

MINUTES OF CIVIL SERVICE BOARD  
CITY OF SACRAMENTO  
REGULAR MEETING NOVEMBER 12, 1965

The Civil Service Board met in regular session in the Council Committee Room, City Hall, at 2:00 p.m.

PRESENT: Members Street, Erickson, Genshlea, Alexander, Diepenbrock.

ABSENT: None.

Minutes of the last regular meeting held October 20, 1965, were read and approved.

NEW EXAMINATIONS SCHEDULED:

Secretary advised that the following examinations have been

scheduled:

#887 Steno-Clerk I  
#888 Assistant Buyer  
#889 Motor Sweeper Operator

FIELD COLLECTOR EXAMINATION NO. 880:  
Eligible Register

Written test scores and Personal  
Interview ratings in Field

Collector Examination No. 880, written test for which was held September 29, 1965, were reviewed.

Secretary advised that the minimum qualifying score in the written test was set at 63 of a possible 90 items, qualifying 20 of 103 candidates appearing for the written test.

Qualifications Appraisal Board consisted of Phil Macdonald, Personnel Technician and Lewis Hood, Clerk IV, in the Water Department.

The following eligible register was made effective October 14, 1965:

FIELD COLLECTOR EXAMINATION NO. 880

#1. Marvin A. Olson	99.43%
#2. William E. Thompson Jr.	91.00
#3. Walter E. Lewis	90.00
#4. D. T. Gordon	85.28
#5. Frank T. Lucas	83.60
#6. Murray M. Gow	83.00

FIELD COLLECTOR EXAMINATION NO. 880 (CONT'D)

7.	John C. Zeitler	81.31
8.	Raul Melendez	81.00
9.	Nicholas Nixon	79.43
10.	George A. VanVranken	77.74
11.	Oliver M. Rutter	76.28
12.	Raymond W. Loeffler	74.86
13.	Charles A. Battyany	74.57
14.	Alfred L. Dodson	72.57
15.	Roberto Chico	72.00
16.	Daniel G. King	71.86
17.	Kenneth A. Ferguson	71.86
18.	William C. Montague Jr.	71.00

(# Indicates applicant received 10 points veteran's credit.)

ACCOUNT CLERK I EXAMINATION NO. 882:  
Eligible Register

Written test scores and Personal  
Interview ratings in Account

Clerk I Examination No. 882, written test for which was held September 21, 1965, were reviewed.

Secretary advised that the minimum qualifying score in the written test was set at 93 of a possible 125 items, qualifying 16 of 72 candidates appearing for the written test.

Qualifications Appraisal Board consisted of Phil Macdonald, Personnel Technician and C. E. Rhodes, Assistant City Controller.

The following eligible register was made effective October 1965:

ACCOUNT CLERK I EXAMINATION NO. 882

(Promotional)

1.	David R. Phillips	85.30%
2.	Martha H. Kercheval	77.89

(Open)

1.	Mildred Werst	88.73%
#2.	Wallace J. Sheehan Jr.	87.73
#3.	John R. Davidson	86.91
4.	Gerald Jones	84.45
5.	Janice W. Metz	83.27
6.	Owen D. Parfitt	81.64
7.	Jerrine L. Blair	78.18
8.	Dwight F. Breed II	77.36
9.	Janice L. Findley	77.27
10.	Keith N. Christensen Jr.	76.55

ACCOUNT CLERK I EXAMINATION NO. 882 (CONT'D)

11.	Fonda L. Hodgson	76.00%
12.	Alice M. Mills	76.00
13.	Alfred L. Dodson	73.82
14.	Janice J. Alderson	71.00

(# Indicates applicant received 10 points veteran's credit.)

LIBRARY CLERK I EXAMINATION NO. 883:  
Eligible Register

Written test scores and Personal

Interview ratings in Library

Clerk I Examination No. 883, written test for which was held October 6, 1965, were reviewed.

Secretary advised that the minimum qualifying score in the written test was set at 98 of a possible 140 items, qualifying 34 of 74 candidates appearing for the written test.

Qualifications Appraisal Board consisted of Phil Macdonald, Personnel Technician; Earl Simons, Safety & Training Officer; and Lucille Sappenfield, Librarian IV.

