



**SACRAMENTO
HOUSING AND REDEVELOPMENT
AGENCY**

APPROVED
BY THE CITY COUNCIL

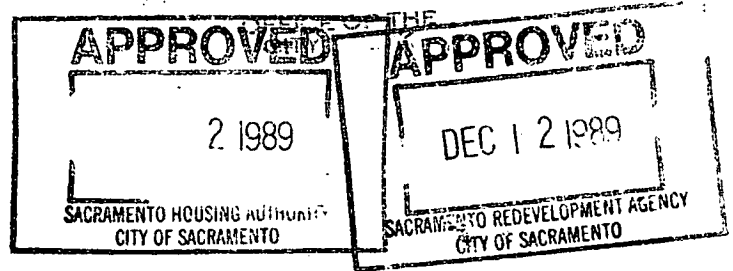
DEC 12 1989



Agency Ref
59

December 12, 1989

Housing Authority and
Redevelopment Agency of the
City of Sacramento



Honorable Members in Session:

SUBJECT: Simplified Agency Management Classification Plan

SUMMARY

This report presents a simplified classification plan for Agency management and Program Manager level positions designed to promote lateral mobility, provide a clear understanding of qualifications for upward mobility, and clarify lines of authority throughout the Agency. The report also recommends several classification adjustments in the Agency's classification system in comportment with this simplified plan.

BACKGROUND

Last December, with your approval, we initiated a consultant study intended to analyze, for the first time in over eight years, the classification and compensation of all management, supervisory, and confidential positions within the Agency (over 77 positions).

After review of the initial analysis by the consultant, John Shannon and Associates, the new Executive Director directed that a simplified four-tiered Classification Plan be developed for the Agency. The plan was complete in early November and after lengthy discussion with upper management staff, and tempered by the realities of our 1990 budget, we would like to suggest a two-phased approach to the classification and reorganization.

The first phase, discussed in this report, regards the general management classification plan which we believe most appropriate to our very diverse set of functions here at the Sacramento Housing and Redevelopment Agency. To the extent possible, comments from Agency staff have been incorporated into this report or have otherwise been put into place. (For example, the MBE/WBE Labor Compliance function will be moved to our Administration Department as suggested by staff.)

12-12-89
All Districts

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The second phase, which we plan to propose early in 1990, and which will be the subject of a separate report, will outline some organizational adjustments we believe necessary for the effectiveness of our operation and will complement the classification adjustments recommended in phase I.

PHASE I

With respect to the overall management classification plan, we would first like to note that the diversity of the Agency's responsibilities, from elderly nutrition to enterprise zones, provides a very difficult organizational structure challenge. It is our observation, nevertheless, that we have far too many gradations within the management classification system for an organization of this size. Further, the lateral and vertical lines of progression are muddled in many instances. We therefore intend to implement (with the few exceptions noted below) a simplified plan which includes only four basic gradations within the management/supervisory group down to the Program Manager level. Those include:

1. Executive Level
2. Department Director
3. Assistant Director
4. Program Manager

(The balance of the positions within the Supervisory/Confidential group remain essentially at the same levels currently assigned except for some title changes which are annotated in the consultants report. The prototype characteristics of each level are outlined on Attachment 1).

There are a number of goals which we would like to accomplish with this structure. First, we would like to make it clear what is required/expected in order to progress to each respective level. For example, each Program Manager should know what his/her lines of progression are and what requisites, qualifications, responsibilities and attitudes are necessary in order to progress to the next level. Rather than a plethora of very finely divided gradations, promotion should be a "perceptible" act of relative significance. To the extent possible, we would like to make openings "promotional only."

Second, lateral transfers need to be facilitated. Each of our Program Managers, Assistant Directors and Directors should have the opportunity to compete for lateral openings.

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Third, we believe that a simplified structure such as the one proposed will lead to clear lines of responsibility and authority throughout the organization. Each Program Manager should report to one and only one Assistant Director and each Assistant Director to a Director. Under the recommended structure we would have two positions at the Executive level, three at the Department Director level, nine at the Assistant Director level and twenty-three at the Program Manager level. This structure, we believe, comes closest to matching the reality of our assignments and is the one which we would like to adopt.

Attachment 2 summarizes all of the Management, Supervisory and Confidential classification changes recommended by Shannon, most of which are designed to bring staff into compartment with the basic four-tiered structure. Attachment 3 shows the organizational structure as of November 1989, and Attachment 4 depicts the organizational structure following implementation of the changes recommended. (Please note that this chart only depicts the structure to the Program Manager level.) The Staff has had the opportunity to review the proposal and has responded in detail. Their comments, along with our responses, are attached as Attachment 5.

Following implementation of the changes outlined, as shown on Attachment 3, there are a number of anomalies which will somehow have to be accommodated under the proposed structure. Some of these may have to remain until after the Phase II report. Others may have to remain indefinitely. These anomalies (with recommended solutions where appropriate) include:

1. The General Counsel and the Personnel Director report directly to the Executive Director. This will remain.
2. The Agency Architect reports directly to the Deputy Executive Director. This may be addressed at a later date.
3. The Program Manager, Homeless Programs, reports directly to the Director of Community Development. This may be addressed in the reorganization report (Phase II).
4. The Community Services/Congregate Housing Director reports directly to the Director of Housing. This may be addressed in Phase II.

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5. There is an Assistant Chief of Community Services. This may be addressed in Phase II.
6. There is a Program Manager reporting directly to the Director of Administration. This will remain.

These issues aside, we believe the organization should have a much more clear-cut administrative structure following implementation of the recommendations in this Phase. As noted above, other organizational adjustments will be addressed in Phase II.

FINANCIAL DATA

The basic structural recommendations outlined in this report do not have any financial impact outside of those proposed in the 1990 budget.

ENVIRONMENTAL DATA

None required.

MBE/WBE

Non-applicable.

POLICY IMPLICATIONS

Policy implications are discussed in the Background section above.

VOTE AND RECOMMENDATION OF COMMISSION

It is anticipated that at its meeting of December 7, 1989, the Sacramento Housing and Redevelopment Commission will adopt a motion recommending that you take the above mentioned action. In the event they fail to do so, you will be advised prior to your December 12, 1989 meeting.

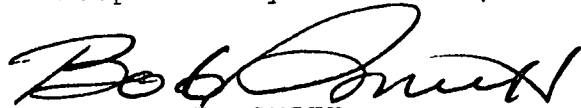
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RECOMMENDATION

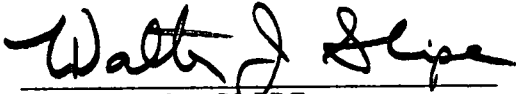
Adopt the attached resolution which establishes the Agency classification plan for Management, Supervisory and Confidential Staff, and which makes the classification adjustments identified in Attachment 2.

Respectfully submitted,



ROBERT E. SMITH
Executive Director

TRANSMITTAL TO COUNCIL:



WALTER J. SLUPE
City Manager

RESOLUTION NO. 89-050

ADOPTED BY THE HOUSING AUTHORITY OF THE CITY OF SACRAMENTO

ON DATE OF _____



APPROVING MANAGEMENT SUPERVISORY AND CONFIDENTIAL EMPLOYEE CLASSIFICATIONS

WHEREAS, the Agency (Authority) authorized the Executive Director to enter into a contract with Shannon and Associates for a classification and compensation study relating to management, supervisory and confidential employees; and

WHEREAS, the classification portion of the study has been completed and is ready for implementation.

NOW, THEREFORE, BE IT RESOLVED BY THE HOUSING AUTHORITY OF THE CITY OF SACRAMENTO

Section 1: The management, supervisory and confidential employee classification plan attached hereto is hereby approved.

Section 2: The Executive Director is directed to take all necessary steps to implement such plan.

