



Midpeninsula Regional  
Open Space District

R-12-14  
Meeting 12-04  
January 25, 2012

## **AGENDA ITEM 8**

### **AGENDA ITEM**

Addition of Management Analyst position to the Administrative Services Department

### **GENERAL MANAGER'S RECOMMENDATION**

Approve the addition of a Management Analyst to the Human Resources division of the Administrative Services Department.

### **SUMMARY**

It is recommended that a Management Analyst position be added to the Administrative Services Department to address the current backlog of recruitments and provide general human resources support to the District.

### **DISCUSSION**

Over the past three years, the Administrative Services Department's positions have changed significantly. Prior to August 2010, the department was led by an Administration and Human Resources Manager position which managed both Budget and Human Resources which, at that time was staffed with a Human Resources Analyst and a Human Resources Technician. However, as the District's budget grew larger and more complex, the need for financial expertise increased. After several recruitments to fill the Administration and Human Resources Manager yielded unsatisfactory candidates, the decision was made to separate the budget and human resource management functions. As a result, the position title changed to Administrative Services Manager and the next recruitment focused on candidates' budget knowledge and experience. At that time, the Human Resources Analyst took on the Human Resources management responsibilities and has continued to perform in that role.

As part of the Classification and Compensation Study conducted by Koff and Associates and approved by the Board on December 14, 2011 (R-11-115), the Human Resources Analyst position was reclassified to a Human Resources Supervisor since the position now performs a number of responsibilities previously performed by the old Administration and Human Resources Manager position including: coordinating negotiations with the Field Employees' Association; employee relations activities such as grievances and disciplines; workers compensation risk management; and oversight of the human resources functions. These additional responsibilities have reduced the Human Resources Supervisor's time available for other human resources activities such as recruitments and benefits review and analysis.

Given the additional responsibilities the position has assumed, combined with increasing staffing and human resources activity, the two positions of Human Resources Supervisor and Human Resources Technician are no longer adequate to meet the growing needs of the District, particularly in the area of recruitments. Currently there are seven vacant positions and another three that will become vacant within the next four weeks. With the Human Resources Supervisor's workload and other responsibilities, she is only able to conduct one recruitment at a time and each recruitment takes three to four months to complete.

In order to address the immediate recruitment backlog and the long-term human resources needs of the District, it is recommended that a Management Analyst position be added to Human Resources.

**FISCAL IMPACT**

The total annual cost (salary and benefits) of a Management Analyst position will range from approximately \$92,000 to \$126,500. If this position is approved, the cost will be incorporated into the FY2012-13 budget which will be reviewed by the Board on February 29, 2012.

**PUBLIC NOTICE**

Notice was provided pursuant to the Brown Act. No additional notice is necessary.

**CEQA COMPLIANCE**

No compliance is required as this action is not a project under the California Environmental Quality Act (CEQA).

**NEXT STEP**

If approved, the Management Analyst recruitment process will commence immediately.

**Attachments:**

1. Attachment A – Position Description
2. Attachment B – Organization Chart

**Prepared by:**

Kate Drayson, Administrative Services Manager  
Annetta Spiegel, Acting Human Resources Supervisor

**Contact person:**

Same as above



## ATTACHMENT A

### Midpeninsula Regional Open Space District

#### MANAGEMENT ANALYST I/II

##### **DEFINITION**

Under direct or general supervision, provides administrative, budgetary, grant, human resources, and work-flow support to assigned departmental projects and programs; analyzes programmatic practices and procedures and makes recommendations for organizational, operational, policy, and procedural improvements; conducts needs analyses, feasibility studies, and evaluations for assigned projects and programs; develops, summarizes, and maintains administrative and fiscal records; fosters cooperative working relationships among District departments and acts as liaison with various community, public, and regulatory agencies; and performs related work as required.

##### **SUPERVISION RECEIVED AND EXERCISED**

Receives direct or general supervision from assigned supervisory or management personnel. Exercises direct and general supervision over administrative and office support staff.

##### **CLASS CHARACTERISTICS**

**Management Analyst I:** This is the entry-level class in the Management Analyst series. Initially under close supervision, incumbents with basic professional administrative support experience perform analytical and technical work within an assigned department. As experience is gained, assignments become more varied and are performed with greater independence. Positions at this level usually perform most of the duties required of the positions at the II level, but are not expected to function at the same skill level and usually exercise less independent discretion and judgment in matters related to work procedures and methods. Work is usually supervised while in progress and fits an established structure or pattern. Exceptions or changes in procedures are explained in detail as they arise. Since this class is often used as a training class, employees may have only limited or no directly related work experience.

