



38

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

March 17, 1981

CITY MANAGER'S OFFICE
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Housing Authority of the
City of Sacramento
Redevelopment Agency of the
City of Sacramento

APPROVED
SACRAMENTO REDEVELOPMENT AGENCY

Date 3/24/81

Honorable Members in Session:

SUBJECT: Classification and Pay Study

APPROVED
SACRAMENTO HOUSING AUTHORITY

Date 3/24/81

SUMMARY

Attached is a resolution: (1) approving a recommended procedure approach and consultant selection process for the Agency classification and pay study; and (2) authorizing the Interim Executive Director to proceed with solicitation of proposals.

BACKGROUND

Management Report No. 2, adopted on January 20, 1981, indicated that the existing classification plan within the Agency includes numerous inequities and out-of-class assignments. Many of the classification problems developed over the years as a result of the Agency's involvement in new projects, and changes which were mandated by grants and other funding sources.

The Management Report included the recommendation to conduct a job classification and pay study after the organizational structure has been established to eliminate this problem.

Attached as Exhibit I is the recommended procedure and approach for the classification and pay study as previously submitted on March 3, 1981. The process is divided into three major phases: (1) selection of consultant; (2) classification study; and (3) compensation study. Based on this procedure, it is estimated the entire process will take approximately eight (8) months to complete.

The recommended procedure for selection of a consultant is as follows:

1. Preparation of "Request for Proposals" (See Exhibit II).
2. Transmission of the "Requests for Proposals" to consulting

3-24-81

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

Housing Authority of the
City of Sacramento
Redevelopment Agency of the
City of Sacramento

March 17, 1981
Page Two

firms (a combination of local and regional firms with governmental classification and pay experience), and publicize the "Request for Proposals" through the media.

3. Receipt of the "Proposals".
4. Review of the "Proposals" by a screening committee composed of four members: one each from the Housing and Redevelopment Commission, City Personnel staff, County Personnel staff and Agency Personnel.
5. Selection of firms for interview by screening committee.
6. Interview of selected firms.
7. Recommendation of one firm by the screening committee.
8. Review of the committee recommendation by the Executive Director.
9. Review of the recommendation by the Housing and Redevelopment Commission, City Council and Board of Supervisors.

As noted in Step Two above, the Agency proposes to request proposals from firms that have evidenced interest in performing classification and pay studies. Some of these firms are:

Research Consulting Service
601 University Avenue, #201
Sacramento, CA 95825
Attention: Mr. Neal E. Grossen, President

Cooperative Personnel Services
909 12th Street
Sacramento, CA 95814

Selection Consulting Center
5777 Madison Avenue, Suite 820
Sacramento, CA 95841

Stanley Armstrong
2320 Butano Drive
Sacramento, CA 95825

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

Housing Authority of the
City of Sacramento
Redevelopment Agency of the
City of Sacramento

March 17, 1981
Page Three

Arthur Young & Company
555 Capitol Mall
Sacramento, CA 95814
Attention: Maureen Kennedy, Office Manager

Ralph Anderson & Associates
1446 Ethan Way, Suite 101
Sacramento, CA 95815

Stanley Barber Sonthard
Brown and Associates
1900 Point West Way
Sacramento, CA 95815
Attention: Marshall Gleam

Samuel J. Cullers & Associates
1900 Point West Way, Suite 171
Sacramento, CA 95815

Ernst & Whinney
555 Capitol Mall, Suite 650
Sacramento, CA 95814

FINANCIAL DATA

The estimated cost of the comprehensive classification and pay study is \$30,000. The adopted 1981 Agency Budget includes an allocation of \$30,000 in the Personnel Division budget for the study.

VOTE AND RECOMMENDATION OF COMMISSION

At its regular meeting of March 16, 1981, the Sacramento Housing and Redevelopment Commission adopted a motion recommending approval of the attached resolution. The votes were as follows:

AYES: Coleman, Fisher, Knepprath, Luevano, A. Miller,
Serna, Teramoto, Walton
NOES: None
ABSENT: B. Miller

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

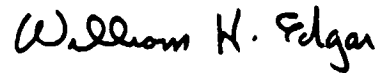
Housing Authority of the
City of Sacramento
Redevelopment Agency of the
City of Sacramento

Page Four

RECOMMENDATION

The staff recommends: (1) approval of the procedure and approach for the classification and pay study; (2) approval of the selection process; and (3) authorization for the Interim Executive Director to proceed with solicitation of proposals.