CHAIR

ATTEST:

SECRETARY

1100WPP2(518)

FOR CITY CLERK USE ONLY

RESOLUTION NO.: _____

DATE ADOPTED: _____

RESOLUTION NO. 89-108

ADOPTED BY THE REDEVELOPMENT AGENCY OF THE CITY OF SACRAMENTO



ON DATE OF _____

**APPROVING MANAGEMENT SUPERVISORY
AND CONFIDENTIAL EMPLOYEE CLASSIFICATIONS**

WHEREAS, the Agency (Authority) authorized the Executive Director to enter into a contract with Shannon and Associates for a classification and compensation study relating to management, supervisory and confidential employees; and

WHEREAS, the classification portion of the study has been completed and is ready for implementation.

NOW, THEREFORE, BE IT RESOLVED BY THE REDEVELOPMENT AGENCY OF THE CITY OF SACRAMENTO

Section 1: The management, supervisory and confidential employee classification plan attached hereto is hereby approved.

Section 2: The Executive Director is directed to take all necessary steps to implement such plan.

CHAIR

ATTEST:

SECRETARY

1100WPP2(518)

FOR CITY CLERK USE ONLY

RESOLUTION NO.: _____

DATE ADOPTED: _____

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

ATTACHMENT 1

Qualifications and Responsibilities Inherent to the Four Tiers

Executive Level - This tier is reserved for the very highest level of experience and background. Incumbents would be expected to come from the Department Head ranks or laterally from other executive level functions. At this level, practical experience, management capabilities and business acumen must be meshed with strong judgment, vision and motivational qualities. Regular interaction with political figures is expected along with the ability to translate politically expressed goals into realistic action programs.

Department Director Level - This tier is reserved for those incumbents with a very substantial breadth and depth of experience in those sets of disciplines inherent to their department's functions. Strong ability to envision solutions to community problems and to translate departmental resources into action programs is also inherent at this level.

Assistant Director Level - This tier is the basic level at which operational decisions are made. Incumbents must be strongly based in the professional knowledge inherent to their area, budget discipline and personnel management. They will be expected to have command of multiple disciplines and be able to actualize a variety of projects and programs.

Program Manager, Supervisorial and Confidential Level - This is the "front-line" management level. In this tier, incumbents are expected to be front-line managers in a particular area of expertise and directly supervise programs. They may supervise operational staff. Budget management, contract administration and grant management are also very important at this level. The confidential staff serves primarily in support roles.

EXECUTIVE DIRECTOR'S OFFICE

<u>NAME</u>	<u>CURRENT CLASS TITLE</u>	<u>PROPOSED CLASS TITLE</u>
Robert E. Smith	Executive Director	Executive Director
John Molloy	Deputy Executive Director	Deputy Executive Director
Ted Leonard	Agency Architect	Agency Architect
Jerry Sykes	Personnel Director	Personnel Director
Jennifer Laney	Confidential Secretary I	Confidential Secretary II
Robin King	Personnel Analyst II	Personnel Analyst II
Wendell Garrett	Confidential Clerk	Personnel Technician
Delores Panfalone	Confidential Secretary I	Confidential Secretary I

GENERAL COUNSEL

<u>NAME</u>	<u>CURRENT CLASS TITLE</u>	<u>PROPOSED CLASS TITLE</u>
Dwight Moore	General Counsel	General Counsel
Dana Phillips	Assistant General Counsel	Assistant General Counsel
Brita Ribarik	Attorney II	Attorney II

ADMINISTRATION

<u>NAME</u>	<u>CURRENT CLASS TITLE</u>	<u>PROPOSED CLASS</u>
Terry Wollford	Director of Administration	Director of Administration
Kurt Findeisen	Senior Evaluation and Legislative Specialist	Program Manager-Administration
Mary Pat Frick	Finance Director	Assistant Director of Administration-Finance
Mike Bell	Program Manager- Data Processing	Assistant Director of Administration-Management Information Systems
Joan Roberts	Agency Clerk	Agency Clerk
Richard Slaymaker	Administrative Services Officer	Program Manager-Administration
Nancy Fong Yee	Program Manager- Purchasing/Stores	Assistant Director of Administration-General Services (acting)
Sheila Martin	Labor Compliance Supervisor	Labor and WBE/MBE Compliance Supervisor
Vacant	Program Manager- Accounting Services	Program Manager-Administration
Joe Paglieroni Sharron Vaught Evelyn Williams	Supervising Accountant	Supervising Accountant
Glory Wicklund	Program Manager- Purchasing/Stores	Program Manager-Administration
Satoshi Matsuda *	General Services Director Director	Assistant Director of Administration - Administrative Services

* On temporary assignment to City/County Flood Control Planning Agency.

HOUSING

<u>NAME</u>	<u>CURRENT CLASS TITLE</u>	<u>PROPOSED CLASS</u>
John Bridges	Director of Housing	Director of Housing
Betty Turner	Housing Management Director	Assistant Director of Housing
Bob Wiedman	Assistant Chief of Housing Management	Program Manager-Housing
Juan Comacho	Housing Manager	Housing Manager
Connie Leyva	Housing Manager	Housing Manager
Bob Peck	Housing Manager	Housing Manager
Deborah Powers	Housing Manager	Housing Manager
Chet True	Housing Manager	Housing Manager
Sue Vaughn	Housing Manager	Housing Manager
Edna Williams	Housing Manager	Housing Manager
Leon Weston	Housing Manager	Housing Manager
Beatrice Green	Program Manager-Central Eligibility	Program Manager-Housing
Jerry Vickers	Housing Maintenance Director	Assistant Director of Housing for Housing Maintenance
Jerry Robison	Assistant Chief of Maintenance	Program Manager-Housing Maintenance
Pete Dejea	Technical Supervisor	Technical Supervisor
Catherine Newton	Supervising Clerk	Supervising Clerk
Kim King	Program Manager-Housing Services	Program Manager-Housing
Richard Nelson Marge Redmer Bill Sowa	Housing Services Supervisor	Housing Services Supervisor

HOUSING (Continued)

<u>NAME</u>	<u>CURRENT CLASS TITLE</u>	<u>PROPOSED CLASS</u>
Natalie Hartman	Community Services/ Congregate Housing Director	Community Services/ Congregate Housing Director
Roger Schwarzin	Assistant Chief of Community Services	Assistant Chief of Community Services
Katherine De Young	Program Manager-Community Services	Program Manager-Community/ Social Services
Gaea Swinford	Program Manager-Nutrition	Program Manager-Community/ Social Services
Diana Stipe	Dietitian	Dietitian
Marjorie Daughhete	Nutrition Services Coordinator	Nutrition Services Coordinator
Kathleen McLaughlin	Nutrition Services Coordinator	Nutrition Services Coordinator
Naomi Burnett	Program Manager-Child Care	Program Manager-Community/ Social Services
Eve Silverman	Housing & Redevelopment Assistant	Community Services Coordinator
Vacant (3)	Community Services Coordinator	Community Services Coordinator