**Management Analyst II:** This is the journey-level class in the Management Analyst series. Incumbents develop and implement policies and procedures for a variety of projects and programs within an assigned department, including budget administration, contract administration, grants administration, management analysis, and program evaluation. Incumbents support the work of departmental management staff by conducting day-to-day administrative support activities and by providing a professional-level resource for organizational, managerial, and operational analyses and studies. The work has technical and programmatic aspects requiring the interpretation and application of policies, procedures, and regulations and may involve frequent contact with the public. Positions at this level are distinguished from the I level by performance of the full range of duties as assigned, working independently, and exercising a higher level of judgment and initiative. Positions at this level receive only occasional instruction or assistance as new or unusual situations arise and are fully aware of the operating procedures and policies of assigned department. This class is distinguished from the Senior Management Analyst in that the latter is responsible for managing and coordinating a wide variety of more complex, special, and challenging projects, studies, and analyses within an assigned department at a District-wide level.

Positions in the Management Analyst class series are flexibly staffed and positions at the II level are normally filled by advancement from the I level requiring two (2) years of experience at the I level and after gaining the knowledge, skill, and experience which meet the qualifications for and after demonstrating the ability to perform the work of the higher-level class. When filled from the outside, the employee is

required to have three (3) years of prior related experience that allows the employee to meet the qualification standards for the II level.

**EXAMPLES OF ESSENTIAL FUNCTIONS** *(Illustrative Only)*

*Management reserves the right to add, modify, change, or rescind the work assignments of different positions and to make reasonable accommodations so that qualified employees can perform the essential functions of the job.*

**For all assignments:**

- Assists in developing goals, objectives, policies, procedures, work standards, and administrative control systems for the department to which assigned.
- Plans, oversees, and administers highly complex department-specific programs and projects; develops and manages budgets; directs aspects of legal and regulatory compliance; participates on various program and/or project committees and may present committee recommendations to the Board of Directors.
- Serves as a liaison to employees, public and private organizations, community groups, the media, and other organizations; provides information and assistance to the public regarding assigned programs and projects; receives and responds to complaints and questions relating to assigned area of responsibility; reviews problems and recommends corrective actions.
- Participates in program evaluation and the development and implementation of new or revised programs, systems, procedures, and methods of operation; compiles and analyzes data and makes recommendations regarding staffing, equipment, and facility needs.
- Conducts a variety of analytical and operational studies regarding departmental and programmatic activities, including complex financial, budget, procedural, operational, or administrative issues or questions; identifies and evaluates alternatives, makes and justifies recommendations, and assists with the implementation of changes after approval; prepares comprehensive policy and procedure manuals and technical records and reports.
- Ensures assigned areas are in compliance with Federal, State, and local and District laws, regulations, and professional practices.
- Prepares and submits Board of Director agenda reports and various other commission, committee, and staff reports, resolutions, ordinances, and correspondence regarding assigned activities.
- Participates in and oversees the development and administration of departmental budgets; monitors revenues and expenditures; develops revenue projects, cash flow analysis, and cost containment strategies; identifies and recommends resolutions for budgetary problems.
- Coordinates and performs professional-level administrative and programmatic work in procurement and contracts administration; develops, reviews, approves, negotiates, and administers contract content and terms; coordinates review of contract documents with legal counsel; oversees the bid process for District contracts; ensures contractor/vendor compliance with provisions.
- Plans, organizes, assigns, supervises, and reviews the work of assigned administrative and office support staff; evaluates employee performance, counsels employees, and effectively recommends initial disciplinary action; assists in selection and promotion; trains staff in work procedures.
- Assists with and coordinates and organizes community events; explains District policies and programs; provides outreach and public education programs to the community.
- Participates on a variety of interdisciplinary committees and commissions and represents the District to a variety of community and stakeholder groups.
- Communicates orally, in writing, or through graphic representations and statistical summaries with colleagues, managers, employees, the public, organized employee groups, and representatives of various organizations.
- Maintains accurate records and files; develops storage of records and retention schedules.
- Performs other duties as assigned.

**When assigned to Human Resources function:**

- Coordinates and performs professional-level administrative and programmatic work in such areas as recruitment and selection, job analysis and classification, compensation, training and development, and employee and labor relations.
- Consults with supervisors regarding personnel related issues, needs, and services; counsels employees on human resources programs, policies, and processes; explains program provisions, procedures, and eligibility requirements; and assists employees with forms and human resources documents.