Respectfully submitted,



WILLIAM H. EDGAR
Interim Executive Director

TRANSMITTAL TO COUNCIL:



WALTER J. SLIFE
City Manager

Contact Person: Andy Plescia

RESOLUTION NO. 81-031

Adopted by the Housing Authority of the City of Sacramento

March 24, 1981

APPROVING CONSULTANT SELECTION PROCEDURE
FOR CLASSIFICATION AND PAY STUDY
AND AUTHORIZING SOLICITATION OF PROPOSALS

BE IT RESOLVED BY THE HOUSING AUTHORITY OF THE CITY
OF SACRAMENTO:

Section 1. The procedure recommended by staff for
selection of a consultant to conduct a classification and pay
personnel study is approved.

Section 2. The Interim Executive Director is
authorized to advertise for and solicit proposals to conduct
the study.

CHAIRMAN

ATTEST:

SECRETARY

APPROVED
SACRAMENTO HOUSING AUTHORITY

Date 3/24/81

RESOLUTION NO. 81-022

Adopted by the Redevelopment Agency of the City of Sacramento

March 24, 1981

APPROVING CONSULTANT SELECTION PROCEDURE
FOR CLASSIFICATION AND PAY STUDY
AND AUTHORIZING SOLICITATION OF PROPOSALS

BE IT RESOLVED BY THE REDEVELOPMENT AGENCY OF THE
CITY OF SACRAMENTO:

Section 1. The procedure recommended by staff for
selection of a consultant to conduct a classification and pay
personnel study is approved.

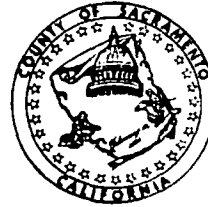
Section 2. The Interim Executive Director is
authorized to advertise for and solicit proposals to conduct
the study.

CHAIRMAN

ATTEST:

SECRETARY

APPROVED
SACRAMENTO REDEVELOPMENT AGENCY
Date 3/24/81



SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

March 3, 1981

Housing Authority and the
Redevelopment Agency of
the City of Sacramento

Honorable Members in Session:

SUBJECT: Procedure Approach for Agency Classification and
Pay Study

SUMMARY

On January 14, 1981, the City Council Budget/Finance Committee requested the Agency staff to develop a procedure and approach to the Classification and Pay Study for the Agency. This report is intended to clarify the proposed process, assure Commission and Council participation, and emphasize appropriate criteria for implementing salary changes after completion of the study.

The Agency staff recommends that the Housing Authority and Redevelopment Agency of the City of Sacramento approve the process as presented.

BACKGROUND AND ANALYSIS

The existing classification plan within the Agency includes numerous inequities and out-of-class assignments. Many of the classification problems have developed over the years as a result of the Agency's involvement in new and different projects and changes which were mandated by grants and other funding sources. A comprehensive overhaul is needed to correct this fragmented and patchwork-type classification plan.

A classification plan describes the working situation of an organization. It involves the recognition and establishment of a system of internal quantitative relationships. A classification plan also provides a listing of the characteristics of the various jobs which is a means of assuring internal equity among the Agency's employees and a basis for establishing a compensation program that is related to the nature of the work performed.

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

Housing Authority and the
Redevelopment Agency of
the City of Sacramento
Page Two

March 3, 1981

The usefulness of a current classification plan is not limited to the establishment of an equitable salary plan. It serves as an aid in recruitment and selection of qualified personnel, in development of affirmative action programs, management planning for growth and change in budget preparation, review and control, and in setting performance evaluation standards.

The following is a tentative schedule for completion of the classification and compensation process. The process is divided into three major phases: (1) selection of consultant; (2) classification; and (3) compensation. The schedule lists each activity or step to be taken in each phase of the process.

Based on the tentative schedule, it is estimated the entire process will take approximately eight months to complete (Phase I- one month; Phase II - five months; and Phase III - two months).

Tentative Schedule of Classification and Compensation Process

Phase I - Consultant Selection

<u>Activity</u>	<u>Comment</u>
Request for Proposals; Preparation for review	- Advisory Committee of four members (Commission, Executive Director, City representative, County representative.) - Commission, Council and Board approval.
Bids	- Bids received and ranked by Advisory Committee. Interviews conducted of higher ranked firms.
Award Contract	- Council and Board award contract. - Contractor review and finalize program with Personnel and Advisory Committee.