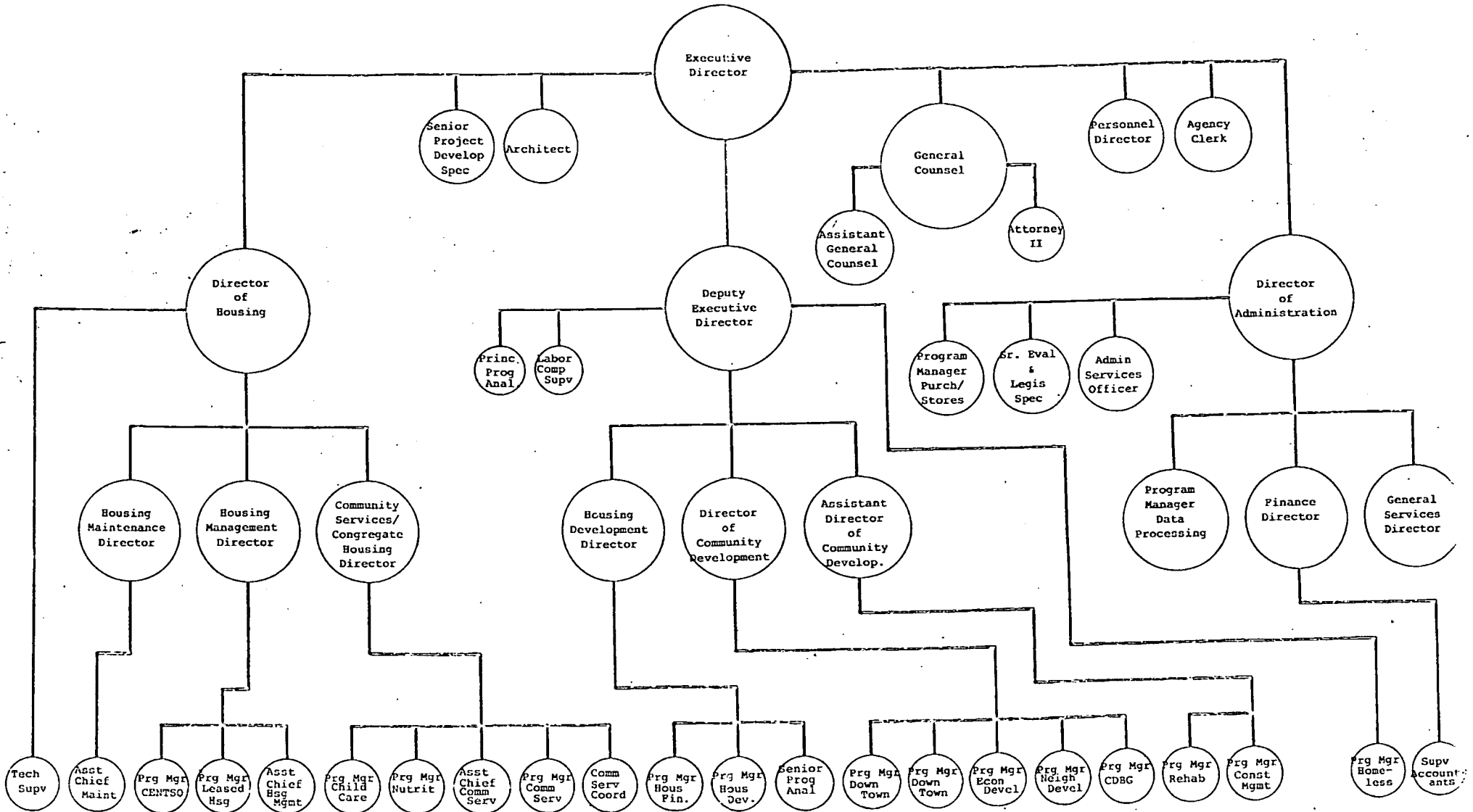
COMMUNITY DEVELOPMENT

<u>NAME</u>	<u>CURRENT CLASS TITLE</u>	<u>PROPOSED CLASS</u>
Tom Lee	Director of Community Development	Director of Community Development
Vacant	Assistant Director of Community Development	Assistant Director of Community Development-Redevelopment
Kenneth Stroth	Assistant Director of Community Development	Assistant Director of Community Development-Construction Monitoring
Bina Lefkovitz	Housing Development Director	Assistant Director of Community Development-Housing Development
Douglas Grandquis Betty Kosman	Program Manager-Downtown	Program Manager-Community Development
Cynthia Shallit	Program Manager-Economic Development	Program Manager-Community Development
John Danberg	Program Manager-Housing Rehabilitation	Program Manager-Community Development
Charlotta Kirby-Leonard	Housing Rehabilitation Loan Officer	Housing Rehabilitation Loan Officer
Mike Pardue	Property Rehabilitation Supervisor	Property Rehabilitation Supervisor
Vicky Trujillo	Housing and Redevelopment Assistant	Senior Program Assistant

COMMUNITY DEVELOPMENT (Continued)

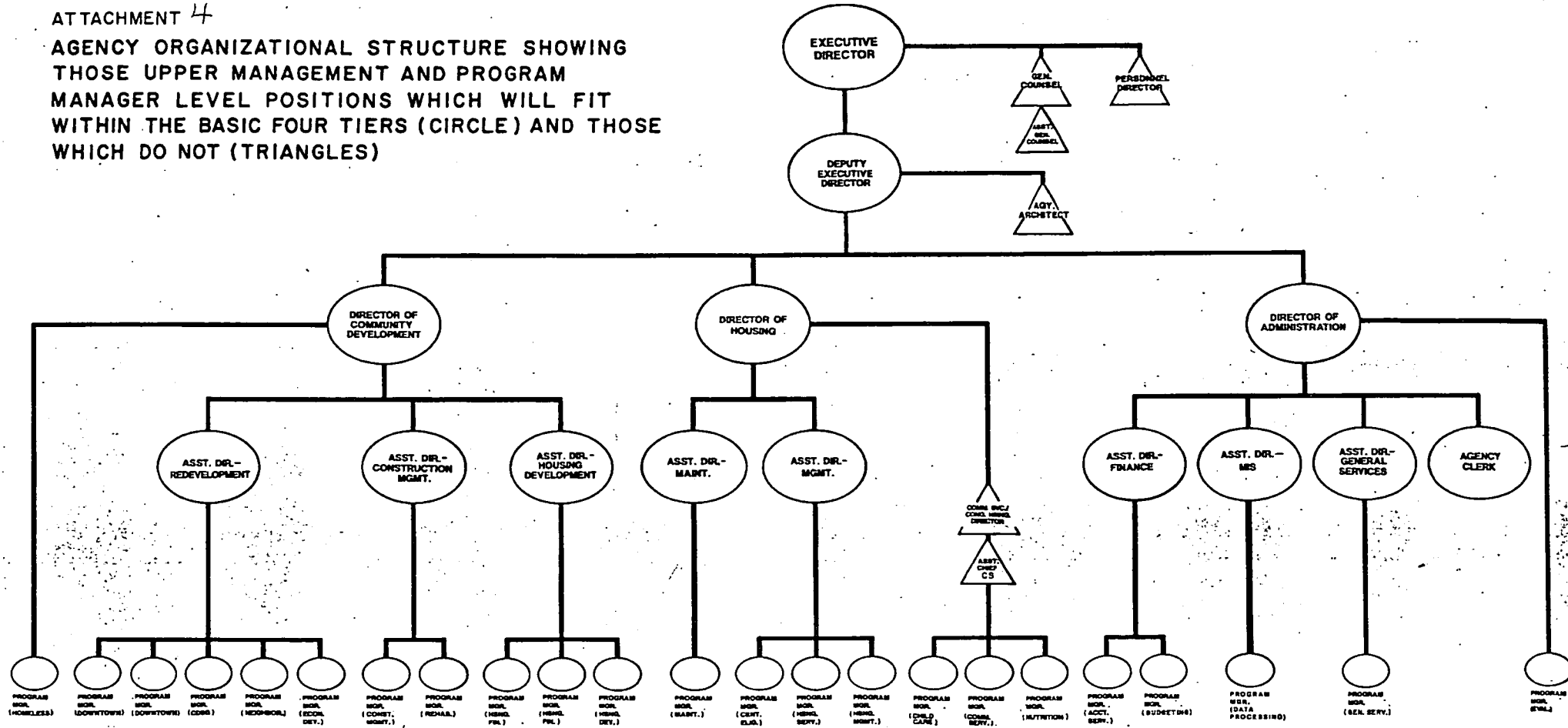
<u>NAME</u>	<u>CURRENT CLASS TITLE</u>	<u>PROPOSED CLASS</u>
Maxine Cornwell	Program Manager-CDBG	Program Manager-Community Development
Anne Moore	Program Manager-Neighborhood Development	Program Manager-Community Development
Kevin Odell	Program Manager-Construction Monitoring	Program Manager-Community Development
Ken Larsen	Technical Supervisor	Technical Supervisor
James Carney	Program Manager-Housing Finance	Program Manager-Community Development
Lester Smith	Program Manager-Housing Development	Program Manager-Community Development
Stephen Whitney-Wise	Program Manager Homeless Programs	Program Manager-Community/ Development
Cassandra Jennings	Senior Program Analyst	Program Manager-Community Development
Judy Akins *	Principal Program Analyst	Principal Program Analyst

