



# Classification Study Report

DEPARTMENT OF  
HUMAN RESOURCES

## DEPARTMENTAL BUSINESS MANAGER

### *Classification and Compensation Study*

**CLASS STUDY FILE NUMBER:** 23-044

**DEPARTMENT:** Countywide

**DATE OF REQUEST:** 11/20/2023

**REQUESTED BY:** Melissa Cregan, Agricultural Commissioner/Sealer; Hollis Magill,  
Director of Human Resources

**COMPLETED BY:** Employment Services Division, Human Resources

**DATE OF COMPLETION:** 9/9/2024

**DATE OF APPROVAL (BAI #):** TBD



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## SUMMARY OF REQUEST

The Department of Agriculture requested a classification study for their Departmental Business Manager, citing increased responsibilities beyond the current classification. The incumbent oversees financial, accounting, budget, payroll, human resources, IT, and clerical support, making independent decisions and collaborating with other departments, agencies, and vendors.

Additionally, two other Departmental Business Managers have expressed salary concerns to the Director of Human Resources, who subsequently directed the Employment Services Division of Human Resources to prioritize a study:

1. Assessor-Recorder's Office: The Departmental Business Manager reports performing duties exceeding their job specification and requiring experience akin to Accounting and Financial Division Chiefs and Human Resources Division Managers, suggesting a need for salary adjustment.
2. Department of Human Resources: The Departmental Business Manager suggests that the complexity of their role in the County of Fresno is greater than in smaller municipalities, involving extensive reporting and budgetary responsibilities. They suggest their position aligns with or exceeds the complexity of a Human Resources Division Manager, warranting higher compensation.

## PREVIOUS STUDIES / RECENT ACTIONS

### Previous Studies

The County of Fresno commissioned CPS HR Consulting to conduct a classification study of County Business Manager positions in 2017. Prior to the commission of this study, there was no consistency in the compensation methodology for business managers throughout the County departments. This resulted in variations in annual salaries, subordinate spreads, and differences in equity with classifications at a similar organizational level. The CPS HR Consulting study aimed to evaluate compensation relative to similar fiscal roles in the labor market and to develop an internal compensation methodology based on distinguishing characteristics of each position.

As a result, the Department of Human Resources reclassified Business Manager positions into three levels: Business Manager – Level 1, Business Manager – Level 2, and Division Manager to establish fair and equitable compensation across equivalent positions in County departments.

CPS HR also analyzed labor market data from comparable and commutable counties, finding that Fresno County Business Manager salaries were, on average, 12.5% above the midpoint mean at the time of the study.

In 2018, in partnership with Koff & Associates, the County of Fresno conducted a Senior Management Group (SMG) Internal Equity Study. This study did not identify nor result in any compensation adjustments to the classifications currently titled Departmental Business Manager.

#### Reference Material:

Appendix A: Senior Management Compensation Plan band placements for the identified Business Manager classifications, BAI #47, File #17-1302 (10/17/17)

Appendix B: Senior Management Group (SMG) Internal Equity Study Final Report (7/31/19)

### Recent Actions

In October of 2023, the Department of Human Resources conducted an overhaul of the Senior Management Compensation Plan, Business Managers included, by implementing a salary range step system. This change aligned with the County's overall compensation structure, promoting internal equity, competitiveness in the local labor market, transparency, performance management incentives, and experience-based rewards.

As part of this overhaul, the Business Manager – Level 1 and Business Manager – Level 2 classifications were consolidated into a single classification: Departmental Business Manager. This step conversion led to a salary increase for all Business Managers and established steps that increased their earning potential by a minimum of 10%.

#### Reference Material:

Appendix C: Senior Management Step Conversion, BAI #12, File #23-1078 (10/10/23)

## METHODOLOGY

The Department of Human Resources conducted a classification study to assess whether Departmental Business Managers are appropriately classified and compensated, considering internal equity and external labor market factors. The study involved:

- Conducting a survey to assess compensation and position equivalency in the external labor market,
- Collecting and evaluating Classification Review Questionnaires (CRQs),
- Conducting desk audits (interviews), and
- Reviewing comparable classification specifications within the County of Fresno.

### CRQs and Desk Audits

CRQs were requested from incumbents in the following classifications:

- Departmental Business Manager
  - Agriculture, Assessor-Recorder, Child Support Services, County Clerk, District Attorney, Human Resources, Internal Services, Library, Probation, Public Defender, Public Health, and Sheriff
- Business Division Managers
  - Behavioral Health Division Manager, Deputy Chief Probation Administrative Officer, Public Works and Planning Finance Division Manager, Sheriff's Administrative Services Director, Social Services Finance Division Chief
- Other County Positions Referenced
  - Accounting & Financial Division Chief
  - Accounting & Financial Manager

We received completed CRQs from incumbents in the following positions:

- Departmental Business Manager
  - Agriculture, Assessor-Recorder, Child Support Services, District Attorney, Human Resources, Internal Services, Probation, Public Defender, Public Health, and Sheriff
  - Desk audits (interviews) were conducted with each of the Departmental Business Managers from these departments.
- Behavioral Health Division Manager
- Deputy Chief Probation Administrative Officer
- Public Works and Planning Finance Division Manager
- Sheriff's Administrative Services Director

## SUMMARY OF FINDINGS

The Departmental Business Manager classification is utilized in a specialized program manager capacity within the County of Fresno. While business office duties may vary based on specific departmental requirements, the core functions are centralized within the business office and typically include budgeting, accounting, and fiscal management in accordance with governmental accounting standards. Responsibilities include budget preparation and control; accounting; billing and collection of fees; fiscal control of contracts; preparation of financial statements, statistical reports, and internal service fund rates; monitoring payroll transactions; and completing special projects. The incumbent also coordinates departmental business office functions with state, federal, and other county departments, and supervises related subordinate staff.

The table below outlines the key characteristics and categories used to analyze and determine if responsibilities align with the authority level required of a program manager or division manager. The majority of County business office functions fall within the program manager designation; there are few departments that meet the criteria in the table below to warrant a division manager.

	<b>Program Manager</b>	<b>Division Manager</b>
Scope	<p>Tactical fiscal oversight, includes special revenue and/or reporting requirements</p> <p>Primarily operational, ensuring that projects meet their goals, are completed on time, and within budget</p>	<p>High fiscal regulatory oversight of a department that encompasses a wide range of financial components and/or oversight of multiple major programs or projects with reporting requirements</p> <p>Responsible for the overall performance and strategic direction of a division, long-term planning, and aligning division goals with the organization's strategy</p>
Subordinates	Comprised of a limited number of fiscal staff, including first-line level supervisors	Comprised of a large number of fiscal staff; may also include professional staff from other classifications outside of finance, including supervisory or management staff; all involved in various major programs
Budget	<p>Budget may include:</p> <ul style="list-style-type: none"> <li>• General fund</li> <li>• Special revenue funds</li> <li>• Internal service funds</li> <li>• Other limited funding sources</li> </ul>	<p>Budget may include:</p> <ul style="list-style-type: none"> <li>• General fund</li> <li>• Special revenue funds</li> <li>• Internal service funds</li> <li>• Other extensive and varied funding sources</li> </ul>

		Budget is generally significantly larger in comparison
Complexity	Less complexity in the variety of components but requires specialized fiscal knowledge for detailed tracking and reporting to develop and ensure adherence to budget and reporting requirements.	High complexity due to the need to integrate various components into a cohesive financial plan that supports both short-term operational needs and long-term strategic initiatives.
Consequence of Error	Errors can lead to financial losses associated with a particular program or department, which may impact overall business performance	Broader and more significant, potentially impacting overall business performance and other programs or funding sources; errors can lead to significant financial repercussions for the entire division or department or have Countywide impact

## Surveys

Surveys were conducted to assess both position equivalency and compensation relative to the local labor market with the following government agencies:

- Defined “Best in Valley” Market:
  - County of Kings
  - County of Madera
  - Tulare County
  - Merced County
  - Kern County
- Stanislaus County
- San Joaquin County
- Sacramento County
- City of Fresno

## Position Equivalency Survey

### External

To identify comparable positions in the local labor market, the Department of Human Resources reviewed job specifications and directly contacted our counterparts in each local government agency to accurately assess similar roles and responsibilities. The table below outlines the classifications identified as equivalent for each agency.

Agency	Classification
County of Kings	Fiscal Analyst III
County of Madera	Fiscal Manager
Tulare County	Fiscal Manager
Merced County	Fiscal Manager

Kern County	Business Manager
Stanislaus County	Manager III
San Joaquin County	Management Services Administrator
Sacramento County	Administrative Services Officer III
City of Fresno	Business Manager

### *Internal*

To ensure internal equity, the Department of Human Resources reviewed job specifications for the following classifications within the County of Fresno:

- Accounting and Financial Division Chief
- Accounting and Financial Manager

Our analysis indicates that the Accounting and Financial Division Chief corresponds to the division manager level, while the Accounting and Financial Manager aligns with the program manager level of the Departmental Business Manager.

An evaluation of the CRQs and desk audits found that the following departments have additional responsibilities outside of fiscal management and/or irregular reporting structures.

- Within the Department of Agriculture, the Departmental Business Manager is responsible for human resources assignments and departmental fleet administration and tracking.
- Within the Assessor-Recorder's Office, the Departmental Business Manager supervises the Executive Assistant responsible for human resources assignments.
- Within the Department of Public Health, the Departmental Business Manager supervises staff responsible for contracts, purchasing, and oversight of multiple public health programs.
- Within the Sheriff's Office, irregular reporting and organizational structures were identified within the business office particularly in relation to the supervision of the Principal Accountant.

These ancillary responsibilities are outside the normal responsibilities of a Departmental Business Manager, and the Department of Human Resources provides a recommendation to address this in the 'Recommendation - Structure' section on page 12.

### *Minimum Qualifications*

Upon review of the minimum qualifications for positions deemed equivalent with both the external local labor market and internal equitable classifications, it was found that the requirements for the Departmental Business Manager are lower than those for comparable positions.

### *Salary Survey*

### *External*



A salary survey was conducted to assess compensation relative to positions deemed equivalent in the local labor market. The salary for Departmental Business Manager is considered "Best in Valley", with a top salary step that is 16.6% above the average within that labor market. This includes the addition of step 6, effective July 8, 2024, to their salary range which is reflected in the table below. Incumbents are scheduled for an additional 3% salary increase effective November 11, 2024.

Classification Series															
		Fresno	County Survey COL Averages		Five County COL Averages		Best In Valley		#2		#3		Recommended Adjustment		
		Current	Top Avg	% Difference	Top Avg	% Difference	Top	% Difference	Top Avg	% Difference	Top Avg	% Difference	New	% Increase	Spread
Departmental Business Manager		126,360	107,778	14.7%	105,344	16.6%	126,360	0.0%	118,997	5.8%	110,649	12.4%	126,360	0.0%	-
							Fresno		Tulare		Madera				
Business Division Manager		153,660	132,818	13.6%	124,995	18.7%	153,660	0.0%	127,546	17.0%			153,660	0.0%	21.60%
							Fresno		Merced						
Unit		SMG	Salaries updated: 7/11/24 Recommendations Completed by ESD												
NCC		-													

### Internal

Based on the classification review, the Departmental Business Manager and Accounting and Financial Manager roles have been deemed equivalent, and there is parity in their respective salaries. Some business managers have suggested that their positions are comparable to the Accounting and Financial Division Chief classification. The evaluation of these classifications has determined that the Division Chief role aligns with the County's division manager level and entails oversight of a major accounting division impacting countywide finances. In contrast, the Accounting and Financial Manager is tasked with managing a specific section or program within such a division.

Furthermore, positions within the Auditor-Controller/Treasurer-Tax Collector's Office carry significant responsibility, as they are charged with reviewing and approving work submitted by other County business managers. This oversight function produces a high consequence of error, and mistakes at this level have substantial impacts on Countywide operations.

### Reclassification Justification Factors

In accordance with Personnel Rule 3 – Classification, the Department of Human Resources Classification Study Narrative highlights factors that may or may not justify a reclassification:

Factors that may justify a reclassification include:

- Fundamental changes in the type of work or essential functions.
- Changes in lead or supervisory responsibilities.
- Authority shifts affecting operational changes, policy development or interpretation with organizational impact.

- Addition of more complex duties, removal of lower-level tasks, or changes in organizational structure affecting reporting and management interactions.

Factors that may not justify a reclassification include:

- Individual performance of the incumbent.
- Retention concerns for a specific employee.
- Increases in workload without changes in nature or complexity.
- Changes in the emphasis of existing essential functions at similar complexity levels.
- Possession of knowledge, skills, and abilities not regularly required for the position.
- Technological changes that do not significantly alter job functions.

## RECOMMENDATION(S)

### Reclassification

Based on the results of this classification study, the Departmental Business Managers in the following departments are deemed appropriately classified and compensated:

- Agriculture
- Assessor-Recorder
- Child Support Services
- County Clerk
- District Attorney
- Human Resources
- Internal Services
- Library
- Probation
- Public Defender
- Sheriff

The Department of Human Resources recommends reclassification of the Departmental Business Manager in the Department of Public Health to the division manager level. The business manager's responsibilities extend beyond financial management to include department-wide contracts, purchasing duties, and oversight of multiple programs such as the Medically Indigent Services Program, Medi-Cal County Inmate Program, Institution Review Board submissions, and Countywide HIPAA administration/training. They manage contracts related to Medicaid billing and jail auditors, supervise a team of 23 staff members from various classifications, and oversee a substantial budget of \$143 million, which includes 71 grants and 19 special revenue funds. The complexity of their role requires integrating numerous funding sources into a cohesive budget that supports both short-term operations and long-term strategic goals. Given the extensive scope of their duties and the number of programs and contracts managed, errors could have significant department-wide or countywide consequences impacting services provided to our community.

### Revision to the Minimum Qualifications

Based on comparisons with the external labor market and internally equitable classifications, the Department of Human Resources recommends aligning minimum qualifications more closely with external agencies and the comparable Accounting and Financial Manager classification. An initial proposal for this update is as follows:

#### Current:

Education: Possession of a bachelor's degree that is acceptable within the United States' accredited college or university system in Business or Public Administration, Accounting, or a closely related field.

Experience: Three (3) years of full-time, paid professional financial work experience involving budgetary analysis and control, accounting, and business management functions.

Proposed:

Education: Possession of a bachelor's degree that is acceptable within the United States' accredited college or university system in Accounting, Finance, Business or Public Administration, or a closely related field.

Experience: Four (4) years of full-time, paid professional financial work experience equivalent to that involving budgetary analysis and control, accounting, and business management functions, one (1) year of which must have been in a supervisory capacity.

Following the update to the Departmental Business Manager job specification, the Department of Human Resources will revise the job specifications for division managers overseeing finance, including those supervising Departmental Business Managers, to ensure proper minimum qualifications and promotional structure.

Structure

In the Department of Agriculture, the Department of Human Resources recommends reassigning human resources responsibilities to the Executive Assistant, aligning with practices in smaller departments like the Public Defender or County Clerk's Office. Additionally, non-fiscal fleet monitoring responsibilities, such as vehicle accident reports, defensive driving training tracking, and parking arrangements, could be delegated to an administrative role, such as the Executive Assistant, or an executive role, such as the Deputy Agricultural Commissioner/Sealer. This would leave fiscal-related tasks, such as cost tracking and budgeting for related expenses, under the purview of the Business Office. Lastly, the Business Systems Analyst is responsible for administrative tasks related to system access and upgrades. This position may report to the Assistant Agricultural Commissioner/Sealer to reduce the workload of the business office. However, it is also appropriate for this role to remain under the oversight of the Departmental Business Manager, as it falls within the scope of business office functions.

In the Assessor-Recorder's Office, the Department of Human Resources has identified an inappropriate reporting structure. Currently, the Executive Assistant to the Department Head reports to the Departmental Business Manager, contrary to the Executive Assistant job specification which designates them as the personal assistant to the department head, responsible for a range of administrative support functions. This arrangement places human resources-related assignments under the oversight of the Departmental Business Manager. Correcting this by having the Executive Assistant report directly to the department head, as is intended, would remove human resources oversight from the Business Manager's responsibilities, and appropriately place this role in the administrative/executive branch of this office. Additionally, it was reported that an extra-help Executive Assistant is also reporting to the Departmental Business Manager. Since the permanent Executive Assistant position was filled shortly after the approval of the extra-help position, the extra-help role is no longer required and should be discontinued. The business manager also indicated that they are not filling a vacant, permanent Office

Assistant position because they have the extra-help Executive Assistant. Pursuant to Salary Resolution section 1100, "Extra-help appointments should not be used as a first response to staffing requirements, should not supplant work regularly performed by permanent employees, and should only be used to meet the critical, seasonal, or temporary work needs of departments on a limited basis."

In the Department of Human Resources, accounting functions have been outsourced to Human Resources Technician positions in divisions outside the business office. It is recommended that all accounting and financial functions be centralized, as is consistent with the findings in other County departments. This will ensure that there is proper oversight and control of these activities by the appropriately trained staff within the business office, enabling a more accurate assessment of whether additional personnel are required to complete these tasks, rather than diverting resources from other divisions. The Human Resources Technician is a non-fiscal classification series responsible for paraprofessional/technical work involving the application of technical human resources principles and procedures required in the maintenance of County human resources systems. The Account Clerk and Accountant classification series require knowledge, skills, and abilities in line with bookkeeping, accounting, and budgetary functions. Requiring a non-fiscal classification to complete these functions is working incumbents out of classification, as defined by Personnel Rule 3 – Classification. Additionally, the Human Resources Technician assigned to the Business Office must be assigned technical work only, such as timekeeper responsibilities, not bookkeeping or accounting tasks. The Department of Human Resources must ensure proper classification work is completed in the department, as it is responsible for the maintenance of the County's classification system.