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

Housing Authority and the
Redevelopment Agency of the
City of Sacramento
Page Three

March 3, 1981

Phase II - Classification Plan

<u>Activity</u>	<u>Comment</u>
Job Description Distribution	<ul style="list-style-type: none">- Contractor review with Department Heads and Supervisors, labor representatives.- Contractor conduct employee orientation meetings and distribute position description questionnaires.
Forms Completion	
Supervisor Review	
Personnel Review	
Contractor Establishes Allocation Standards, Develop Specifications and begins Compensation Research	<ul style="list-style-type: none">- Review and analyze questionnaires, organization chart, budget, personnel rules and employee agreements.- Identify and conduct necessary personnel audits (oral interviews) possibly 90% - 100%.- Draft tentative class specifications and tentative allocation of positions to classifications.
Present Draft	<ul style="list-style-type: none">- Review by Advisory Committee, Executive Director, Personnel, Department Heads and Union.
Employee Review	

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

Housing Authority and
Redevelopment Agency of
the City of Sacramento
Page Four

March 3, 1981

<u>Activity</u>	<u>Comment</u>
Employee Appeal Period through Executive Director to Contractor (represented and non-represented)	- (Compensation study in progress - involves comparative agencies, benchmark classifications, internal salary relationships)
Revise draft as needed	
Present Report to Executive Director, Commission, Council and Board	
Contractor finalize Recommended Position Allocations	- Committee, Commission, Council, Board approval.
<u>Phase III: Compensation Study</u>	
Contractor Develop Compensation Plan	- Determine equitable relationships, current market value, salary differentials. Establish plan, propose cost impact and alternatives, and plan for phased steps for implementation.
Advisory Committee Review	
Employee, Personnel, Executive Director, Union Reviews	
Present to Commission, Council and Board	
Approval of Final Report	

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

Housing Authority and the
Redevelopment Agency of
the City of Sacramento
Page Five

March 3, 1981

The Compensation Plan assigns a salary range to each classification based upon a survey of salaries from comparable organizations correlated to the internal relationships within the Agency. The objectives are to have salaries bear a logical relationship to one another; to reflect the lines of authority; to denote differences in responsibility; to give consideration to the amount and variety of each employee's special knowledge and abilities; and to keep salaries reasonably comparable to current trends.

The criteria for putting the plan into effect is a phased implementation in the following order of priority:

- 1) Establish salary ranges for new positions resulting from the management study.
- 2) Reallocation of positions as recommended by the classification study.
- 3) Establish change in differentials reflecting levels of responsibility.
- 4) Correlate salaries to market value.

CONCLUSION/RECOMMENDATION

The completed Classification and Pay Study will be a worthwhile management tool to increase effectiveness of the Agency through more efficient personnel utilization, and provide a positive step toward fulfillment of the Affirmative Action Plan requirements.

The staff recommends that the Housing Authority and Redevelopment Agency of the City of Sacramento approve the process for a classification and pay study as presented.

Respectfully submitted,

William H. Edgar

WILLIAM H. EDGAR
Interim Executive Director

TRANSMITTAL TO COUNCIL:

WALTER J. SLIPE
City Manager

REQUEST FOR PROPOSAL
CLASSIFICATION AND PAY STUDY
for
SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

March, 1981

REQUEST FOR PROPOSAL

The Sacramento Housing and Redevelopment Agency is seeking proposals from consulting firms to conduct a classification and pay study for the Agency.

The purpose of the study is to eliminate the substantial number of classification inequities and out-of-class assignments. The study will include (1) review of the Agency's classification plan; (2) evaluation of the current relationship between selected classes; (3) determination of classification and salary relationships; (4) survey of current salaries in other jurisdictions; and (5) recommendations for appropriate classifications and salaries.

The study is to include approximately 115 Agency classifications comprising approximately 239 positions.

Proposals will be accepted until 5:00 p.m., Friday _____.

The Study is to be completed by 5:00 p.m., Friday _____.

Proposals submitted must include:

1. Examples of past work;
2. Personal references of persons familiar with the proposer's work;
3. A list of public jurisdictions for which such services have been performed in the past;
4. Resumes of the individuals who shall participate in the study;
5. Designation of the person directing the study;
6. The total proposed cost for the study;
7. Estimated date of completion;
8. An outline of the proposed methodology.

Additional information can be obtained from Jerry T. Sykes, at the Agency Personnel Office, (916) 444-9219, or by writing to 630 "I" Street, Sacramento, CA 95814.