* Contract Employee



ATTACHMENT 4

AGENCY ORGANIZATIONAL STRUCTURE SHOWING THOSE UPPER MANAGEMENT AND PROGRAM MANAGER LEVEL POSITIONS WHICH WILL FIT WITHIN THE BASIC FOUR TIERS (CIRCLE) AND THOSE WHICH DO NOT (TRIANGLES)



SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

M E M O R A N D U M

November 20, 1989

TO: All Management, Supervisory and Confidential Employees

FROM: Robert E. Smith, Executive Director

SUBJECT: Response to November, 1989 Comments of Classification Study Review Committee

The following responses are provided to the comments provided by the Review Committee. My thanks go to Ms. DeYoung, Ms. Frick, Mr. Grandquis, Ms. Ribarik and Ms. Wicklund for the time and effort they put into soliciting the input of their fellow workers and in formulating the comments. (The individual comments of the Committee precede each of my responses throughout this memorandum).

Where possible the Committee's requests or answers to their comments will be incorporated into the classification study. While I have not been able to react affirmatively to each response, I have to those which I could and have attempted to answer each below:

Comment #1.

Supervisors and Confidential staff are not included on the organizational chart nor under Qualifications and Responsibilities. Some are listed on the career ladder, others are not.

Response:

With respect to the organizational chart contained in the staff report, it was purposefully cut off at the Program Manager level in that it was intended to show only the four basic management levels to and including Program Managers. A separate chart could be drawn including the Supervisorial and Confidential positions as well but it would not be meaningful and potentially would be very confusing without showing everyone in the Agency, including the represented classes. A chart of that size, to be readable, would be cumbersome to include in the report and simply for that reason was not included.

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We have expanded the Qualifications and Responsibilities section to include descriptions for the Supervisorial/Confidential levels.

The career ladders in the report are representative only and not intended to be inclusive of every conceivable career path of advancement.

Comment #2

There are no lateral career ladder charts.

Response:

The intent of the overall classification plan, particularly at the Program Manager level and above, is intended to promote lateral transfer possibilities. In general, we would like to see increased lateral transferability for all Program Managers and Assistant Directors who meet the minimum qualifications for the respective positions sought. It is important to note, however, that automatic transferability will not be possible given the diversity of qualifications required within the Agency. Aside from the general policy, therefore, no lateral career ladders are implied or appropriate.

Comment #3

What is the criteria for lateral transfers, promotions, and reclassifications?

Response:

Lateral transfers were covered above.

A promotion entails competition for a budgeted position not currently being filled by the individual involved.

A reclassification entails a detailed analysis of an existing position for which duties and responsibilities have significantly been changed and may affect the current holder of that position. (Reclassifications should be rare and not used as a means for promoting individuals.)

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Comment #4

It is not clear to many what the difference is between Assistant Director and Program Manager levels.

Response:

Perfectly clear and always understandable distinctions between these levels is an end state to which we aspire but probably will never achieve. The proposed structure represents our best attempt to organize the Agency's diverse functional areas into levels of responsibility which, in our judgment, have roughly equivalent levels. Some lack of clarity and areas of overlap will probably persist, however.

Comment #5

Generic titling requires clarification about its affect on recruitment, lateral transfers, and setting compensation. For example, Program Manager, Community Development generically covers the diverse fields of Homeless Programs, Redevelopment, Neighborhoods, Economic Development and Construction/Rehab.

Response:

We recognize the problems of generic titling in a diverse organization such as the Agency. Its effect upon recruitment is an area about which we are particularly concerned, particularly in specialized areas such as redevelopment, nutrition, etc., where experienced incumbents are hard to find. The alternative, however, would be less desirable in our opinion in that a proliferation of individually scoped positions becomes very hard to control. (Our proposed system will provide for focused recruitment.) Lateral transfers were covered above. Compensation levels will have some flexibility depending on the outcome of the compensation study.

#6 - Inconsistencies

Comment:

Two Program Managers report to Directors.

Response:

We do not favor Program Managers reporting directly to Directors for span of control reasons and have allowed this situation to occur by exception only. Over time, we will look for ways to end these situations.

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Comment:

If a new department is being proposed combining Homeless Programs and Community Services, perhaps it should be stated as such in the report. Some Community Services employees felt unsure about commenting on their department's structure when it is proposed to be changed.

Response:

While we are considering the possibility of a new department, we are simply not ready to make that decision at this time.

Comment:

Same comment as above if more Assistant Directors are to be created i.e., Community Development, positions should be shown.

Response:

Same as above.

Comment:

The Agency Clerk is at the Assistant Director level but is not called an Assistant Director.

Response:

This inconsistency is noted.

Comment:

For generic class consistency at the Supervisory level, the Nutrition Services Coordinators should be Community Services Coordinators.

Response:

Since the Nutrition Services Coordinator and the Community Services Coordinator are at the same salary level, consideration will be given to administratively transfer all incumbents to the Community Services Coordinator classification.

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

Comment:

The Assistant Director of MIS does not have a Program Manager.

Response:

A program manager has been recommended in the 1990 budget.

#7 - Specifics

Comment:

The program Manager of Leased Housing submitted additional information for that job description.

Response:

The information will be taken under submission for a potential revision to the job classification.

Comment:

Maintenance responded to four positions in their Department.

Response:

This information is also taken under submission.

Comment:

It was requested that the Program Manager, Budget report to the Director of Administration.

Response:

This position has previously and, in our opinion, should continue to report to the Assistant Director for Finance.

Comment:

It was requested that the Labor Compliance/W-MBE Supervisor be a Program Manager.

Response:

The consultant has looked at this position and cannot substantiate this request.

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

#8 - Compensation Study

Comment:

What are the "Agency's preferred markets"?

Response:

The labor market is focused on the City and County of Sacramento. The Agency's preferred relationship to that market is the labor market mean.

Comment:

Will flexible benefits be available to everyone?

Response:


Flexible benefits will be available to all Management, Supervisory and Confidential employees to the extent of the remaining balance of the medical/dental allowance and the allotted supplemental benefit allowance for the specific classification.

Comment:

What methodology will be used in studying compensation? Titles may not be comparable to job descriptions and responsibilities.

Response:

The methodology used in studying compensation is the comparison of not only titles, but knowledge, skills, ability, education, and experience. This data then is related to internal comparability. Further details of the specific methodology will be contained in the consultant's report.

THANKS


ROBERT E. SMITH
Executive Director

RES/wdg

**SACRAMENTO HOUSING
AND REDEVELOPMENT
AGENCY
REVISED MANAGEMENT
CLASSIFICATION PLAN**

DATE: October 10, 1989

TO: Robert E. Smith, Executive Director
Sacramento Housing and Redevelopment Agency

FROM: John McMillan, Consultant
Shannon Associates, Inc.

SUBJECT: Revised Management Classification Plan

This memorandum presents a revised management Classification Plan for the Sacramento Housing and Redevelopment Agency which is consistent with your desire to create a classification system which encourages lateral as well as upward mobility and is easily maintained. Under separate cover, as Appendix "A" we have included an overall strategy which establishes the policy framework from which this revised classification plan is designed.

More specifically, this document outlines the following:

- Assumptions
- Career ladders
- Summary of proposed changes
- Class allocations

ASSUMPTIONS

The revised classification structure, as presented, reflects a variety of assumptions. These assumptions include the following:

FLEXIBILITY - The proposed classification structure has been designed to enhance the Agency's flexibility in assigning staff and responding to the continuing redefinition of the Agency's program areas.