In the Sheriff's Office, the Department of Human Resources has identified an irregular and inconsistent reporting structure. Both the Departmental Business Manager and the Sheriff's Administrative Services Director have reported they supervise the same Principal Accountant. However, the Departmental Business Manager is not an appropriate supervising classification for a Principal Accountant due to the overlap in responsibilities and the compaction with their salary ranges. Both the Departmental Business Manager and Principal Accountant classifications hold the authority level of a program manager and are able to manage a unit, such as a business office. When the Principal Accountant position was added in the FY 23/24 budget, the request was approved to provide the department with greater organizational and supervision flexibility, due to the size of scope of fiscal operations in the Sheriff's Office. However, the department was instructed that the Sheriff's Administrative Services Director was the appropriate supervisor for this classification. While the Principal Accountant is capable of supervising staff engaged in professional and sub-professional accounting work, the Departmental Business Manager is better suited to oversee a broader range of classifications related to business office functions. This includes supervising non-managerial staff engaged in accounting work as well as those in other fiscally related roles, such as Staff Analysts and Financial Analysts. The Department of Human Resources is working with the Sheriff's Human Resources Manager to implement an updated organizational chart for their business office, where the Principal Accountant oversees professional accounting staff and reports directly to the Sheriff's Administrative Services Director.

## FINAL APPROVED ACTIONS

This section is to be updated following any BOS approved actions, if required, and implementation of the recommendations of the Department of Human Resources.



## Board Agenda Item 47

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DATE: October 17, 2017

TO: Board of Supervisors

SUBMITTED BY: Paul Nerland, Director of Human Resources

SUBJECT: Salary Resolution Amendment

RECOMMENDED ACTION(S):

**Approve amendment to Salary Resolution adjusting the Senior Management Compensation Plan band placements for the identified Business Manager classifications, effective October 23, 2017, as reflected on Appendix A.**

Approval of the recommended action would authorize the Department of Human Resources to adjust the compensation band placements consistent with recommendations from CPS HR Consulting (CPS HR), based on local labor market data.

ALTERNATIVE ACTION(S):

If your Board were not to approve the recommended action, the existing compensation structure for Business Manager classifications would remain unchanged.

FISCAL IMPACT:

The total estimated cost of the recommended action for the remainder of FY 2017-18 is \$54,948; \$8,133 in Net County Cost, which will be absorbed within the FY 2017-18 adopted budgets of the affected departments. The total estimated annualized cost of the recommended action is \$79,384; \$11,748 in Net County Cost and will be included in future budget requests.

DISCUSSION:

In March 2017, the County commissioned CPS HR to conduct a compensation study of County Business Manager positions. The focus of the study was to determine how Business Manager classifications are compensated relative to comparable classifications in the local labor market and provide recommendations for an internal compensation methodology based on distinguishing characteristics of the individual positions. Distinguishing characteristics are defined by CPS HR as:

- Reporting structure;
- Type and size of subordinate staff;
- Complexity of budget, including Special Revenue Funds; and,
- Ancillary responsibilities outside of direct financial duties.

CPS HR has recommended a methodology of organizing Business Manager classifications based on similarly situated roles, structure and relationship to one another illustrated in the Attachment A: Classification Organization Methodology. Based on the results of the study, the Department will classify County Business

Manager classifications into three separate levels (Business Manager - Level 1, Business Manager - Level 2, Division Manager) to be compensated equally to establish fair and equitable compensation across equivalent positions in County departments.

In addition to recommending an organizational structure, CPS HR gathered and analyzed labor market data for local comparable and commutable counties. Counties surveyed in the study consisted of Tulare, Kings, Madera, Stanislaus, Kern and Merced. The salary data gathered is included as Attachment B: Base Salary Survey Results, which illustrates where monthly compensation for County business manager classifications lay in comparison. Data shown represents the actual monthly salary of position incumbents at the time surveyed and the market mean data as compared to the market midpoint. *The salary information for Fresno County staff does not reflect the 3% increase your Board approved, effective July 3, 2017.* Positions are calculated “above or below” the market midpoint mean (i.e., the Agricultural Business Manager is reflected as 22.65% above market midpoint mean). On average, Fresno County Business Manager salaries are above the midpoint mean by 12.5%.

Based upon CPS HR’s findings and recommendations, the Department will implement structural categorizations and accompanying compensation of each Business Manager classification illustrated in Attachment C: Proposed Classification Organization and Compensation Structure. The table illustrates the current Senior Management Compensation Plan (SMCP) band placement of Business Manager classifications, and actual annual salaries of incumbents, as well as recommended SMCP band placement.

With your Board’s approval, the Salary Resolution will be amended to adjust the Band from E to D for the identified County Business Manager classifications consistent with recommendations from CPS HR Consulting.

ATTACHMENTS INCLUDED AND/OR ON FILE:

Appendix A

Attachment A: Classification Organization Methodology

Attachment B: Base Salary Survey Results

Attachment C: Proposed Classification Organization and Compensation Structure

CAO ANALYST:

Sonia De La Rosa



## APPENDIX "A"

## OCTOBER 17, 2017 BOARD OF SUPERVISORS AGENDA

**EFFECTIVE OCTOBER 23, 2017**SECTION 100 - ALPHABETICAL POSITION LISTING

<u>JCN</u>	<u>FLSA</u>	<u>TITLE: ALPHABETICAL POSITION LISTING</u>	<u>BAND/RANGE</u>	<u>MONTHLY EQUIVALENT</u>	<u>FOOTNOTES</u>	<u>PROB PERD</u>	<u>UNIT</u>	<u>GRP</u>
2336	*A	Behavioral Health Business Manager	E <u>D</u>			12	SMG	1
2356	*A	Public Works & Planning Business Manager	E <u>D</u>			12	SMG	1
2332	*A	Social Services Finance Division Chief	E <u>D</u>			12	SMG	1

## Classification Organization Methodology

<b>Business Manager Level I</b>	<b>Business Manager Level II</b>	<b>Division Manager</b>
Fiscal oversight within department	Increasing level of financial complexity; more special revenue and/or reporting requirements	Oversight of multiple programs outside of finance (information technology, human resources)
2-10 staff at Analyst level or below	10 or more employees including supervisory direct reports	Subordinates are supervisory or management level, greater than 50
Majority of general fund or least amount of special revenue	Budgets may have direct relation to County-wide finances (internal service rates)	High regulatory oversight and knowledge and County-wide influence within or outside organization (State and/or Federal Programs)
Reports to Department Head or Chief	Reports to Department Head or due to complexity may have additional layers in the organization	

## Base Salary Survey Results

<b>Title</b>	<b>Fresno County Salary</b>	<b>Mean Min</b>	<b>Mean Midpoint</b>	<b>Mean Max</b>	<b>Above/Below Midpoint Mean</b>
Agricultural Business Manager	\$6,825	\$4,763	\$5,279	\$5,795	22.65%
Behavioral Health Business Manager	\$7,150	\$5,718	\$6,495	\$7, 272	9.16%
Child Support Business Manager	\$7,068	\$5,350	\$6,089	\$6,828	13.85%
County Clerk Business Manager	\$7,150	\$5,873	\$6,823	\$7,772	4.58%
District Attorney Business Manager	\$7,508	\$5,272	\$6,003	\$6,733	20.05%
Internal Services Business Manager	\$7,150	\$5,790	\$6,597	\$7,404	7.73%
Library Business Manager	\$6,825	\$4,993	\$5,710	\$6,426	16.34%
Human Resources Business Manager	\$7,508	\$4,763	\$5,279	\$5,795	29.69%
Probation Administrative Division Director	\$7,865	\$6,253	\$7,063	\$7,872	10.20%
Public Health Business Manager	\$7,150	\$5,812	\$6,599	\$7,386	7.71%
PW&P Business Manager	\$7,508	\$5,577	\$6,361	\$7,145	15.28%
Sheriff's Business Manager	\$7,040	\$6,069	\$6,876	\$7,682	2.34%
Social Services Finance Division Chief	\$7,508	\$6,619	\$7,534	\$8,449	-.35%
<b>Averages</b>	<b>\$7,250</b>	<b>\$5,604</b>	<b>\$6,362</b>	<b>\$7,120</b>	<b>12.5%</b>

## Proposed Classification Organization and Compensation Structure

Recommended Level	Classification	Current Band	Current Annual Salary	Proposed Band	Proposed Annual Salary
<b>Level I</b>	Agricultural Business Mgr.	E	\$84,370	E	\$88,374
	Library Business Mgr.	E	\$84,370	E	\$88,374
	County Clerk Business Mgr.	E	\$88,374	E	\$88,374
<b>Level II</b>	District Attorney Business Mgr.	E	\$92,794	E	\$92,794
	Sheriff Business Manager	E	\$86,996	E	\$92,794
	Child Support Business Mgr.	E	\$87,360	E	\$92,794
	Internal Services Business Mgr.	E	\$88,374	E	\$92,794
	Public Health Business Mgr.	E	\$88,374	E	\$92,794
	Human Resources Business Mgr.	E	\$92,794	E	\$92,794
<b>Division Manager</b>	Behavioral Health Business Mgr.	E	\$88,374	D	\$97,214
	Public Works Business Mgr.	E	\$92,794	D	\$97,214
	Social Services Finance Division Chief	E	\$92,794	D	\$97,214
	Probation Admin Division Director	D	\$97,214	D	\$97,214



Date July 31, 2019

# Senior Management Group (SMG) Internal Equity Study Final Report

County of Fresno

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July 31, 2019

Mr. Paul Nerland  
Director of Human Resources  
County of Fresno  
2220 Tulare Street  
Fresno, CA 93721

Dear Mr. Nerland,

Koff & Associates is pleased to present this Final Internal Equity Study Report for designated positions within the County's Senior Management Group. This Final Report presents the purpose, methodologies and outcomes of the study, as well as a brief section on next steps for the County in the implementation of the County's job evaluation model. We would like to thank you, Human Resources project team members, the SMG Advisory Committee, Department Heads, and SMG employees for their active participation in this critical human resources job evaluation project; there is no doubt that without this level of engagement, the study could not have been brought to its successful completion.

We will be glad to answer any questions or clarify any points as you are implementing the findings and considerations. It was a pleasure working with you and we look forward to future opportunities to provide you with professional assistance.

Very truly yours,



Debbie Owen  
Senior Project Manager



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**Senior Management Group (SMG) Internal Equity Study**  
**Final Report**  
**County of Fresno**

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## **APPENDICES**

Appendix A: Project Initiation Workshop Presentation for SMG Advisory Committee

Appendix B: Methodology Workshop Presentation for SMG Advisory Committee

Appendix C: Position Description Questionnaire Submitted by SMG Employees

Appendix D: Job Evaluation Manual Approved by SMG Advisory Committee

Appendix E: Job Evaluation Scoring Sheet

Appendix F: Koff & Associates/Project Team





## BACKGROUND/HISTORY

In September 2018, the County of Fresno (“County”) contracted with Koff and Associates (“K&A”) to conduct an internal equity salary study of positions in the Senior Management Group (“SMG”).

Information on Koff & Associates and brief resumes for project team members are presented in Attachment F.

This review process was precipitated by:

- The concern of the Board of Supervisors and County executive staff that employees should be recognized for the level and scope of work performed and that they are paid on a fair and competitive basis that allows the County to recruit and retain a high-quality staff;
- The desire to have a compensation plan that can meet the needs of the County; and
- The desire to ensure that internal relationships of salaries are based on objective evaluation factors resulting in equity across SMG positions.

All findings and recommendations are presented in this report.

In collaboration with the SMG Advisory Committee (“Committee”), which is facilitated by Human Resources, and comprised of six Department Heads and an Assistant County Administrative Officer, Human Resources staff identified specific challenges with respect to administering the SMG’s current salary structure. The challenges include the absence of a clearly defined framework of guidelines for setting salary ranges for SMG positions, a lack of stakeholders’ understanding of the criteria used for setting salaries of individual SMG positions, and the perception of salary inequity across some SMG positions.

While the County previously had a process in place by which SMG salaries and merit-based progression were maintained, that process has not been utilized for several years. Further, although the County has pay bands for the SMG groups, when an employee is hired into an SMG classification, their pay is established within a specific band and does not change with the exception of COLA increases; essentially there is no range progression built into the current system for SMG staff. County Human Resources and the SMG Committee are tasked with bringing forward recommendations on an alternative methodology for range structures and progression.

Given the lack of progression for SMG positions, pressure has been brought to bear on the compensation system as departments seek alternative methods of increasing individual or multiple employee compensation levels; over time these efforts and other factors such as market conditions have resulted in perceptions of pay inequity which the K&A study was expected to address.

The K&A study workplan was **not** expected to address market pay issues—its specific project focus was the development of an internal equity methodology which is fair and equitable, legally



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compliant with mandated regulations, laws, and relatively straightforward to administer on an ongoing basis.

The study comprised 165 current employees assigned to 85 classifications of work; at an early stage of the study, it was determined that some County-wide SMG classes such as Senior Analyst and Principal Analyst, would not be included in the study.

Given the above, the County sought the: (i) development of a system of evaluation by which criteria for establishing salary ranges for SMG positions could be clearly defined; and (ii) utilization of the system in the evaluation of salary relationships among SMG positions.

### STUDY GOALS

The goals and objectives of the study were to:

- Develop a job factor analysis system which:
  - Defines criteria for the evaluation of the duties and responsibilities of SMG positions for the purpose of establishing fair, equitable, and internally consistent salary relationships;
  - Is compliant with legal requirements such as Equal Employment Opportunity Commission (EEOC) laws and the California Fair Pay Act;
  - Provides a basis for establishing wage ranges for SMG positions; and
  - Assists the County in developing a compensation philosophy for SMG positions.
- Design a factor evaluation tool for use by K&A in conducting the initial evaluation of SMG positions for this study as well as for future and ongoing use by County Human Resources in administering the SMG compensation structure. This includes:
  - Facilitation of discussions with the Committee and Human Resources staff to gather information on stakeholder concerns and objectives for the study, and to provide stakeholders with general information on job factor analysis systems;
  - A review of County classification descriptions and departmental organization charts to ensure the availability of information related to required skills, level of responsibility and accountability, and working conditions for position evaluation pursuant to EEOC requirements;
  - Development of a supplemental questionnaire to gather information necessary for the review process and which is not readily available on classification descriptions or other County documents;
  - A review of factor evaluation tool methodologies and analysis of existing factor evaluation systems to develop an evaluation tool that will provide measurable, rational, factor-based methodology in determining the relative job worth within the County organization; and



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- Presentation of the factor evaluation tool and guidelines to the Committee and Human Resources for review and approval.
- Utilize the factor evaluation tool to conduct an analysis of SMG positions included in the study to measure and compare the duties and levels of responsibility of each position.
  - Analysis of SMG positions is used to measure the duties and responsibilities of each study position against the salary range of the position, and to compare positions to one another.
- Conduct a study process inclusive of all stakeholders, including:
  - Meetings with the SMG Advisory Committee and Human Resources;
  - Meetings with SMG employees to disseminate questionnaires critical to the data collection process, to inform them on how to complete the questionnaires, and to answer questions regarding the study process to help ensure maximum study participation; and
  - Meetings with department heads to respond to questions and concerns on ratings for their employees, and to obtain additional information for analysis as needed.

## STUDY PROCESS AND COMPONENTS

### General Discussion

While the K&A study is one component of the overall SMG study efforts, it does serve as a foundational document for current and future analyses of SMG positions and classifications; for that reason, both the County and K&A considered it was critical to develop and follow a process which would ensure the tasks within the project would lead to the achievement of study goals and objectives. This section of the report addresses the overall process, and purpose behind each study component.

It is first important to recognize that the County project requirements were reflective of their desire to put in place a quantitative job evaluation system which could review and analyze the critical work components of study SMG positions in an objective and data driven manner, consistent with mandated legal requirements. Therefore, factor evaluation was a logical starting point since quantitative job evaluation systems are designed to “translate” characteristics of work such as complexity, span of control and organizational impact into quantitative data points. The ultimate goal of the study, was to identify the “value” of each study position, including those within the same job classification, relative to each other, and ultimately relative to compensation. It is important to provide context of terms such as “worth” or “value” in factor evaluation systems to ensure they are understood as valuing the content of jobs, and not whether one employee has a higher worth or value than another.

When developing the initial scope of work, K&A relied on our past experiences with classification and factor evaluation systems which are two different methods of evaluating work, specifically:



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- Classification is a process by which the duties, responsibilities, knowledge, skills and abilities and minimum educational and experience requirements of one or more position(s) are evaluated in a non-quantitative, whole-job/holistic manner to determine whether they are sufficiently similar to the extent they can be placed in the same job classification. This is accomplished through the use of allocation factors, which are common standards used to measure the job requirements of individual positions. Commonly used allocation factors in classification are described more fully in the section titled “Job Evaluation Tool.” There are two perceptions of classification which need some context:
  - Classification evaluation is a “snapshot” of the work assigned to all positions at a specific point in time; while this may change over time, the system should have mechanisms to re-evaluate work where needed. We would point out, however, that while perceptions of work which is constantly evolving into higher levels of span of control, authority and decision making exist, it is not necessarily the case for most jobs. Unless organizational changes have transferred responsibilities from a higher to a lower level position, span of control, authority and decision making are stable factors.
  - Classification analysis is about analyzing the work performed, and not the individual; hence, performance is not a factor used in the evaluation; nonetheless, there is often confusion about how performance impacts the outcome. Optimally, job evaluation is more accurately conducted using strong job documentation which is not influenced by the capabilities of the staff in the classification.
- Factor evaluation is a process by which the same or similar factors and characteristics of work used in the classification process, are evaluated and measured in a quantitative manner to determine the relative “worth” or “value” of a job. Factor evaluation is often used to develop hierarchies of jobs within an organization.

Within both systems, multiple factors are used to ensure that no single factor drives the outcome; this is particularly important because there are often misperceptions, for example, that supervision is the predominant factor to be considered when classifying or valuing jobs; while supervision is an important factor, others, such as scope of work and span of control are also important; hence, using multiple factors results in a more balanced approach to the overall evaluation.