Six copies of the proposal are to be forwarded to Mr. Sykes.

SCOPE OF STUDY

1. Review present classification plan for the Agency, and recommend changes to conform with the revised organizational structure.
2. Distribute, review and analyze position description questionnaires.
3. Conduct job audits as needed.
4. Write and/or revise class specifications for all positions to accurately describe the work being performed by employees.
5. Develop allocation standards and recommend specific allocations to classifications.
6. Develop career ladders.
7. Identify specific benchmark class in each occupational group.
8. Conduct a salary survey collecting base and fringe benefit data for benchmark classes of comparable jurisdictions within the appropriate labor market.
9. Review and analyze salary data collected.
10. Review and recommend appropriate internal salary relationships.
11. Recommend salaries for all classes.
12. Hold meetings with management, employees, and AFSCME as needed to develop understanding and participation.
13. Submit all recommendations in writing.

METHODOLOGY CONSIDERATIONS

1. The consultant will regularly consult with Agency staff for the purpose of developing the initial work program and monitoring the process in order to insure adequate coordination and progress toward completion of the required reports by the dates specified.
2. The consultant will attend, when requested, any Agency administrative meeting at which the study will be discussed or acted upon.
3. Employee orientation meetings shall be conducted to explain the purpose and procedures of the study.
4. Proposed class specifications and procedure recommendations shall be submitted to the Agency for review and comment by management, employees and AFSCME prior to preparation of the final recommendations.
5. The consultant shall provide 30 copies of a final written report and classification manual that includes:
 - a. The developed allocation standards;
 - b. New and revised class specifications;
 - c. Specific recommendations for the allocation of positions to classes and the basis for such recommendations;
 - d. Specification recommendations for the application of flexible staffing;
 - e. Specific internal salary relationship guidelines;
 - f. Recommended salary relationships based on guidelines developed;
 - g. Analysis of salary data collected including base and fringe benefits;
 - h. Identification of areas where job restructuring and bridge classes may be appropriate;
 - i. Career ladders for all positions.

BACKGROUND

The City of Sacramento's Personnel Department has been providing a "basic on-going classification maintenance program" to the Agency since 1977.

The assigned staff has performed various classification studies for specific occupational groups; however, an overall comprehensive classification review has not been done in recent history. For example, in 1966 the Redevelopment Agency employed the services of the State Personnel Board to survey job classes for approximately 30 employees. In 1970, a partial classification study of the Housing Authority was conducted. This study resulted in the revision of approximately 18 job classes. Since that period, there has been a merger of the two organizations resulting in the establishment of the Housing and Redevelopment Agency.

An extensive review of the 115 existing job classes within the Agency reveals various inequities and out-of-class assignments. Although the current classification "maintenance system" is considered adequate, it is incapable of providing a timely comprehensive study needed by the Agency. This study should provide the Agency with a sound foundation for a more efficient operation as a result of more effective personnel management and utilization.

The critical issues to be considered by the study include:

1. Outdated or non-existent job specifications;
2. Out-of-classification assignments brought about by needs and changes within the organizational structure;
3. Salary inequities as they relate to various classifications and their comparison to other classes, both internal and external.

The end product should be a study that provides (1) an effective management tool; (2) the means for more effective personnel utilization; (3) identification of salary and job inequities; and (4) the means for effective action toward fulfillment of the Affirmative Action Plan.

ATTACHMENT I

Attachment I includes the list of classes by department that have been identified for study.

<u>DEPARTMENT</u>	<u>NUMBER OF POSITIONS</u>
<u>Office of the Executive Director</u>	
Executive Director	1
Deputy Exec. Director	1
Community Services Supervisor	1
Secretary to the Executive Director	1
Steno Clerk III	1
TOTAL	<u>5</u>
<u>Administration</u>	
<u>Clerk</u>	
Administrative Asst. I/Agency Clerk	1
Receptionist/Clerk	1
Messenger	<u>1</u>
TOTAL	3
<u>Finance</u>	
Assistant Director-Finance	1
Assistant Controller	1
Administrative Asst. I	1
Sr. Accountant/Accountant	3
Departmental Clerk	1
Account Clerk III	3
Account Clerk I/II	6
Mail Clerk/Messenger	<u>1</u>
TOTAL	17
<u>Purchasing</u>	
Property Manager	1
Storekeeper	1
General Clerk II (Stores)	1
Typist Clerk II	<u>1</u>
TOTAL	4
<u>Personnel</u>	
Personnel Officer	1
Personnel Technician	1
Typist Clerk II	<u>1</u>
TOTAL	3
<u>Legal</u>	
Chief Counsel	1
Staff Attorney II	1
Administrative Asst. I	1
Legal Assistant	1
Typist Clerk II	<u>1</u>
TOTAL	5