The following eligible register was made effective October 19, 1965:

LIBRARY CLERK I EXAMINATION NO. 883

1.	Josephine E. Armstrong	88.57%
2.	Evelyn V. McVey	83.60
3.	Bonnie J. Freshwater	82.28
4.	Faye B. Matlock	82.00
5.	Erna Zalitis	81.72
6.	MaryAnne Sherinian	81.72
7.	Betty D. Virgen	81.57
8.	Dorothy B. Duke	80.57
9.	Margaret E. Smith	79.72
10.	Kathleen S. Mead	78.72
11.	Rita M. Harris	78.66
12.	Pearl Y. Matsuhara	78.57
13.	Evelyn E. James	78.57
14.	Sharon Lee Winter	78.43
15.	Mary M. Simons	78.28
16.	Mary E. Avery	78.03
17.	Linda L. Mancebo	77.03
18.	Cheri M. Thomas	76.43
19.	Georgia M. Bradley	76.14
20.	Kathleen E. Dalkey	75.86
21.	Leda C. Beale	75.72
22.	Patsy A. Anderson	75.14
23.	Ruth V. Tabler	74.43
24.	Mary V. Pickvet	74.43
25.	Theresa S. Robinson	73.43

LIBRARY CLERK I EXAMINATION NO. 883 (CONT'D)

26.	Georgeanne M. McLaughlin	72.57%
27.	Alexis M. Ragasa	72.57
28.	Vera F. Noel	71.86

EXTENSION OF ELIGIBLE REGISTER:

Upon recommendation of the  
Secretary, it was the order

of the Board that Recreation Supervisor (Drama) Eligible Register No. 781, be extended to one year to November 1, 1966.

CHANGE OF PREVAILING WAGE RATES:

In accordance with rates

outlined under contract between

Machinist Union No. 2182 and A. Teichert & Sons (formerly Construction Industries), motion was made by Mr. Alexander that hourly rates for the following classes be approved.

Machinist Helper:	\$3.56
Machinist:	4.45
Blacksmith Welder:	4.45
Burner & Welder	4.45
Machinist Foreman:	4.89½

Secretary advised that the above rates had been made effective October 27, 1965, in accordance with authority previously granted to the Secretary by the Civil Service Board, at the meeting held June 9, 1965.

FIRE ENGINEER EXAMINATION NO. 881:  
Item Protests

Secretary advised that protests

had been received on 14 items in

the written test for Fire Engineer from candidates who reviewed the keyed examination booklet during the five day key inspection period.

All protests were referred to Battalion Chiefs Howard Malnburg and Winston Wilson, and recommendations from these officers on the protests filed were as follows:

FIRE ENGINEER EXAMINATION NO. 881: (CONT'D)

## Item Protests

Question #62: remove from examination  
 Question #65: allow both b & d as correct  
 Question #75: no change  
 Question #77: no change  
 Question #89: remove from examination  
 Question #94: remove from examination  
 Question #113: no change  
 Question #119: re-keyed to d  
 Question #122: allow both b & c as correct  
 Question #128: no change  
 Question #134: no change  
 Question #137: no change  
 Question #161: no change  
 Question #175: remove from examination

Motion was made by Mr. Erickson that the recommendations on the protests as above outlined be adopted and the Secretary instructed to score the written test accordingly. Motion was seconded by Mr. Diepenbrock and carried by the following vote:

AYES: Members Street, Erickson, Alexander, Genshlea, Diepenbrock.

NOES: None.

REQUEST FOR RESIDENCE WAIVER:  
 Planning Associate

Communication from Richard Rathfon,  
 Planning Director, dated October 22,

1965, requesting a waiver of the residence requirement in the forthcoming examination for Planning Associate, because of the difficulty in obtaining a sufficient number of qualified candidates, was read and considered.

Motion was made by Mr. Genshlea that the request be approved. Motion was seconded by Mr. Alexander and carried by the following vote:

AYES: Members Street, Erickson, Alexander, Genshlea, Diepenbrock.

NOES: None.