The study conducted by K&A was not the typical classification study; K&A was not evaluating positions to determine whether they were properly classified although the study results may identify possible positions which are mis-classified.

More detailed information on the factors and methodologies used in the factor evaluation process is described in the sections titled “Job Evaluation Tool” and “Job Evaluation Process.”



## Component I – Meetings with County SMG Compensation Advisory Committee

The County was clear in its scope of work that a critical component of the study must be the inclusion of multiple viewpoints to address the challenges and solutions of its SMG compensation plan; to that end, an SMG Compensation Advisory Committee (“Committee”) was formed. The Committee comprised representatives from the Office of the County Administrator, department heads representing not only their departments, but other departments within the County, and County Human Resources staff.

K&A’s role in this study component was to research and bring forward to the Committee options and recommendations on study tools, process and deliverables, and to facilitate dialog on these matters. The study anticipated three on site meetings, which was modified somewhat to accommodate the need to discuss on site key study issues.

As the study evolved, there was a need to also hold meetings with study incumbents to disseminate a questionnaire and to describe its purpose, with explanations on how to complete it. To date, the following on site meetings have been held:

- *Project Initiation Workshop* – This workshop was held on November 20, 2018, with members of the Committee. The purpose of the workshop was to (i) put forward the study goals and purpose; (ii) provide an overview of both classification and compensation systems; (iii) open the dialog on how jobs are evaluated; (iv) identify different options for evaluating the SMG jobs (quantitative factor evaluation, non quantitative competencies); and (v) receive direction from the Committee on which methodology would best meet the County’s needs; the Committee considered the Federal Factor Evaluation System (FES) as the method they wished to explore in more depth. A copy of the presentation prepared for this meeting is displayed in Appendix A.
- *Methodology Workshop* – This workshop was held on January 21, 2019; the purpose of this workshop was to describe in more detail the proposed FES model and to receive feedback from the Committee on any gaps or issues they considered should be addressed by K&A. During this meeting, K&A advised the Committee that the FES required a significant amount of information be collected from each study participant in order to gather the data needed to evaluate critical factors. In many factor evaluation systems, classification specifications, organization charts and position control documents provide sufficient documentation to conduct the analyses; however, the FES system required more robust quantitative information as outlined below.

The initial scope of work prepared by K&A called for interviews to be conducted with twenty percent (20%) of the study employees in order to gather further information not contained in study materials such as classification specifications and organization charts. At the time of the proposal development, no methodology had been proposed or selected, and final data requirements were not known.



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After evaluating the data requirements for the FES methodology, it became apparent to K&A that, in order for the study to be all inclusive and equitable for all study positions, extremely detailed information from all employees would be required in a number of areas outside the standard materials used in job evaluation. Given that need, and because the County's classification specifications and organization charts provided quality, reliable and objective task information, the original proposed individual interviews for task clarity from twenty percent (20%) of study employees were no longer necessary. Instead, the type of quantitative data needed to satisfy the FES system required a more in depth approach to data collection and validation for multiple FES factors for all employees.

For all of these reasons, K&A recommended a change in the work plan which would incorporate the use of a structured questionnaire to be distributed to all employees for their completion, thereby satisfying the FES evaluation criteria requirements.

Finally, K&A considered that, as a more viable alternative for ensuring accuracy in ratings from operational and equitable perspectives, department head interviews should be conducted to ensure global/strategic oversight from department heads with respect to ratings and equity within their respective departments.

A copy of the presentation prepared for this meeting is displayed in Appendix B. Subsequently, K&A conducted two on-site meetings and one webinar to provide instruction to SMG employees on how to complete the questionnaire; a copy of the Supplemental Questionnaire, which was completed by all SMG employees, is displayed in Appendix C.

K&A attended other meetings of the Committee via conference call on an as-needed basis to inform the group on project progress and issues.

The third and final on-site meeting to provide a debriefing to SMG employees is scheduled for early August.

### Component II – Creation of a Job Factor Analysis System

Once the Committee confirmed their acceptance of the FES methodology, K&A moved forward with the development of a factor evaluation system which would comprise, as a foundation, the factors used in the FES General Schedule Supervisory model, adapted and scaled to County operations.

Because the natures and level of work were similar, it was only necessary to modify certain factors to align more closely with County programs and operations, including their internal and external impacts, with one exception, that being Factor 5, Difficulty of Typical Work Performed, where the underlying scoring remained the same, but the natures and levels of work supervised were modified to be more reflective of County operations. Factor 5 was modified because the data needed to accomplish scoring using the federal guidelines is complex and could not be



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obtained, and we considered a more standard factor evaluation model for the nature and level of staff supervised was necessary.

K&A reviewed the County's classification specifications, budget documents which provide programmatic information, and organization charts which laid out staffing levels for County departments. These documents provided K&A with the foundational information to compile data for most of the factors. Nonetheless, there were gaps which, as described in the previous section, required that a significant amount of information be collected from each study participant in order to gather the data needed to evaluate critical factors. More detailed information on FES is provided in the section titled "Job Evaluation Tool," and a final copy of the job evaluation manual provided to the Committee for their review and comment is presented in Appendix D.

### Component III – Evaluation of the County's Current Compensation Structure for SMG Staff

To gather data and perform the analysis, the K&A team reviewed the following documentation for each SMG study position:

- Classification specifications
- Organizational charts
- Department functional areas of responsibility through budget or other documents as needed
- Supplemental questionnaires completed by all study employees.

The process included an evaluation of each factor relative to the information contained in the reviewed documentation. To ensure a consistent and structured method of data collection, K&A developed the following tools:

- A scoring sheet was prepared for each study incumbent identifying the consultant's evaluation score for each factor, with a comments section to describe any circumstances or situations which impacted the scoring – a copy of this worksheet is presented in Appendix E.
- A scoring guideline manual for the consultants to use to mitigate the impact of rater bias or other factors which influence factor evaluation outcomes; a copy of this manual will be provided to County Human Resources for their ongoing plan administration.

In addition, the K&A project team undertook an exercise ensuring their processes took into consideration the factual information presented, mitigating the impact of rater bias and making certain that the team was "calibrated" in their approach. Once all ratings were prepared, a final review of the scoring was conducted to affirm the ratings were consistently applied.





## Component IV – Report on Findings and Presentations

K&A submitted the initial draft ratings to County Human Resources on April 12, 2019; Human Resources then distributed the ratings to department heads for their review and feedback. During the month of May, K&A project team members contacted all department heads to determine whether or not they wished to discuss the ratings with K&A. County Human Resources also sent out communications to that effect; all departments were contacted several times and ultimately, with few exceptions, the K&A project team conducted telephone meetings with department heads to ensure their feedback was received and analyzed.

It is our assessment that these meetings were extremely productive in ensuring the team took into consideration operational and organizational aspects of each department; the meetings also afforded the opportunity to discuss low scoring positions and identify the reason for them. In addition, some positions had insufficient information for some scores to be completed and the gaps were resolved through the dialog with department heads.

Scoring changes were placed into two categories;

- Positions where less than 5 factors were re-scored (154); for this group, 58 factors were re-scored (approximately 6.3% of the total number of 924 factors);
- Positions where 5 or more factors were re-scored (11) - these positions were significantly re-scored due either to insufficient organizational or PDQ data; this re-scoring relied heavily on department head feedback.

Re-scoring changes, including those where insufficient data required almost total re-scoring, resulted in total score changes for 43 positions (approximately 26% of overall positions); this was to be anticipated given that a single factor change will likely impact the overall score.

Final scores were submitted to County Human Resources on May 23, 2019, thereby meeting the deadline set by the County for these deliverables.

## Component V – Respond to SMG Questions on Study Findings

Final scores were submitted by the County to Committee members and department heads in early July; study debriefings for SMG employees are scheduled on-site in early August 2019.

## JOB EVALUATION TOOL

Job evaluation is a process whereby a job is assessed, based on certain basic elements called allocation factors, to determine the job's value. Job ranking is an important part of job evaluation when assessing internal equity and alignment of jobs within an organization. By ranking jobs within an organization against other jobs in the same organization, it is easier to ensure that salaries are aligned appropriately based on the ranking. There are certain allocation factors that are commonly used in job evaluation and ranking in order to compare jobs to one another, using





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structured criteria. The use of common allocation factors is a typical method of measuring job requirements of individual positions, in both qualitative and quantitative approaches of job evaluation.

Allocation factors commonly considered when measuring the similarities and differences among positions include such elements as:

- The degree of decision-making and judgment used based on the nature and level of decision making assigned to the position;
- Difficulty and complexity of work performed, evaluated by variety and scope of work, consequence of error, and the degree to which the work is controlled by others;
- Supervisory responsibilities refer to the primary responsibility for full time supervision of staff, including personnel related actions;
- Non-supervisory responsibilities include work reviewed by others, independence of actions or decisions, recommendations affecting plans or policies, responsibility for accuracy, and responsibility for safety of others;
- Minimum qualifications, including education, experience, and knowledge, skills and abilities;
- Working conditions and/or risk factors, such as unusual working conditions, risk inherent in the job, or other mitigating factors;
- Contacts encountered while performing work includes assessment of the nature and level of the contacts as well as the purpose.

In performing allocation factor evaluation, no single factor determines the outcome of the analysis; but some factors may be more relevant than others depending on the work. In most common allocation factor evaluations, the non-quantitative approach of whole job analysis is typically applied. Whole job analysis is the evaluation of the “whole job” against another “whole job,” ranking jobs from highest to lowest in order of their value to the organization. While whole job analysis has merit and is a simple approach to job ranking, it is a qualitative assessment of positions that does not assign points or other quantitative metrics and relies upon the expertise and judgement of the evaluator. Whole job analysis is generally used in market based studies wherein internal equity is determined by aligning non-benchmark classifications with benchmark classification salary levels based on the market value of jobs, and wherein standard industry specific percentage differences are applied among classifications in the same job series or family for consistency. However, because whole job analysis relies on the expertise of the evaluator and no points are assigned, it can be challenging to defend the validity of the analysis in establishing internal salary alignment.

Another approach to job evaluation is to apply quantitative measures by assigning point values to each of the allocation factors; this quantitative approach is called “point factor” or “factor evaluation.” In point factor evaluation, points are assigned to each allocation factor and then totaled for each classification. The total points determine each classification’s



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ranking relative to other classes, including those in the same job series and family. The use of a properly designed numerical scoring system, with set measures and criteria, to assess jobs against each other in a complex system can result in more acceptable wage outcomes because it is relatively reliable and objective.

It is important to note that in both approaches, no single factor determines the outcome; whether whole job analysis or point factor analysis is used, the result is a combination of multiple factors. Another important consideration is that neither system measures individual performance, longevity in the organization, or economic viability such as budget and funding streams. The purpose of job evaluation is to rank the job based on the requirements of the job rather than the individual performing the job. Assigning value is based also on the job itself rather than economic factors, which can be applied to adjust scores after the evaluation process is complete.

One particular point factor evaluation system that spans a significant number of diverse classifications in the supervisor/management levels in the public domain is the Federal Factor Evaluation System (FES). The FES is a validated quantitative point factor evaluation system that has been in place for decades and continues to be relevant in today's federal workforce. The FES is applied to a wide variety of positions in the federal government, ranging from line staff positions, to military jobs, to high ranking officials, and everything in between. As it applies to supervisory/management positions, the criteria and definitions established in the General Schedule Supervisory Guide is used to assign scores. The General Schedule Supervisory Guide establishes a point factor system specifically designed for supervisory positions that scores six factors: (1) Program Scope and Effect; (2) Organizational Setting; (3) Supervisory and Managerial Authority Exercised; (4) Personal Contacts; (5) Difficulty of Typical Work Directed; and (6) Other Conditions. K&A recommended the use of the FES, modified for County of Fresno, because of the long-term reliability, contemporary relevance, and adaptability of the federal point factor system.

Since the FES has been established for ranking federal jobs throughout all federal agencies, it is a system that is easily modified to be adapted to local government agency types given the diversity of classifications to which it applies. Therefore, K&A worked closely with the SMG Advisory Committee and Human Resources and appropriately modified the FES, using its six factors, to establish definitions and criteria that best apply to County of Fresno classifications and that can be maintained in the long run.

The FES model is designed to evaluate positions ranging from mid management through department/agency head; however, this study did not include the latter group. Nonetheless, for context purposes, the highest rating levels in most categories were not used in this study, since the highest ratings would apply only to department/agency executives.

The six factors used, and their definitions and scores are as follows:



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- (1) **Program Scope and Effect** assesses the general complexity, breadth, and impact of the program areas and work directed. Scope addresses the general complexity and breadth of the organizational unit within which work is performed, and of the work directed and products or services delivered. Effect addresses the impact of the work, the products, and/or the programs described under “Scope” on the County’s mission and programs, impacts on other County departments, external public and private organizations and the population served.

Point values assigned for each level of factor 1:

Level 1-1	175
Level 1-2	350
Level 1-3	550
Level 1-4	775
Level 1-5	900

- (2) **Organization Setting** considers the organizational situation of the supervisory position in relation to higher levels of management. Specifically, it applies a score based on the type of management level to which the position reports.

Point values assigned for each level of factor 2:

Level 2-1	100
Level 2-2	250
Level 2-3	350

- (3) **Supervisory and Managerial Authority Exercised** covers the delegated supervisory and managerial authorities which are exercised on a recurring basis. To be credited with a level under this factor, a position must meet the authorities and responsibilities to the extent described for the specific level. Levels under this factor apply equally to the direction of specialized program management organizations, line functions, staff functions, and operating and support activities. Where authority is duplicated or not significantly differentiated among several organizational levels, a factor level may apply to positions at more than one organizational level.

Point values assigned for each level of factor 3:

Level 3-1	0 - 200
Level 3-2	450
Level 3-3	775
Level 3-4	900



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- (4) **Personal Contacts** is a two-part factor which assesses the nature and the purpose of personal contacts related to supervisory and managerial responsibilities. The nature of contacts and the purpose of those contacts were evaluated as subfactors.

Subfactor 4A, the nature of contacts, covers the organizational relationships, authority or influence level, setting, and difficulty of preparation associated with making personal contacts involved in supervisory and managerial work. To be credited, the level of contacts must contribute to the successful performance of the work, be a recurring requirement, have a demonstrable impact on the difficulty and responsibility of the position, and require direct contact.

Subfactor 4B covers the purpose of the personal contacts credited in Subfactor 4A, including the advisory, representational, negotiating, and commitment-making responsibilities related to supervision and management.

Point values assigned for each level of factor 4A and 4B:

Level 4A-1	25	Level 4B-1	30
Level 4A-2	50	Level 4B-2	75
Level 4A-3	75	Level 4B-3	100
Level 4A-4	100	Level 4B-4	125

- (5) **Difficulty of Typical Work Directed** measures the difficulty and complexity of the basic work most typical of the organization(s) directed, as well as other line, staff, or contracted work for which the supervisor has technical or oversight responsibility, either directly or through subordinate supervisors, team, leaders, and others.

The FES evaluation method is very complex and requires a level of data not readily available in the study. At the first supervisory level, it requires identification of the highest paid level non-supervisory work overseen by the supervisor and which constitutes 25% of the overall workload (not positions or employees) within the organizational unit. The second level supervisor has a similar metric.

For the aforementioned reason, K&A recommended a modified approach based upon the Position Appraisal Method (PAM); it is our understanding that this method was placed into the public domain several years ago and a copy of the model was located within an on line report prepared for a public agency in Washington state. The PAM model follows other standard point factor systems used to evaluate the nature and level of work supervised, which in turn provides context for how the work supervised impacts work complexity for the supervisor. K&A used the same point values as those in FES, and applied measurements from the PAM system for those point values.

Using the original FES levels, and points, we tailored the PAM approach for County operations.



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Point values assigned for each level of factor 5:

Level 5-1	75
Level 5-2	205
Level 5-3	340
Level 5-4	505
Level 5-5	650
Level 5-6	800
Level 5-7	930
Level 5-8	1030

- (6) **Other Conditions** measures the extent to which various conditions contribute to the difficulty and complexity of carrying out supervisory duties, authorities, and responsibilities. Conditions affecting work for which the supervisor is responsible may be considered if they increase the difficulty of carrying out assigned supervisory or managerial duties and authorities.

Point values assigned for each level of factor 6:

Level 6-1	310
Level 6-2	575
Level 6-3	975
Level 6-4	1120
Level 6-5	1225
Level 6-6	1325

- (7) **Special Situations** is not in and of itself a scored factor, but is a category that takes into consideration that supervisory and oversight work may be complicated by situations and/or conditions such as: variety of work, shift operations, fluctuating workforce or constantly changing deadlines, physical dispersion, special staffing situations, the impact of specialized programs, changing technology, and special hazard and safety conditions. There is no specific assigned point value for this category. Instead, the definitions of each of the situations and/or conditions allows raters to take the circumstances into consideration when scoring factor 6. Scoring in factor 6, up to level 6-4 can take special situations into consideration.

When assessing the Special Situations, it was K&A's conclusion that they were not all that relevant to the management positions in the SMG study and were more geared toward the operational aspects of work encountered by lower level lead or supervisory positions; in addition, scoring criteria for factor levels 6-5 and 6-6 already take into consideration the most complex supervisory/managerial circumstances and therefore do not also allow for additional consideration of special situations as defined. For that reason, FES factor 7 was not used.



## JOB EVALUATION PROCESS

The rating process included the use of a variety of materials to assess jobs in the SMG. Organizational charts were provided to determine the placement of positions within the organization (factor (2) Organizational Setting). Classification specifications were analyzed and used in determining scoring for factors such as (1) Program Scope and Effect; (3) Supervisory and Managerial Authority Exercised; (5) Difficulty of Typical Work Directed; and (6) Other Conditions.

