



R-17-24  
Meeting 17-05  
February 22, 2017

## AGENDA ITEM 6

### AGENDA ITEM

Restructuring of Human Resources within Administrative Services, and related changes to the Classification and Compensation Plan

### GENERAL MANAGER'S RECOMMENDATIONS

Accept a report on the classification recommendations for the Human Resources Division and adopt a resolution amending the District's Classification and Compensation Plan to add a Human Resources Manager.

### SUMMARY

In spring 2016 Management Partners was retained to complete a functional review of Human Resources (HR) to address several Human Resources related recommendations in the Financial and Operational Sustainability Model study. Management Partners conducted a thorough review of HR's staffing, workload, and structure and presented recommendations to the General Manager's Office in fall 2016. As a result of the review, the General Manager recommends adding an HR Manager classification to the District's Classification and Compensation Plan. A resolution and the amended plan are provided as Attachment 1. The changes in HR will enhance capacity for HR to support the District's delivery of Vision Plan projects and on-going services in support of the mission.

### DISCUSSION

#### *Background*

The Financial and Operational Sustainability Model study contains several recommendations related to HR:

- *Recommendation 43:* Establish a Human Resource management level position responsible for planning and meeting critical recruitment issues and sustaining a committed workforce.
- *Recommendation 44:* Hire interim, temporary, or contract Human Resources staff to meet the need for recruitment of positions on the organization's critical FOSM implementation path.
- *Recommendation 45:* Develop reclassification policies and procedures to streamline classifications and effectively respond to organization staffing needs.

The District retained Management Partners in spring 2016 to review the staffing, workload and functional alignment of Human Resource and develop recommendations for staffing and organizational structure. Due to the accelerated implementation of FOSM recommendations organization-wide, HR is undertaking a significant workload of recruitments, technology-based systems improvements (the human resources module of the District's financial system), policy

development and refinement, new and existing employee training and development, along with on-going HR functions. Consistent with the process implemented for numerous other divisions/departments that have been studied and restructured during FOSM implementation, Management Partners' evaluation of HR was designed to comprehensively assess the District's current and future HR needs as the District evolves to effectively deliver Vision Plan projects and on-going services in support of the mission.

### ***Study Process***

Management Partners began this review by interviewing Executive Team members and gathering and reviewing HR background information and workload data. HR staff completed position description questionnaires. The HR Supervisor and one HR Analyst were interviewed and all department managers were interviewed about HR's internal services. Management Partners also researched benchmark information and best practices from peer agencies. Following analysis of all of this information, Management Partners presented their conclusions and staffing options to the Executive Team for review and discussion. Management Partners' final report is provided as Attachment 2.

### ***Study Recommendations***

The General Manager's recommendations to the Board, based on Management Partners' study recommendations, are summarized below. The General Manager's review included additional factors related to consistency with how other department/division reviews have been implemented recently in the District, internal alignment re: salary recommendations, and the FOSM projections related to growth in the number of employees.

1. *Add an HR Manager classification:* An HR Manager would hold responsibility for labor relations/negotiations, organization development and training program development, leading policy and special project assignments, in addition to providing leadership and direction to the entire HR team. The recommended HR Manager classification is a different and higher level position than the HR Supervisor classification, with broad responsibility, independence, and accountability while serving in "at-will" status. This classification is recommended at Salary Range 48 (the same range as the Information Systems and Technology Manager). In the FY2016-17 budget, the Board approved and funded a placeholder position, to be specified following completion of Management Partners' review. The General Manager recommends this placeholder position be specified as the HR Manager. The job description for the HR Manager is provided as an Exhibit to Attachment 1.
2. *Evaluate options for increasing administrative support in HR:* Management Partners' report recommends adding an HR Administrative Assistant level position; there is sufficient workload to justify a permanent clerical support position such as this. However, due to other priority recruitments, the General Manager recommends evaluating interim solutions to this need, such as utilizing a temporary employee contract or partial time of other existing positions. A permanent solution to this need could be evaluated in the future depending on the success of the interim solution; any future requests for new permanent positions would be considered by the Board. This interim approach also considers the FOSM-related constraints on new positions in this business line before 2020, compared to the priority of new positions in the Project Planning & Delivery business line.
3. *Utilize an intern by participating in the seasonal regional intern placement program:* An intern for several months during the summer will add capacity for special projects in HR.

This recommendation aligns with the District's current evaluation of the regional internship program and the possibility of hosting one or more interns during the summer months.

4. *Align recruitment analysts to business lines:* HR currently has two recruitment analysts. These Management Analyst IIs are flexible in being able to conduct recruitments for any business line, but have developed some specialties for certain departments over time. While it is important to continue a generalist HR service delivery model with appropriate cross-training and back-up support, it is also effective to have each analyst be the first point of contact for their specialty departments. For example, Visitor Services or Land & Facilities Services employees may start by contacting their designated analyst, while Planning or Engineering & Construction the other. Of course, with cross-training and excellent customer service, any employee could contact any HR staff member and quickly get to the answer they are seeking.
5. *Reclassify HR Tech to HR Analyst (Management Analyst I):* The General Manager implemented this reclassification under the authority delegated through the District's Personnel Policies and Procedures Manual. This reclassification enables the District to retain critical capacity in HR during this busy time of FOSM implementation and priority Measure AA project delivery, as well as provide continuous support to the further roll-out, implementation and integration of New World Systems' Human Resources Information System (HRIS) modules and functionality. The current HR Tech had been receiving acting pay related to the development and implementation of the HRIS system. Work at the Management Analyst I level will need to continue, taking into account the additional analysis work necessary in HR related to benefits administration, classification and compensation support, performance management system support, and more.
6. *Evaluate for reclassification a Management Analyst II to Senior Management Analyst:* Per the recommendation in the Management Partners' report, the General Manager is evaluating an incumbent Analyst II for reclassification to Senior Analyst based on the level of work she is currently required to do and the role she will be expected to play as supervisor of a future administrative assistant in the new HR organizational structure. The creation of a Senior Management Analyst also completes the position hierarchy in HR – administrative assistant, HR tech, Analyst I, Analyst II, Senior Analyst, Supervisor, Manager – creating a clear career path of opportunities for qualified employees. This structure is also similar to other departments.

