



# County of Monterey

Item No.

## Board Report

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

Legistar File Number: RES 24-183

November 12, 2024

Introduced: 10/30/2024

Current Status: Draft

Version: 1

Matter Type: BoS Resolution

Adopt a Resolution to:

- a. Amend Personnel Policies and Practices Resolution (PPPR) No. 98-394 Appendix A and B to create the classification of Human Resources Program Manager I with the salary range as indicated in Attachment A and retitle the Human Resources Program Manager to Human Resources Program Manager II;
- b. Amend the Human Resources Department - Administration Budget Unit 1060-8445 - Fund 001 - Appropriation Unit HRD001 to reallocate and to approve the reclassification of one (1) Management Analyst III to one (1) Human Resources Program Manager I as indicated in Attachment A;
- c. Direct the County Administrative Office and the Auditor-Controller to incorporate the approved position changes in the FY 2024-25 Adopted Budget and the Human Resources Department to implement the changes in the Advantage Human Resources Management (HRM) System.

### RECOMMENDATION:

It is recommended that the Board of Supervisors consider adopting a Resolution to:

- a. Amend Personnel Policies and Practices Resolution (PPPR) No. 98-394 Appendix A and B to create the classification of Human Resources Program Manager I with the salary range as indicated in Attachment A and retitle the Human Resources Program Manager to Human Resources Program Manager II;
- b. Amend the Human Resources Department - Administration Budget Unit 1060-8445 - Fund 001 - Appropriation Unit HRD001 to reallocate and to approve the reclassification of one (1) Management Analyst III to one (1) Human Resources Program Manager I as indicated in Attachment A;
- c. Direct the County Administrative Office and the Auditor-Controller to incorporate the approved position changes in the FY 2024-25 Adopted Budget and the Human Resources Department to implement the changes in the Advantage Human Resources Management (HRM) System.

### SUMMARY/DISCUSSION:

The Human Resources Department contracted with Sloan Sakai Yeung & Wong LLP an independent consulting firm to conduct a classification study of the Management Analyst III assigned to the Human Resources Department Employee Engagement program. The objective of the study was to determine if the position is appropriately classified, and if not, to recommend a classification and base wage salary range, if applicable, that accurately reflects the duties currently assigned to the incumbent.

The independent consultant determined the duties and responsibilities assigned to the position are not appropriately classified as a Management Analyst III. When the position was created it was to be responsible for conducting an annual employee satisfaction survey, analyzing the results and working with Departments to identify areas for improvement and developing initiatives to further engage employees. However, the position has evolved substantially beyond survey administration and analysis to include a wide range of employee engagement and recognition activities, leadership development, employee coaching, etc. None of the reported duties corresponds well to the description of the Management Analyst, which is described as performing largely administrative and analytical work.

Furthermore, no existing classifications were determined to be appropriate for the position's scope of work. The independent consultant recommended two options for consideration: create a stand-alone classification of Employee Engagement Manager or create two levels of Human Resources Program Manager found only in the Human Resources Department and not flexibly staffed, which would recognize two distinct levels of management responsibility. The I level would be a manager, but with smaller staff and more limited responsibilities. The II level would be used to describe the work of current HR Program Manager staff, which involves larger programs and staff, with greater countywide impact. The Human Resources Department considered the two alternatives and due to operational needs and potential future fiscal constraints it was determined expanding the Human Resources Program Manager into a series was the more appropriate option. While only the study position might initially be allocated to the new class, over time needs may well emerge which might also use this new level.

To establish a base salary for this new classification, the independent consultant completed a base wage compensation analysis of our ten (10) market comparable agencies; however, only San Mateo County had a match for the Human Resources Program Manager I. After a thorough review and analysis of available data, no comparable matches were identified at the Counties of Alameda, Contra Costa, San Benito, San Luis Obispo, Santa Clara, Santa Cruz Sonoma, and the Cities of Monterey and Salinas.

The County Compensation Philosophy requires a minimum of three (3) benchmark classification matches with comparable agencies to provide sufficient data for analyzing and determining a base wage comparison. The County Compensation Philosophy further states that in the absence of sufficient external data comparisons, the County will use internal comparisons to set base wages for classifications. The independent consultant conducted an internal comparison analysis of the duties, scope, occupational orientation, and qualifications of similarly situated classifications in the County of Monterey which resulted in similarities being identified between the work of the Supervising Human Resources Analyst.

In accordance with the County's Compensation Philosophy, the County of Monterey is committed to providing its employees with competitive compensation in order to attract and retain the highest quality employees to serve the community. Therefore, the Human Resources Department concurs with the recommendations of the independent consultant and recommends that the Board of Supervisors approve the recommended actions to create the classification of Human Resources Program Manager I with the salary range equal to that of the Supervising Human Resources Analyst, retitle the Human

Resources Program Manager to Human Resources Program Manager II and reallocate the Management Analyst III position assigned to Employee Engagement and reclassify the incumbent to Human Resources Program Manager I.

OTHER AGENCY INVOLVEMENT:

The Board of Supervisors Budget Committee and County Administrative Office have reviewed and concur with the recommendations. In addition, the County Employee Management Association (CEMA) has been provided notice of these recommendations.

FINANCING:

The salary and benefits increase for Human Resources Department - Administration Budget Unit 1060-8445 - Fund 001 - Appropriation Unit HRD001 for the remainder of FY 2024-25 is approximately \$5,614 or \$9,122 annually and is anticipated to be absorbed within the department's existing appropriations.

BOARD OF SUPERVISORS' STRATEGIC INITIATIVES:

The proposed recommended actions address the Board of Supervisors Administration Strategic Initiative. The actions demonstrate the County's commitment to meeting the Board's initiatives in recruiting, retaining, and attracting a diverse, talented workforce that supports the mission of Monterey County.

- Economic Development
- Administration
- Health & Human Services
- Infrastructure
- Public Safety

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Approved by: Andreas Pyper, Director of Human Resources

Attachments:

Attachment A

Resolution