11-12-65

REQUEST FOR LEAVES OF ABSENCE:

June Bryant - Cashier  
Mohammed Akbar - Refuse Collector  
Nich Rohrer - Zoo Attendant

Request for leaves of absence :  
extension from June Bryant,  
Cashier; Mohammed Akbar, Refuse

Collector; and Nich Rohrer, Zoo Attendant, were considered.

Motion was made by Mr. Alexander that extended leaves of absence for these three employees be approved for the periods below indicated:

Extended to:

June Bryant	:	December 28, 1965
Mohammed Akbar	:	December 31, 1965
Nich Rohrer	:	February 23, 1966

WAGE SCALES FOR CONSTRUCTION CONTRACTS:

Secretary advised that a listing of wage scales effective September

1965, for the various building and construction trades had been received from the Building and Construction Trades Council of Sacramento-Yolo counties.

Motion was made by Mr. Alexander that recommendation be made to the City Council that Resolution No. 283, adopted July 30, 1964, be amended to conform to the September 1965 listing of building and construction wage scales, for contract work let by the city. Motion was seconded by Mr. Genshlea and carried by the following vote:

AYES: Members Street, Erickson, Genshlea, Alexander, Diepenbrock.

NOES: None.

HEARINGS ON SALARY SURVEY AND PAY RECOMMENDATIONS:

The following employee and

employee representatives ap-

peared before the Civil Service Board to make special requests relating to salary adjustments.

11-12-65

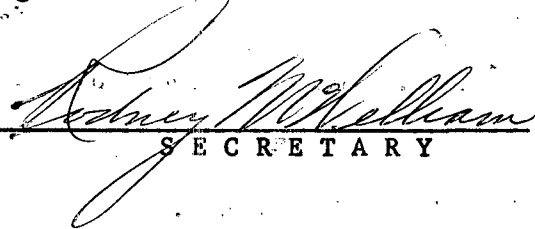
HEARINGS ON SALARY SURVEY AND  
PAY RECOMMENDATIONS: (CONT'D)

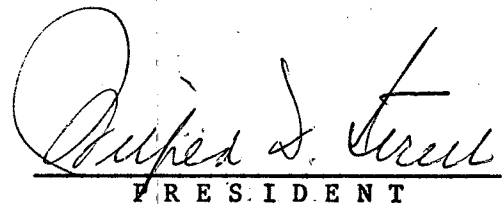
Dr. Rowland Schweitzer  
John Steely, representing Firefighters' Local #522  
Joe Harrington, representing Sacramento City Employees'  
Association  
Ray Jones, Water Department Superintendent  
Leonard Campbell, Automotive Mechanic II  
Peter Dragone, Data Processing Supervisor  
James Kane, Property Clerk  
Bill Francis, Plumbers' Union, representing Utilities  
Servicemen

The various requests made by the above employees and employee representatives were taken under consideration, and decision on final recommendations to be forwarded to the City Council to be made at a later meeting of the Board.

It was the order of the Board in connection with the request made by Bill Francis, representing Utilities Servicemen, that a special survey be prepared by the Personnel Department relating to the work performed and salary levels for similar work in other large utilities throughout the state, such special survey to be prepared and completed by July 1, 1966.

There being no further business, the meeting adjourned at 4:00 p.m. to meet again at the call of the Chair.

  
SECRETARY

  
PRESIDENT

MINUTES OF CIVIL SERVICE BOARD  
CITY OF SACRAMENTO  
SPECIAL MEETING                      NOVEMBER 22, 1965

The Civil Service Board met in special session at 819-10th Street at 1:00 p.m.

PRESENT: Members Street, Erickson, Genshlea, Alexander, Diepenbrock.

ABSENT: None.

The Chairman of the Board, Mr. Street, advised that this Special Meeting was for the purpose of considering the pay recommendations submitted by the Personnel

Officer along with requests from employees and employee representatives for specific salary adjustments.

PHYSICIANS AND CHIEF PHYSICIAN:  
Dr. Rowland Schweitzer

A request by Dr. Rowland Schweitzer,  
for an adjustment of the hourly

rates for Physicians at the Emergency Station, was considered:

Motion was made by Mr. Diepenbrock that a recommendation be made to provide for an \$8.00 hourly rate for Physicians and \$13.60 per hour for the Chief Physician.