**When assigned to the Grants Administration function:**

- Coordinates and performs professional administrative work in grants administration and reporting, including researching, evaluating, and recommending government (Federal, State, and local), corporate, and foundation grant funding opportunities relative to District programs, projects, and services, writing grant applications, preparing budgets, and interpreting funding agency regulations and requirements.
- Ensures grant compliance, coordinates reporting requirements and meeting associated deadlines, and serves as the primary interface between the District and the granting agencies

**When assigned to Operations:**

- Coordinates and performs professional-level administrative and programmatic work in such areas as permit issuance, court liaison services, procurement, database management, contract administration, public information, and program evaluation.
- Plans, organizes, and reviews the work of contractors and assigned staff performing operational activities within the Operations Program including coordination of the procurement of capital equipment, maintenance of radio communication systems, and fleet management.

**QUALIFICATIONS**

**Knowledge of:**

- Project and/or program management, analytical processes, and report preparation techniques.
- Organizational and management practices as applied to the analysis, evaluation, development, and implementation of programs, policies, and procedures.
- Research and reporting methods, techniques, and procedures.
- Principles and practices of contract administration and evaluation, human resources administration, grants administration, budget administration, and sound financial management policies and procedures.
- Recent and on-going developments, current literature, and sources of information related to the operations of the assigned department.
- Applicable Federal, State, and local laws, regulatory codes, ordinances, and procedures relevant to assigned area of responsibility.
- Effective communication methods and techniques in public presentations.
- Principles and practices of employee supervision, including work planning, assignment, review and evaluation, discipline, and the training of staff in work procedures.
- Modern office practices, methods, computer equipment, and computer applications related to work, including word processing and spreadsheet software.
- Principles and procedures of record keeping and reporting.
- English usage, spelling, vocabulary, grammar, and punctuation.
- Techniques for providing a high level of customer service by effectively dealing with the public, vendors, contractors, and District staff.

**Ability to:**

- Assist in developing and implementing goals, objectives, practices, policies, procedures, and work standards.
- Supervise, train, plan, organize, schedule, assign, review, and evaluate the work of staff.
- Coordinate and oversee programmatic administrative, human resources, operations, budgeting, grants, and fiscal reporting activities.
- Perform responsible and difficult administrative work involving the use of independent judgment and personal initiative.
- Plan and conduct effective management, administrative, and operational studies from management staff with minimal direction.
- Conduct research on a wide variety of administrative topics including contract feasibility, budget and staffing proposals, and operational alternatives.
- Analyze, interpret, summarize, and present administrative and technical information and data in an effective manner.
- Evaluate and develop improvements in operations, procedures, policies, or methods.
- Prepare clear and concise reports, correspondence, policies, procedures, and other written materials.
- Interpret, apply, and explain applicable Federal, State, and local policies, procedures, laws and regulations.
- Understand the organization and operation of the District as necessary to assume assigned responsibilities.
- Effectively represent the department and the District in meetings with governmental agencies, community groups, and various businesses, professional, and regulatory organizations, and in meetings with individuals.
- Establish and maintain a variety of filing, record keeping, and tracking systems.
- Organize and prioritize a variety of projects and multiple tasks in an effective and timely manner; organize own work, set priorities, and meet critical time deadlines.
- Operate modern office equipment, including computer equipment and specialized software applications programs.
- Use English effectively to communicate in person, over the telephone or radio, and in writing.
- Use tact, initiative, prudence, and independent judgment within general policy, procedural, and legal guidelines.
- Establish, maintain, and foster positive and effective working relationships with those contacted in the course of work.

**Education and Experience:**

*Any combination of training and experience that would provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the required qualifications would be:*

Management Analyst I/II: Equivalent to graduation from an accredited four-year college or university with major coursework in business administration, public administration, or a related field.

Management Analyst I: One (1) year of responsible analytical experience.

Management Analyst II: Three (3) years of professional analytical experience, or two (2) years of experience equivalent to Management Analyst I at the District.

**Licenses and Certifications:**

- Possession of a valid California Driver's License.

### **PHYSICAL DEMANDS**

Must possess mobility to work in a standard office setting and use standard office equipment, including a computer; vision to read printed materials and a computer screen; and hearing and speech to communicate in person, before groups, and over the telephone. This is primarily a sedentary office classification although standing in and walking between work areas may be required. Some field work may be required which involves the ability to walk for short distances over rough terrain, drive vehicles over unimproved roads, and stand for extended periods of time. Finger dexterity is needed to access, enter, and retrieve data using a computer keyboard or calculator and to operate standard office equipment. Positions in this classification occasionally bend, stoop, kneel, reach, push, and pull drawers open and closed to retrieve and file information. Employees must possess the ability to lift, carry, push, and pull materials and objects weighing up to 25 pounds.

