



CITY OF SACRAMENTO

DEPARTMENT OF FINANCE

BUDGET DIVISION

July 8, 1986
BA:86027:NF:KMF

Budget and Finance Committee
Sacramento, California

Honorable Members in Session:

SUBJECT: Community Center Management Study

SUMMARY

At the request of the City Manager, a study of the Community Center organizational structure was recently performed. Recommendations resulting from the study include several organizational structure changes as well as numerous position reclassifications. In addition, it was suggested that Center management identify and assess alternatives for co-locating Community Center and Convention Bureau staff and assess the fiscal impact of each alternative.

FINANCIAL DATA

Several of the recommended position reclassifications will result in savings to the Community Center while other reclassifications will increase Center costs. The net financial impact is not determinable at this time.

RECOMMENDATION

Staff recommends that the Budget and Finance Committee approve the attached Community Center Management Study.

Respectfully submitted,

RECOMMENDATION APPROVED:

Nancy Flagg

NANCY FLAGG
Senior Management Analyst

Solon Wisham, Jr.
SOLON WISHAM, JR.
Assistant City Manager

Betty Masuoka
BETTY MASUOKA
Budget Officer

Attachment

All Districts
July 15, 1986

COMMUNITY CENTER MANAGEMENT STUDY

SUMMARY OF RECOMMENDATIONS

I. ORGANIZATIONAL STRUCTURE

A. Restructure the organization by:

- Adding an Event Services Division
- Changing the Box Office from a Division to a function within the Event Services Division
- Including all public oriented services, such as Booking Coordination, as functions under the Event Services Division

B. Eliminate the Facilities Supervisor position. Clarify and enforce the chain of command.

II. POSITION ANALYSIS

A. Account Clerk II

- Relieve incumbent of inappropriate duties, such as, supervision of ticket sellers.
- Reduce to .5 FTE.

B. Administrative Assistant I

- Position should be dedicated full-time to Center, not split between Center and Bureau.
- Reclassify to Accounting Technician

C. Assistant Facilities Superintendent

- Train General Services employee to assume City-wide elevator maintenance duties.
- Develop method for Center to recover from General Fund current service/supply costs for elevator duties.

D. Booking Coordinator

- Reclassify from management status to clerical-administrative.
- Analyze needs and acquire a computer system to streamline booking functions.

E. Box Office Supervisor

- Relieve Account Clerk of supervisory duties by filling vacant Assistant Box Office Supervisor position.
- Delegate clerical duties.

F. Events Coordination Supervisor

- The position will head the new Event Services Division. The class title, specifications and salary should be revised.

G. Events Coordinators

- The Personnel Department should analyze the salary level to determine if upward adjustments are needed.
- Develop new class specifications for part-time Event Coordinators.

H. Facilities Supervisor

- Eliminate the position. Distribute the duties to Supervising Community Center Attendants.

I. Secretary

- The Personnel Department should perform a classification study to determine if Secretary designation is appropriate.

J. Supervising Community Center Attendant

- Revise class specifications to include duties formerly assigned to Facilities Supervisor.

III. BUREAU AND CENTER RELATIONS

The Center should identify alternatives for co-locating the Bureau and Center staff and assess the fiscal impact of each alternative.

**COMMUNITY CENTER
MANAGEMENT STUDY**

MAY 1986



BUDGET DIVISION

FINANCE DEPARTMENT

CITY OF SACRAMENTO

COMMUNITY CENTER

MANAGEMENT STUDY

May, 1986

Budget Division

Finance Department

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PROJECT SUMMARY

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On March 3, 1986, a management analysis of the Community Center's organizational structure was completed. The purpose of the study was to determine if the structure was sufficient to meet the operational needs of the Center. In addition, the working relationship between the Center and the Convention Bureau was assessed to determine if co-location of the facilities was feasible and desirable. The research procedures, findings and recommendations are included in this report.

Three areas were focused on in the study, the organizational structure, the positions and the desirability of Bureau and Center co-location.