Management Partners also recommends implementing performance management practices to continually assess workload and performance. The HRIS system will be able to help with this objective. Developing and implementing this system will be a priority for the HR Manager once that position is filled.

The recommended organizational chart is provided in Attachment 3. Management Partners developed alternative reorganization options that are not recommended by the General Manager. One option adds the HR Manager position, removes the HR Supervisor position, and adds an HR Tech position instead. This option is not recommended because it loads the HR Manager with too many direct program operation responsibilities that would be more appropriate for an HR Supervisor classification. Additionally, this option lacks an appropriate succession planning ladder. A second option developed by Management Partners is similar to the recommended option, but has the Training and Safety Specialist reporting directly to the HR Manager. While

this is feasible, it is more effective to have the Training and Safety Specialist report to the HR Supervisor, as is the current arrangement, allowing the HR Manager to focus on three direct reports instead of four in order to allow more capacity for the strategic manager level functioning required of the HR Manager.

### BOARD COMMITTEE REVIEW

This report was not previously reviewed by a Committee.

### FISCAL IMPACT

The placeholder position budget in HR for FY2016-17 is sufficient to fund the HR Manager for several months through the end of the current fiscal year following recruitment and hiring this spring. The HR Manager position was budgeted and modeled for nine months in the current fiscal year and 12 months in subsequent fiscal years. Due to adjusted priorities, the HR Manager position will likely be filled for only two months instead of nine months in the current fiscal year. The fully-loaded yearly cost for the HR Manager is \$154,742 and, therefore, an incremental increase of \$38,317 will need to be added to the FY2017-18 budget and beyond. Savings from the HR Manager position will fund the HR Management Analyst I reclassification in the current Fiscal Year and \$31,958 will need to be added to the FY2017-18 budget and beyond. The proposed HR Intern position will create a net fiscal impact of \$24,230 starting in FY2017-18. The total incremental increases for these positions is \$94,505 (see chart below).

	FY2016-17	Annualized for FY2017-18	
HR Manager Budgeted at 9 months*	\$116,425	\$38,317	
HR Manager Projected at 2 months*	\$27,015		
<b>HR Manager Total</b>	<b>(\$89,410)</b>	<b>\$38,317</b>	<b>Existing</b>
HR Technician Budgeted*	\$73,076		
HR Analyst I Reclassification*	\$94,382	\$31,958	
<b>HR Analyst I Reclassification Total</b>	<b>\$21,306</b>	<b>\$31,958</b>	<b>Existing</b>
HR Intern	\$0	\$24,230	New
<b>Total Fiscal Impact</b>	<b>(\$68,104)</b>	<b>\$94,505</b>	
*Positions are fully loaded to include benefits.			

### 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 STEPS**

If approved by the Board, the General Manager's Office will commence recruitment efforts for the HR Manager position.

Attachments:

1. Resolution Amending the Classification and Compensation Plan
2. Management Partners' Human Resources Staffing Review
3. HR Recommended Organizational Chart

Responsible Managers:

Kevin Woodhouse, Assistant General Manager  
Stefan Jaskulak, CFO/Administrative Services Director

Prepared by:

Kevin Woodhouse, Assistant General Manager

**RESOLUTION NO. XX-\_\_**

**RESOLUTION OF THE BOARD OF DIRECTORS OF THE MIDPENINSULA REGIONAL OPEN SPACE DISTRICT AMENDING THE CLASSIFICATION & COMPENSATION PLAN BY ADDING A NEW CLASSIFICATION SPECIFICATION**

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WHEREAS, in spring 2016, a functional review was performed for the Human Resources department to address Human Resources related recommendations in the Financial and Operational Sustainability Model study to determine if the current staffing, workload and structure were commensurate with the existing job titles and positions; and

WHEREAS, the findings of the study concluded additional classifications are needed to meet the growing needs and evolving roles of the various positions in the Human Resources Department; and

WHEREAS, the General Manager has proposed an amendment to the Midpeninsula Regional Open Space District Classification and Compensation Plan to add the new job classification of Human Resources Manager, and to add the classification specification and salary range therefor; and

WHEREAS, the Board of Directors, having considered such proposals and recommendations, wishes to amend the District’s Classification and Compensation Plan.

NOW, THEREFORE, THE BOARD OF DIRECTORS OF MIDPENINSULA REGIONAL OPEN SPACE DISTRICT DOES HEREBY RESOLVE AS FOLLOWS:

1. The Classification and Compensation Plan of the Midpeninsula Regional Open Space District shall be amended by adding the new job classification title Human Resources Manager and by adding the classification specification and salary range to read as set forth in the attached exhibits hereto.
2. Except as herein modified, the Classification and Compensation Plan, Resolution No. 16-26, as amended, shall remain in full force and effect.
3. This resolution shall be effective February 22, 2017.