Additionally, each of the position's incumbents were asked to complete a supplemental questionnaire to provide additional information related to each of the factors. The questionnaires afforded respondents an opportunity to describe the overall purpose of the program and work unit to which they are assigned, and the role of their position. Incumbents were also asked to select the internal and external groups impacted by the services their position provides; identify the positions they supervise; select the level of authority exercised over supervised positions, contracted service providers, and to estimate the percentage of time spent engaged in supervisory activities versus performing the technical aspects of work performed by subordinates; identify their position's budget authority; and identify the frequency and purpose of various categories of contacts, such as internal contacts, business community or general public, the press, local interest groups, and many others.

K&A raters took all provided information into consideration in applying the scoring criteria to each of the scored factors for each classification. If further clarification regarding organizational structure or other aspects was needed in order to determine the appropriate score, K&A raters sought clarification from County of Fresno project members.

K&A used the Fresno County Job Evaluation Manual, the modified FES protocol developed for the agency and for this project, and used established scoring criteria and scores for the factors described in the above section. Raters calibrated several times throughout the scoring process, and cross checked each other's scores for quality control, consistency, and accuracy. Scores were further evaluated by individuals not engaged in the scoring effort to account for any unusual or questionable outcomes, and to further verify the process was objective, correctly calibrated, and that scoring criteria were consistently applied. For instance, in some cases, organizational differences which impact span of control could result in differences in scoring for positions in the same classification; such anomalies were thoroughly reviewed and determined to be accurate and that scoring criteria was appropriately applied.

The final scores were vetted and determined to be appropriate for all classifications scored in the project. While the scoring process is an objective, data driven process, some final salary outcomes could be impacted by market conditions, which should be taken into consideration as another important data point in making final salary alignment determinations. For instance, some low scoring classifications may warrant higher salaries due to market conditions that cause challenges with recruitment and retention.



## FACTOR RESULTS – CURRENT INTERNAL RELATIONSHIPS AND CONSIDERATIONS

With the delivery of the final ratings by K&A, the project now moves into the implementation phase and County Human Resources staff, who have familiarized themselves with the system, and have been involved in all aspects of the study, will now assume responsibility for developing and implementing a compensation structure and administration process; they will also be responsible for conducting ongoing factor analyses as needed to ensure the plan remains viable and relevant to the County's operations.

Some considerations for County Human Resources are:

### Phase I

- Based on the findings from Koff's study, Human Resources has performed salary surveys for some Senior Management classifications to obtain current market data. The results of the survey provide a second reference point (external competitiveness ) when setting compensation. External competitiveness is determined based on the salaries paid for similar work at comparable agencies.
- Recruitment and retention statistics will be considered for classifications that are experiencing low applicant pools or high turnover. The average County turnover rate is about 10% annually.
- One of Human Resources' priorities is to integrate the results of the factor analysis for each classification with its salary level to establish a quantifiable methodology for placement of classifications into a pay structure; this is accomplished through the use of linear regression, a mathematical process used to determine the relationships between two sets of variables, in this case, point factor values for each classification, and the salaries assigned to each classification. This process essentially captures all data points for each variable (point value and salary level) for each study classification, and the regression of all data points results in a mathematical formula called a "pay line." Essentially, the "pay-line" formula reflects the mathematical relationships between the two variables; the formula is applied to all study classification points to determine the appropriate salary level for each.
- Once the pay line is established, one option for implementation would be to prepare a model of the pay line and establish parameters for a pay range structure relative to that pay line (e.g. 7.5% above the pay line and 7.5% below the pay line) within which a classification should be placed; for example, if the salary level for a classification, based on the pay line formula, is \$10,200/ month, then the pay range for that classification would be a minimum of \$9,488 and a maximum of \$10,965 (this range is approximately 15.57% wide). Positions which fall above or below the minimum and maximum would be identified as "outliers"; the history with respect to these outliers would be researched to



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determine the reason for the discrepancy, with a proposed action to bring the position within the range structure.

- Human Resources has conducted this analysis and, in conjunction with external survey market data, a list of SMG classifications which should be adjusted will be compiled in early August.
- Any changes to compensation will be applied equally to all positions within each outlying classification.

### Phase II

- Maintenance – Human Resources will learn to use the Federal/Koff scoring system and will expand it to include management classifications not included in the original study. Human Resources will also propose options for a step system or merit system for Senior Management.
- Human Resources and the SMG Advisory Group will review and discuss different options to provide increases over entry salary for Senior Management incumbents. Most incumbents develop and improve their knowledge, skills, and abilities for several years after entering a given classification/level. This is called skill maturity and is usually compensated, either through step or merit increases.
- Any proposed changes will be discussed with the CAO and Board of Supervisors in regard to County priorities and ability to pay for changes. Their direction will guide salary adjustments made in response to the findings of this study.

## CONCLUSION

This Final Internal Equity Report presents the internal equity study goals, objectives, methodologies and findings for the K&A work plan and tasks conducted for the development and application of a quantitative job evaluation tool for the County's SMG positions.

We thank the County's Project Team, Committee members, Department Heads, and study employees for their active participation and engagement in the study, all of which were strong contributors to the study's overall success.

Respectfully submitted by,  
**Koff & Associates**

Debbie Owen  
Senior Project Manager





Senior Management Group (SMG) Internal Equity Study  
Final Report  
County of Fresno

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## Appendix A

Project Initiation Workshop Presentation  
for SMG Advisory Committee

**County of Fresno**  
**Compensation Advisory Committee Workshop**  
**Senior Management Compensation Study**

November 20 2018

# Agenda

- Study Purpose/Goals
- Study Process
- Projected Timeline
- Classification and Compensation General Purpose/Guidelines
- Compensation Plan Design
  - Common Approach
    - Market Pricing/Internal Equity
    - Process Work Flow

## Agenda (cont'd)

- Internal Equity Methodologies
  - Non-quantitative
  - Quantitative
- Quantitative Factor Options
  - Option 1 – Federal Evaluation System (FES)
  - Option 2 – Competencies
    - State of California Leadership Competencies
  - Next Steps
- Questions/Comments/Feedback

# Study Purpose/Goals

- Develop a system that can be used to evaluate Senior Management Group (SMG) classes which is fair, equitable and legally sound
  - Internal equity work plan component
- Ensure that SMG job descriptions used in the evaluation of SMG positions are accurate
  - Classification work plan component

## Study Purpose/Goals (cont'd)

- Work with the County to create criteria for establishing wage ranges for all SMG positions
  - Compensation work plan component
- Evaluate each SMG class to determine the compensation level to ensure that it is fair and equitable, fiscally sustainable, compliant with legal requirements and effectively communicated to employees and the public
  - Integration of classification, compensation and internal equity study components

# Study Process

- Meetings with County Compensation Advisory Committee
  - Today's workshop on compensation practices relevant to the study
  - Future meeting to hold discussion on model to be used for evaluation of SMG classes and obtain feedback
- Create/finalize job factor analysis system for evaluating SMG jobs
- Ensure job descriptions are accurate
  - Work plan includes up to 40 interviews where deeper assessment is needed

## Study Process (cont'd)

- Evaluate the County's current compensation structure for SMG classes
  - Review and evaluate 75-80 classes for internal equity purposes
  - Review considerations such as steps, longevity pay, and performance pay in conjunction with Advisory Committee and Human Resources
  - Create salary ranges with range widths and range differentials to avoid significant overlap and compaction



## Study Process (cont'd)

- Prepare draft report on findings and recommendations
  - Review with County
  - Obtain feedback and finalize
- Review County's Staff Report to the Board of Supervisors identifying study results and implementation strategies
- Conduct three on-site briefing sessions with groups of study participants and respond to questions.

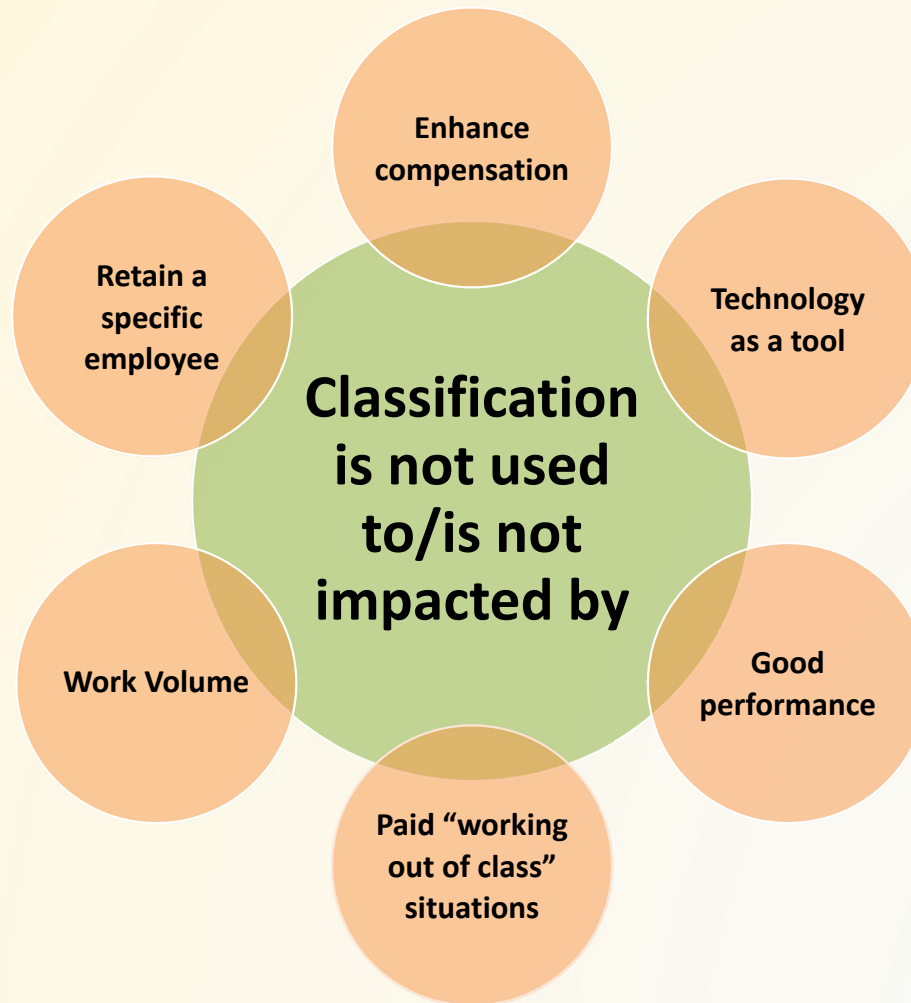
# Projected Timeline

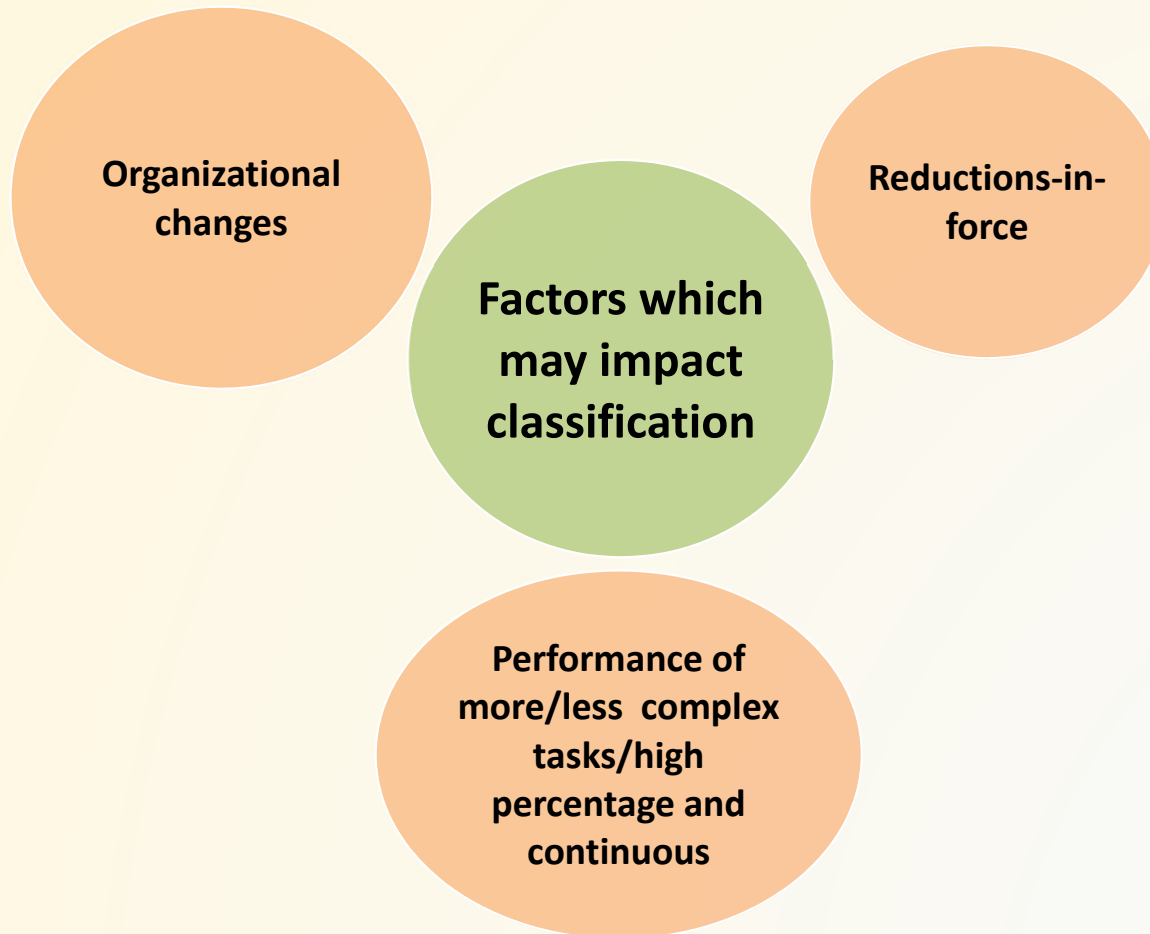
- Twenty-four weeks from the date of this workshop
  - Creation of system – week 4
  - Evaluating compensation structure – week 12
    - Includes time for up to 40 job evaluation interviews
  - Reporting – week 18
  - Group briefing sessions – week 24
- Schedule is impacted by
  - County staff availability for interviews
    - Holiday season coming up

# **Classification and Compensation General Purpose/Guidelines**

# Purpose of Classification Analysis

- Thoroughly research, analyze, determine, and document the responsibilities, duties, knowledge, skills, and abilities of each study position (job) to determine whether it is properly classified.
  - ***This study focuses on SMG jobs only for internal alignment, and not for reclassification purposes***
    - Goal is to understand each job sufficiently to determine internal alignments





## Classify the position, not the employee

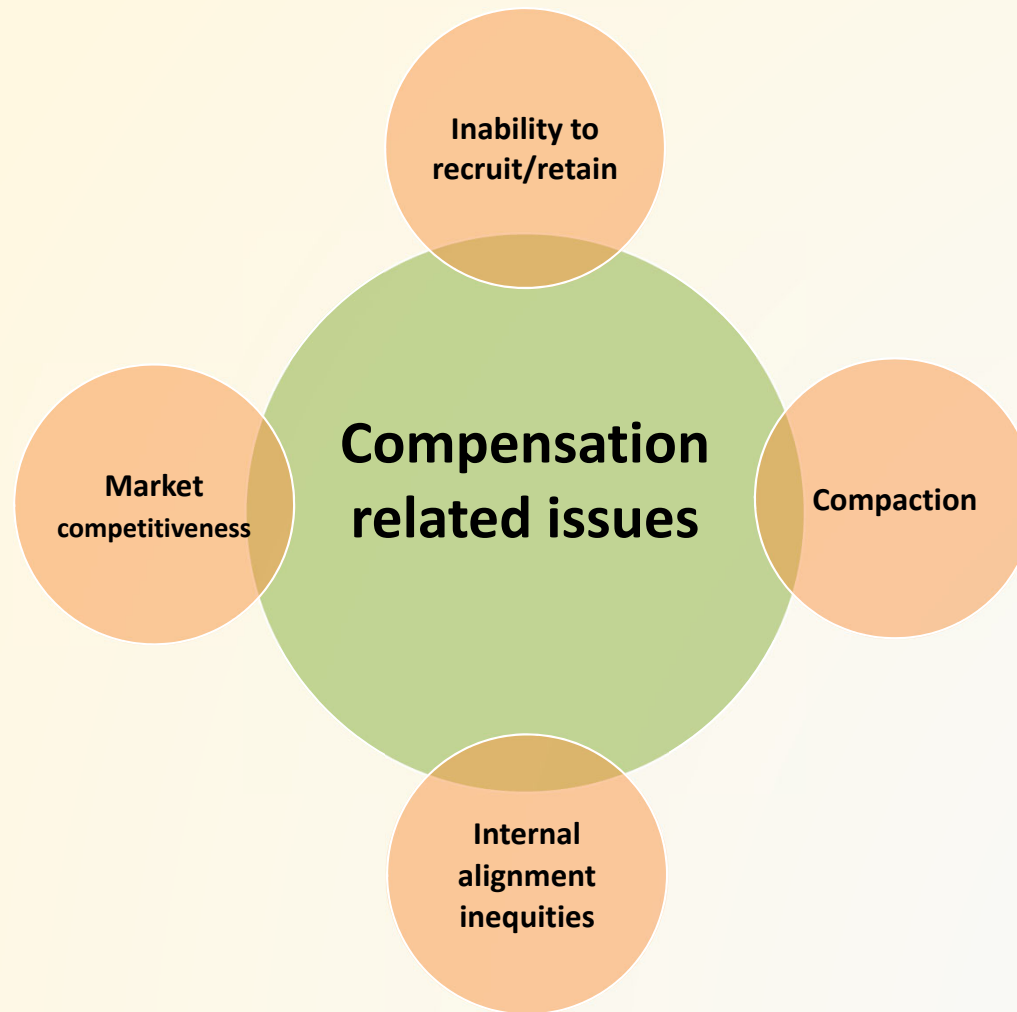
Determining the classification of a position should be consistent, irrespective of who is in the position.

