary adjustment are in line with how similar agencies are compensating their employees. The table below indicates the top step salary for those positions she was able to find matches for.

	Marion	Washington	Clackamas	Eugene	Proposed
Animal Control	\$58,000 (Dog Control Only)	\$78,180	\$68,306 (Dog Control Only)	NA	\$71,552
Risk & Benefits	\$75,311 (Risk Only)	No Match	\$75,307 (Risk Mgr & Benefits Mgr separate)	\$80,256	\$77,043
Personnel Prgm	\$68,268	\$67,416	No match	\$80,256 (includes Labor)	\$66,476

The proposed salaries are all less than our comparators where there is a direct match, and only slightly above when compared with positions having less functional authority (e.g., Risk Manager versus our Risk & Benefits Manager; Dog Control Supervisor versus our Animal Regulation Division Manager.)

C. Alternatives/Options

1. Approve the salary adjustments for Animal Regulation Manager and Risk & Benefits Manager and the proposed classification of Personnel Program Manager.
2. Reject some or all of the above referenced changes.

D. Recommendation

It is recommended that Option 1 above be approved.

IV. IMPLEMENTATION/FOLLOW-UP

If approved by Board action, Management Services will implement the salary adjustments, include the new job specifications of Personnel Program Manager (Attachment 2) in the County's classification plan, and reclassify the lead Personnel Analyst 2.

V. ATTACHMENTS

Board Orders
Report by Ms. Norris
Personnel Program Manager Job Specifications

IN THE BOARD OF COUNTY COMMISSIONERS OF LANE COUNTY, OREGON

**RESOLUTION AND
ORDER 04-**) **IN THE MATTER OF ADJUSTING**
) **THE SALARY RANGE FOR THE**
) **ANIMAL REGULATON MANAGER**
) **CLASSIFICATION**
)
)

WHEREAS, a review and point factor analysis of the Animal Regulation Manager has been completed; and

WHEREAS, it is the intent of Lane County to properly classify positions with regard to duties and compensation; and

WHEREAS, changes to the compensation and classification plans require Board approval; and

WHEREAS, the Human Resources Division has amended the salary of the current classification in compliance with the current classification and compensation policy; and; now, therefore,

IT IS HEREBY RESOLVED AND ORDERED, that the adjusted salary range for the Animal Regulation Manager be approved as follows:

Animal Regulation Manager Grade 42 \$51,708 - \$71,552

Dated this _____ day of _____, 2004.

Bobby Green, Sr., Chair
Lane County Board of County Commissioners

APPROVED AS TO FORM
Date 10/12/04 Lane County
[Signature]
OFFICE OF LEGAL COUNSEL

IN THE BOARD OF COUNTY COMMISSIONERS OF LANE COUNTY, OREGON

RESOLUTION AND) IN THE MATTER OF ADJUSTING
ORDER 04-) THE SALARY RANGE FOR THE RISK
) & BENEFITS MANAGER
) CLASSIFICATION
)
)

WHEREAS, a review and point factor analysis of the Risk & Benefits Manager has been completed; and

WHEREAS, it is the intent of Lane County to properly classify positions with regard to duties and compensation; and

WHEREAS, changes to the compensation and classification plans require Board approval; and

WHEREAS, the Human Resources Division has amended the salary of the current classification in compliance with the current classification and compensation policy; and; now, therefore,

IT IS HEREBY RESOLVED AND ORDERED, that the adjusted salary range for the Risk & Benefits Manager be approved as follows:

Risk & Benefits Manager	Grade 41	\$55,660 - \$77,043
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Dated this ____ day of _____, 2004.

Bobby Green, Sr., Chair
Lane County Board of County Commissioners

APPROVED AS TO FORM
Date 10/12/04 Lane County
Jessica [Signature]
OFFICE OF LEGAL COUNSEL

IN THE BOARD OF COUNTY COMMISSIONERS OF LANE COUNTY, OREGON

**RESOLUTION AND
ORDER 04-**) **IN THE MATTER OF CREATING THE
) PERSONNEL PROGRAM MANAGER
) CLASSIFICATION
)
)
)**

WHEREAS, a review and point factor analysis of the proposed Personnel Program Manager has been completed; and

WHEREAS, it is the intent of Lane County to properly classify positions with regard to duties and compensation; and

WHEREAS, changes to the compensation and classification plans require Board approval; and

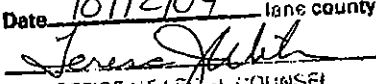
WHEREAS, the Human Resources Division has created the proposed classification to outline the definition, duties, minimum qualifications, experience and training requirements of the proposed classification in compliance with the current classification and compensation policy; and; now, therefore,

IT IS HEREBY RESOLVED AND ORDERED, that there be created the new classification of Personnel Program Manager and the salary range be approved as follows:

Personnel Program Manager	Grade 39	\$47,985 - \$66,476
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Dated this _____ day of _____, 2004.