PASSED AND ADOPTED by the Board of Directors of the Midpeninsula Regional Open Space District on \_\_\_\_\_, 2017, at a regular meeting thereof, by the following vote:

\* \* \* \* \*

- AYES:**
- NOES:**
- ABSTAIN:**
- ABSENT:**

**ATTEST:**

**APPROVED:**

\_\_\_\_\_  
Secretary  
Board of Directors

\_\_\_\_\_  
President  
Board of Directors

**APPROVED AS TO FORM:**

\_\_\_\_\_  
General Counsel

I, the District Clerk of the Midpeninsula Regional Open Space District, hereby certify that the above is a true and correct copy of a resolution duly adopted by the Board of Directors of the Midpeninsula Regional Open Space District by the above vote at a meeting thereof duly held and called on the above day.

\_\_\_\_\_  
District Clerk

# Midpeninsula Regional Open Space District - CLASSIFICATION & COMPENSATION PLAN

## Fiscal Year 2016/2017 - Effective 02/22/2017

Last revised: 10/26/2016, 8/29/16, 7/01/16, 4/28/2016, 4/14/16, 2/11/16, 1/14/16, 09/14/2015

Classification Title	Step Range #	Hourly Range \$		Monthly Range \$		Annual Range \$		Full/PT Time
		Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	
Seasonal Open Space Technician	6	19.5173	24.3635	3,383	4,223	40,596	50,676	PT
Seasonal Ranger Aide	6	19.5173	24.3635	3,383	4,223	40,596	50,676	PT
Seasonal Ranger	16	24.9058	31.0962	4,317	5,390	51,804	64,680	PT
Farm Maintenance Worker	19	26.7981	33.4673	4,645	5,801	55,740	69,612	FT
Open Space Technician*	19	26.7981	33.4673	4,645	5,801	55,740	69,612	FT
Administrative Assistant	20	27.4615	34.2808	4,760	5,942	57,120	71,304	FT
Accounting Technician	22	28.8231	35.9942	4,996	6,239	59,952	74,868	FT
Human Resources Technician	22	28.8231	35.9942	4,996	6,239	59,952	74,868	FT
Information Technology Technician I	22	28.8231	35.9942	4,996	6,239	59,952	74,868	FT
GIS Technician	23	29.5500	36.9000	5,122	6,396	61,464	76,752	FT
Lead Open Space Technician*	23	29.5500	36.9000	5,122	6,396	61,464	76,752	FT
Volunteer Program Lead	23	29.5500	36.9000	5,122	6,396	61,464	76,752	FT
Risk Management Coordinator	24	30.2654	37.8000	5,246	6,552	62,952	78,624	FT
Senior Administrative Assistant	24	30.2654	37.8000	5,246	6,552	62,952	78,624	FT
Public Affairs Program Coordinator	25	31.0269	38.7462	5,378	6,716	64,536	80,592	FT
Ranger	25	31.0269	38.7462	5,378	6,716	64,536	80,592	FT
Senior Finance & Accounting Technician	26	31.7769	39.6865	5,508	6,879	66,096	82,548	FT
Equipment Mechanic/Operator	27	32.5731	40.6788	5,646	7,051	67,752	84,612	FT
Executive Assistant	27	32.5731	40.6788	5,646	7,051	67,752	84,612	FT
Information Technology Technician II	27	32.5731	40.6788	5,646	7,051	67,752	84,612	FT
Lead Ranger	27	32.5731	40.6788	5,646	7,051	67,752	84,612	FT
Property Management Specialist I	28	33.3692	41.6654	5,784	7,222	69,408	86,664	FT
Real Property Specialist I	28	33.3692	41.6654	5,784	7,222	69,408	86,664	FT
Executive Assistant/Deputy District Clerk	29	34.2058	42.7096	5,929	7,403	71,148	88,836	FT
Planner I	29	34.2058	42.7096	5,929	7,403	71,148	88,836	FT
Data Analyst I	30	35.0423	43.7538	6,074	7,584	72,888	91,008	FT
Docent Program Manager	30	35.0423	43.7538	6,074	7,584	72,888	91,008	FT
Resource Management Specialist I	30	35.0423	43.7538	6,074	7,584	72,888	91,008	FT
Volunteer Program Manager	30	35.0423	43.7538	6,074	7,584	72,888	91,008	FT
Accountant	31	35.9135	44.8442	6,225	7,773	74,700	93,276	FT
Capital Projects Manager II	31	35.9135	44.8442	6,225	7,773	74,700	93,276	FT
Planner II	31	35.9135	44.8442	6,225	7,773	74,700	93,276	FT
Management Analyst I	31	35.9135	44.8442	6,225	7,773	74,700	93,276	FT
Community Outreach Specialist	33	37.7019	47.0942	6,535	8,163	78,420	97,956	FT
Public Affairs Specialist	33	37.7019	47.0942	6,535	8,163	78,420	97,956	FT
Data Analyst II	34	38.6250	48.2423	6,695	8,362	80,340	100,344	FT
Resource Management Specialist II	34	38.6250	48.2423	6,695	8,362	80,340	100,344	FT
Grants Specialist	35	39.5885	49.4423	6,862	8,570	82,344	102,840	FT
Maintenance, Construction & Resource Supv.	35	39.5885	49.4423	6,862	8,570	82,344	102,840	FT
Management Analyst II	35	39.5885	49.4423	6,862	8,570	82,344	102,840	FT
Procurement & Contracting Agent/Specialist	35	39.5885	49.4423	6,862	8,570	82,344	102,840	FT
Property Management Specialist II	35	39.5885	49.4423	6,862	8,570	82,344	102,840	FT
Real Property Specialist II	35	39.5885	49.4423	6,862	8,570	82,344	102,840	FT
Supervising Ranger	35	39.5885	49.4423	6,862	8,570	82,344	102,840	FT
Training & Safety Specialist	35	39.5885	49.4423	6,862	8,570	82,344	102,840	FT
Applications Engineer	36	40.5635	50.6538	7,031	8,780	84,372	105,360	FT
Website Administrator	36	40.5635	50.6538	7,031	8,780	84,372	105,360	FT