- Classification does not consider the capabilities of individual employees or the efficiency and effectiveness of incumbents.
- It is not a measure of how well an individual employee performs.
- It is not a tool to reward individual achievement, nor should classes be created simply to reward length of service.

# Purpose of a Compensation Analysis

- Thoroughly research, analyze, determine, and document an agency's:
  - External competitiveness (how its jobs compare with the market) and internal equity (how its jobs are valued relative to each other) to develop a fair and equitable compensation system/structure.
  - ***This study deals specifically with internal equity, and not market competitiveness***





# Compensation Plan Design

- Compensation plans are a combination of two components:
  - Market pricing
  - Internal equity
- Pay strategy will drive how these two components are used in formulating the compensation plan.

# Market Pricing

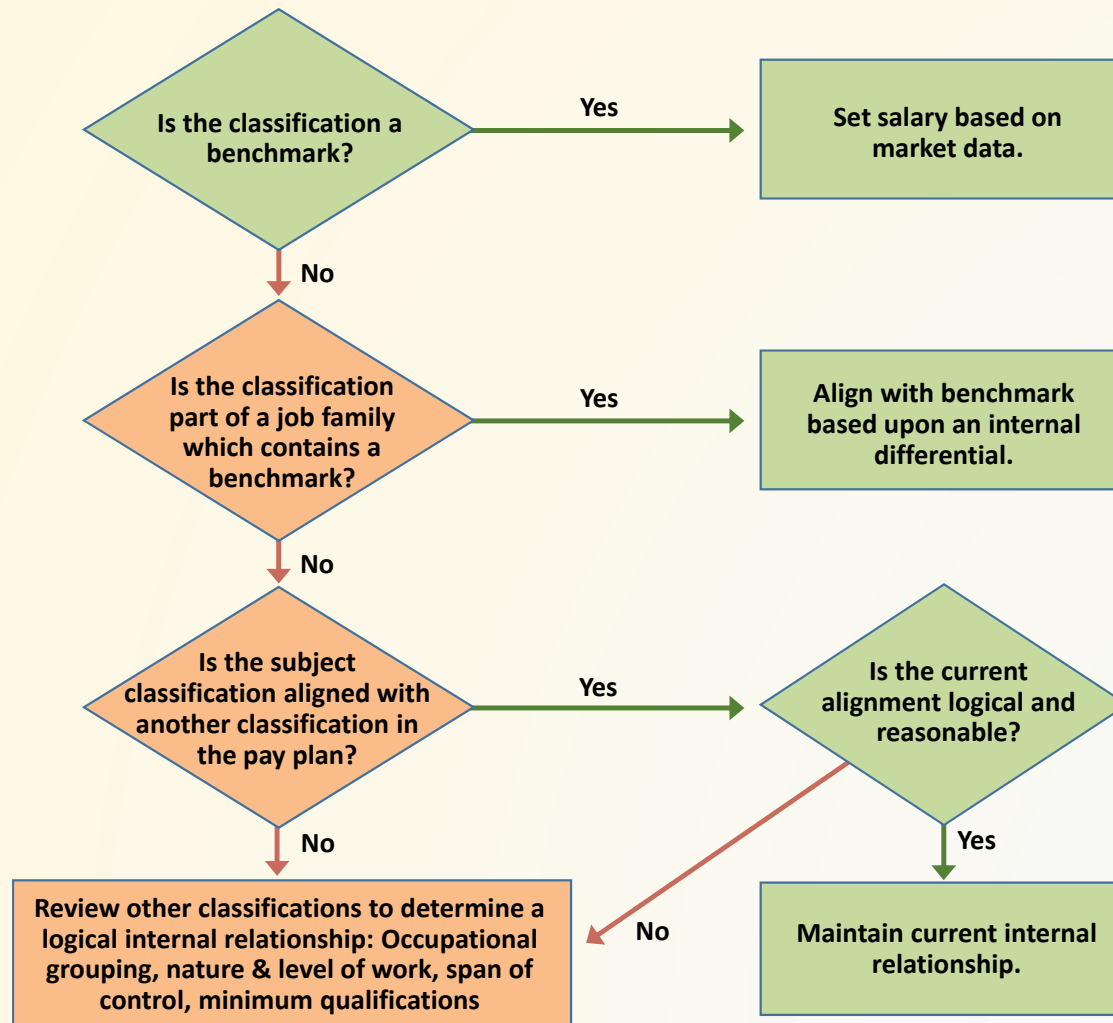
Evaluates external competitiveness:

- Comparator agencies identified
- Benchmarks selected
- The median (or mean) of the data arrays are used to set salaries for benchmarks
  - Philosophy determined relative to median/mean or other percentile

# Most Common Approach

- Market pricing
- Internal equity is based on whole job analysis (non-quantitative)
- Flow chart on next slide demonstrates process

# Internal Equity Analysis Flow Chart



# Internal Equity Methodologies

## ➤ Non-Quantitative

- Whole job analysis – generally used in market pricing
  - Classes are evaluated on application of whole job principles
    - Similar factors as quantitative analysis are considered for internal alignment, but no points are used
    - Standard industry specific percentage differences are applied among classes in the same job series/family for consistency

# Internal Equity Methodologies

## ➤ Quantitative

- Measurable factors are developed
- Criteria is set for comparison
- Points are assigned to each factor and then totaled for each class
- Points determine class placement relative to other classes, including those in the same job series and family
  - Hay system is one of the most commonly seen point factor systems

# Quantitative Systems

## Pros

- Properly designed they can be relatively reliable and objective
- Compensable factors are tailored to organization's needs
- Clear degrees of compensable factors to evaluate jobs
- Points can be integrated with market data through linear regression, but primary analysis is jobs relative to each other, not market competitiveness



# Quantitative Systems

## Cons

- Time consuming to build and maintain
- Not as market sensitive
- Class specification content must be up to date and accurate
- Without proper calibration, can be subject to “rater bias”
- Proprietary systems can be difficult to modify
- This would not be an issue for the County

# Quantitative Factor Options

- Factors should be measurable, defensible and validated
- System should be scalable to County operations
- System should be administratively practical
- Recommend 6-8 factors
  - Can be a combination of options

## Option 1 – Federal FES

- Federal Factor Evaluation System (FES)
  - Provides validity to the analysis
  - Covers a significant number of diverse classes in the Supervisory/Management Schedule
  - System is available in the public domain
  - System has been in place for decades and continues to be relevant in today's federal workforce

# Option 1 - FES Factor Overview

- Factor 1 – Program Scope and Effect
  - **Scope** addresses general complexity and breadth of
    - Program or program segment directed
    - Work directed, products produced or services delivered
    - Includes geographic and organizational coverage

# Option 1 - FES Factor Overview

- Factor 1 – Program Scope and Effect
  - ***Effect*** addresses impact of work, products and/or programs on internal departments or external organizations and the general public
    - Factor has 5 levels ranging from routine operations to agency/government wide services with intense legislative or media scrutiny or which have a pervasive impact on the general public

# Option 1 - FES Factor Overview

- Factor 2 – Organizational Setting
  - Considers the organizational situation of the supervisory position in relation to higher levels of management
  - Provides examples for scalability to County
  - Factor has 3 levels below highest management position

## Option 1 - FES Factor Overview

- Factor 3 – Supervisory and Managerial Authority Exercised
  - Covers the delegated supervisory and managerial authorities which are exercised on a recurring basis
  - Position must meet criteria at specific levels

# Option 1 - FES Factor Overview

- Factor 3 – Supervisory and Managerial Authority Exercised
  - Levels apply equally to
    - Direction of specialized program management organizations
    - Line functions
    - Staff functions
    - Operating and support activities



## Option 1 - FES Factor Overview

- Factor 3 – Supervisory and Managerial Authority Exercised
  - 3 levels with very specific criteria which must be met to be placed at that level
    - Project documentation/interview questions and discussions with department heads should be designed to identify the presence of these accountabilities at all levels

# Option 1 - FES Factor Overview

- Factor 4 – Personal Contacts
  - Two-part factor which assesses the nature and purpose of the contact
  - Nature covers organizational relationships, authority or influence level, setting, and difficulty of preparation associated with making personal contacts
  - 3 levels of nature of contacts

# Option 1 - FES Factor Overview

## ➤ Factor 4 – Personal Contacts

- *Nature* – level of contacts must:
  - Contribute to successful performance of work
  - Be a recurring requirement
  - Have demonstrable impact on difficulty and responsibility of work
  - Require direct contact

# Option 1 - FES Factor Overview

- Factor 4 – Personal Contacts
  - *Purpose* covers the reason for contacts using these categories of responsibility:
    - Advisory
    - Representational
    - Negotiation
    - Commitment
  - 4 levels of purpose of contacts

## Option 1 - FES Factor Overview

- Factor 5 – Difficulty of Typical Work Directed
  - Measures the difficulty and complexity of basic work most typical of the organization directed
  - Includes other line staff or contracted work for which the position has technical or oversight either directly, or through subordinate supervisors, team leaders or others.

# Option 1 - FES Factor Overview

- Factor 5 – Difficulty of Typical Work Directed
  - Includes first, second and higher-level supervisors
  - Provides a matrix of 8 levels of GS base work categories which will need to be adapted/modified to County operations

# Option 1 - FES Factor Overview

## ➤ Factor 6 – Other Conditions

- Measures the extent to which various conditions contribute to the difficulty of carrying out supervisory duties/authorities and responsibilities.
- K&A will review with County to determine applicability and application of this factor.

## Option 2 - Competencies

- Competencies are generally described as knowledge, skills and behaviors which lead to successful job performance.
- Can be considered work characteristics or accountabilities which can be measured in the analysis.



## Option 2 –Competencies

- How would competencies factor into the overall analysis of each classification?
  - Competencies are relevant to knowledge, skills and abilities requirements to perform work in specific jobs
  - Competencies are also used to evaluate performance
  - Evaluate the nexus between use of competencies in evaluating SMG jobs for internal equity and compensation plan design purposes

## Option 2 – Leadership Competencies

- State of California has developed a Leadership Competency Model which may have relevancy to the project
- Job factors could include the degree to which a competency is required
- Each leadership has five degrees to which the competency is exercised

## Option 2 – Leadership Competencies

- **Business Acumen**
  - Understands and demonstrates sound judgment, fiscal competence and organizational business knowledge to optimize the quality of operations and services.

## Option 2 – Leadership Competencies

- **Inspirational Leadership**
  - Energizes and creates a sense of direction, purpose, excitement and momentum for the organization's mission.
  - Creates a positive work environment offering clarity around goals and objectives and ensuring those who are led work collaboratively to achieve results.

## Option 2 – Leadership Competencies

- **Stewardship**
  - Focuses on being responsible and accountable for managing resources well, choosing to use influence to serve the long term collective good of the public.
  - Places public interest above self interest and focuses on the larger purpose or mission of the organization.

## Option 2 – Leadership Competencies

- **Vision and Strategic Thinking**
  - Supports, promotes, and ensures alignment with the organization's vision and values. Creates a compelling future state of the unit or organization. Understands how an organization must change in light of internal and external trends and influences.

## Option 2 – Leadership Competencies

- **Results Driven**
  - Focuses efforts to efficiently achieve measurable and customer-driven results consistent with the organization's mission, goals and objectives.
- **Talent Management**
  - Recruits, selects, and develops effectively to retain world-class staff.

## Next Steps

- K&A and County identify factors to be used in evaluating SMG classes and how they will be used
- K&A prepares a questionnaire for all study participants to supplement content of class description
  - Not a lengthy document
  - Focus will be on more precise measurement of work for some FES factors



## Next Steps

- K&A reviews class descriptions and questionnaires and identifies areas where interviews are needed
- K&A analyzes each study position relative to agreed upon factors
- K&A prepares a report on these findings for review with County and Advisory Committee

# Questions/Comments/Feedback



**Senior Management Group (SMG) Internal Equity Study**  
**Final Report**  
**County of Fresno**

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## **Appendix B**

Methodology Workshop Presentation  
for SMG Advisory Committee

# **County of Fresno Compensation Advisory Committee Workshop**

## **Senior Management Compensation Study**

January 22, 2019

# Agenda

- Recap of Study Purpose/Goals
- Common Allocation Factors
- FES Factor Overview
- Next Steps
- Projected Timeline

## Study Purpose/Goals

- Develop a system that can be used to evaluate Senior Management Group (SMG) classes which is fair, equitable and legally sound.
- Evaluate each SMG class based on internal equity analysis to determine the compensation level and ensure it is fair and equitable, fiscally sustainable, compliant with legal requirements and effectively communicated to employees and the public.

## Study Purpose/Goals

- Work with the County to create criteria for establishing wage ranges for all SMG positions.
- Today's meeting is to hold discussion on the proposed model to be used for evaluation of SMG classes and obtain feedback.
- We will also review and discuss considerations such as steps and longevity pay, as they relate to compensation plan design.

# Common Allocation Factors/FES Overview



# Common Allocation Factors

- Jobs can be analyzed by using certain basic elements or “allocation factors”.
- Allocation factors are common standards that are used to measure job requirements of individual positions.
- No single factor determines the outcome of the analysis; but some factors may be more relevant than others depending on the work.
- These are used in whole job analysis, which is a non-quantitative process.

# Common Allocation Factors

- Seven (7) factors are considered when measuring the similarities and differences among positions.

1. Decision making/judgment

- Identifies the nature and level of decision making assigned to the position

2. Difficulty and complexity of work

- Evaluates variety and scope of work; control of work by others; consequence of error

# Common Allocation Factors

## 3. Supervisory responsibilities

- Primary responsibility for full time supervision of staff including personnel related actions.

## 4. Non-supervisory responsibilities

- Review of work by others
- Independence of actions or decisions
- Recommendations affecting plans or policies
- Responsibility for accuracy
- Responsibility for safety of others

# Common Allocation Factors

## 5. Minimum qualifications

- Education/experience/KSA's

## 6. Working Conditions/Risk Factors

- Unusual working conditions; risk inherent in the job; mitigating factors

## 7. Contacts

- Nature and level
- Purpose

# Common Allocation Factors/FES

- Common Allocation Factors have multiple elements/or dimensions when evaluating work; it is a non-quantitative system, meaning it measures the whole job but does not assign points.
- FES measures elements of work in the same way as the use of Common Allocation Factors but it is a quantitative system, meaning it assigns points to factors.

# Common Allocation Factors/FES

- In both systems, no single factor determines the outcome; the result is a combination of multiple factors.
- Neither system measures individual performance, longevity, or economic viability/funding streams.

# Federal Factor Evaluation System (FES)

- This is a quantitative system
- Provides validity to the analysis
- Covers a significant number of diverse classes in the Supervisory/Management Schedule
- System is available in the public domain
- System has been in place for decades and continues to be relevant in today's federal workforce

# FES Factor Overview

- **Factor 1 – Program Scope and Effect**
  - ***Scope*** addresses general complexity and breadth of
    - Program or program segment directed
    - Work directed, and products or services delivered



# FES Factor Overview

- **Factor 1 – Program Scope and Effect**
  - ***Effect*** addresses impact of work, products and/or programs on internal departments or external organizations and the general public
  - Factor has 5 levels – points range from 175 to 900

# FES Factor Overview

- **Factor 2 – Organizational Setting**
  - Considers the organizational situation of the supervisory position in relation to higher levels of management
  - Scaled to County organizational structure
  - Factor has 3 levels below highest management position
    - Points range from 100 to 350

# FES Factor Overview

- **Factor 3 – Supervisory and Managerial Authority Exercised**
  - Covers the delegated supervisory and managerial authorities which are exercised on a recurring basis
  - Position must meet criteria at specific levels

# FES Factor Overview

- **Factor 3 – Supervisory and Managerial Authority Exercised**
  - Levels apply equally to
    - Direction of specialized program management organizations
    - Line functions
    - Staff functions
    - Operating and support activities

# FES Factor Overview

- **Factor 3 – Supervisory and Managerial Authority Exercised**
- 3 levels with very specific criteria which must be met to be placed at that level
  - A fourth level was introduced for positions which do not supervise staff, or which have less than 3 FTE
    - Points range from 0 to 900

# FES Factor Overview

- **Factor 4 – Personal Contacts**
  - Two-part factor which assesses the nature and purpose of the contact
  - *Nature* covers organizational relationships, authority or influence level, setting and difficulty of preparation associated with making personal contacts
  - 4 levels of nature of contacts ranging from 25 to 100 points

# FES Factor Overview

- **Factor 4 – Personal Contacts**

- *Nature* – level of contacts must:
  - Contribute to successful performance of work
  - Be a recurring requirement
  - Have demonstrable impact on difficulty and responsibility of work
  - Require direct contact.

# FES Factor Overview

- **Factor 4 – Personal Contacts**
  - *Purpose* covers the reason for contacts including
    - Advisory
    - Representational
    - Negotiation
    - Commitment-making
  - 4 levels ranging from 30 to 125 points



# FES Factor Overview

- **Factor 5 – Difficulty of Typical Work Directed**
  - Measures the difficulty and complexity of basic work most typical of the organization directed
  - Includes other line staff or contracted work for which the position has technical oversight either directly, or through subordinate supervisors, team leaders or others.

# FES Factor Overview

- **Factor 5 – Difficulty of Typical Work Directed**
  - FES methodology not used; adopted a more common method of evaluating work directed
  - Factors are based on the nature and level of work of subordinate staff supervised
  - 8 levels ranging in points from 75 to 1030

# FES Factor Overview

- **Factor 6 – Other Conditions**
  - Measures the extent to which various conditions contribute to the difficulty of carrying out supervisory duties/authorities and responsibilities.
  - 6 levels ranging from 310 to 1325 points

# FES Factor Overview

- **Special Situations**
  - Discuss whether these are relevant to the SMG classes, or whether they are more aligned with first level supervisors.