Motion was seconded by Mr. Genshlea and carried by the following vote:

AYES: Members Street, Erickson, Genshlea, Alexander, Diepenbrock.

NOES: None.

FIREFIGHTER, FIRE ENGINEER,  
AND FIRE CAPTAIN:  
Firefighters' Union Local #522

The request presented by  
Firefighters' Union Local #522,

for a 2 range increase for Firefighter; a 3 range increase for Fire Captain; and a 4 range increase for Fire Engineer, was considered and discussed at length.

Motion was made by Mr. Diepenbrock that an increase of 2 ranges be recommended for all Fire Department classifications and the Secretary be instructed to prepare an additional survey of the salary rates paid for Fire Engineer in 26 major California cities and to be submitted prior to July 1, 1966. Motion seconded by Mr. Erickson and carried by the following vote:

AYES: Members Street, Erickson, Genshlea, Alexander, Diepenbrock.

NOES: None.

SURVEY PROCEDURES;  
STOREKEEPER; MATRON-CLERK;  
IDENTIFICATION TECHNICIAN:  
Sacramento City Employees'  
Association

Request made by the Sacramento  
City Employees' Association,  
relating to (1) changes in

salary survey procedures; (2) adjustment for Property Clerk class; and (3) study of Matron-Clerk and Identification Technician classes, was considered and



**SURVEY PROCEDURES:  
STOREKEEPER; MATRON-CLERK;  
IDENTIFICATION TECHNICIAN: (CONT'D)**

discussed at length.

Motion was made by Mr. Alexander that the request relating to a change in the salary survey procedure be referred to the City Attorney for an opinion as to the legality of the section relating to retroactivity. Motion was seconded by Mr. Erickson and carried by the following vote:

AYES: Members Street, Erickson, Genshlea, Alexander, Diepenbrock.

NOES: None.

Motion was made by Mr. Erickson that the request for an adjustment of the salary range for Property Clerk and the request for study on the Matron-Clerk and Identification Technician classes be referred to the Personnel Officer for study and report prior to July 1, 1966. Motion was seconded by Mr. Genshlea and carried by the following vote:

AYES: Street, Erickson, Genshlea, Alexander, Diepenbrock.

NOES: None.

**PLANT MAINTENANCE SUPERVISOR:  
Joe Slocumb**

Request by Joe Slocumb, Plant  
Maintenance Supervisor in the

Water Department, for a salary adjustment in order to maintain proper relationship to the class of Electrician Foreman, which is paid on the basis of "prevailing rates", was considered.

Motion was made by Mr. Diepenbrock that recommendation be made to assign the class of Plant Maintenance Supervisor to salary range No. 59 (\$920-1100) and that consideration be given by the City Manager to recommendations for adjustments of related classes. Motion was seconded by Mr. Alexander and carried by the following vote:

AYES: Members Street, Genshlea, Erickson, Alexander, Diepenbrock.

NOES: None.

**DATA PROCESSING SUPERVISOR;  
STATISTICAL CLERK:  
 Peter Dragone**

Request by Peter Dragone, Data

Processing Supervisor, for a

salary adjustment for the classes of Data Processing Supervisor and Statistical Clerk, was considered.

After discussion, motion was made by Mr. Diepenbrock that the request made for adjustments for the above two classes be denied. Motion seconded by Mr.

Genshlea and carried by the following vote:

AYES: Members Street, Erickson, Genshlea, Alexander, Diepenbrock.

NOES: None.

**PROPERTY CLERK:  
 James Kane**

Request made by James Kane,

Property Clerk, in the Police

Department for salary adjustment for the class of Property Clerk, and endorsed by the Police Chief for an adjustment to the level of Police Sergeant, was considered.

After discussion, motion was made by Mr. Erickson that the request be referred to the Personnel Officer for further study and report by July 1, 1966.

**ADJUSTMENT RECOMMENDATIONS  
 BY PERSONNEL OFFICER:**

(1) Public Safety Classes:

Motion was made by Mr. Genshlea that recommendation be made to apply a two range increase (approximately 4.6%) to all police classes in the Public Safety group. Motion was seconded by Mr. Erickson and carried by the following vote:

AYES: Members Street, Erickson, Genshlea, Alexander, Diepenbrock.