Data Administrator	38	42.5885	53.1923	7,382	9,220	88,584	110,640	FT
Legislative/External Affairs Specialist	38	42.5885	53.1923	7,382	9,220	88,584	110,640	FT
Senior Technologist	38	42.5885	53.1923	7,382	9,220	88,584	110,640	FT
Facilities Maintenance Supervisor	39	43.6500	54.5077	7,566	9,448	90,792	113,376	FT
Capital Projects Field Manager	39	43.6500	54.5077	7,566	9,448	90,792	113,376	FT
Capital Projects Manager III	39	43.6500	54.5077	7,566	9,448	90,792	113,376	FT
Planner III	39	43.6500	54.5077	7,566	9,448	90,792	113,376	FT
Resource Management Specialist III	39	43.6500	54.5077	7,566	9,448	90,792	113,376	FT
Senior Property Management Specialist	40	44.7173	55.8462	7,751	9,680	93,012	116,160	FT
Senior Real Property Specialist	40	44.7173	55.8462	7,751	9,680	93,012	116,160	FT
Special Projects Manager	40	44.7173	55.8462	7,751	9,680	93,012	116,160	FT
Senior Accountant	41	45.8308	57.2423	7,944	9,922	95,328	119,064	FT
Senior Management Analyst	41	45.8308	57.2423	7,944	9,922	95,328	119,064	FT
Media Communications Supervisor	42	46.9500	58.6327	8,138	10,163	97,656	121,956	FT
Area Manager	43	48.1269	60.1038	8,342	10,418	100,104	125,016	FT
Area Superintendent	43	48.1269	60.1038	8,342	10,418	100,104	125,016	FT
District Clerk/Assistant to General Manager	43	48.1269	60.1038	8,342	10,418	100,104	125,016	FT
GIS Program Administrator	43	48.1269	60.1038	8,342	10,418	100,104	125,016	FT
Information Technology Program Administrator	43	48.1269	60.1038	8,342	10,418	100,104	125,016	FT
Human Resources Supervisor	43	48.1269	60.1038	8,342	10,418	100,104	125,016	FT
Senior Planner	43	48.1269	60.1038	8,342	10,418	100,104	125,016	FT
Senior Resource Mgmt Specialist	43	48.1269	60.1038	8,342	10,418	100,104	125,016	FT
Finance Manager	48	54.3519	67.8808	9,421	11,766	113,052	141,192	FT
Human Resources Manager	48	54.3519	67.8808	9,421	11,766	113,052	141,192	FT
Information Systems & Technology Manager	48	54.3519	67.8808	9,421	11,766	113,052	141,192	FT
Engineering & Construction Manager	51	58.4942	73.0558	10,139	12,663	121,668	151,956	FT
Land & Facilities Services Manager	51	58.4942	73.0558	10,139	12,663	121,668	151,956	FT
Natural Resources Manager	51	58.4942	73.0558	10,139	12,663	121,668	151,956	FT
Operations Manager	51	58.4942	73.0558	10,139	12,663	121,668	151,956	FT
Planning Manager	51	58.4942	73.0558	10,139	12,663	121,668	151,956	FT
Public Affairs Manager	51	58.4942	73.0558	10,139	12,663	121,668	151,956	FT
Real Property Manager	51	58.4942	73.0558	10,139	12,663	121,668	151,956	FT
Visitor Services Manager	51	58.4942	73.0558	10,139	12,663	121,668	151,956	FT
Assistant General Counsel I	53	61.4192	76.7077	10,646	13,296	127,752	159,552	FT
Assistant General Counsel II	55	64.4942	80.5442	11,179	13,961	134,148	167,532	FT
Assistant General Manager	59	71.1058	88.8000	12,325	15,392	147,900	184,704	FT
Chief Financial Officer/Director Administrative Services	59	71.1058	88.8000	12,325	15,392	147,900	184,704	FT

\* OST will receive an additional 1% stipend for Class A or B license; Lead OST 1% for Class A.

Board Appointee Group Compensation	Hourly	Monthly	Annual	Effective	Last Revised
General Manager	\$119.0385	\$20,633	\$247,600	7/1/2016	10/26/2016
Controller - <i>Part-time position</i>	\$82.5000	\$3,575	\$42,900	11/1/2016	10/26/2016
General Counsel	\$107.0962	\$18,563	\$222,760	7/1/2016	10/26/2016

Elected Officials Compensation	Per Meeting	Monthly Maximum	Effective Date
Board Director	\$100.00	\$500.00	1/1/2006



## Midpeninsula Regional Open Space District

### **HUMAN RESOURCES MANAGER**

#### **DEFINITION**

Under general direction, plans, manages, develops, implements and directs the District's human resources services and functions, including recruitment, examination and selection, classification and compensation, employer compliance, employment data and records, employee relations, labor relations, grievance administration and oversight, benefits administration, workers' compensation, occupational health and safety programs, equal employment opportunity, workforce planning/succession planning, and employee training and development. Serves as the District's primary negotiator in meet and confer sessions and manages all aspects of labor negotiations.