## Next Steps

- K&A and County determine whether the proposed model meets the County's project needs, or what modifications may be needed
- K&A's questionnaire for all study participants to supplement content of class description should be reviewed and commented on prior to distribution.

# Next Steps

- Once questionnaire is approved, County to distribute to SMG employees; K&A to prepare explanatory document
- K&A reviews class descriptions and questionnaires and identifies positions where interviews are needed
- K&A analyzes each study position relative agreed upon factors
- K&A prepares a report on these findings for review with County and Advisory Committee

## Projected Timeline

- Twenty-four weeks from the date of initial workshop (11/22)
  - Creation of system – week 4 (we are now in week 8)
  - Evaluating compensation structure – week 12
    - Includes time for up to 40 job evaluation interviews
  - Reporting – week 18
  - Group briefing sessions – week 24
- Schedule has impacted by holidays by 4 weeks.

# Questions/Comments/Feedback





Senior Management Group (SMG) Internal Equity Study  
Final Report  
County of Fresno

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## Appendix C

Position Description Questionnaire Submitted  
by SMG Employees

**COUNTY OF FRESNO SENIOR MANAGEMENT GROUP (SMG) JOB EVALUATION STUDY  
SUPPLEMENTAL QUESTIONNAIRE**

As you may know, the County is conducting a study which is designed to evaluate and quantify measurable differences among positions in the SMG group. Koff & Associates has been retained to work with the County on this important effort. This type of evaluation is conducted through the use of classification specifications, and where necessary, a limited number of interviews with individuals. The purpose of this supplemental questionnaire is to provide more detail on some of the aspects of the supervisory and management authorities assigned to your position as a supplement to the content of the classification specification for your position.

This questionnaire is NOT a statement of your personal qualifications, NOT a measure of your individual competency, NOT concerned with amount or quality of your work, and NOT used for determining the number of positions needed.

When you have completed the questionnaire, please return it to Koff & Associates by Wednesday, March 6, 2019; the email address is [admin2@koffassociates.com](mailto:admin2@koffassociates.com)

**COUNTY OF FRESNO SENIOR MANAGEMENT GROUP (SMG) JOB EVALUATION STUDY  
SUPPLEMENTAL QUESTIONNAIRE**

Name:	
Class Title: (This refers to the official title for your classification as found on the class description in the Human Resources Dept.)	
Working Title: (This refers to the title used to identify your position within your department if different from your class title.)	
Department:	Division:
Work Phone:	E-mail Address:
Time in Current Job:	Time with the County:

**1.0 ORGANIZATIONAL SCOPE AND EFFECT**

1.1 Briefly summarize the overall purpose of the program(s)/work unit(s) to which you are assigned, and your role within the work program or work unit.

1.2 Check the box which most closely describes internal and external groups which are impacted by the services you are responsible for supervising or managing, and provide a comment on your response by explaining why you selected that box (*you should only select one box*)

Work directed facilitates the work of others in the immediate organizational unit. Work impact is within the organizational unit and any division/department within which the unit resides but does not significantly affect the operations of other County departments, outside agencies or the general public

The services support and significantly affect division or department operations and objectives but would not impact County-wide operations or functions within other departments. For departments providing direct services to County residents, there would be moderate impacts on effective service delivery to segments of the County's population

Activities, functions, or services accomplished directly and significantly impact a wide range of County operations, the work of other agencies, and the operations of outside interests (e.g., a segment of a regulated industry). For departments providing direct services to County residents, there would be significant impacts on effective service delivery to segments of the County's population.

Impacts County-wide internal and external operations and services; facilitates the department's accomplishment of its primary mission or programs; impacts large segments of the County's population, businesses, and collaboration with external agencies including medical centers/programs of state or nation-wide interest and standing, such as public health, social services, public safety, transportation, infrastructure, or integrated technology services. The operations and functions directed materially shape or improve the structure, effectiveness, efficiency, or productivity of the Department's primary mission, services, and operations.

Directs a department for which both the scope and impact of the services, functions, and programs directed are one or more of the following: County-wide, industry-wide; government-wide; directly involve execution of the County's mission; are subject to continual or intense regulatory, legislative and media scrutiny or controversy; or have an ongoing and extensive impact on the general public and/population served

Comment on response

**2.0 ORGANIZATIONAL CONTEXT: SUPERVISION RECEIVED**

2.1 I report to: *(Name and title of immediate supervisor)*

**3.0 ORGANIZATIONAL CONTEXT: SUPERVISION EXERCISED**

3.1 Does your position supervise other employees? (If no, skip the remainder of Section 3.)

Yes ☐ No ☐

3.2 Class title and number of employees within the class title that you directly supervise (include those positions which are filled through contract with a third-party service provider):

*Class Title*

*# of Employees Supervised*

*The next three sections of this questionnaire identify specific supervisory tasks and authorities exercised over subordinate staff; in each section, check the box(es) which most closely describe the level of authority you have for the task. Read both sections carefully since there are similar statements in both and you should check the one which most closely reflects your supervisory or management authorities.*

**3.3.1 Check the boxes which most closely describe the level of authority you exercise over the positions you supervise (check multiple boxes if needed)**

☐ Plan the work of subordinates and develop schedules for completion of work

☐ Assign work to subordinates on the basis of priorities, difficulty and requirements of assignments, and capabilities of individual employees

☐ Evaluate work performance of subordinates

- ☐ Give advice, counsel or instruction to employees on both work and administrative matters
- ☐ Interview candidates for positions in the organizational unit(s); recommend appointment, promotion, or reassignment to the position
- ☐ Hear and resolve complaints from employees, referring group grievances and more serious unresolved complaints to a higher-level supervisor or manager
- ☐ Effect minor disciplinary measures, such as warnings and reprimands, recommending other action in more serious cases
- ☐ Identify developmental and training needs of employees, providing or arranging for needed development and training
- ☐ Find ways to improve production or increase the quality of the work directed
- ☐ Develop performance standards

**3.3.2 Check the boxes which most closely describe the level of authority you exercise over the positions you supervise (check multiple boxes if needed)**

- ☐ Use any of the following to direct, coordinate, or oversee work: supervisors, team leaders, lead supervisory staff, or comparable personnel; and/or provide similar oversight of contractors
- ☐ Assure reasonable equity (among units, groups, teams, projects, etc.) of performance expectations and standards including those of contracted service providers
- ☐ Make decisions on work problems presented by subordinate supervisors, team leaders, or similar personnel, or by contractors
- ☐ Evaluate subordinate supervisors or other staff, and serve as the final reviewer on evaluations of employees rated by supervisors
- ☐ Make or approve selections for subordinate nonsupervisory positions
- ☐ Recommend selections for subordinate supervisory positions and for positions responsible for coordinating the work of others
- ☐ Hear and resolve group grievances or serious employee complaints
- ☐ Review and approve serious disciplinary actions (e.g., suspensions) involving subordinates
- ☐ Make decisions on nonroutine, costly, or controversial training needs and training requests for employees
- ☐ Approve expenses for pay increases, extensive overtime, and employee travel
- ☐ Recommend compensation changes for assigned staff and changes in position classification, subject to approval by higher level management
- ☐ Find and implement ways to eliminate or reduce significant bottlenecks and barriers to production, promote team building, or improve business practices
- ☐ Exercise final authority for the full range of personnel actions and recommended by subordinate supervisors

**3.3.3 Check the boxes which most closely describe the level of authority you exercise over contracted service providers (check multiple boxes if needed)**

- ☐ Analyze benefits and costs of accomplishing work in-house versus contracting; recommend whether to contract

- ☐ Provide technical requirements and descriptions of the work to be accomplished
- ☐ Assess contractor proposals/bids for work and make a selection for award of work
- ☐ Plan and establish the work schedules, deadlines, and standards for acceptable work; coordinate and integrate contractor work schedules and processes with work of subordinates or others
- ☐ Track progress and quality of performance; arrange for subordinates to conduct any required inspections
- ☐ Determine whether work performed by contractor(s) meets standards of adequacy necessary for authorization of payment
- ☐ Authorize payment for services to a maximum of (insert dollar amount) per year

3.4 What percentage of your work time do you spend performing supervisory duties (e.g., assigning and reviewing the work of subordinates, counseling and providing direction to subordinates, etc.)?

3.5 What percentage of your work time do you spend engaged in the technical aspects of the work performed by the your highest level subordinate (s)

#### 4.0 BUDGET:

4.1 Total dollar amount of budget under your control (this means you are authorized to commit these funds on behalf of the County for goods and services provided):

#### 5.0 CONTACTS:

Complete this table using the following legends in a manner which best describes the nature and level of contacts which are related to your supervisory or management responsibilities.

##### Purpose Type:

- A. The purpose of contacts is to discuss work efforts for providing or receiving services; to exchange factual information about work operations and personnel management matters; and to provide training, advice, and guidance to subordinates.
- B. The purpose of contacts is to ensure that information provided to outside parties is accurate and consistent; to plan and coordinate the work directed with that of others outside the subordinate organization; and/or to resolve differences of opinion among managers, supervisors, employees, contractors or others.
- C. The purpose of contacts is to justify, defend, or negotiate in representing the project, program segment(s), or organizational unit(s) directed, in obtaining or committing resources, and in gaining compliance with established policies, regulations, or contracts. Contacts at this level usually involve active participation in conferences, meetings, hearings, or presentations involving problems or issues of considerable consequence or importance to the organizational unit(s) directed
- D. The purpose is to influence, motivate, or persuade persons or groups to accept opinions or take actions related to advancing the fundamental goals and objectives of the organizational unit(s) directed, or involving the commitment or distribution of major resources, when intense opposition or resistance is encountered due to significant organizational or philosophical conflict, competing objectives, major resource limitations or

reductions, or comparable issues. At this level, the persons contacted are sufficiently fearful, skeptical, or uncooperative that highly developed communication, negotiation, conflict resolution, leadership, and similar skills must be used to obtain the desired results.

**Frequency:**

Daily - D

Weekly - W

Monthly - M

Bi-Monthly – B

Annually - A

Never – N

Contact Category	Purpose of Contact - Select A, B, C or D	Frequency
Subordinates within the organizational unit(s) supervised, with peers who supervise comparable units within the larger organization, with union shop stewards, and/or with the staff of administrative and other support activities when the persons contacted are within the same organization as the supervisor		
Members of the business community or the general public		
Higher ranking managers, supervisors, and staff of program, administrative, and other work units and divisions within the County		
High-ranking managers, supervisors, and technical staff at department and County Administrative office level within the County; or with comparable personnel in other local and state agencies		
Influential individuals or organized groups from outside the County, such as executive level contracting and other officials or local/national officers of employee organizations		
Contracting officials and high-level technical staff of large industrial firms		
Elected or appointed representatives of state and local governments		
Executive leaders in private businesses or local or state government agencies, including control or regulatory agencies		
Representatives of local public interest groups		
Key staff of public interest groups (usually in formal briefings) with significant political influence or media coverage		
Local officers of regional or national trade associations, public action groups, or professional organizations; and/or state and local government managers doing business with the County		
Regional or national officers or comparable representatives of trade associations, public action groups, or professional organizations of national stature		

Reporters for local and other limited media outlets reaching a small, general population		
Journalists representing influential city or county newspapers or comparable radio or television coverage		
Journalists of major metropolitan, regional, or national newspapers, magazines, television, or radio media Elected or appointed representatives of state and local governments		
State and national legislative committee and subcommittee staff assistants below staff director or chief counsel levels		
Key staff of legislative committees, and principal assistants to legislators and representatives		

SIGNATURE:

DATE:





Senior Management Group (SMG) Internal Equity Study  
Final Report  
County of Fresno

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## Appendix D

Job Evaluation Manual Approved by  
SMG Advisory Committee



March 4, 2019

# COUNTY OF FRESNO JOB EVALUATION MANUAL — SENIOR MANAGEMENT GROUP (SMG)

## FINAL

County of Fresno

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# County of Fresno Job Evaluation Manual – Senior Management Group (SMG) - Final

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# County of Fresno Job Evaluation Manual – Senior Management Group (SMG) - Final

## COUNTY ORGANIZATIONAL STRUCTURE AND ASSOCIATED MANAGEMENT CLASSES

**Use organization charts for reporting relationships and number/nature/level of staff**

### **DEPARTMENT HEAD**

- The title is generally Director, but other industry title exist such as Sheriff, Agricultural Commissioner/Sealer of Weights and Measures, Assessor-Recorder, etc.

Under policy direction, plans, organizes, manages, and provides administrative direction and oversight for all functions and activities of the assigned department. Provides highly responsible and complex management assistance to the County Administrative Officer and the Board of Supervisors in coordinating and directing departmental activities and operations to meet strategic objectives. Assists the County Administrative Officer in executing the long-term vision for the County in collaboration with the Board of Supervisors and other department directors. Coordinates assigned activities with officials and outside agencies, and fosters cooperative working relationships among County departments and with intergovernmental and regulatory agencies and various public and private groups.

Positions operate in highly visible, politically sensitive, and legally complex environments and must have well-developed organizational administrative and managerial abilities, excellent interpersonal and consensus building skills, active loyalty, exceptional leadership skills, and high degrees of integrity, judgment, ethics and vision. Incumbents often deal with public officials; members of boards, councils, and commissions; legislators; regulatory agencies; and the community to provide policy direction, explain department mission and objectives, and/or negotiate solutions to difficult problems.

### **ASSISTANT DEPARTMENT HEAD**

- The title is generally Assistant Director of (name of department)

Under administrative direction, provides highly responsible and complex management assistance to the department head in coordinating and directing departmental or major agency division activities and operations by overseeing critical and sensitive departmental functions through subordinate managers and supervisors. Serves as a key member of the administrative team to determine policy, develop programs and formulate operational objectives in accordance with mandated laws and regulations, and consistent with County ordinances, policies and procedural guidelines. Plans, directs and administers the work of all department divisions and programs, and serves in the capacity of department head in that individual's absence. Coordinates assigned activities with other departments, officials, outside agencies,

# County of Fresno Job Evaluation Manual – Senior Management Group (SMG) - Final

and the public; and fosters cooperative working relationships among County departments and with intergovernmental and regulatory agencies and various public and private groups.

## **DEPUTY DIRECTOR**

- The title is generally Deputy Director of (name of department)

Under administrative direction, manages the operations and services of a division, or multiple sections within a department, through subordinate levels of supervision. Positions are a key member of the administrative team to develop policy, develop programs and formulate operational objectives in accordance with mandated laws and regulations, and consistent with County ordinances, policies and procedural guidelines. Administrative duties include the administration of critical department activities and operations through the development and monitoring of programs, policies, procedures, systems and staff, consistent with regulatory standards and departmental goals and objectives. For departments without an assistant department head, some positions may act on behalf of the department head in that individual's absence.

## **DIVISION MANAGER**

- The title is generally Manager; however other titles may exist such as Principal, Division Director, etc.

Under general direction, plans, directs and manages the activities and staff of a major division within a department. Responsibilities include coordinating division services with other internal divisions and external agencies; assisting in the development and implementation, and evaluation of policies and procedures, assisting in managing the division's budget; supervising the work of subordinate staff; conducts and/or supervises studies of divisional operations to ensure optimal and effective service delivery; reviews pending legislation for organizational impact and advises on changes in policies and procedures needed for compliance; represents the division on committees and meetings with external organizations and groups.

## **PROGRAM MANAGER**

Under general direction, develops, plans, implements and manages the staff and activities within a unit or programmatic segment of a department or division; responsibilities include developing and implementing program objectives, goals, policies and procedures; directing and participating in studies and program analyses; monitoring and ensuring compliance with mandated laws and regulations, and consistent with County ordinances, policies and procedural guidelines; work is accomplished through consultation with senior management staff and by directing subordinate staff responsible for executing activities essential to program operations.

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Throughout the manual, programs, sections, units, divisions and departments may be referred to as “organizational units” for generic purposes. Other phrases such as “functions, operations and services” may be used to describe circumstances where management and supervision is exercised. Where the work should be tied directly to division or department management, those descriptors are used. The purpose behind generic statements is to ensure that work within multiple organizational structures can be recognized, for example programmatic responsibilities.

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## **FACTOR EVALUATION SYSTEM (FES) U.S. OFFICE OF PERSONNEL MANAGEMENT GENERAL SCHEDULE SUPERVISORY GUIDE MODIFIED FOR COUNTY OF FRESNO**

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## **FACTOR 1**

### **PROGRAM SCOPE AND EFFECT**



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This factor assesses the general complexity, breadth, and impact of the program areas and work directed, including its organizational and geographic coverage. It also assesses the impact of the work both within and outside the County.

In applying this factor, consider all program areas, projects, and work assignments which the manager or supervisor technically and administratively directs, including those accomplished through subordinate management, supervisory or non-supervisory employees, contractors, volunteers, and others. To assign a factor level, the criteria dealing with both scope and effect, as defined below, must be met.

a. SCOPE. This addresses the general complexity and breadth of:

- The organizational unit within which work is performed;
- The work directed, and products or services delivered.

The geographic and organizational coverage of the organizational unit within the County structure is included under Scope.

b. EFFECT. This addresses the impact of the work, the products, and/or the programs described under “Scope” on the County’s mission and programs, impacts on other County departments, external public and private organizations and the population served.

## **Factor Level 1-1 -- 175 points**

a. SCOPE. Work directed is procedural, routine, and typically provides services or products to an organizational unit within the County.

b. EFFECT. Work directed facilitates the work of others in the immediate organizational unit. Work impact is within the organizational unit and any division/department within which the unit resides but does not significantly affect the operations of other County departments, outside agencies or the general public.

## **Factor Level 1-2 -- 350 points**

a. SCOPE. The work directed is administrative, technical, complex clerical, or comparable in nature. The functions, activities, or services support most of the activities within an assigned division or department and may include coordinative work with other County departments and/peer individuals in external agencies.