Organizational Structure

The organizational structure of the Community Center was examined to determine if the way it was originally structured eleven years ago meets the current needs of the facility. Several areas needing improvement were identified:

1. The Operations Division is characterized by multiple layers of command and by non-adherence to the chain of command. Elimination of the Facilities Supervisor level as well as clarifying and enforcing the chain of command will greatly improve the situation.
2. The current structure consists of three divisions for budget purposes but operationally is fragmented into five separate functions. A revised divisional breakdown, which involves adding an Events Service Division and changing the Box Office Division to a sub-function of the new division, would provide for a more logical grouping of activities. All public oriented services would be concentrated under one division manager thereby providing more responsive, improved client relations.

Position Analysis

Various positions within the Community Center were analyzed to determine if any changes to the duties or to the class specifications were warranted. This position analysis was undertaken as a means of evaluating the organizational structure. There are 91 budgeted positions (52.85 FTE) at the Community Center. These 91 positions span 23 job classes of which 20 were examined in the study. The 20 classifications included in the study, plus 3 positions at the Bureau, are identified in Appendix A. Changes were recommended for 10 positions:

- o Position reclassifications needed: 6
- o Reductions from full-time to half-time status: 1
- o Positions dropped: 1
- o Other changes: 2

Bureau and Center Relations

The interaction between the Convention Bureau and the Community Center was examined to determine if co-location of the facilities was desirable. Approximately 50% of the Bureau revenue comes from the Community Center Fund.

The primary advantages to the proposal are:

- o The Director who manages both facilities, would be more accessible to staff.
- o Some cost savings from centralization may be realized if both Center and Bureau share costs equitably.

The primary disadvantages are:

- o Space large enough to accommodate both the Center and the Bureau would have to be acquired.
- o Possible conflict of interest in that the Bureau has a responsibility to market all of Sacramento, not just the Center.

Co-locating the Bureau and the Center would provide some operational benefits but these are not compelling enough to warrant the move. However, it has been suggested that the Center staff could move out of its office space and rent it to the public as meeting rooms. If the revenue generated from this proposal would exceed the costs of relocating and sustaining the Center and the Bureau in a new location, then co-location would be a more feasible proposition. The Center should identify co-location alternatives and assess the fiscal impact.

PROJECT BACKGROUND

PROJECT BACKGROUND

History

Since 1973 when the Community Center opened, the organizational structure has remained virtually unchanged. On September 25, 1985, the City Manager directed the Finance Department - Budget staff, in cooperation with the Personnel Department, to review the Community Center operations and conduct a management study.

Process

In approaching this project, staff focused on three key issues:

- (i) the organizational structure and reporting relationships
- (ii) the job responsibilities
- (iii) Convention Bureau and Community Center interaction.

To analyze these key areas a workload analysis questionnaire and an interview guide were developed. These are included in Appendix B and C.

The questionnaire was designed to identify:

- o The actual duties, performance frequency, importance and required experience level for each position included in the study.
- o The suggested preferred or "ideal" delegation of specific tasks which could be performed by lower level department staff.

The interview guide was designed to identify:

- o The primary responsibilities of a position, activities that are postponed because of time limitations and activities that could be redistributed.
- o The actual reporting relationships, span of control and problem areas associated with reporting levels.
- o The frequency and quality of interaction with the Convention Bureau and whether co-location of the Bureau with the Center would be feasible and desirable.

Using both the questionnaire and guide as a base, the following series of tasks were established to complete this project:

- o Review work program with Community Center Director
- o Meet with Community Center staff and key Convention Bureau staff
- o Complete workload analysis questionnaire

- o Review/analyze questionnaire
- o Workload observation
- o Interview employees using interview guide
- o Draft preliminary analysis report
- o Review comments/conduct follow-up interviews
- o Prepare and submit final report

The nine step process was designed to maximize employee participation in the analysis, provide a detailed data base from which the recommendations could be made, and ensure that the audit was completed in a timely manner. The rationale for the study, project tasks, and project timeframe were compiled in an employee overview handout and distributed to each staff member included in the study. See Appendix D.