NOES: None.

ADJUSTMENT RECOMMENDATIONS  
BY PERSONNEL OFFICER: (CONT'D)

(2) Professional and Technical Classes:

Motion was made by Mr. Erickson that recommendation be made to apply a two range increase (approximately 4.6%) to all classes in the Professional and Technical group. Motion was seconded by Mr. Diepenbrock and after discussion, the motion was carried by the following vote:

AYES: Members Street, Erickson, Genshlea, Alexander, Diepenbrock.

NOES: None.

(3) Labor and Trades; Labor and Trades (Supervisory):

Motion was made by Mr. Alexander that a one range increase (approximately 2.3%) be applied to all classes in the Labor and Trades and Labor and Trades (Supervisory) groups. Motion was seconded by Mr. Genshlea and after discussion, the motion carried by the following vote:

AYES: Members Street, Erickson, Genshlea, Alexander, Diepenbrock.

NOES: None.

(4) Clerical and Allied Classes:

Motion was made by Mr. Erickson that a recommendation be made to apply no increase to classes in the clerical and allied group. Motion was seconded by Mr. Diepenbrock. The motion was discussed at length and it was pointed out by Mr. Erickson that the pay survey data did not support any recommendation for an increase for this particular group. The motion failed to carry by the following vote:

AYES: Members Diepenbrock and Erickson.

NOES: Members Street, Genshlea, and Alexander.

Motion was then made by Mr. Alexander that a recommendation be made to apply a one range increase (approximately 2.3%) to all classes in the clerical group. Motion was seconded by Mr. Genshlea. In support of the motion, it was pointed

**ADJUSTMENT RECOMMENDATIONS  
BY PERSONNEL OFFICER: (CONT'D)**

out that:

- (a) Employees in this category number only slightly more than 10% of the total work force, and are generally in the lower salary ranges. To exclude them could cause morale problems, when it is considered that recommendations are being made for all other employment categories, and that the cost of a 2.3% increase for this group would amount to only approximately \$20,000.
- (b) There is less reason for excluding these employees from a salary increase during 1966 than there was for excluding them during 1965 when a 2.3% increase was authorized by the Council.
- (c) Valid comparisons among the "bench-mark" classes in the clerical and allied group are more difficult to make, and make the data less reliable than the data for other employment groups.

After considerable discussion, the motion carried by the following vote:

AYES: Members Street, Alexander, Genshlea.

NOES: Members Diepenbrock and Erickson.

**(5) Principal Administrative:**

Motion was made by Mr. Erickson that a one range increase (approximately 2.3%) be applied to all/in the principal administrative group, along with a recommendation that each position within this group be examined by the City Manager for possible further adjustments, considering internal relationships, the effect of increases applied to subordinate classes, and other relevant factors.

Motion was seconded by Mr. Diepenbrock and carried by the following vote:

AYES: Members Street, Erickson, Genshlea, Alexander, Diepenbrock.

NOES: None.

CLASSIFICATION AND SALARY SURVEY:

Motion was made by Mr. Diepenbrock  
that recommendation be made to the

City Council to consider authorization of a review of the position classification plan (exclusive of uniform classes in the Police and Fire Departments) in view of the time lapse of nearly seven years since the last classification survey was conducted; along with the preparation of the 1966 salary survey, by an outside consulting agency. Motion was seconded by Mr. Erickson.

In support of the motion, it was pointed out that the classification review should be extended over a period of time which would permit a thorough investigation and analysis of classification problems and give ample time for study and review of recommendations made in order to forestall any of the criticism of the 1959 survey.

A salary survey should also be conducted by the same agency at the appropriate time in 1966, in order that the wage levels attached to each classification in the city service might be reviewed both in relation to salary of comparable salaries in other agencies and private employment and in relation to the internal structure of the classification plan.

Motion was carried by the following vote:

AYES: Members Street, Erickson, Genshlea, Alexander, Diepenbrock.

NOES: None.