SIMPLICITY - The revised classification plan represents a more simplified classification structure. In simplifying the classification system we have created several broad classes of Program Managers and eliminated one level within the management class structure. This change results in a clearer definition of the lines of responsibility and authority inherent in each of the management classes.

CAREER MOBILITY - This plan identifies broad career ladders which provides the Agency with clear direction for short and long range human resource planning. While the proposed career ladders emphasize upward movement, employees are encouraged to use a variety of lateral movements within the Agency in order to broaden their professional growth and development.

CAREER LADDERS

One of the principal objectives of a classification study is to identify career ladders. Career ladders improve the ability of an employer to manage its human resources and permit the upward mobility of employees. As a result of this study, a career ladder has been identified and is depicted graphically in this section.

The career ladders presented in this chapter introduce the proposed classification plan. In showing career ladders, job classes are grouped into job "families" and are not necessarily listed on an individual department basis.

Career ladders are portrayed for the following job families:

Administration
Personnel
Legal
Community Development
Housing

CAREER LADDER IDENTIFICATION

Career ladders or paths are defined as objective descriptions of possible sequential work experiences within an organization. These ladders are based on organizational needs and objectives. Progress through any particular career path is determined by the employee's effort, growth, and individual goals as well as the organization's philosophy toward career development. It is the mutual participation and cooperation of employee and organization that determines the success of any career development program.

The proposed career ladders show only upward movement. Employees should also, however, be encouraged to use a variety of lateral movements within the Agency. Lateral moves will broaden an employee's experience base, and overall knowledge of and familiarity with the Agency. These lateral paths have not been indicated in this manual because the only limit to the number of possible lateral moves is determined by the employee's capabilities and the Agency's needs.

CAREER LADDER IMPLEMENTATION

The development and support of relevant career ladders provides many useful benefits to the Agency and its employees. It encourages the growth and retention of "quality" employees. It assists the Agency in meeting the goals of its Affirmative Action programs and ensures the success of internal promotion policies and practices. The establishment and use of career ladders provides direction for short and long-range human resource planning. The size and sophistication of any career development program depends on the size of the organization, the number of job classes, the number of administrative, technical, and operational divisions, and the number of supervisory and management levels. In general, the larger the organization, the more detailed, complete and innovative its career development programs.

In establishing a career planning system, general guidelines to follow include the following:

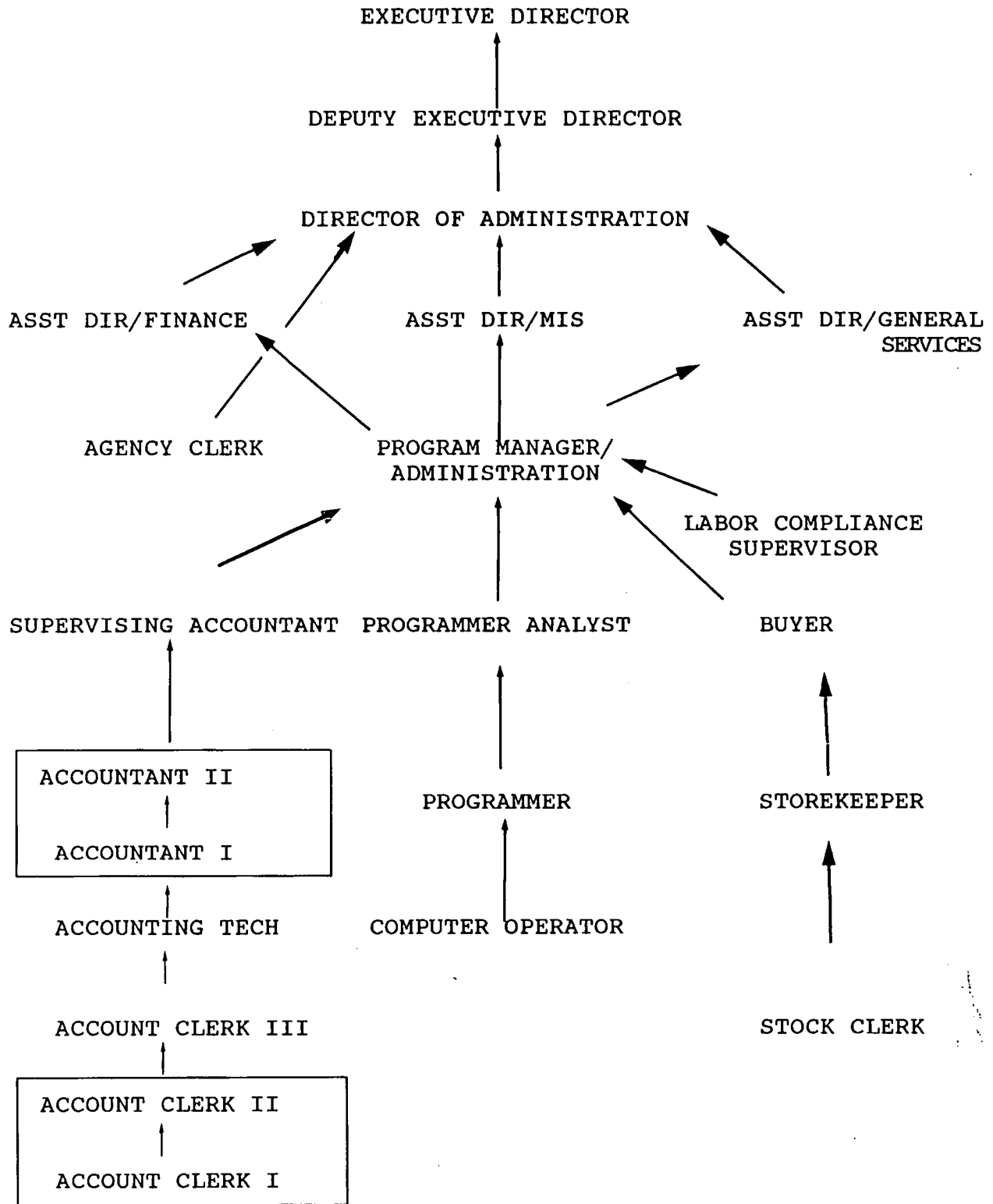
1. Establish career ladders.
2. Provide relevant feedback to employees on performance.
3. Foster realistic expectations regarding future opportunities within the Agency.

4. Match the jobs to the employee, i.e., skills, knowledge, goals, etc.
5. Maintain the program's continuity and flexibility to ensure that the Agency's needs and priorities are met at all times.
6. Integrate career planning with other human resource functions.

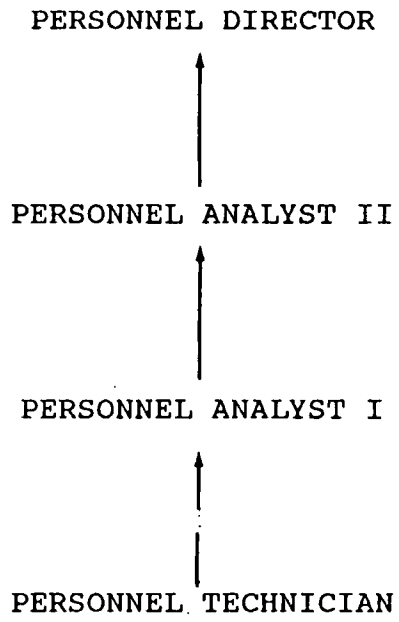
It must be emphasized that career development programs and career ladders are never to be used to "compromise" a classification's employment standards. Career development programs and career ladders are to be used to ensure that the most qualified individual available is selected for a particular job. This is accomplished by establishing a systematic promotional sequence through career ladders. This will communicate the selection criteria and standards, and assist employees in developing the knowledge, ability and skills to meet them. This, in turn, will enhance the quality of human resources available.