The incumbent is accountable for accomplishing short- and long-range program planning, budgeting, and operational goals and objectives for the Human Resources Division and for furthering District goals and objectives within general policy guidelines. Develops, implements, interprets, and administers policy, including the District's personnel rules, policies and procedures. Ensures compliance with all applicable state and federal laws and regulations, ensures compliance with the District's rules and policies applicable to employment issues, and provides professional and strategic assistance and guidance to the organization.

This position is a member of the District's Department and Division Managers team and participates on various District-wide committees, as well as participating in organizational, operational and budgetary planning meetings related to the human resource functions of the District. As a manager, this position will have broad responsibility, independence, and accountability while serving on an at-will basis.

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

Receives general guidance from the Chief Financial Officer/Director of Administrative Services. The work provides for a wide variety of independent decision-making within a framework of legal guidelines, broad policies and procedures, and established organizational values and processes. Provides direct supervision to professional, technical and office support staff and provides oversight to contract service providers.

#### **CLASS CHARACTERISTICS**

This is an at-will Division Manager classification responsible for direct and indirect supervision of supervisory and other lower level professional, technical, and clerical staff. This position is responsible for planning, organizing, supervising, reviewing, and evaluating the work of human resources staff. Responsibilities include performing diverse, specialized, and complex work involving significant accountability and decision-making responsibility. The incumbent organizes and oversees day-to-day operations of the assigned area, including short- and long-term planning and policy development. Incumbent is expected to independently perform the full range of human resources duties as assigned as well as coordinating work with that of other District departments and public agencies, and will act as the District's expert on human resources topics. The incumbent is accountable for accomplishing division planning and operational goals

and objectives and for furthering the District's mission, goals, and objectives within general policy guidelines.

This class is distinguished from the Human Resources Supervisor in that it is an at-will position with full responsibility for short- and long-term planning, developing and interpreting of District policies, developing budgets, serving as a member of the District's Department and Division Managers team, and it has full responsibility for all human resources programs and functions including serving as the District's primary negotiator at labor negotiations. This position will have broader responsibility, independence, and accountability than that of the Human Resources Supervisor.

**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.*

- Formulates, develops, recommends, interprets, and implements human resources rules, policies, and procedures. Develops and makes recommendations regarding the creation, revision, or abolishment of Human Resources rules, policies and procedures.
- Develops and implements the Human Resources goals, objectives, policies and programs in accordance with federal and state law, and District policies, goals and objectives.
- Plans, develops, directs and administers all Human Resources programs and functions including advising executive and management staff regarding sound Human Resources practices and techniques to effectively plan for and manage the District's workforce.
- Supervises staff performing Human Resources functions. Schedules activities, sets priorities, provides staff development and evaluates work performance. Recommends hiring of Human Resources staff; trains and develops Human Resources staff.
- Develops, administers, and monitors assigned budget and Action Plan.
- Initiates and conducts special studies and reports to determine the feasibility and need for new programs and services.
- Directs and administers a comprehensive recruitment, testing, and selection, orientation and onboarding program in accordance with applicable state and federal rules and regulations. Coordinates work force planning and succession planning initiatives with District departments. May personally undertake executive recruitment assignments.
- Develops, directs and administers background investigative policies and procedures; oversees and conducts background investigations; ensures equal employment opportunity for all candidates.
- Has overall responsibility for managing labor negotiations, and serves as the District's primary negotiator in meet-and-confer sessions with employee association(s) and in meetings with the Board of Directors, and obtaining direction and input from the General Manager and

other department directors. Conducts, or supports and coordinates with outside labor negotiator in conducting labor negotiations. Implements Memorandum of Understanding.

- Achieves and maintains harmonious and productive management-employee labor relations including day-to-day administration of working relationships with employee associations and processing of grievances.
- Administers and directs the District's EEO programs. Investigates or oversees the investigation of internal and external complaints including alleged harassment or discriminatory conduct and recommends appropriate action. In coordination with the General Counsel's office, represents the District to regulatory agencies to address formal complaints and prepares appropriate documentation.
- In coordination with the General Counsel's office, represents Human Resources and/or the District in administrative proceedings such as grievance arbitration, unemployment insurance appeal hearings, and disability retirement appeal hearings.
- Advises, confers and counsels employees, supervisors and managers in the handling of interpersonal relationships, conflict resolution and consensus building. Assist in the mediation and resolution of workplace conflicts and concerns.
- Serves as the custodian of records with the Department of Justice and manages the District's Employee Pull Notice program.
- Represents Human Resources in support of Board Committees as necessary.
- Administers and maintains all aspects of the District's classification, compensation and benefit programs. Determines appropriate internal and external comparators, and makes recommendations; develops, implements, and administers compensation strategies and programs and classification plans.
- Directs the administration of the District's multi-tiered employee benefits programs, including retirement, health, life, dental, vision, long-term disability, and employee assistance program.
- Administers Consolidated Omnibus Budget Reconciliation Act (COBRA), unemployment insurance and leave of absence programs. Supports and monitors contracts with insurance brokers and various third-party benefits administrators and health carriers including workers' compensation.
- Manages the District's safety and training programs and activities, including Occupational Health and Safety Administration (OSHA) compliance, safety, and staff development.
- Manages the development and provision of employee development programs for the purpose of improving employee performance, facilitating internal promotions and maximizing employee contributions to the District.
- In coordination with the General Counsel's office, develops and administers loss prevention programs in order to minimize personal and District losses due to general liability, vehicle

liability and work related injury or illness; oversees insurance procurement and District participation in insurance pools.