### **ENVIRONMENTAL ELEMENTS**

Employees largely work in an office environment with moderate noise levels, controlled temperature conditions, and no direct exposure to hazardous physical substances. Employees may be required to visit outdoor locations with exposure to sun, inclement weather, temperature extremes, and other natural hazards. Employees may interact with upset staff and/or public and private representatives in interpreting and enforcing departmental policies and procedures.

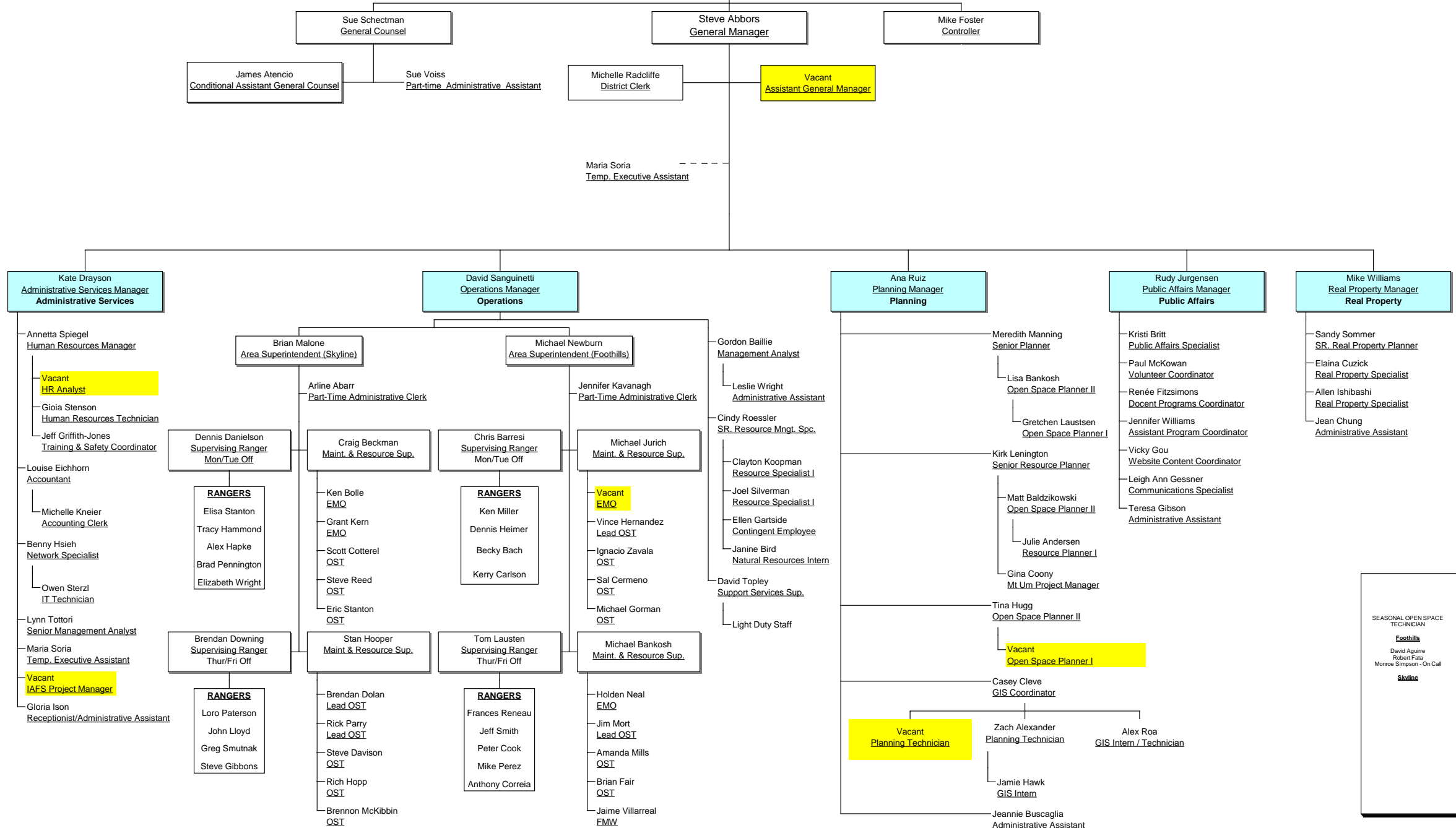
EFFECTIVE: December 2011

REVISED: N/A

FLSA: Exempt



# Board of Directors



SEASONAL OPEN SPACE  
TECHNICIAN

**Foothills**  
David Aguirre  
Robert Fata  
Monroe Simpson - On Call

**Skyline**