CAREER LADDERS

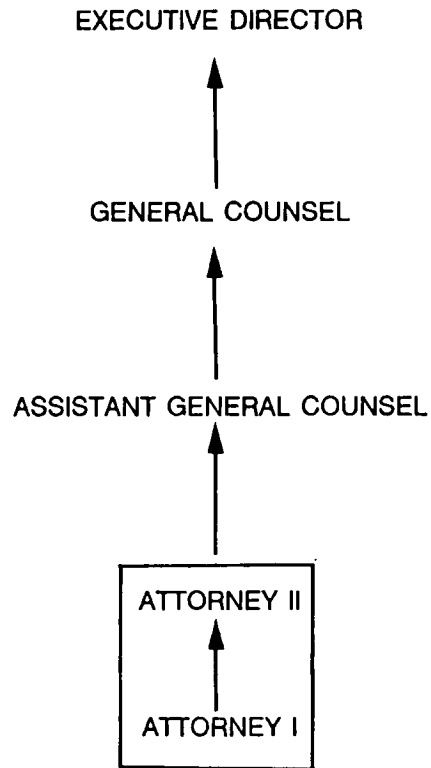
ADMINISTRATION



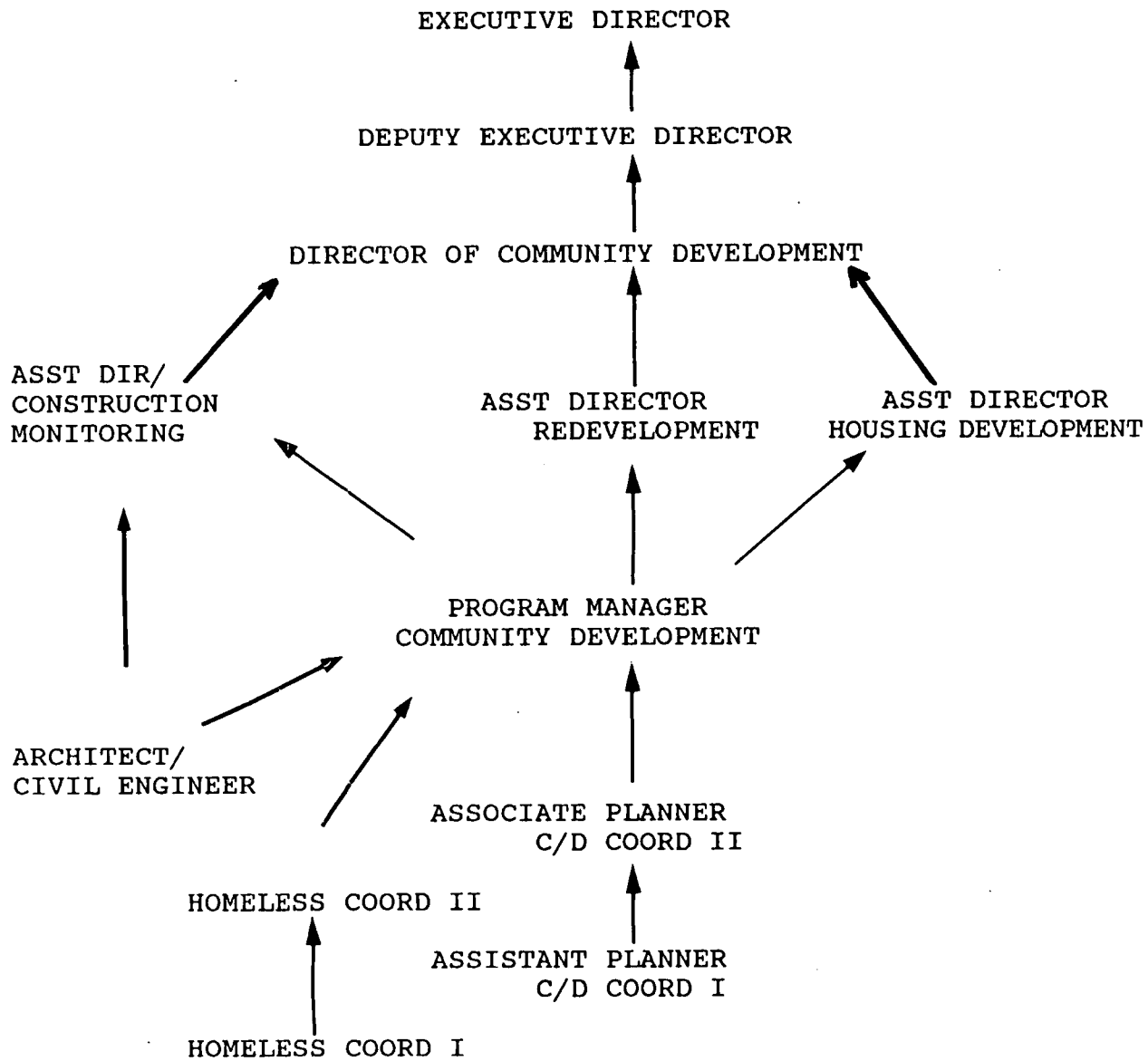
PERSONNEL



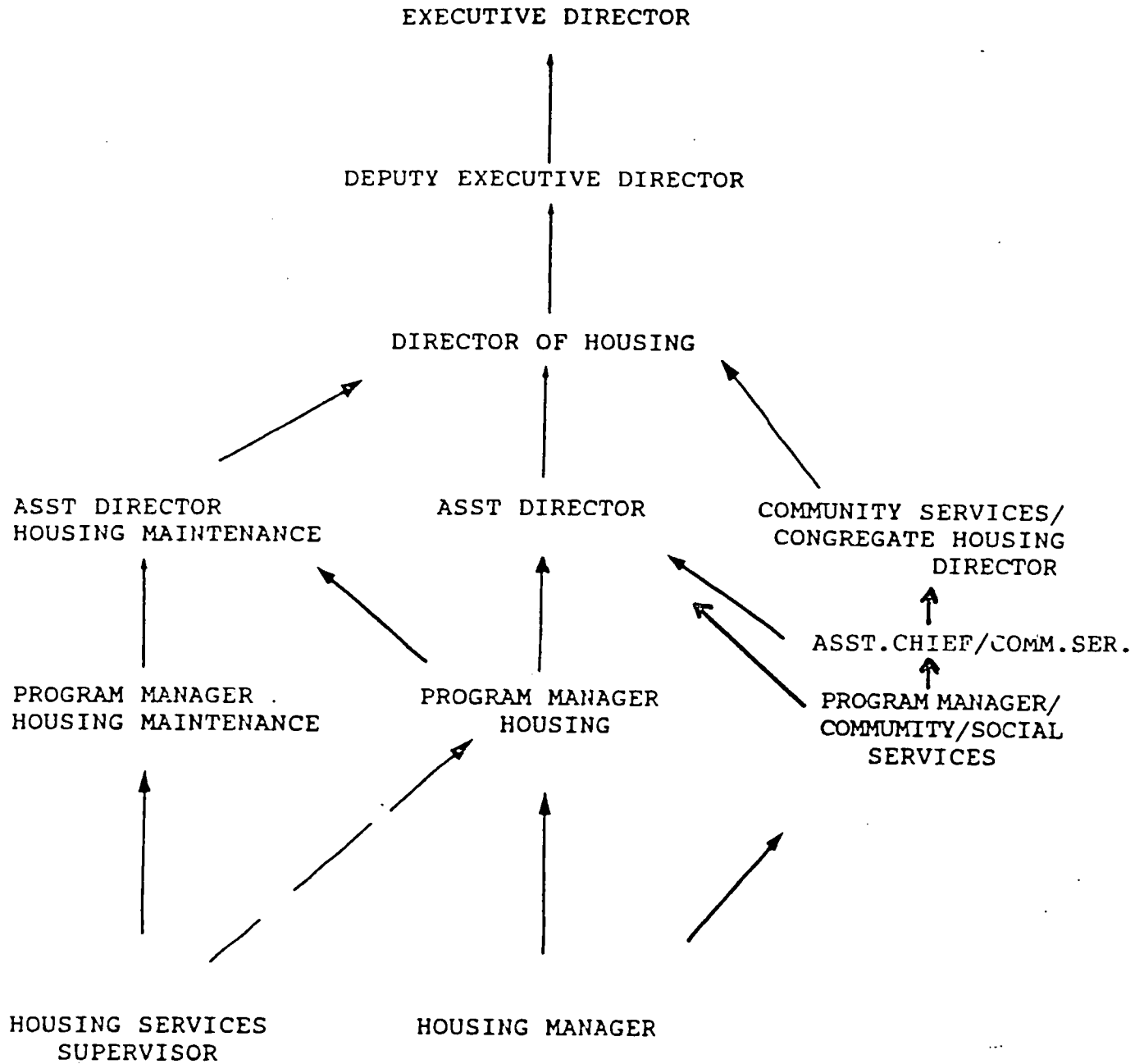
LEGAL



COMMUNITY DEVELOPMENT



HOUSING



SUMMARY OF PROPOSED CHANGES

In summary, the following changes to the Agency's classification plan are proposed:

NEW, REDEFINED, AND DELETED CLASSES

Twenty-nine classes have been redefined or added to replace deleted classes, acknowledge current responsibilities of individual positions, improve internal equity and/or provide the Agency with additional flexibility. In summary, each of the classes replace existing ones. The classes are listed on Exhibit A along with those they replace, where appropriate.

EXHIBIT A

NEW/REDEFINED CLASS

DIRECTOR'S OFFICE

Personnel Technician

ADMINISTRATION

Asst Dir of Admin-Finance

Asst Director of Admin-General Services

Program Manager-Administration

Program Manager-Administration

Program Manager-Administration

HOUSING

Asst Dir of Housing

Program Manager-Housing

Program Manager-Housing

Program Manager-Housing

Asst. Dir of Housing-Housing Maintenance

Program Manager-Housing Maintenance

Program Manager-Community/Social Services

Program Manager-Community/Social Services

Program Manager-Community/Social Services

Community Services Coordinator

DELETED CLASS

Confidential Clerk

Finance Director

New Class

Administrative Services Officer

Senior Evaluation and Legislative Specialist

Program Manager - Accounting Services

Housing Management Director

Asst Chief of Housing Mgmt

Program Manager- Central Eligibility

Program Manager-Housing Services

Housing Maintenance Director

Asst Chief of Maintenance

Program Manager-Community Services

Program Manager-Nutrition

Program Manager-Child Care

Housing and Redevelopment Asst

NEW/REDEFINED CLASS

REDEVELOPMENT

Asst Director of Community Development/
Housing Development

Asst Director of Community Development/
Redevelopment

Asst Director of Community Development/
Construction Monitoring

Program Manager-Community Development

Senior Program Assistant

Program Manager - Community Development

Program Manager - Community Development

Program Manager - Community Development

Program Manager - Community Development

Program Manager - Community Development

Program Manager - Community Development

Program Manager - Community Development

Program Manager - Community Development

DELETED CLASS

Housing Development Director

Asst Director of Community Development

Asst Director of Community Development

Program Manager-Homeless Programs

Housing and Redevelopment Assistant

Program Manager/Downtown

Program Manager/Economic
Development

Program Manager/Housing Rehab

Program Manager/CDGB

Project Manager/Neighborhood
Development

Program Manager/
Construction Monitoring

Program Manager/Housing
Finance

Program Manager/Housing Development

ALLOCATION LIST

EXECUTIVE DIRECTOR'S OFFICE

<u>NAME</u>	<u>CURRENT CLASS TITLE</u>	<u>PROPOSED CLASS TITLE</u>
Robert E. Smith	Executive Director	Executive Director
John Molloy	Deputy Executive Director	Deputy Executive Director
Ted Leonard	Agency Architect	Agency Architect
Jerry Sykes	Personnel Director	Personnel Director
Jennifer Laney	Confidential Secretary I	Confidential Secretary II
Robin King	Personnel Analyst II	Personnel Analyst II
Wendell Garrett	Confidential Clerk	Personnel Technician
Delores Panfalone	Confidential Secretary I	Confidential Secretary I