- Manages employee relations activities; provides advice and counsel to department managers, supervisors, and employees in the interpretation of human resources laws, rules, regulations, policies, procedures, administration of grievances, and compliance with Memorandum of Understanding (MOU); works closely with other management on issues that require resolution or contract clarification.
- Manages the District's performance management program. Oversees and ensures that performance evaluations are well-documented and submitted in a timely manner.
- In coordination with the General Counsel's office, identifies legal requirements and government regulations affecting human resource functions, and ensures policies, procedures, and reporting are in compliance.
- Conducts or oversees workplace investigations; writes various notices and related correspondence for General Counsel's office's review and approval; makes recommendations to the General Manager and General Counsel; coaches managers and supervisors regarding the conduct of termination meetings and serving as witness to terminations; participates in the grievance process and attends grievance hearings.
- Administers and manages a variety of functions in the human resources management program including developing and administering a records management system and ensuring compliance with applicable laws, rules, and regulations.
- Provides staff assistance to the Chief Financial Officer/ Administrative Services Director; prepares and presents regulatory and staff reports and other written materials. May act as Director of Administrative Services in that person's absence.
- Monitors changes in laws, regulations, and technology that may affect District or human resources operations; implements policy and procedural changes as required.
- Develops and maintains productive relationships with other jurisdictions and with all levels of government to ensure familiarity with current personnel practices and methodologies.
- Attend Board of Directors meetings as assigned by the General Manager or Director of Administrative Services.
- Performs other duties as assigned.

## **QUALIFICATIONS**

### **Knowledge of:**

- Principles and practices of employee supervision, including work planning, assignment, review and evaluation, discipline, and the training of staff in work procedures.
- Principles, practices, and techniques of human resources, including recruitment and selection, equal employment opportunity; job analysis and classification; compensation analysis and

administration; benefits administration, workers' compensation; employee and labor relations, including negotiations and the interpretation of laws, regulations, policies, and procedures.

- Principles and practice of organization, administration, budget and personnel management.
- Applicable Federal, State, and local laws, regulatory codes, ordinances, and procedures relevant to Human resource administration and management, collective bargaining and labor relations, and equal employment opportunity.
- Procedures and issues involved in administering benefit programs and laws including workers' compensation, the California Public Employee Retirement System (CalPERS), COBRA, Affordable Care Act, Americans with Disabilities Act, state and federal leave laws and statutes, and other benefit programs.
- Practices and techniques for evaluating and managing outcomes including the maintenance and analysis of human resources metrics.
- Individual and organizational behavior, motivation, and theories of current management practices.
- Principles and practices of leadership, effective communication, and effective organizations.
- Modern office practices, methods, computer equipment, and basic computer applications.
- Principles and procedures of record keeping and reporting.
- English usage, spelling, vocabulary, grammar, and punctuation.
- Techniques for effectively representing the District in contacts with governmental agencies, community groups, and various business, professional, educational, regulatory, and legislative organizations.
- Techniques for providing a high level of customer service to public and District staff, in person and over the telephone.

**Ability to:**

- Plan, manage, and direct the District's human resources projects and programs.
- Prepare and administer budgets for the Human Resources Division.
- Develop, implement and monitor the Human Resources Division goals, objectives, policies and programs in accordance with District policies, goals and objectives.
- Develop and make recommendations regarding the creation, revision, or abolishment of personnel rules, policies and procedures.
- Conduct labor negotiations including developing management proposals, costing union proposals and representing the position of management in the conduct of formal negotiations in a unionized environment.

- Resolve and mediate conflict or concerns. Facilitate communication between all parties and keep in balance the best interest of the District.
- Analyze problems, identify alternative solutions, project consequences of proposed actions, focus discussion of possible solutions, and implement recommendations in support of goals.
- Prepare clear and concise reports, correspondence, procedures, instructions and other written materials.
- Supervise, train, plan, organize, schedule, assign, review, and evaluate the work of staff.
- Interpret, apply, explain, and ensure compliance with applicable Federal, State, and local policies, procedures, laws, and regulations.
- Maintain confidentiality of sensitive personal information of applicants, employees, former employees, and other matters affecting employee relations, and of peace officer personnel records.
- Effectively represent the assigned function and the District in meetings with governmental agencies, contractors, vendors, and various businesses, professional, regulatory, and legislative organizations.
- Establish and maintain a variety of manual and computerized files, record keeping, and project management systems.
- Make sound, independent decisions within established policy and procedural guidelines.
- 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 software programs.
- Use English effectively to communicate in person, over the telephone, and in writing.
- Use tact, initiative, prudence, and independent judgment within general policy, procedural, and legal guidelines.
- Establish, maintain, and foster positive and effective professional working relationships with co-workers, other managers, and others 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:*

A Bachelor's degree in public or business administration, human resources, labor or industrial relations, or a related field. A Master's degree is highly desirable. Five or more years of progressively responsible experience in the following areas: recruitment and selection, employee relations, labor relations (including contract negotiations), pay and classification, and benefits administration. Additionally, at least three years of supervisory/management experience is required.