<u>DEPARTMENT</u>	<u>NUMBER OF POSITIONS</u>
<u>Community Development</u>	
<u>Administration</u>	
Assistant Director	1
Administrative Asst. I	1
Steno Clerk III	1
Project Coordinator	1
McClellan PAC Exec. Director	.5
McClellan PAC Typist Clerk I/II	.5
TOTAL	<u>5.0</u>
<u>Technical Services</u>	
Project Manager	1
Community Services Supervisor	1
Associate Land Agent	1
Project Engineer	1
Administrative Asst. I	1
Technical Assistant I	1
Technical Assistant II	3
Junior Draftsperson	1
Typist Clerk I/II	<u>1</u>
TOTAL	<u>11</u>
<u>Housing Production</u>	
Project Manager	1
Rehabilitation Supervisor	1
Associate Land Agent	1
Technical Assistant III	2
Technical Assistant II	2
Steno Clerk II	<u>1</u>
TOTAL	<u>8</u>
<u>Rehabilitation</u>	
Project Manager	1
Rehabilitation Supervisor	1
Senior Land Agent	1
Administrative Asst. I	1
Rehab. Specialist III	3
Assistant Land Agent	1
Rehab. Specialist I/II	11
Junior Draftsperson	2
Stenographer Clerk III	1
Community Services Assistant	4
General Clerk III	1
Typist Clerk I/II	<u>4</u>
TOTAL	<u>31</u>

<u>DEPARTMENT</u>	<u>NUMBER OF POSITIONS</u>
<u>Redevelopment</u>	
Project Manager	1
Administrative Asst. I	1
Technical Assistant I	1
Stenographer Clerk II	<u>1</u>
TOTAL	4
<u>Housing Management</u>	
Assistant Director-Management and Maintenance	1
Chief of Community Services	1
Property Rehab. Supervisor	1
Area Housing Manager	1
Departmental Clerk	1
Assistant Housing Manager	6
Community Services Assistant	5
Tenant Services Clerk III	1
Housing Aide	2
Typist Clerk I/II	1
Tenant Services Clerk I/II	17
General Clerk I (2 part-time)	<u>1</u>
TOTAL	38
<u>Modernization</u>	
Technical Supervisor	1
Technical Assistant II	1
Typist Clerk I/II	<u>1</u>
TOTAL	3
<u>Maintenance</u>	
Chief of Housing Management & Maint.	1
Chief of Building Maintenance	1
Maintenance Supervisor	2
Maintenance Inspector	2
Maintenance Specialist	9
General Repair Worker	9
Technical Assistant II	1
Maintenance Worker I/II	7
Custodian II	1
Custodian I	7
Maintenance Clerk	1
Typist Clerk III	1
Typist Clerk I/II	2
Maintenance Representative	<u>.5</u>
TOTAL	44.5

<u>DEPARTMENT</u>	<u>NUMBER OF POSITIONS</u>
<u>Nutrition</u>	
Project Director	1
Nutrition Services Coordinator	1
Administrative Asst. I	1
Head Cook	1
Community Services Coordinator	1
Site Supervisor	4
Account Clerk III	1
Stock Control Clerk	1
Typist Clerk III	1
Cook II	2
Food Service Driver	4
Cook I	2
Typist Clerk I/II	1
Account Clerk I/II	1
Food Service Worker	<u>14.57</u>
TOTAL	<u>36.57</u>
<u>Foster Grandparents</u>	
Project Director	1
Assistant to the Director	1
Boutique Manager	1
Site Supervisor	1.5
Typist Clerk I/II	<u>1</u>
TOTAL	<u>5.5</u>
<u>Child Development Centers</u>	
Director	1
Head Teacher	2
Teacher	2
Instructional Aide	2
Cook/Teacher's Aide	1
Cook	1
Substitute Teacher	.5
Caregiver I/II	4
Teacher's Aide	.5
Clerk	1
Nurse	<u>.5</u>
TOTAL	<u>15.5</u>
GRAND TOTAL	<u><u>239.07</u></u>