GENERAL COUNSEL

<u>NAME</u>	<u>CURRENT CLASS TITLE</u>	<u>PROPOSED CLASS TITLE</u>
Dwight Moore	General Counsel	General Counsel
Dana Phillips	Assistant General Counsel	Assistant General Counsel
Brita Ribarik	Attorney II	Attorney II

ADMINISTRATION

<u>NAME</u>	<u>CURRENT CLASS TITLE</u>	<u>PROPOSED CLASS</u>
Terry Wollford	Director of Administration	Director of Administration
Kurt Findeisen	Senior Evaluation and Legislative Specialist	Program Manager-Administration
Mary Pat Frick	Finance Director	Assistant Director of Administration-Finance
Mike Bell	Program Manager- Data Processing	Assistant Director of Administration-Management Information Systems
Joan Roberts	Agency Clerk	Agency Clerk
Richard Slaymaker	Administrative Services Officer	Program Manager-Administration
Nancy Fong Yee	Program Manager- Purchasing/Stores	Assistant Director of Administration-General Services (acting)
Sheila Martin	Labor Compliance Supervisor	Labor and WBE/MBE Compliance Supervisor
Vacant	Program Manager- Accounting Services	Program Manager-Administration
Joe Paglieroni Sharron Vaught Evelyn Williams	Supervising Accountant	Supervising Accountant
Glory Wicklund	Program Manager- Purchasing/Stores	Program Manager-Administration
Satoshi Matsuda *	General Services Director Director	Assistant Director of Administration - Administrative Services

* On temporary assignment to City/County Flood Control Planning Agency.

HOUSING

<u>NAME</u>	<u>CURRENT CLASS TITLE</u>	<u>PROPOSED CLASS</u>
John Bridges	Director of Housing	Director of Housing
Betty Turner	Housing Management Director	Assistant Director of Housing
Bob Wiedman	Assistant Chief of Housing Management	Program Manager-Housing
Juan Comacho	Housing Manager	Housing Manager
Connie Leyva	Housing Manager	Housing Manager
Bob Peck	Housing Manager	Housing Manager
Deborah Powers	Housing Manager	Housing Manager
Chet True	Housing Manager	Housing Manager
Sue Vaughn	Housing Manager	Housing Manager
Edna Williams	Housing Manager	Housing Manager
Leon Weston	Housing Manager	Housing Manager
Beatrice Green	Program Manager-Central Eligibility	Program Manager-Housing
Jerry Vickers	Housing Maintenance Director	Assistant Director of Housing for Housing Maintenance
Jerry Robison	Assistant Chief of Maintenance	Program Manager-Housing Maintenance
Pete Dejea	Technical Supervisor	Technical Supervisor
Catherine Newton	Supervising Clerk	Supervising Clerk
Kim King	Program Manager-Housing Services	Program Manager-Housing
Richard Nelson Marge Redmer Bill Sowa	Housing Services Supervisor	Housing Services Supervisor

HOUSING (Continued)

<u>NAME</u>	<u>CURRENT CLASS TITLE</u>	<u>PROPOSED CLASS</u>
Natalie Hartman	Community Services/ Congregate Housing Director	Community Services/ Congregate Housing Director
Roger Schwarzin	Assistant Chief of Community Services	Assistant Chief of Community Services
Katherine De Young	Program Manager-Community Services	Program Manager-Community/ Social Services
Gaea Swinford	Program Manager-Nutrition	Program Manager-Community/ Social Services
Diana Stipe	Dietitian	Dietitian
Marjorie Daughetee	Nutrition Services Coordinator	Nutrition Services Coordinator
Kathleen McLaughlin	Nutrition Services Coordinator	Nutrition Services Coordinator
Naomi Burnett	Program Manager-Child Care	Program Manager-Community/ Social Services
Eve Silverman	Housing & Redevelopment Assistant	Community Services Coordinator
Vacant (3)	Community Services Coordinator	Community Services Coordinator