**Licenses and Certifications:**

Possession of a valid California Driver's License.

Possession of a Human Resources professional certification is highly desirable, such as through the International Public Management Association for Human Resources, the Society for Human

Resources Management, the California Public Employers Labor Relations Association – Labor Relations Academy, or a certificate in HR Management from a university program.

**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 work areas and walking between work areas may be required. 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 work in an office environment with moderate noise levels, controlled temperature conditions, and no direct exposure to hazardous physical substances. Employees may interact with upset staff and/or public and private representatives in interpreting and enforcing departmental policies and procedures.

EFFECTIVE: FEBRUARY 2017

FLSA: Exempt





**Midpeninsula Regional Open Space District  
Human Resources Staffing Review  
GMO Briefing  
September 13, 2016**

*General Observations*

- The HR Unit is now fully staffed and works well together. Team members support each other and utilize a generalist approach to deliver HR services to the District.
- The team is committed to providing quality customer service to District managers and general employees.

*Staffing Observations*

- Workload data provided from FY2013/14 through FY 2015-16 suggests the current staffing level is appropriate. The agency averaged 22.6 recruitments for each of those years and the volume of reclassification studies, workers compensation claims and disciplinary actions were all relatively low. This volume of work is well within the capabilities of current staffing.
- It is expected that both reclassification studies and recruitments will increase as the organization grows. Additionally, the HR unit has a number of significant work plan items to complete, including: completion of HRIS implementation, redesign of the onboarding process, enhancement to training and development programming (including a Leadership Academy), and the redesign of the District's performance evaluation process. This increase in workload justifies an additional HR Tech.
- There is a lack of administrative support for the department. The District has periodically contracted with limited term support to aid in administrative tasks and has relied on higher-level classifications to fulfill these tasks. There is sufficient workload to justify a permanent clerical support position. This will allow the analysts and techs to perform higher-level duties and increase capacity.
- The division is lead by a Supervisor position, which is a lower level classification than equivalent divisions reporting to the CFO/ Director of Administrative Services (Finance and IT). The Supervisor position does not participate as a member of the Department Managers Team, though it does attend monthly management meetings, which includes a broader cross-section of the district.
- Responses to the Position Description Questionnaires (PDQs) are generally consistent with the job descriptions. There are two minor exceptions. Of the two MA IIs, Pamela Mullen is performing higher-level duties than Mindy Vargas. Ms. Vargas is working almost exclusively on recruitments while Ms. Mullen is performing other analyst duties. The HR Tech, Rutuja Khare, is performing some Analyst duties but is also working as an

Acting HR Analyst while implementing the District's new Human Resources Information System (HRIS).

- Turnover at the HR Tech position was identified as an ongoing concern. The lack of promotional opportunities was cited as one reason for the turnover. The size of the District contributes to limited opportunities. Despite concern about potential turnover, the District should emphasize a learning environment that supports professional growth and development. This commitment fosters a spirit of innovation and teamwork and creates a desirable place to work. The District must also plan for potential turnover by ensuring that practices are well-documented and the team is prepared to provide training and back up support. The addition of a HR Clerk position may also provide a succession track.