Bobby Green, Sr., Chair
Lane County Board of County Commissioners

APPROVED AS TO FORM
Date 10/12/04 lane county

OFFICE OF LEGAL COUNSEL

Classification Reviews for Lane County September, 2004

Submitted by: Linda Norris, Norris Consulting Group, Inc.

1. Animal Regulation Program Manager

A classification review was requested for the position of Animal Regulation Program Manager. The position manages, directs and coordinates the activities of the Animal Regulation program, including animal control, kennel and support services.

Primary Duties - summarized from the position description questionnaire

- 25% Manages field enforcement, kennel and administrative operations.
- 20% Plans, prioritizes, assigns and reviews the work of Animal Regulation staff. Coaches and evaluates performance and determines discipline when necessary.
- 15% Prepares, monitors and administers the division budget.
- 13% Prepares documentation for criminal and non-criminal legal action; makes determinations regarding classification of dangerous animals and provides testimony in court. Confers with legal counsel in order to revise and create ordinances, laws and regulations.
- 10% Reviews and updates program procedures, policies and training.
- 7% Provides testimony technical support, information and documentation to the Board of County Commissioners, City Councils, various community task forces, committees and organizations concerned with animal welfare. Provides information to the media and the public.
- 5% Educates the public about animal issues by giving presentations to schools and non-profit groups and by attending and supporting community and promotional events. Creates opportunities for the community to support LCARA through volunteering and donations.
- 5% Assists officers in hostile situations and large investigations regarding animal welfare, neglect and cruelty.

The classification review was requested to determine whether the current classification level reflects the scope and complexity of the duties of this position.

The employee is a division manager who supervises eleven employees and manages three functions within the division. The employee has full responsibility for the quality and quantity of work output and makes decisions on personnel matters.

Relation to Other Manager and Professional Positions

In reviewing this position, I reviewed other positions that report to department directors and have responsibility for budget preparation, managing staff, developing work plans, managing operations and public relations work. I reviewed the classification ratings for this position to the ratings and job descriptions for the positions of Parks Manager and Waste Management Manager.

The classification ratings for the positions are: Animal Regulation Program Manager – 1520 points, Parks Manager – 1540 points and Waste Management Manager – 1580 points.

The Waste Management Manager position has a broader scope of responsibilities, more complex budgetary and fiscal responsibility and provides more complex technical support to the Director. The classification points for the Parks Manager position and the Animal Regulation Manager position are similar. The Animal Regulation position was rated higher on the physical effort required in the position and occasional unpleasant work surroundings and lower on the technical complexity of the work, the requirement to resolve critical operational problems or to design new programs and plans, and on existing policy and procedural guidelines.

Recommendation

The ratings points received are 1,520 compared to a previous rating of 1,380. The classification points received would place this position in pay grade 42 compared to the current placement in pay grade 38. The County may want to consider a new job title of Animal Regulation Manager. The scope of the work responsibilities are broader than those normally found in a program manager position and the position reports to a Department Director.

2. Risk & Benefits Manager

A classification review was requested for the position of Risk and Benefits Manager. The position manages employee benefits and risk management services, develops and administers related budgets and programs, recommends changes in programs or benefits, sets insurance reserve levels and recommends risk rates.

Primary Duties - summarized from the position description questionnaire

- 24% Directs and administers the employee benefit program including health, life and disability insurance, time management, sick leave and the employee assistance program. Provides direction on cost containment options and reviews markets and trends. Recommends changes in the benefits program to elected and appointed officials and to unions. Negotiates, recommends and administers contracts for health, life and disability insurance, consultant and broker services and claims and account administration.
- 20% Develops and administers budgets for the Self-Insurance Fund, Employee Benefits Fund, Pension Bond Fund and Retiree Insurance Trust. Recommends risk rates and fringe benefit cost projections. Provides related data for the annual audit. Works with insurance brokers, actuaries and auditors to establish premium rates, set reserves,

establish retention levels and propose coverage and financing charges. Recommends changes to elected and appointed officials.