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b. EFFECT. The services support and significantly affect division or department operations and objectives but would not impact County-wide operations or functions within other departments. For departments providing direct services to County residents, there would be moderate impacts on effective service delivery to segments of the County's population.

## **Factor Level 1-3 -- 550 points**

a. SCOPE. Work directed performs technical, administrative, protective, investigative, or professional work, with impact on the operations of the department, division and other County departments or services.

b. EFFECT. Activities, functions, or services accomplished directly and significantly impact a wide range of County operations, the work of other agencies, and the operations of outside interests (e.g., a segment of a regulated industry). For departments providing direct services to County residents, there would be significant impacts on effective service delivery to segments of the County's population.

## **Factor Level 1-4 -- 775 points**

a. SCOPE. Directs a division or a large organizational unit encompassing professional, highly technical services and operations which involve the development of major aspects of key medical, legal, administrative, regulatory, policy development or comparable, highly technical programs within the department/and or for services delivered to the public; or which includes major, highly technical operations or services with impact on state or industry specific programs.

b. EFFECT. Impacts County-wide internal and external operations and services; facilitates the department's accomplishment of its primary mission or programs; impacts large segments of the County's population, businesses, and collaboration with external agencies including medical centers/programs of state or nation-wide interest and standing, such as public health, social services, public safety, transportation, infrastructure, or integrated technology services. The operations and functions directed materially shape or improve the structure, effectiveness, efficiency, or productivity of the Department's primary mission, services, and operations.

## **Factor Level 1-5 -- 900 points**

SCOPE AND EFFECT combined. Directs a department for which both the scope and impact of the services, functions, and programs directed are one or more of the following: County-wide, industry-wide; government-wide; directly involve execution of the County's mission; are subject to continual or intense regulatory, legislative and media scrutiny or controversy; or have an ongoing and extensive impact on the general public and/population served.

# **County of Fresno Job Evaluation Manual – Senior Management Group (SMG) - Final**

## **FACTOR 2 ORGANIZATIONAL SETTING**

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This factor considers the organizational situation of the supervisory position in relation to higher levels of management.

For purposes of determining reporting levels under this factor:

- If the position reports to two positions, select the factor level associated with the position which has responsibility for performance appraisal.

## **Factor Level 2-1 -- 100 points**

The position reports to a Division Manager, or a Deputy Department Director, or equivalent within the organizational structure of the department and/or County.

## **Factor Level 2-2 -- 250 points**

The position reports to a Department Director, an Assistant Department Director, an Assistant County Administrator, or equivalent within the organizational structure of the department and/or County.

## **Factor Level 2-3 -- 350 points**

The position reports to the County Administrative Officer or the Board of Supervisors.

# **County of Fresno Job Evaluation Manual – Senior Management Group (SMG) - Final**

## **FACTOR 3**

### **SUPERVISORY AND MANAGERIAL AUTHORITY EXERCISED**

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This factor covers the delegated supervisory and managerial authorities which are exercised on a recurring basis. To be credited with a level under this factor, a position must meet the authorities and responsibilities to the extent described for the specific level. Levels under this factor apply equally to the direction of specialized program management organizations, line functions, staff functions, and operating and support activities. Where authority is duplicated or not significantly differentiated among several organizational levels, a factor level may apply to positions at more than one organizational level.

## **Factor Level 3-1 – 0-200 (There is not category at this level in FES)**

Positions which do not meet supervisory or management authority levels **(0)**, or which directly supervise the work of less than three regular full time staff **(200)**.

## **Factor Level 3-2 -- 450 points**

Positions at this level meet a or b or c below:

a. Plan and schedule ongoing production-oriented work on a quarterly and annual basis, or direct assignments of similar duration. Adjust staffing levels or work procedures within their organizational unit(s) to accommodate resource allocation decisions made by higher level management. Justify the purchase of new equipment. Improve work methods and procedures used to produce work products. Oversee the development of technical data, estimates, statistics, suggestions, and other information useful to higher level managers in determining which goals and objectives to emphasize. Decide the methodologies to use in achieving work goals and objectives, and in determining other management strategies.

b. Where work is contracted out, perform a wide range of technical input and oversight tasks comparable to all or nearly all of the following:

1. Analyze benefits and costs of accomplishing work in-house versus contracting; recommend whether to contract;
2. Provide technical requirements and descriptions of the work to be accomplished;
3. Plan and establish the work schedules, deadlines, and standards for acceptable work; coordinate and integrate contractor work schedules and processes with work of subordinates or others;
4. Track progress and quality of performance; arrange for subordinates to conduct any required inspections;

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5. Decide on the acceptability, rejection, or correction of work products or services, and similar matters which may affect payment to the contractor.

c. Carry out at least three of the first four, and a total of six or more of the following ten authorities and responsibilities:

1. Plan work to be accomplished by subordinates, set and adjust short-term priorities, and prepare schedules for completion of work;
2. Assign work to subordinates based on priorities, selective consideration of the difficulty and requirements of assignments, and the capabilities of employees;
3. Evaluate work performance of subordinates;
4. Give advice, counsel, or instruction to employees on both work and administrative matters;
5. Interview candidates for positions in the organizational unit(s); recommend appointment, promotion, or reassignment to such positions;
6. Hear and resolve complaints from employees, referring group grievances and more serious unresolved complaints to a higher-level supervisor or manager;
7. Effect minor disciplinary measures, such as warnings and reprimands, recommending other action in more serious cases;
8. Identify developmental and training needs of employees, providing or arranging for needed development and training;
9. Find ways to improve production or increase the quality of the work directed;
10. Develop performance standards.

## **Factor Level 3-3 -- 775 points**

To meet this level, positions must meet paragraph a or b below:

a. Exercise delegated managerial authority to set a series of annual, multiyear, or similar types of long-range work plans and schedules for in-service or contracted work. Assure implementation (by lower and subordinate organizational units or others) of the goals and objectives for the operations and functions they oversee. Determine goals and objectives that need additional emphasis;

# County of Fresno Job Evaluation Manual – Senior Management Group (SMG) - Final

determine the best approach or solution for resolving budget shortages; and plan for long range staffing needs, including such matters as whether to contract out work. These positions are closely involved with higher level management in the development of overall goals and objectives for their assigned operations and functions.

b. Exercise all or nearly all of the delegated supervisory authorities and responsibilities described at Level 3-2c of this factor and, in addition, at least eight of the following:

1. Using any of the following to direct, coordinate, or oversee work: supervisors, team leaders, lead supervisory staff, or comparable personnel; and/or provide similar oversight of contractors;
2. Exercising significant responsibilities in dealing with management in other County departments and divisions, or peers at external organizations;
3. Assuring reasonable equity (among units, groups, teams, projects, etc.) of performance expectations and standards including those of contracted service providers;
4. Direction of major programs or services with significant budget resources for which the incumbent has accountability for committing resources on behalf of the County.
5. Making decisions on work problems presented by subordinate supervisors, team leaders, or similar personnel, or by contractors;
6. Evaluating subordinate supervisors or other staff, and serving as the final reviewer on evaluations of employees rated by supervisors;
7. Making or approving selections for subordinate nonsupervisory positions;
8. Recommending selections for subordinate supervisory positions and for positions responsible for coordinating the work of others;
9. Hearing and resolving group grievances or serious employee complaints;
10. Reviewing and approving serious disciplinary actions (e.g., suspensions) involving subordinates;
11. Making decisions on nonroutine, costly, or controversial training needs and training requests for employees;



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12. Determining whether contractor performed work meets standards of adequacy necessary for authorization of payment;
13. Approving expenses for pay increases, extensive overtime, and employee travel;
14. Recommending compensation changes for assigned staff and changes in position classification, subject to approval by higher level management;
15. Finding and implementing ways to eliminate or reduce significant bottlenecks and barriers to production, promote team building, or improve business practices.

### **Factor Level 3-4 -- 900 points**

In addition to delegated managerial and supervisory authorities included at lower levels of this factor, positions at this level meet the criteria in paragraph a or b below:

- a. Exercise delegated authority to oversee the overall planning, direction, and timely execution of departmental operations and services (each of which is managed through separate subordinate staff) including development, assignment, and higher-level clearance of goals and objectives for management and supervisory staff within the department. Oversee the revision of long-range plans, goals, and objectives for the work directed. Manage the development of policy changes in response to changes in levels of budgets or legislated changes. Manage organizational changes in the structure and content of services and programs within the department. Exercise discretionary authority to approve the allocation and distribution of funds in the department's budget.
- b. Exercise final authority for the full range of personnel actions and organization design proposals recommended by subordinate supervisors. This level may be credited even if formal clearance is required for a few actions, such as terminations or pay increases above set dollar levels.

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## **FACTOR 4 PERSONAL CONTACTS**

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This is a two-part factor which assesses the nature and the purpose of personal contacts related to supervisory and managerial responsibilities.

The nature of the contacts, credited under Subfactor 4A, and the purpose of those contacts, credited under Subfactor 4B, must be based on the same contacts.

## **SUBFACTOR 4A - NATURE OF CONTACTS**

This subfactor covers the organizational relationships, authority or influence level, setting, and difficulty of preparation associated with making personal contacts involved in supervisory and managerial work.

To be credited, the level of contacts must contribute to the successful performance of the work, be a recurring requirement, have a demonstrable impact on the difficulty and responsibility of the position, and require direct contact.

### **Subfactor Level 4A-1 -- 25 points**

Contacts are with subordinates within the organizational unit(s) supervised, with peers who supervise comparable units within the larger organization, with union shop stewards, and/or with the staff of administrative and other support activities when the persons contacted are within the same organization as the supervisor. Contacts are typically informal and occur in person at the work place of those contacted, in routine meetings, or by telephone.

### **Subfactor Level 4A-2 -- 50 points**

Frequent contacts comparable to any of those below meet this level. Contacts should fall within four or more of the following groups:

- Members of the business community or the general public;
- Higher ranking managers, supervisors, and staff of program, administrative, and other work units and divisions within the County;
- Representatives of local public interest groups;
- Technical or operating level employees of state and local governments;
- Reporters for local and other limited media outlets reaching a small, general population.

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Contacts may be informal, occur in conferences and meetings, or take place through telephone, televised, radio, or similar contact, and sometimes require nonroutine or special preparation.

## **Subfactor Level 4A-3 -- 75 points**

Frequent contacts comparable to any of those below meet this level. Contacts should fall within five or more of the following groups:

- High-ranking managers, supervisors, and administrative staff at department and County Administrative office level within the County; or with comparable personnel in other local and state agencies;
- Key staff of public interest groups (usually in formal briefings) with significant political influence or media coverage;
- Journalists representing influential city or county newspapers or comparable radio or television coverage;
- State and national legislative committee and subcommittee staff assistants below staff director or chief counsel levels;
- Contracting officials and high-level technical staff of large industrial firms;
- Local officers of regional or national trade associations, public action groups, or professional organizations; and/or state and local government managers doing business with the County.

Contacts include those which take place in meetings and conferences and unplanned contacts for which the employee is designated as a contact point by higher management. They often require extensive preparation of briefing materials or up-to-date technical familiarity with complex subject matter.

## **Subfactor Level 4A-4 -- 100 points**

Frequent contacts comparable to any of those below meet this level. Contacts should fall within six or more of the following groups:

- Influential individuals or organized groups from outside the County, such as executive level contracting and other officials or local/national officers of employee organizations;

# County of Fresno Job Evaluation Manual – Senior Management Group (SMG) - Final

- Regional or national officers or comparable representatives of trade associations, public action groups, or professional organizations of national stature;
- Key staff of legislative committees, and principal assistants to senators and representatives.
- Elected or appointed representatives of state and local governments;
- Journalists of major metropolitan, regional, or national newspapers, magazines, television, or radio media;
- Executive leaders in private businesses or local or statement government agencies, including control or regulatory agencies;

Contacts may take place in meetings, conferences, briefings, speeches, presentations, or oversight hearings and may require extemporaneous response to unexpected or hostile questioning. Preparation typically includes briefing packages or similar presentation materials, requires extensive analytical input by the employee and subordinates, and/or involves the assistance of a support staff.

## **SUBFACTOR 4B - PURPOSE OF CONTACTS**

This subfactor covers the purpose of the personal contacts credited in Subfactor 4A, including the advisory, representational, negotiating, and commitment-making responsibilities related to supervision and management.

### **Subfactor Level 4B-1 -- 30 points**

The purpose of contacts is to discuss work efforts for providing or receiving services; to exchange factual information about work operations and personnel management matters; and to provide training, advice, and guidance to subordinates.

### **Subfactor Level 4B-2 -- 75 points**

The purpose of contacts is to ensure that information provided to outside parties is accurate and consistent; to plan and coordinate the work directed with that of others outside the subordinate organization; and/or to resolve differences of opinion among managers, supervisors, employees, contractors or others.

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## **Subfactor Level 4B-3 -- 100 points**

The purpose of contacts is to justify, defend, or negotiate in representing the project, program segment(s), or organizational unit(s) directed, in obtaining or committing resources, and in gaining compliance with established policies, regulations, or contracts. Contacts at this level usually involve active participation in conferences, meetings, hearings, or presentations involving problems or issues of considerable consequence or importance to the organizational unit(s) directed.

## **Subfactor Level 4B-4 -- 125 points**

The purpose is to influence, motivate, or persuade persons or groups to accept opinions or take actions related to advancing the fundamental goals and objectives of the organizational unit(s) directed, or involving the commitment or distribution of major resources, when intense opposition or resistance is encountered due to significant organizational or philosophical conflict, competing objectives, major resource limitations or reductions, or comparable issues. At this level, the persons contacted are sufficiently fearful, skeptical, or uncooperative that highly developed communication, negotiation, conflict resolution, leadership, and similar skills must be used to obtain the desired results.

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## **FACTOR 5**

### **DIFFICULTY OF TYPICAL WORK DIRECTED**

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This factor measures the difficulty and complexity of the basic work most typical of the organization(s) directed, as well as other line, staff, or contracted work for which the supervisor has technical or oversight responsibility, either directly or through subordinate supervisors, team leaders, or others.

The FES evaluation method is very complex and requires a level of data not readily available in the study. At the first supervisory level, it requires identification of the highest paid level non supervisory work overseen by the supervisor and which constitutes 25% of the overall workload (not positions or employees) within the organizational unit. The second level supervisor has a similar metric.

For that reason, K&A recommends a modified approach based upon the Position Appraisal Method (PAM); it is our understanding that this method was placed into the public domain several years ago and we located a copy of the model within an on line report prepared by CPS for Pierce County in Washington.

Using the original FES levels, and points, we tailored the PAM approach for County operations and the suggested model is below:

## **Factor Level 5-1 -- 75 points**

Position is a professional and/or supervisory classification with responsibility for planning, directing, and coordinating the work of two to five nonprofessional employees within an assigned organizational unit.

## **Factor Level 5-2 -- 205 points**

Position is a professional and/or supervisory classification with responsibility for planning, directing, and coordinating the work of five or more nonprofessional employees within an assigned organizational unit, through one or more subordinate supervisors.

## **Factor Level 5-3 -- 340 points**

Position is a professional and/or supervisory classification with responsibility for planning, directing, and coordinating the work of two to five professional employees within an assigned organizational unit.



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## **Factor Level 5-4 -- 505 points**

Position is a professional and/or supervisory classification with responsibility for planning, directing, and coordinating the work of five or more professional employees within an assigned organizational unit through one or more subordinate supervisors.

## **Factor Level 5-5 -- 650 points**

Position is a professional and/or supervisory classification with responsibility for planning, directing, and coordinating the work of five or more professional employees within an assigned organizational unit through one or more subordinate supervisors, wherein the highest level supervised requires significant educational and/or licensing certifications mandated by a regulatory agency, such as PE, LCSW, or similar requirements.

## **Factor Level 5-6 -- 800 points**

Position is responsible for managing the work of a division or a major program area within a department planning, directing, coordinating and supervising the work of multiple units or sections wherein supervision is exercised over professional and supervisory staff including those with significant educational and/or licensing certifications mandated by a regulatory agency, such as PE, LCSW or similar requirements.

## **Factor Level 5-7 -- 930 points**

Position is responsible for managing the work of a two or more divisions within a department by planning, directing, coordinating and supervising the work of multiple units or sections wherein supervision is exercised over multiple professional and supervisory staff including those with significant educational and/or licensing certifications mandated by a regulatory agency, such as PE, LCSW or similar requirements. This category will generally be used by division managers or deputy directors provided they have oversight of multiple divisions.

## **Factor Level 5-8 -- 1030 points**

Position is responsible for managing the work of an entire department through subordinate management and supervisory staff. This category will generally be used by department heads, or assistant department heads.

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## **FACTOR 6 OTHER CONDITIONS**

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This factor measures the extent to which various conditions contribute to the difficulty and complexity of carrying out supervisory duties, authorities, and responsibilities. Conditions affecting work for which the supervisor is responsible may be considered if they increase the difficulty of carrying out assigned supervisory or managerial duties and authorities.

## **Factor Level 6-1 -- 310 points**

The work supervised or overseen involves administrative clerical, fiscal and semi-skilled maintenance operations or other comparable work. This could vary from basic supervision over a stable workforce performing work operations that are routine, to a level of supervision which requires coordination within the unit to ensure that timeliness, form, procedure, accuracy, quality and quantity standards are met, and that operations are compliant with any mandated rules and regulations.

## **Factor Level 6-2 -- 575 points**

a. The work supervised or overseen involves administrative, fiscal, maintenance or operations work where the supervisor has full and final technical authority over the work, which requires coordination and integration of work efforts, either within the unit or with other units, in order to produce a completed work product or service.

Full and final technical authority means that the supervisor is responsible for all technical determinations arising from the work, without technical advice or assistance on even the more difficult and unusual problems, and without further review except from an administrative or program evaluation standpoint. Credit for this should be limited to situations involving an extraordinary degree of finality in technical decision making.