NUMBER OF STEPS WITHIN RANGES:  
RELATIONSHIP OF STEP INCREASES  
TO PERFORMANCE:

Motion was made by Mr. Erickson

that the letter of transmittal to the City Council include comments by the Civil Service Board relating to the possibility of adjusting the number of steps within ranges for different classes in different employment categories and to establish a more formalized system of performance reports in order to relate within-grade increases, as well as the continuance of service at the maximum step, to work performance and not exclusively

NUMBER OF STEPS WITHIN RANGES:  
 RELATIONSHIP OF STEP INCREASES  
 TO PERFORMANCE: (CONT'D)

to time. Motion was seconded by Mr. Alexander and carried by the following vote:

AYES: Members Street, Erickson, Genshlea, Alexander, Diepenbrock.

NOES: None.

There being no further business, the meeting adjourned at 4:30 p.m. to meet again at the call of the Chair.

  
 S E C R E T A R Y

  
 P R E S I D E N T

MINUTES OF CIVIL SERVICE BOARD  
 CITY OF SACRAMENTO  
 SPECIAL MEETING NOVEMBER 29, 1965

The Civil Service Board met in Special Session at 819-10th Street at 2:00 p.m.

PRESENT: Members Street, Erickson, Genshlea, Alexander, Diepenbrock.

ABSENT: None.

LETTER OF TRANSMITTAL TO CITY COUNCIL:

The proposed letter of transmittal to the City Council drafted by the Personnel Officer, regarding salary and classification survey and pay recommendations, was reviewed by members of the Board.

Several suggestions on changes, additions, and deletions were made and the Personnel Officer was instructed to prepare the final letter accordingly, to be signed by the Chairman of the Board and the Personnel Officer. Copies of the revised letter of transmittal is attached hereto and made a part of these minutes.

CITY OF SACRAMENTO

CIVIL SERVICE BOARD  
AND  
PERSONNEL DEPARTMENT

OFFICE OF THE BOARD  
AND  
PERSONNEL DEPARTMENT  
819 10th Street  
Phone: 442-5041

Rodney McWilliam  
Personnel Officer



November 30, 1965

CIVIL SERVICE BOARD MEMBERS

James Alexander  
James Diepenbrock  
Joseph Genshlea  
F. C. Erickson  
Wilfred Street

Honorable City Council  
City of Sacramento  
Sacramento, California

**Members in Session:**

The Civil Service Board has reviewed the salary survey prepared by the Personnel Officer. This survey included data relating to:

1. wage and salary trends in the Sacramento Metropolitan Area and throughout the State of California;
2. salary adjustments made effective during the year 1965 in other major California cities as well as in other local governmental agencies;
3. increases granted during 1965 to city employees paid on a "prevailing rate" basis; and
4. salary levels for "bench-mark" classes in other California cities and local governmental jurisdictions, compared with the salary levels in the city service.

Further, the recommendations made to the Board by the Personnel Officer, based on his analysis of the pay survey data, were studied and considered.

A number of employees and employee organization representatives appeared before the Board to present their requests for general increases and/or specific adjustments for particular classes. All such

requests have been acted upon or referred to the Personnel Department for further study.

Before outlining the specific recommendations in the area of salary increases and adjustments, the Civil Service Board wishes to make some general observations on the city's pay policies:

1. Number of Steps Within Ranges. Theoretically at least, the "step" increases within a pay range are designed to reflect the increased value of the employee to the city through improved performance. With a few exceptions, the city's salary ranges are composed of five steps, and 3½ years is required normally to reach the maximum step of the range. Perhaps it is time the city considered the possibility that the time required by a Truck Driver or a Typist-Clerk to reach their maximum worth to the city is not the same as that required for a Civil Engineer, an Accountant, a Librarian, or a Planning Analyst, and revise the number of steps within ranges accordingly. It is conceivable that for some positions, at most two steps would be sufficient - an entrance salary and an increase upon completion of the probationary period - whereas other positions might call for a six or seven step salary range.
2. Relationship of Step Increases to Performance: It appears that the step increases within a salary range have ceased to have any significant relationship to improved performance or any other characteristic other than time spent on the job - which in itself is no guarantee whatsoever of any increased value of the employee to the city. Once at the maximum step, little effort is made to determine whether an employee's performance continues to warrant this salary rate throughout the balance of his career. At some time in the not-too-distant future, a more formalized system of performance reports - now limited to employees within their probationary period - should be developed or devised to relate in-grade increases to work performance, and not exclusively to time. Such a formalized performance rating system might also be used to advantage to provide more flexibility of advancement through the steps of a salary range, in place of the present practice of lumping all employees together, solely for the sake of consistency insofar as in-grade increases are concerned, where it takes 3½ years to reach the maximum step regardless of an employee's capability.