COMMUNITY DEVELOPMENT

<u>NAME</u>	<u>CURRENT CLASS TITLE</u>	<u>PROPOSED CLASS</u>
Tom Lee	Director of Community Development	Director of Community Development
Vacant	Assistant Director of Community Development	Assistant Director of Community Development-Redevelopment
Kenneth Stroth	Assistant Director of Community Development	Assistant Director of Community Development-Construction Monitoring
Bina Lefkovitz	Housing Development Director	Assistant Director of Community Development-Housing Development
Douglas Grandquis Betty Kosman	Program Manager-Downtown	Program Manager-Community Development
Cynthia Shallit	Program Manager-Economic Development	Program Manager-Community Development
John Danberg	Program Manager-Housing Rehabilitation	Program Manager-Community Development
Charlotta Kirby-Leonard	Housing Rehabilitation Loan Officer	Housing Rehabilitation Loan Officer
Mike Pardue	Property Rehabilitation Supervisor	Property Rehabilitation Supervisor
Vicky Trujillo	Housing and Redevelopment Assistant	Senior Program Assistant

COMMUNITY DEVELOPMENT (Continued)

<u>NAME</u>	<u>CURRENT CLASS TITLE</u>	<u>PROPOSED CLASS</u>
Maxine Cornwell	Program Manager-CDBG	Program Manager-Community Development
Anne Moore	Program Manager-Neighborhood Development	Program Manager-Community Development
Kevin Odell	Program Manager-Construction Monitoring	Program Manager-Community Development
Ken Larsen	Technical Supervisor	Technical Supervisor
James Carney	Program Manager-Housing Finance	Program Manager-Community Development
Lester Smith	Program Manager-Housing Development	Program Manager-Community Development
Stephen Whitney-Wise	Program Manager Homeless Programs	Program Manager-Community/ Development
Cassandra Jennings	Senior Program Analyst	Program Manager-Community Development
Judy Akins *	Principal Progm Analyst	Principal Progm Analyst

* Contract Employee

APPENDIX A

**CLASSIFICATION AND
COMPENSATION STRATEGY
FOR
SACRAMENTO HOUSING AND
REDEVELOPMENT AGENCY**

Submitted by:

Shannon Associates, Inc.
1400 K Street, Suite 311
Sacramento, CA 95814

September 27, 1989

INTRODUCTION

A critical link in the Sacramento Housing and Redevelopment Agency's human resource management system is a specific strategy that insures that the management classification and compensation plan supports the overall mission, objectives, values, and economic resources of the Agency. It is this strategy that will provide the consultants with the necessary policy guidance to develop a management classification and compensation plan that meets the Agency's needs and can be implemented. It will also provide a policy framework within which the Agency can update the management classification and compensation plan in future years.

In this regard, the consultants in cooperation with the Agency's Executive Director have developed a specific classification and compensation strategy that addresses the following issues:

The refinement and confirmation of assumptions regarding the Agency's mission, political environment, culture, economics and legal constraints.

The characteristics of the ideal classification and compensation plan.

Definition of an appropriate labor market and the Agency's preferred relationship to that market.

Relative importance of internal relationships and the market pricing of jobs.

Appropriate salary differentials within career series and between superiors and subordinates.

Relationship of pay to performance.

Appropriate mix of base salary and benefits.

ASSUMPTIONS ABOUT THE ORGANIZATION

A key consideration in developing the Agency's management compensation program are the constraints or limiting factors that establish the parameters within which the program must be developed. These include the following:

Mission. The fundamental mission of the Agency is to provide an extremely complex and sophisticated range of services to a diverse urban population. Specific features of this service environment include:

Commitment to customer service.

Recognition that the Agency provides both mandated and discretionary public services. With respect to mandated services, especially low income housing the Agency is often the key catalyst to identifying low income housing opportunities.

Commitment to quality of life.

Commitment to efficiency, effectiveness, and public accountability.

Political Environment. Like most urban communities, Sacramento's political environment is characterized by change, flux and increased pressure for more services. On a positive note the environment is healthy and positive and is characterized by:

An interest in strategic planning and a progressive and future oriented organization.

A commitment to creative problem solving, automation and productivity enhancements.

A commitment to social issues.

Sensitivity over salaries and concern for management as well as rank and file employees.

Organization Culture. The Agency's organizational culture is characterized as:

Good government environment with a commitment to open, careful, consideration of decisions.

Relatively stable and conservative with a moderate tolerance for risk taking and the potential for failure. Creativity is somewhat encouraged.

Healthy and friendly place to work.

Economics. On a relative basis, the Sacramento area is in better economic condition than other California communities and the Agency's economic future is characterized by:

A potentially rapid, but measured level of economic growth.

High dependence on Federal dollars and tax increment revenues.

Limited discretion on spending, especially with respect to federally subsidized programs.

Increased competition for limited dollars. As a consequence, the Commission is required to make very difficult spending decisions.

Legal. The Agency's legal structure includes some of the features:

A joint City/County special purpose government which permits the Executive Director to centrally manage activities and initiate change.

Direct responsibility to the Sacramento Housing and Redevelopment Commission which is comprised of persons appointed by the Sacramento City Council and the Sacramento County Board of Supervisors.

IDEAL MANAGEMENT CLASSIFICATION AND COMPENSATION PLAN

In consideration of the above organizational factors, an ideal management classification and compensation plan would include the following features:

Classification. The classification plan should be characterized by:

An overall system that is logical and predictable.

Appropriate blend of broad and specialized classes.

Development of career ladders and a commitment to upward as well as lateral career mobility designed to encourage employee development.

Flexibility.

Accurate class specifications and relevant job titles.

Ability to recruit for specialists through the use of working titles.

Utility to operating departments.

Ease of maintenance.

Management and budget review of all reclassification requests to insure that the integrity of the system is maintained.

Compensation. The compensation plan would be characterized by:

Fairness

Flexibility

Ease of administration

Ability to recruit and retain top quality people

Affordability

Market pricing of the pay structure. Internal alignments will be considered within career groups and across related career groups.

LABOR MARKET AND COMPETITIVE POSITION

In overall terms, the Agency's labor market should focus on the City and County of Sacramento.

The Agency's preferred competitive position should be based on total compensation of the City and County and should take into account the difficulties in the recruitment and retention of management staff.

MARKET PRICING AND INTERNAL RELATIONSHIPS

In overall terms, the Agency's management salary structure will be developed in accordance with the following guidelines:

To the maximum extent possible salary levels will be tied directly to comparable positions in the City/County market.

Appropriate salary differentials will be maintained within career series and between superiors and subordinates.

Classes in related career series will be tied internally for salary purposes where comparable positions in the City/County market are not readily identifiable.

PAY ADMINISTRATION PRINCIPLES

As a general principle, the compensation structure of the Agency's managers should be tied to the local labor market while also related to performance. Given the Agency's organizational environment such a system should:

Encourage innovation but not undue risk.

Recognize the relationship of the management pay structure to the non-management pay structure e.g. salary compaction, cost of living increases.

Be affordable.

The Agency's organizational culture is currently in transition with the recent hiring of a new Executive Director. Nevertheless, the Agency is committed to strategic planning and a progressive and future oriented organization.

MIX OF BASE SALARY AND BENEFITS

In overall terms, the base salary and benefit program should be:

Generally competitive in the market. It should not over emphasize either base salary or benefits.

Flexible - permit employees to shift the mix ^{of} cash and benefits to meet individual needs.