Organizational Overview

The Community Center organizational structure is divided into three divisions for budget purposes: Administration, Operations and Box Office but operationally is split into five activities or functions: Administration, Operations, Box Office, Booking, and Event Coordination. Figure 1 depicts the current organization chart by division and by function.

1. Administration Division. The Community Center Administration Division provides management coordination and control of all divisions of the department. Also, liaison between Convention Bureau and Center activities are handled by Administration staff.
 - a. Events Coordination. Events Coordination is an activity within the Administration Division. The purpose of Events Coordination is to determine licensee space and equipment needs and to meet with other departmental personnel to ensure that these needs are met.
 - b. Booking Coordination. The Booking Coordination function is also part of the Administration Division. This function entails providing rental information to prospective licensees, booking events to the Center and handling contracts between licensees and the Center.
2. Operations Division. The Operations Division provides building and mechanical equipment maintenance. Operations personnel also set up rooms in preparation for events.
3. Box Office Division. The Box Office administers ticket sales and performs fiscal record audits.

Staffing. Table 1 summarizes the current and budgeted staffing levels for the department. Figure 2 illustrates the current organizational structure by position. There are 91 filled position (52.85 FTE) at the Center with the bulk of them in the Operations Division.

FIGURE 1
ORGANIZATION CHART BY DIVISION AND BY FUNCTION

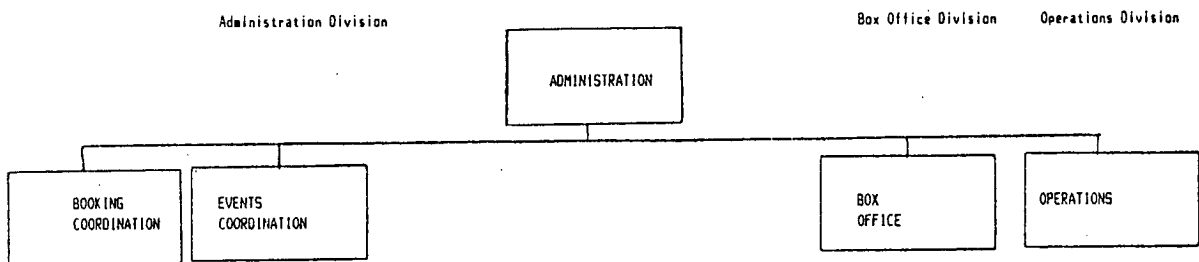
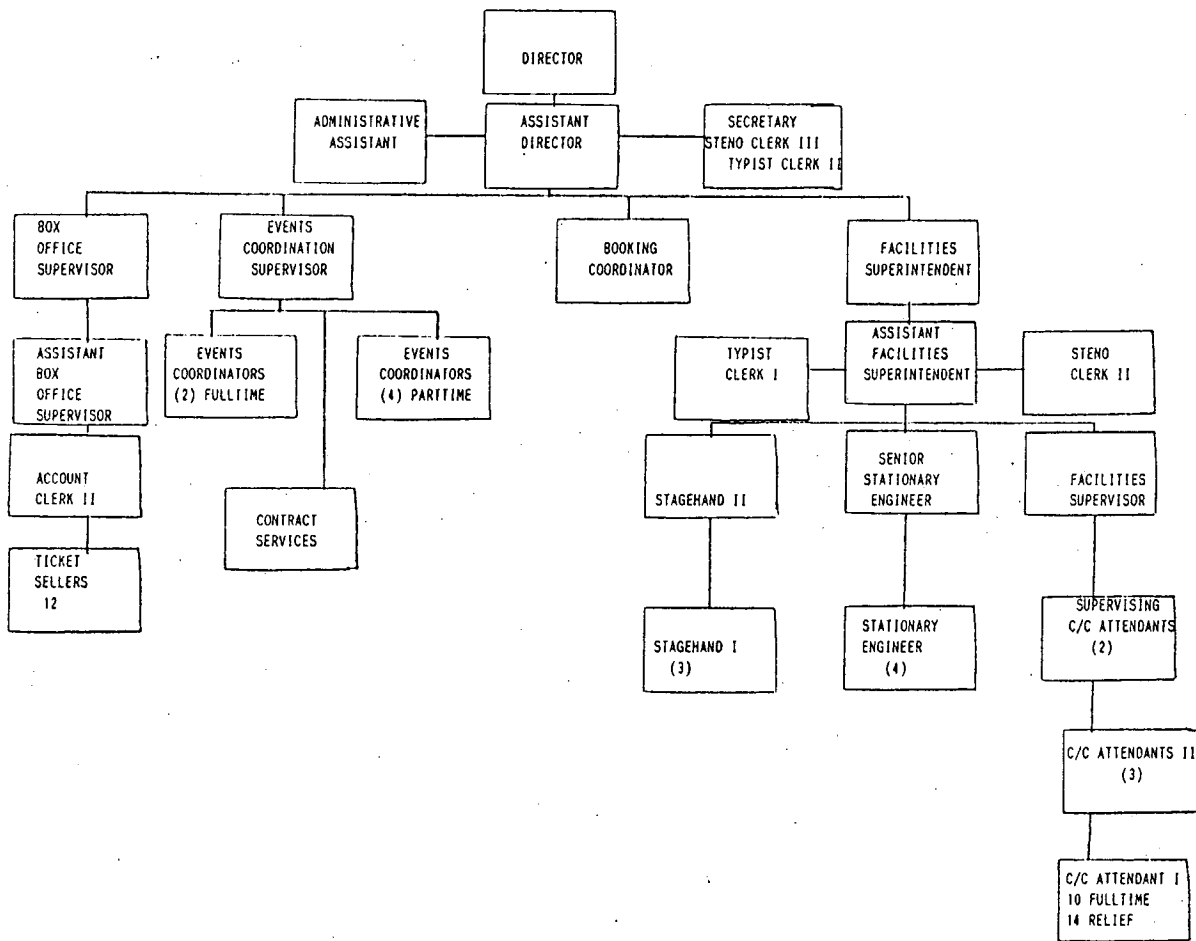