The required coordination at this level ensures: consistency of product, service, interpretation, or advice; conformance with the output of other units, with formal mandated rules, regulations and standards or County policy. Supervisors typically coordinate with supervisors of other units to deal with requirements and problems affecting others outside the organization.

OR

b. The position directs subordinate supervisors of positions performing administrative, fiscal, maintenance or operational work where coordinating the work of the subordinate units requires a continuing effort to assure quality and service standards, limited to matters of timeliness, form, procedure, accuracy, and quantity.

## **Factor Level 6-3 -- 975 points**

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a. Supervision and oversight at this level requires coordination, integration, or consolidation of administrative or complex technical work where the supervisor has full and final technical authority over the work.

Full and final technical authority means that the supervisor is responsible for all technical determinations arising from the work, without technical advice or assistance on even the more difficult and unusual problems, and without further review except from an administrative or program evaluation standpoint. Credit for this should be limited to situations involving an extraordinary degree of finality in technical decision making.

Directing the work at this level (cases, reports, studies, regulations, advice to clients, etc.) requires consolidation or coordination similar to that described at Factor Level 6-2a, but over a higher level of work.

This level may also be met when the work directed is analytical, interpretive, judgmental, evaluative, or creative. Such work places significant demands on the supervisor to resolve conflicts and maintain compatibility of interpretation, judgment, logic, and policy application, because the basic facts, information, and circumstances often vary substantially; guidelines are incomplete or do not readily yield identical results; or differences in judgments, recommendations, interpretations, or decisions can have consequences or impact on the work of other subordinates. Such work also may be accomplished by a team, each member of which contributes a portion of the analyses, facts, information, proposed actions, or recommendations, which are then integrated by the supervisor.

OR

b. The position directs subordinate supervisors over positions which require consolidation or coordination similar to that described at Factor Level 6-2a, among subordinate units or with outside units.

## **Factor Level 6-4 -- 1120 Points**

a. Supervision at this level requires substantial coordination and integration of a number of major work assignments, projects, or program segments of professional, scientific, technical, or administrative work. For example, such coordination may involve work comparable to one of the following:

- Identifying and integrating internal and external program issues affecting the immediate organization, such as those involving technical, financial, organizational, and administrative factors;

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- Integrating the work of a team or group where each member contributes a portion of the analyses, facts, information, proposed actions, or recommendations; and/or ensuring compatibility and consistency of interpretation, judgment, logic, and application of policy;
- Recommending resources to devote to particular projects or to allocate among program segments;
- Leadership in developing, implementing, evaluating, and improving processes and procedures to monitor the effectiveness, efficiency, and productivity of the organizational unit(s) directed;
- Reviewing and approving the substance of reports, decisions, case documents, contracts, or other action documents to assure that they accurately reflect the policies and position of the organization and the views of the County.

OR

b. The position directs subordinate supervisors and/or contractors who each direct substantial workloads comparable to work described above in Factor 6-3a.

## **Factor Level 6-5 -- 1225 points**

### **We anticipate deputy director and/or manager classes may fall at this level.**

a. Supervision and oversight at this level requires significant and extensive coordination and integration of a number of important projects or program segments of professional, scientific, technical, managerial, or administrative work comparable to those assigned to a principal or management level classification.

Supervision at this level involves major recommendations which have a direct and substantial effect on the organization and projects managed. For instance, makes major recommendations in at least three of the areas listed below or in other, comparable areas:

- Significant internal and external program and policy issues affecting the overall organization, such as those involving political, social, technological, and economic conditions, as well as those factors cited in the first item of Factor Level 6-4a;
- Restructuring, reorienting, recasting immediate and long-range goals, objectives, plans, and schedules to meet substantial changes in legislation, program authority, and/or funding;

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- Determinations of programs or services to be initiated, dropped, or curtailed;
- Changes in organizational structure, including the particular changes to be affected;
- The optimum mix of reduced operating costs and assurance of program effectiveness, including introduction of labor-saving devices, automated processes, methods improvements, and similar;
- The resources to devote to particular programs (especially when staff-years and a significant portion of an organization's budget are involved);
- Policy formulation, and long-range planning in connection with prospective changes in functions and programs.

OR

b. Supervision of highly technical, professional, administrative, or comparable work involving extreme urgency, unusual controversy, or other, comparable demands due to research, development, test and evaluation, design, policy analysis, public safety, public health, medical, regulatory, or comparable implications.

OR

c. Managing work through subordinate supervisors and/or contractors who each direct substantial workloads comparable to those described above.

**This level is not impacted by Special Situations.**

**Factor Level 6-6 -- 1325 points**

**We anticipate department head and assistant department head classes may fall at this level.**

a. Supervision and oversight at this level requires exceptional coordination and integration of a number of very important and complex program segments or programs of professional, scientific, technical, managerial, or administrative work. Supervision and resource management at this level involves major decisions and actions which have a direct and substantial effect on the organizational units and programs managed.

For instance, positions at this level make recommendations and/or final decisions about many of the management areas listed under Factor Level 6-5a., or about other comparable areas.

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OR

b. They manage through subordinate supervisors and/or contractors who each direct substantial workloads comparable to those described above.

***This level is not impacted by Special Situations.***

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## **SPECIAL SITUATIONS**



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## **SPECIAL SITUATIONS**

Supervisory and oversight work may be complicated by special situations and/or conditions which are described in Appendix B. Credits will be applied as prescribed.

### **1. Variety of Work:**

Credit this situation when more than one kind of work, each kind representing a requirement for a distinctly different additional body of knowledge on the part of the supervisor, is present in the work of the unit. A “kind of work” usually will be the equivalent of a classification series. Each “kind of work” requires substantially full qualification in distinctly separate areas, or full knowledge and understanding of rules, regulations, procedures, and subject matter of a distinctly separate area of work.

### **2. Shift Operations:**

Credit this situation when the position supervises an operation carried out on at least two fully staffed shifts.

### **3. Fluctuating Work Force or Constantly Changing Deadlines:**

Credit Fluctuating Work Force when the workforce supervised by the position has large fluctuations in size (e.g., when there are significant seasonal variations in staff) and these fluctuations impose on the supervisor a substantially greater responsibility for training, adjusting assignments, or maintaining a smooth flow of work while absorbing and releasing employees.

Credit Constantly Changing Deadlines when frequent, abrupt, and unexpected changes in work assignments, goals, and deadlines require the supervisor constantly to adjust operations under the pressure of continuously changing and unpredictable conditions.

### **4. Physical Dispersion:**

Credit this situation when a substantial portion of the workload for which the supervisor is responsible is regularly carried out at one or more locations which are physically removed from the main unit (as in different buildings, or widely dispersed locations in a large warehouse or similar buildings), under conditions which make day-to-day supervision difficult to administer.

### **5. Special Staffing Situations:**

Credit this situation when: (1) a substantial portion of the work force is regularly involved in special employment programs; or in similar situations which require involvement with employee representatives to resolve difficult or complex human resources management issues and problems; (2) requirements for counseling and motivational activities are regular and recurring; and (3) job

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assignments, work tasks, working conditions, and/or training must be tailored to fit the special circumstances.

## **6. Impact of Specialized Programs:**

Credit this situation when supervisors are responsible for a significant technical or administrative workload in grades above the level of work credited in Factor 5, provided the grades of this work are not based upon independence of action, freedom from supervision, or personal impact on the job.

## **7. Changing Technology:**

Credit this when work processes and procedures vary constantly because of the impact of changing technology, creating a requirement for extensive training and guidance of the subordinate staff.

## **8. Special Hazard and Safety Conditions:**

Credit this situation when the supervisory position is regularly made more difficult by the need to make provision for significant unsafe or hazardous conditions occurring during performance of the work of the organization.



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## Appendix E

### Job Evaluation Scoring Sheet

**FRESNO SMG STUDY - CLASSIFICATION ANALYSIS SCORING SHEET**

EMPLOYEE NAME AND JOB TITLE \_\_\_\_\_

TYPE OF CLASSIFICATION – Check the most appropriate box

<input type="checkbox"/>	Department or Agency Director
<input type="checkbox"/>	Assistant Department or Agency Director
<input type="checkbox"/>	Division Manager
<input type="checkbox"/>	Section/Unit Manager
<input type="checkbox"/>	Program Manager
<input type="checkbox"/>	Supervisor – Professional
<input type="checkbox"/>	Supervisor – Clerical/Technical
<input type="checkbox"/>	Professional Non-Supervisory
<input type="checkbox"/>	Other

**NATURE AND NUMBER OF STAFF SUPERVISED (Use for Factor 5)**

<b>Nature</b>	<b>Number</b>
Management	
Supervisory	
Professional	
Technical	
Clerical	

General Comments

FACTOR EVALUATION WORKSHEET – (INSERT EMPLOYEE NAME)		
Factor Level	Point Value	Comments
Factor 1 – Program Scope and Effect		
1-1		
1-2		
1-3		
1-4		
1-5		
Factor 2 – Organizational Setting		
2-1		
2-2		
2-3		
Factor 3 -Supervisory and Managerial Authority Exercised (list which section [a,b,c] the employee qualified under)		
3-1		

FACTOR EVALUATION WORKSHEET – (INSERT EMPLOYEE NAME)		
Factor Level	Point Value	Comments
3-2		
3-3		
3-4		
Factor 4A – Personal Contacts Nature of Contacts (brief comment on why)		
4A-1		
4A-2		
4A-3		
4A-4		
Factor 4B – Personal Contacts Purpose of Contacts (brief comment on why)		
4B-1		
4B-2		
4B-3		
4B-4		
Factor 5 – Difficulty of Typical Work Performed		
5-1		
5-2		
5-3		
5-4		
5-5		
5-6		
5-7		
5-8		
Factor 6 – Other Conditions (Identify any criteria which significantly impacted the score)		
6-1		
6-2		
6-3		
6-4		
6-5		
6-6		
Budgetary Authority –		
Factor 7 – Other Conditions (May not apply but list if you consider it relevant)		
Type of Special Situation	Comments – Score	
Variety of Work		
Shift Operations		
Fluctuating Work Force or Constantly Changing Deadlines		
Physical Dispersion		
Special Staffing Situations		

FACTOR EVALUATION WORKSHEET – (INSERT EMPLOYEE NAME)		
Factor Level	Point Value	Comments
Impact of Specialized Programs		
Changing Technology		
Special Hazard and Safety Conditions		

Total Score \_\_\_\_ Points



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## Appendix F

Koff & Associates/Project Team



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### Koff & Associates

Koff & Associates is an experienced Human Resources and Recruitment Services firm providing human resources services to special districts, counties, cities, courts, educational institutions, and other public agencies for 35 years. The firm has achieved a reputation for working successfully with management, employees, and governing bodies. We believe in a high level of dialogue and input from study stakeholders and our proposal speaks to that level of effort. Our firm's extra effort has resulted in close to *100% implementation* of all of our classification and compensation studies.

### Project Team

#### **Georg S. Krammer, M.B.A., S.P.H.R. Chief Executive Officer**

Georg brings over 20 years of management-level human resources experience to Koff & Associates with an emphasis in classification and compensation design; market salary studies; organizational development; executive recruitment; performance management; and employee relations, in the public sector and in large corporations as well as small, minority-owned businesses. After obtaining a Master of Arts in English and Russian and teaching credentials at the University of Vienna, Austria, Georg came to the United States to further his education and experience and attained his Master of Business Administration from the University of San Francisco. He spent five years of his career in the private sector where he served as an HR Manager, and Administrative Officer, and then HR Director before entering the public sector. Georg joined K&A in 2003 and has been the firm's Chief Executive Officer since 2005. He has spearheaded many hundreds of classification, compensation, organizational, strategic planning, etc., studies for hundreds of cities, towns, counties, and special districts throughout the State of California.

For this engagement, Georg served as the Project Director responsible for directing and overseeing the work of the project team; he ensured that client study needs and timelines were met, and that project deliverables were consistent with best practices, and of the highest quality.

#### **Debbie Owen, CCP Senior Project Manager**

Debbie has over 23 years of experience providing classification and compensation consulting services to public sector agencies; she has worked with clients across local government including cities, counties, special districts, and transit agencies. Prior to beginning her public sector consulting career, Debbie worked as a Compensation and Benefits Specialist in the private sector for five years. In 1992, Debbie obtained her certification as a Certified Compensation Professional ("CCP") from the American Compensation Association (now *WorldatWork*). Her specialized, diverse experience includes serving as a project team member on classification and compensation projects; Debbie frequently serves as a project





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manager, working with clients to evaluate their classification and compensation needs, directing the work of teams to provide high quality deliverables consistent with best practices, presenting study findings to client stakeholders, and addressing feedback from the client.

For this engagement, Debbie served as the Project Manager; as a member of the project team, her work also included the evaluation and scoring of positions within multiple departments, working with department heads to receive and respond to comments on their scoring for their SMG staff, and report development.

### **Kari Mercer, B.S. Project Manager**

Kari's professional qualifications include over 10 years of experience in the Human Resources field, including work in classification and compensation, employee relations, and recruitment and examination. Her experience includes both private and public sector Human Resources work for the County of Madera, the County of Fresno, and Macy's. She gained experience in classification and compensation, labor relations, MOU administration, policy development and administration, recruitment and examination, and general human resources administration. She earned her B.S. degree in Business Administration with an emphasis on Human Resources Management at California State University, Fresno. Kari has served as a team member or co-project manager for multiple classification and compensation studies for cities, counties, special district and other public sector agencies.

For this engagement, Kari's work on the project team included the evaluation and scoring of positions within multiple departments, working with department heads to receive and respond to comments on their scoring for their SMG staff, and report development.

### **golbou ghassemieh, MBA, SPHR, SHRM-SCP, IPMA-SCP Project Manager**

golbou's professional qualifications include over fourteen (14) years of experience in the Human Resources field, including work as a Deputy Director and Director at County and City agencies in the public sector. She earned her B.A. degree in Psychology with a minor in French at University of California, Berkeley and her MBA degree with an emphasis in Human Resources Management from Sonoma State University.

Her experiences include working in and/or overseeing classification and compensation, training and development, EEO, employee and labor relations, risk management, and recruitment and examination. Her experience includes both public and private sector Human Resources work for the County of Sonoma, City of Santa Rosa, Target Corporation, and Savant Consulting. She gained experience in classification and compensation, recruitment and examination, organizational development and training programs, labor relations, MOU administration, policy development and administration, ADA programs, investigations, discipline administration, recruitment and examination, presenting to Boards and Commissions, and general human resources leadership and administration. During her ten (10) year tenure as a Human Resources leader in the public sector, golbou gained specialized knowledge of conducting classification and compensation studies for a broad array of positions in both agency departments as well as special districts, such as water, open space, community development/housing,



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etc. Since joining Koff & Associates, in early 2019, golbou has worked on a variety of classification and compensation studies for our clients.

For this engagement, golbou's work on the project team included the evaluation and scoring of positions within multiple departments, working with department heads to receive and respond to comments on their scoring for their SMG staff, and report development.



# Board Agenda Item 12

DATE: October 10, 2023

TO: Board of Supervisors

SUBMITTED BY: Hollis Magill, Director of Human Resources

SUBJECT: Senior Management Step Conversion

RECOMMENDED ACTION(S):

1. **Approve a 5-step salary range system for classifications currently designated as Senior Management and Department Heads within the Salary Resolution, effective October 16, 2023; and**
2. **Approve related Salary Resolution Amendments, effective October 16, 2023, as reflected on Appendix "B".**

Approval of the recommended actions will effectuate 5-step salary ranges for all classifications within the Senior Management (SMG) and Department Heads (HDS) units, eliminating the use of the Senior Management Compensation Plan Salary Bands. The estimated cost for FY 2023-24 is \$1,464,124, \$464,514 of which is Net County Cost (NCC). This item is countywide.

ALTERNATIVE ACTION(S):

If your Board were not to approve the recommended actions, the salary system for senior management classifications will remain unchanged.

FISCAL IMPACT:

The total estimated cost of the recommended actions for the remainder of FY 2023-24 is approximately \$1,464,124, \$464,514 of which is NCC. Sufficient appropriations and estimated revenues to absorb these costs are available in the FY 2023-24 Adopted Budgets of each impacted department and will be included in subsequent budget requests.

DISCUSSION:

The County's Salary Resolution includes a Senior Management Compensation Plan that has been inactive since 2002. Presently, Senior Management employees are placed at a flat annual salary upon hire and only receive Cost-of-Living adjustments, as approved.

The transition to 5-step salary ranges for Senior Management classifications is in line with the County's compensation system for all other classifications and is a strategic move that will enhance internal equity, improve our ability to compete in the local labor market, ensure our compensation practices are transparent, incentivize performance management, and reward experience. By implementing this system, the County will be better equipped to address longstanding challenges with vacancies, attrition, and hard-to-fill classifications within its workforce. By aligning employee compensation with experience and performance,

the County can ensure that its workforce remains committed to providing excellent public services to our diverse community. Your Board's approval of the recommended actions will allow Human Resources to move forward with this monumental initiative.

The Public Defender classification will be placed at a flat salary, not converted to steps. The Public Defender will receive fixed percentage increases of 5% effective January 1, 2024, and January 1, 2025, in addition to fixed percentage increases on January 1st of 2024, 2025, and 2026 based on the increase, if any, of the California Weighted Consumer Price Index, Urban Wage Earners and Clerical Workers, to a maximum of 3%. These percentage increases align with those previously approved by your Board on April 5, 2022, for the District Attorney and reflected on Resolution No. 22-122.

REFERENCE MATERIAL:

BAI #10, April 5, 2022  
Resolution #22-122

ATTACHMENTS INCLUDED AND/OR ON FILE:

Salary Resolution Amendment - Appendix B  
Presentation

CAO ANALYST:

Paige Benavides