It is the recommendation of the Civil Service Board that (1) the subject of installation of a more formalized performance reporting system



be referred to the City Manager's Office for study during the coming year, and (2) the subject of varying numbers of steps within ranges for different classes be referred to the Personnel Department for study and recommendation during the coming year. In the event a consultant should be employed to prepare a comprehensive salary survey, this subject should properly be referred to the consultant.

3. Review of Classification Plan: It has been nearly seven years since the last overall classification survey was conducted. Notwithstanding the fact that there was criticism of this last survey by some employees, which may or may not have been founded on fact, and notwithstanding the best efforts of the Personnel Department to keep employees properly classified in order to attain the goal of "equal pay for equal work", it is imperative that there be a periodic review of the classification plan by an outside consulting firm. The Personnel Department is not staffed to perform such a job, and in fact should not attempt it in any case, since a more objective and unbiased analysis can be made by a firm completely removed from the city, and which specializes in such work. In the past seven years, the number of city employees has increased significantly through natural growth, annexations and a merger, and it is inevitable through this growth that there have been many changes in duties and responsibilities attached to many positions in various departments. Not all of these changes have been recognized, we are reasonably certain. And a classification plan which is not kept up to date and which does not reflect the jobs as they actually exist, not only fails to justify its existence but can be the source of poor management and considerable inequity to employees.
4. Salary and Wage Survey: It is the opinion of the Board that the point has been reached where it is necessary to analyze and review the current wage levels attached to each classification within the city service, both in relation to salaries of comparable classes in other agencies and in private employment, and in relation to the internal structure of the classification plan. Here, again, such a job should not be assigned to the Personnel Department. Such a review should result in more equity for employees, and some of the city's pay relationships which have been static for so long a period should be analyzed and reviewed to determine whether any changes are called for in the light of current developments in the field of pay administration. While the type of survey which has been prepared by the Personnel Officers represents a significant improvement over surveys which have been prepared in the past, it does not give the Board sufficient information on which to base adjustment recommendations for each classification in the city service.

It is therefore the recommendation of the Board that a consulting firm be employed to conduct (1) a review of the classification plan, (excluding uniform positions in the Police and Fire Departments, where such a review is not considered necessary because of the fairly uniform and standardized manner in which such departments are organized), and (2) an overall comprehensive salary survey during 1966, in order to utilize it in salary adjustments which would become effective January 1, 1967. This would permit the classification survey to be extended over a period of time which would permit a study to be made of the duties and responsibilities attached to each position, thorough investigation and analysis of classification problems, and give ample time for study and review of recommendations made in order to forestall any of the criticisms of the 1959 survey. It is suggested that the classification survey extend for a six-month period from March to October of 1966.

At the same time the classification survey is conducted, the salary survey should be made by the same consulting agency, and include all departments and employment categories, although the salary survey would probably not be started until the classification review is nearly completed, and in any case not before July 1, 1966.

It is the considered opinion of the Board that the cost of such a survey could well result in significant savings to the city in the long run, as well as provide greater equity for employees through an improved classification and compensation plan.

## Wage and Salary Recommendations

In the area of wage and salary trends, it is quite apparent that the general level of salaries and wages is continuing to rise at a rate varying from 2.5% to 4% per year, both in private industry and in government service. This is substantiated by various surveys and indices contained in the pay survey and other statistical data kept in the Personnel Department. However, because of various economic factors which have differing degrees of effect on different employment categories, it is generally recognized that the rate of increase has not been uniform throughout. Notwithstanding this fact, a review of the salary increases granted city employees since July 1, 1959, the date of the last overall pay survey conducted by an outside consulting agency, reveals that the increase granted on January 1, 1965, was the first attempt to recognize these differentials. (Pay adjustments made on July 1, 1962, affected department and division heads, and certain classes in the Fire Department and Police Department, for the most part.) All other increases between these two dates were a single percentage (or step) applied generally to all classes.