TABLE 1 - COMMUNITY CENTER STAFFING LEVELS

	Filled Positions	FTE	Vacant Positions	FTE	Total Positions	FTE
Administration Division:						
Administration						
Director	1	1.00			1	1.00
Assistant Director	1	1.00			1	1.00
Secretary	1	1.00			1	1.00
Stenographer Clerk III	1	1.00			1	1.00
Typist Clerk II	1	1.00			1	1.00
Administrative Assistant I			1	1.00	1	1.00
Events Coordination						
Events Coordination Supervisor	1	1.00			1	1.00
Events Coordinator	2	2.00			2	2.00
Events Coordinator (Part-time)	4	.75			4	.75
Booking Coordination						
Booking Coordinator	1	1.00			1	1.00
	13	9.75	1	1.00	14	10.75
Operations Division:						
Facilities Superintendent	1	1.00			1	1.00
Assist. Facilities Supt.	1	1.00			1	1.00
Stenographer Clerk II	1	1.00			1	1.00
Typist Clerk I			1	1.00	1	1.00
Senior Stationary Engineer	1	1.00			1	1.00
Stationary Engineer	4	4.00			4	4.00
Stagehand II	1	1.00			1	1.00
Stagehand I	3	3.00			3	3.00
Facilities Supervisor			1	1.00	1	1.00
Supervising C/C Attendant	2	2.00			2	2.00
C/C Attendant II	3	3.00			3	3.00
C/C Attendant I	10	10.00	1	1.00	11	11.00
C/C Attendant I - Relief	14	2.32	5	.78	19	3.10
	41	29.32	8	3.78	49	33.10
Box Office Division:						
Box Office Supervisor	1	1.00			1	1.00
Asst. Box Office Supvr			1	1.00	1	1.00
Account Clerk II	1	1.00			1	1.00
Ticket Seller	12	3.20	13	2.80	25	6.00
	14	5.20	14	3.80	28	9.00
TOTALS	68	44.27	23	8.58	91	52.85

FIGURE 2
 ORGANIZATION CHART BY POSITION



FINDINGS AND RECOMMENDATIONS

ORGANIZATIONAL STRUCTURE

The purpose of the Community Center management study was to analyze the effectiveness of its organizational structure. Is the chain of command clear? Is the original organizational structure still valid or is it outdated? During the study, several areas in the organizational structure needing improvement were noted.