- 15% Participates in County organization development analysis and implementation, participates in the development of HR policies and procedures. Assists in the general management of the department and the HR program. Provides technical analysis and support in union contract negotiation and gives testimony in union grievance and arbitrations involving benefit and risk issues.
- 9% Manages, directs and organizes the Risk and Benefit staff members (4); performs related management and supervisory duties, sets work plan, goals and objectives.
- 9% Participates in a variety of committees, task forces and other groups inside and outside the County. The internal committees include the Joint Labor/Management Benefit Review Committee, the Safety Committee and the new Risk Committee.
- 9% Directs the operation of the Workers' Compensation program including developing and implementing programs related to reducing claims costs.
- 8% Develops, implements and monitors changes in employee benefits and risk-related procedures, policies and services. Assesses, monitors and modifies complex and diverse software programs related to employee benefits and risk services.
- 4% Analyzes proposed programs and contracts for potential liability to the County; reviews and approves amount and content of contractor's insurance coverage.
- 2% Monitors and analyzes state and federal benefits and insurance legislation for possible impact; supports the County's lobbying efforts with local, state and federal representatives.

The classification review was requested to determine whether the current classification level reflects the scope and complexity of the duties of this position.

The employee supervises direct reports and manages three functions within the division. The employee has full responsibility for the quality and quantity of work output and makes decisions on personnel matters that are normally accepted without change.

Relation to Other Manager and Professional Positions

In reviewing this position, I reviewed the positions of the program manager for Compensation, Recruitment, Selection and Employee Relations; the Labor and Employment Relations Manager; the Computer Services Manager; the Deputy Assessor; the Assistant County Counsel 3 and the Assistant Youth Services Director positions.

The HR Program Manager position is similar to the Risk and Benefits Manager position, but does not have the fiscal, contract and vendor responsibilities. The policies and procedures, supervisory responsibilities and the technical knowledge requirements are similar for the two

positions, with the exception that the knowledge required in the Risk and Benefits Manager position is more technical in nature and broader in scope.

The Labor and Employment Relations Manager position has similar levels of overall responsibility. The work of that position has a considerable impact on employee morale, operations and the County budget, but does not have the direct fiscal responsibility found in the Risk and Benefits Manager position. The classification points for the Labor and Employment Relations Manager are slightly higher than for the Risk and Benefits Manager, but fall within the same pay grade.

The Computer Services Manager, Deputy Assessor, Assistant County Counsel 3 and Assistant Youth Services Director positions all report to a department director rather than to a manager. Because the Risk & Benefits Manager position works with considerable discretion and receives direction from the County Administrator and the County Commissioners, these comparisons are reasonable. The Assistant Youth Services Director position is rated lower in Discretion and Surroundings, but higher in Work Control and Direction. Their classification points place them in the same pay range. The overall classification points for the other positions are similar to those of the Risk and Benefits Manager position, although some are rated higher in some job factors and lower in others. The overall classification points for the Risk and Benefits Manager are somewhat higher than for these positions.

Recommendation

The ratings points received are 1,640 compared to a previous rating of 1,510. The classification points received would place this position in pay grade 45 compared to the current placement in pay grade 41.

3. Personnel Program Manager

A classification review was requested for the position of lead Personnel Analyst 2 responsible for the functions of Classification and Compensation, Recruitment and Selection and HR information management.

Primary Duties - summarized from the position description questionnaire are:

- 24% Oversees recruitment and selection process and staff. Develops strategies to enhance recruitment efforts, analyzes results, and resolves problems and conflicts.
- 22% Plans, trains, supervises and coordinates the work activities of direct reports.
- 18% Advises, meets with, and acts as a resource to department heads in relation to personnel rules, performance management, layoff and recall, labor contract interpretation, problem solving the impact of proposed actions, reorganization/redesign and implementation efforts, etc. Assists HR Manager in administering and revising personnel policies, procedures, etc.

- 15% Administers and oversees personnel staff involved in Classification and Compensation, including making final recommendations for classification and compensation matters. Provides classification and compensation information in preparation for labor negotiations.
- 5% Performs as the ADA coordinator for the County.
- 5% Researches trends, process improvement methods, etc. related to HR processes.

Over the last two years, the position has been expanded to include supervisory responsibilities and the management of new program areas. The employee is also involved in training and development on human resources topics and performs project management responsibilities for her direct reports.

The employee supervises direct reports and manages three functions within the division. The employee has full responsibility for the quality and quantity of work output and makes decisions on personnel matters that are normally accepted without change.