The Board is well aware of the fact there is no exact formula which can be followed in order to achieve complete equity in salary setting, but it should be pointed out that the creation of salary ranges with 2.3% differentials, along with a reorganization of the classes in the city's compensation plan to establish reasonably homogeneous groupings, thus permitting equitable treatment of each group from a salary standpoint, was a major improvement. If the Board were to make recommendations solely upon the data presented to them, it would not be possible to include the clerical and allied group for an increase; however, consideration has been given to two factors which, in the opinion of the Board, are important to the best interests of the city and which cannot be completely

ignored:

1. Employees in this category number only slightly more than 10% of the total work force, and are generally in the lower salary ranges. To exclude them could cause morale problems, when it is considered that recommendations are being made for all other employment categories.
2. Valid comparisons among the "bench-mark" classes in the clerical and allied group are more difficult to make, and hence the data is less reliable than the data for other employment groups.

The specific recommendations for salary increases and adjustments, with a proposed effective date of January 1, 1966, are therefore as follows:

1. A general increase of 2-ranges (approximately 4.6%) for all classes in the public safety and professional and technical groups;
2. A general increase of 1-range (approximately 2.3%) for all classes in the labor and trades, labor and trades (supervisory), and clerical and allied groups; and
3. A general increase of 1-range (approximately 2.3%) for all classes in the principal administrative group. However, it is the consensus of the Board that additional adjustments should be applied to many of these classes (most of which involve only single positions) and it is recommended that each position within this group be examined by the City Manager for possible adjustment, considering internal relationships, the effect of increases applied to subordinate classes, and other relevant factors.
4. Special Adjustments:
  - a. It is recommended that the hourly rate for Physicians at the Emergency Station be increased from the present \$6.15 to \$8.00, and the hourly rate for Chief Physician be increased from \$10.40 to \$13.60, in order to bring the city's rate into reasonable relation to rates paid for similar professional medical service at the County Hospital.
  - b. It is recommended that a 2-range increase be applied to the class of Plant Maintenance Supervisor, bringing the maximum for this class to \$1100 per month, in order to maintain a reasonable differential between the maximum of this class and the prevailing rate for Electrician Foreman. Further, the effect of this adjustment on other high level supervisory classes and any class in the principal administrative group should be studied by

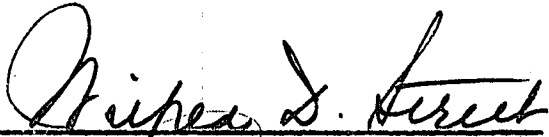
the City Manager's office, in the event additional recommendations are considered warranted.

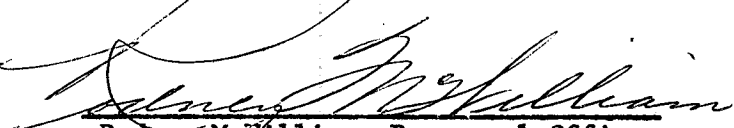
In the opinion of the Board, the adoption of the preceding recommendations for salary increases and adjustments effective January 1, 1966; for a review of the classification plan and a salary survey by a consulting firm, and the examination of some of the city's pay policies during the ensuing year, will permit the city to continue to recruit and retain competent employees by keeping city salaries at competitive levels, and in addition provide a basis for improved salary relationships and greater equity for employees beginning January 1, 1967.

The cost of the above salary recommendations, if adopted, for the six month period beginning January 1, 1966, is estimated at \$318,000, and which includes costs for retirement and related contributions affected by the increases. To this amount must be added estimated costs for any additional adjustments which may be recommended by the City Manager.

Respectfully submitted,

CIVIL SERVICE BOARD OF  
THE CITY OF SACRAMENTO:

  
\_\_\_\_\_  
Wilfred Street, President

  
\_\_\_\_\_  
Rodney McWilliam, Personnel Officer  
and Secretary to the Board