### *Programs and Services*

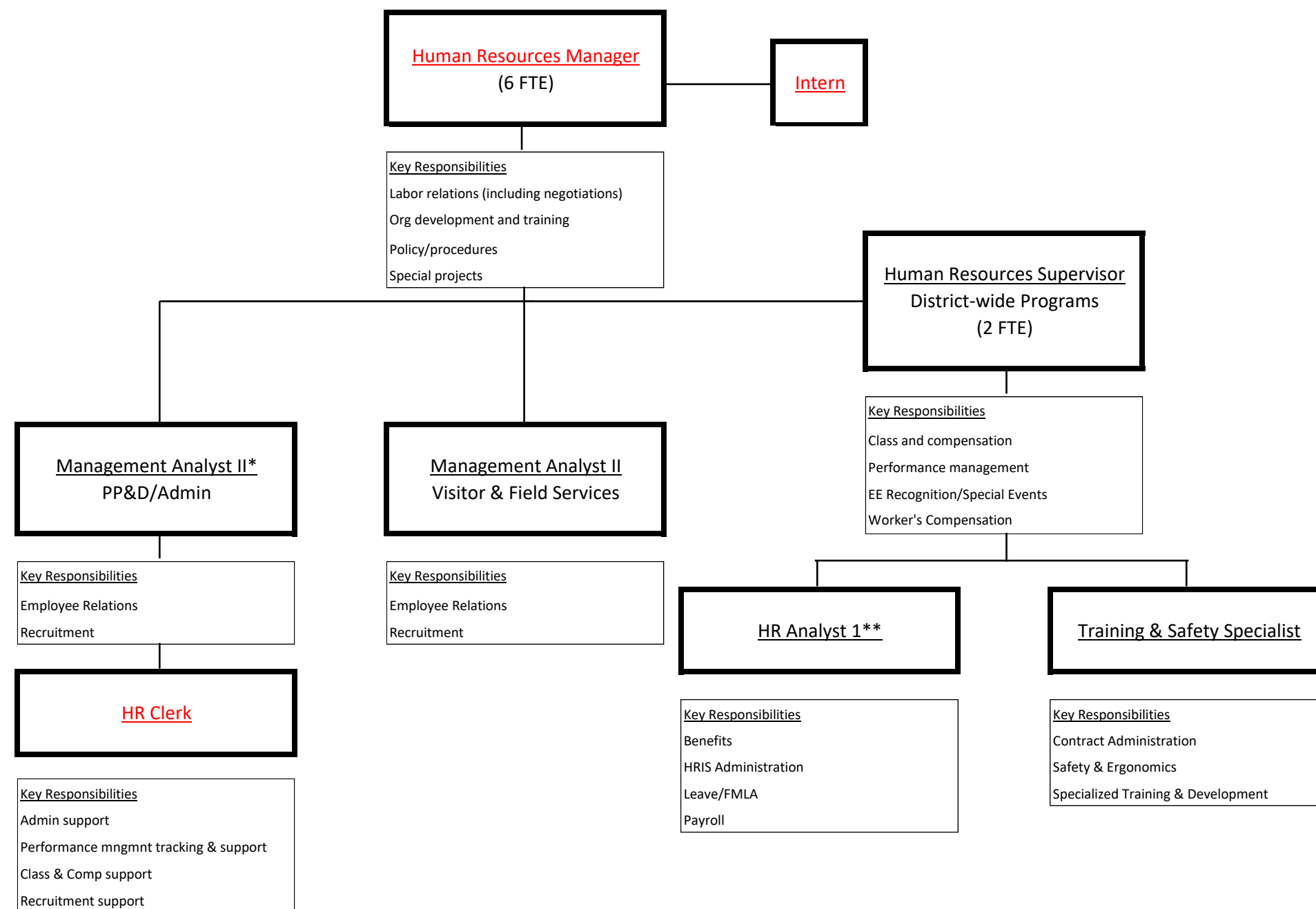
- Recruitments consume a significant amount of department staff time.
- Responsibility for labor relations, including negotiations, currently resides outside the Human Resources division. With the realignment of Administrative functions under the CFO/Director of Administrative Services it no longer makes sense for the Assistant General Manager of Visitor and Field Services to oversee this function. This responsibility is optimally placed under the direction of a Human Resources Manager reporting to the CFO.
- Increased pressure for organizational development activities, including the work plan items of onboarding, leadership training, and updating the employee performance evaluation process, as well as support for change management initiatives would be lessened with staff focused on these responsibilities.
- The District conducts very few investigations and takes very few disciplinary actions. An analysis should be conducted to determine if this is because there are few incidents to investigate and few performance or conduct issues to deal with or for other reasons (i.e, unwillingness of managers to take problem on, feeling that efforts will not be supported by HR or by higher management).
- The personnel policies appear to be generally complete and comprehensive; however, need for a reclassification policy has been identified. The new policy on closed recruitments allows flexibility in promotional examinations. Interviews with Managers suggest a need for improved training and communication regarding HR policies. Regular and ongoing review of policies and procedures is a best practice to remain current and relevant.
- The current rate of workers compensation claims does not warrant a separate position for oversight; however, if the number of claims increases based on organizational growth this function may require further review.



## *Recommendations*

- Align the analyst work to district business lines and maintain the generalist HR service delivery model, which supports cross-training and allows for back up support. Larger organizations are better suited to a specialized, functionally-driven model.
- Add a Human Resources Manager to oversee the division. This position should be a working manager with responsibility for labor relations/negotiations, organization development and training program development, and leading policy and special project assignments, in addition to providing leadership and direction to the team. The HR Manager should be a strategic partner to the General Manager, Assistant General Managers, and Department Managers and actively participate in management team meetings and Department Manager meetings, providing leadership and direction in HR matters.
- Participate in the regional intern program to provide additional capacity for special projects (e.g., developing onboarding program; designing Leadership Academy with direction from HR Manager).
- Add second HR Tech position for increased capacity – assign responsibility for benefits and employee recognition and special events to this position (this position can also provide support to recruitments and class and compensation work). NOTE: if Option 2a or 2b is preferred the HR Tech will not be required for the additional capacity.
- Add a HR Clerk position to reduce the time spent by higher-level staff on administrative activities. This position will perform administrative tasks and support performance management tracking, as well as recruitment and class and compensation clerical support. This position should be supervised by the more senior Management Analyst (Pamela) but provide support division-wide as directed by his/her supervisor.
- Implement performance management practices to continually assess workload and performance (HRIS will aid in this effort). Assign tracking responsibility to new HR Clerk.





**Summary of Recommendations**

- Align analyst work to District business lines
- Maintain generalist model that supports cross-training and allows for back up and support
- Add a Human Resources Manager to oversee the division. Position will be a working manager responsible for labor relations/negotiations, organization development and training program development, and leading policy and special project assignments
- Participate in the regional intern program to provide additional capacity for special projects (e.g., developing onboarding program; designing Leadership Academy with direction from HR Manager)
- Add a HR Clerk position to report to a Management Analyst to reduce the time spent by higher level staff on administrative activities
- Implement performance management practices to continually assess workload and performance (HRIS will aid in this effort). Assign tracking responsibility to new HR Clerk
- Evaluate need for a second HR Tech based on workload over time

Note: Red indicates new position

\*Evaluate reclassification to Senior Management Analyst

\*\*Tech was reclassified to Analyst I in late 2016