First, under the Operations functions, there are too many layers of supervision and the chain of command is not followed. Second, the Center is arbitrarily divided into three divisions for budget purposes but is operated through five fragmented activities or functions. A revised divisional breakdown would place these five functions into a more logical framework for Center operations and would result in enhanced client relations.

Operations

The Operations Division is characterized by multiple layers of command and by non-adherence to the chain of command. These problems result in staff believing that there are "too many bosses" and "conflicting instructions".

Multiple Layers of Command. The Operations Division is hampered by multiple layers of command over maintenance personnel. The division is headed by the Facilities Superintendent who acts primarily in an administrative capacity. Under the Superintendent is the Assistant Facilities Superintendent who is thoroughly grounded in the technical aspects of Operations. The division then splits into three areas: Stationary Engineers, Stagehands and Maintenance personnel. The layers of command are thickest over the maintenance area. Under the Assistant Facilities Superintendent is the Facility Supervisor who schedules the work of the maintenance crews. Below him are two Supervising Community Center Attendants who each supervise a crew of workers, one supervises the morning crew; the other the evening crew. Within each crew are Community Center Attendant II's who act in a lead capacity over Community Center Attendant I's. Figure 2 illustrates the organization structure by position.

In addition to the official supervisory levels, Operations personnel frequently receive direction and instructions from Events Coordination staff regarding the site preparation and setting-up of equipment for events. As a result, a Community Center Attendant I can and does report to four or more bosses.

To reduce the severity of the "too many bosses" syndrome, one of the layers should be eliminated. The most appropriate position for removal is the Facilities Supervisor. The former incumbent, recently retired, was frequently skipped in the chain of command as staff reported to higher levels. Also, the primary duty performed by the Facilities Supervisor, which distinguished this position from the Supervising Attendants, was preparation of a log of tasks for each work crew. The log was not complex and could be compiled by the Supervising Attendants. The function of the Center would be smoothed by eliminating the Facilities Supervisor position and delegating the duties of the position to the Supervising Community

Center Attendants. Another aid to improved operations would be an enforcement of the chain of command.

Adherence to Chain of Command. Instructions and direction for work tasks should generally be given to workers from the direct supervisor. Any questions the workers have should be relayed to the supervisor. However, what has happened at the Operations Division is that the chain of command is broken in both directions. The workers get orders from all the levels of supervisors and workers jump the chain of command when problems arise. This weakness in the system has occurred for several reasons. One is that there has been a nebulous distinction between the Facilities Superintendent and the Assistant's job. The Assistant Facilities Superintendent should be responsible for day to day operations, whereas, the Facilities Superintendent should perform more of a general administrative function. Also, the Assistant needs to be more available to staff. Approximately 40 percent of his time is spent performing inspections and other work on the City's elevators. This extra duty should be dropped so that the Assistant can be available to staff.

Another reason for the broken chain of command is that workers chose to skip the Facilities Supervisor when questions arose and instead went to the Assistant Facilities Superintendent for clarification.

The interaction between the Events staff and Operations staff is also a source of conflict. Events Coordinators are responsible for planning upcoming events, ensuring that all equipment, maintenance and other service needs of the facility user are met and overseeing the smooth operation of the events. To fulfill these duties the coordinators must work closely with Operations staff. Problems arise when the Events Coordinators need a task done and direct Operations staff to do it.