Relation to Other Manager and Professional Positions

The position in Human Resources most similar to this one is the Risk and Benefits Manager position. The Risk and Benefits Manager exercises more discretion in the areas of benefit plans and costs and has fiscal, contract and vendor responsibilities that are not included in the position being reviewed. The operational and supervisor responsibilities and the technical knowledge requirements are similar for the two positions.

Recommendation

The ratings points received are 1,420 compared to a previous rating of 1,200. I recommend that the position be reclassified to a program manager level position. The position currently supervises six full-time equivalent positions, two of whom have the same classification title as Ms. Wilbur's current title. The position performs professional human resources and administrative work. Based on the classification point received, I recommend the position be placed in pay grade 39.

PERSONNEL PROGRAM MANAGER

DEFINITION

To plan, manage, direct and coordinate the activities of the personnel program areas of recruitment and selection, classification and compensation and HR information management and to perform related duties as assigned.

SUPERVISION RECEIVED AND EXERCISED

Receives general direction from the Human Resources Manager.

Exercises direct supervision over assigned clerical, technical and professional personnel.

EXAMPES OF DUTIES – Duties may include, but are not limited to the following:

Manages the recruitment and selection function for the County, including planning and implementing recruitment strategies; developing recruitment resources; monitoring, researching and evaluating selection techniques and advising department managers regarding appropriate selection processes; reviewing and evaluating applications as needed and responding to inquiries from candidates. Ensures that appropriate background, physical and drug-screening processes are used as needed.

Provides advice, counseling, training and recommendations to supervisors, managers and employees regarding County policies and procedures, performance management, layoff and recall processes, organizational design/reorganization changes, etc. Assists the Human Resources Manager in administering and revising human resources policies and procedures. Consults on or mediates conflicts as needed.

Manages the Classification and Compensation function, including reviewing the classification of existing or changed positions, recommending new classifications as needed, researching relevant labor market information on wages and benefits and providing classification and compensation data and recommendations for labor negotiations.

Manages the human resources information system, including oversight of software and process improvements; developing reports and ensuring the integrity, accuracy and accessibility of the data. Responds to special requests as needed.

Coordinates the Americans with Disabilities Act for the County, including reviewing, researching and analyzing regulations and requests for accommodation, making recommendations for job modifications as needed, establishing decision-making protocols regarding accommodation requests and making recommendations on accommodation to the Human Resources Manager. Provides ADA training to supervisors and managers and ensures the County complies with the provisions of the ADA.

Researches trends, process improvement methods, legislation, etc. related to human resources processes and makes recommendations on changes to the Human Resources Manager; drafts new or revised policies and procedures.

Supervises program area staff, including selecting and training staff; planning, assigning, directing and monitoring the work of staff; evaluating performance; initiating counseling, corrective or disciplinary action and establishing or revising work methods and standards.

Staffs and/or participates in committees and meetings as needed, including the Joint Labor/Management Classification Committee, department staff meetings, technical meetings, etc.

MINIMUM QUALIFICATIONS

Knowledge of:

Principles and practices of recruitment and selection, classification and compensation, performance management and human resources administration.

Research methods, data collection and analysis and business statistics.

Computer software and Human Resources Information Systems.

Local, state and federal employment laws, regulations and current or emerging issues.

Principles and practices of supervision and management.

Principles and practices of budget administration.

Principles and practices of conflict resolution.

Ability to:

Manage assigned program areas.

Understand and apply complex regulations, procedures and guidelines, identify alternative solutions, project the consequences of proposed actions, make logical recommendations regarding the same and implement recommendations.

Effectively communicate with employees, supervisors, managers and elected officials verbally and in writing.

Effectively manage, supervise and motivate employees.

Research, analyze, evaluate and recommend improvements to processes, policies, programs and program services. Effectively implement resulting changes.

Prepare clear, concise and comprehensive reports and presentations.

Work under pressure and respond to changing demands and simultaneous requests.

Effectively use human resource information systems and resulting data.

Use standard office software and equipment.

Effectively represent the County, County policies and procedures, and department procedures and decisions.

Plan, organize, supervise and motivate assigned staff.

Work collaboratively with co-workers, County staff and staff from other agencies.

Develop and deliver training to staff and County employees.

Monitor the budget for the programs area.

Experience and Training:

Training:

Equivalent to a Bachelor's degree from an accredited college or university with major course work in business administration, public administration, organizational development or a related field.

Experience:

Five years of increasingly responsible generalist experience in human resources including recruitment and selection, classification and compensation and policy

administration, including one year in a supervisory capacity or project management.

An equivalent combination of experience and training that will demonstrate the required knowledge and abilities is qualifying.

