



# County of Monterey

Board of Supervisors  
Chambers  
168 W. Alisal St., 1st Floor  
Salinas, CA 93901

## Board Report

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**File #:** RES 14-012, **Version:** 1

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Adopt Resolution to:

- a. Amend Personnel Policies and Practices Resolution (PPPR) No. 98-394 and Appendix A to adjust the salary range of the Deputy Director Social Services classification as indicated in the attached Resolution and transfer the classification from Unit X-Non-Safety Management to Unit Y-Executive Management;
- b. Amend the Department of Social Services Budget Unit 5010-SOC005-8262 to reallocate one (1) Finance Manager III to one (1) Deputy Director Social Services; reclassify one (1) incumbent Finance Manager III to one (1) Deputy Director Social Services and authorize the placement of the reclassified incumbent at step 7 of the Deputy Director Social Services salary range, consistent with the adjustment for the other Deputy Directors; and,
- c. Direct the County Administrative Office to incorporate the approved changes in the FY 2013-14 Adopted Budget and the Human Resources Department to implement the changes in the Advantage HRM system.

(4/5ths vote required)

RECOMMENDATION:

It is recommended that the Board of Supervisors:

Adopt a resolution to:

- a. Amend Personnel Policies and Practices Resolution (PPPR) No. 98-394 and Appendix A to adjust the salary range of the Deputy Director Social Services classification as indicated in the attached Resolution and transfer the classification from Unit X-Non-Safety Management to Unit Y-Executive Management;
- b. Amend the Department of Social Services Budget Unit 5010-SOC005-8262 to reallocate one (1) Finance Manager III to one (1) Deputy Director Social Services; reclassify one (1) incumbent Finance Manager III to one (1) Deputy Director Social Services and authorize the placement of the reclassified incumbent at step 7 of the Deputy Director Social Services salary range, consistent with the adjustment for the other Deputy Directors; and,
- c. Direct the County Administrative Office to incorporate the approved changes in the FY 2013-14 Adopted Budget and the Human Resources Department to implement the changes in the Advantage HRM system.

(4/5ths vote required)

SUMMARY:

The business needs of the Department of Social Services have changed over a period of time and the scope of responsibility for the Department's Deputy Directors has grown as those changes have been incorporated into practice. However, the Deputy Director positions have not been adjusted to meet these changed circumstances. To assess the impact of these changes in scope, Merit Systems Services/Cooperative Personnel Services studied the structure and compensation of Social Services executive management in our comparable counties: Fresno, San Benito, San Luis Obispo, San Mateo, Santa Barbara, Santa Clara, Santa Cruz and Ventura. Recommended actions are the result of that study.

DISCUSSION:

Over the past several years, the Department of Social Services has reorganized and reduced the number of Deputy Directors from four to three to allow for sustained investment in direct service delivery. Additionally,

nearly ten years ago the Department's Assistant Director was removed from the budget to achieve savings without reducing service levels to residents. Each of these reductions was accomplished by increasing the scope of responsibility for the Deputy Directors and the Finance Manager III. These changes have resulted in a need to work in partnership with Merit Systems Services/Cooperative Personnel Services to examine the placement of the Deputy Director Social Services in the Executive Management Unit, the classification of the Finance Manager III and the compensation level for these positions in our comparable counties.

The results of the study indicate that there is variation among counties as to whether the executive management team of the social service department is staffed with at-will employees; however, within Monterey County the executive management teams of most County departments are classified as at-will. Merit Systems Services concurs with recommendations to exempt these positions from Merit Systems Services coverage and make them at-will in Unit Y - Executive Management.

After a classification studying the responsibilities and duties of the Finance Manager III position in the Department, Merit Systems Services/Cooperative Personnel Services has concluded that the more appropriate classification for the Finance Manager III is Deputy Director Social Services. The Finance Manager III is currently responsible for financial management of the Department's \$212 million budget, day-to-day operations of the Department's nine (9) facilities, coordination of support for automated systems and data reporting in conjunction with the Information Technology Department and several State Agencies, and the Department's mail, distribution and retention program. Since the Finance Manager III incumbent is currently at step 7 and her role as an executive manager in the Department of Social Services is akin to the Deputy Director's, placement at step 7 through the reclassification process allows for consistency among the impacted individuals.

Finally, Cooperative Personnel Services also conducted a salary survey of similar positions in our comparable counties and concluded that the Deputy Director of Social Services was compensated 19.29% less than the average for their peers in the comparison counties.

OTHER AGENCY INVOLVEMENT:

The Human Resources Department and Merit Systems Services have reviewed and approved the recommended actions.

FINANCING:

There are sufficient appropriations in the approved FY 2013-14 Department of Social Services Budget Unit 5010-SOC005-8262 for the recommended actions. There is no increase to County discretionary contributions associated with the recommended actions in the current fiscal year or future fiscal years.

Approved by: James May, Human Resources Director \_\_\_\_\_

Approved by: Elliott Robinson, Social Services Director \_\_\_\_\_

Attachments: Resolution