As an example, assume that a concert at the Center will begin in half an hour. The Events Coordinator notices that there are no barricades to separate the performers from the audience. The Coordinator calls a Center Attendant away from a floor stripping job in another room to set up the barricades posthaste. The Events Coordinator is now directing the work of the Attendant and the instructions conflict with what the Attendant's direct supervisor told him to do, namely, floor stripping. In this instance, it is clear that the event should take priority and the most immediate need was for someone to set up barricades. However, in other instances it is not as clear-cut a situation. Either way, the employee is being pulled by two sides and has to decide whose orders will be obeyed. If the Events Coordinator had cleared the task with the Attendant's supervisor the problem would not be as severe.

To correct the problem in reporting relationships, the Events Coordinators should generally interact at the Supervising Community Center Attendant level and let these supervisors instruct their staff. The Events Coordination Supervisor should interact with Operations at the Assistant Facilities Superintendent level.

An exception to the above named rules of interaction occurs at nights and on weekends. At these times, the Center undergoes a transformation. The Facilities Superintendent, his Assistant and some of the supervisory

levels are not on the premises. The Events Coordinator acts as general manager of the facility and as the liaison between the City and facility users. Informally, the Events Coordinator is in charge. This should be recognized formally in the organization chart as shown in Figure 3.

Another necessary change is that the Events Coordinators should be allowed the resources to meet their responsibilities. For example, they should be permitted to call in relief attendants or other personnel as warranted. Currently, if extra help is needed at nights or on weekends the Events Coordinators must have the lead Operations person on duty try to contact the Facilities Superintendent or Assistant at home who then contacts relief workers. This is a cumbersome process that considerably hampers the ability of the Events Coordinators to ensure the smooth operation of events.

Functional Organization

The Community Center organizational structure is arbitrarily divided into the Administration, Operations and Box Office Divisions but operates through five fragmented activities. A revised divisional breakdown would provide a more cohesive organizational framework and improved customer service.

The current structure, by function or activity, is shown in Figure 1. Heading the organization chart is Administration, under which are the Operations, Box Office, Events Coordination and Booking Coordination functions.

These latter four functions are on the same level in the official organization structure but are not equivalent. For example, although Booking Coordination is essentially a clerical position it is shown in the organization as equivalent to the Box Office Supervisor and Events Coordination Supervisor.

As another illustration, the Box Office Supervisor is on the same level as the Events Coordination Supervisor, even though the latter acts as general manager of the entire Community Center complex on nights and weekends. A more logical grouping of functions would involve replacing the Box Office Division with a new division for event related services. The result would be three divisions: (i) Administration for administrative activities, (ii) Operations for technical services, and (iii) Event Services for the event or public-oriented services.

There would be no structural change in the current Administration and Operational Divisions. The change would be the replacement of the Box Office Division with an Event Services Division. Box Office activities would become a sub-function of the Event Services Division. Also, the Booking Coordination function would become part of the new division. The proposed organization charts are depicted in Figures 4 and 5.

The rationale for the new structure is to group all public/event related functions, which are the crux of Center operations, under one manager. The division would be headed by an Event Services Manager, currently the Event Coordination Supervisor. The result of the change

would be enhanced customer and staff relations.

As an example, a major client could meet with one person, the division manager, to have questions answered and to have service needs addressed instead of meeting with staff of the various functions; Booking, Box Office and Events Coordination.

Recommendations

1. Eliminate the Facilities Supervisor position and re-distribute the duties to the Supervising Community Center Attendants.
2. Ensure that Operations and Events staff adhere to the chain of command. The distinction between duties of the Facilities Superintendent and the Assistant should be clarified. The Assistant is responsible for day to day operations, and, therefore most problems and requests should go to him. It is his duty to pass on vital information to the Superintendent.

The interaction between the Events staff and Operations staff should be clarified and controlled to prevent Operations staff from receiving instructions from too many people.

A meeting should be held with Operations staff to spell out the duties of each position and reporting responsibilities. Management must then ensure that the chain of command is adhered to.

3. Reorganize the department into the following three divisions; Administration, Operations and Event Services. The Box Office and Booking functions should be restructured under the Event Services Division.

FIGURE 3
ORGANIZATION CHART FOR NIGHTS AND WEEKENDS

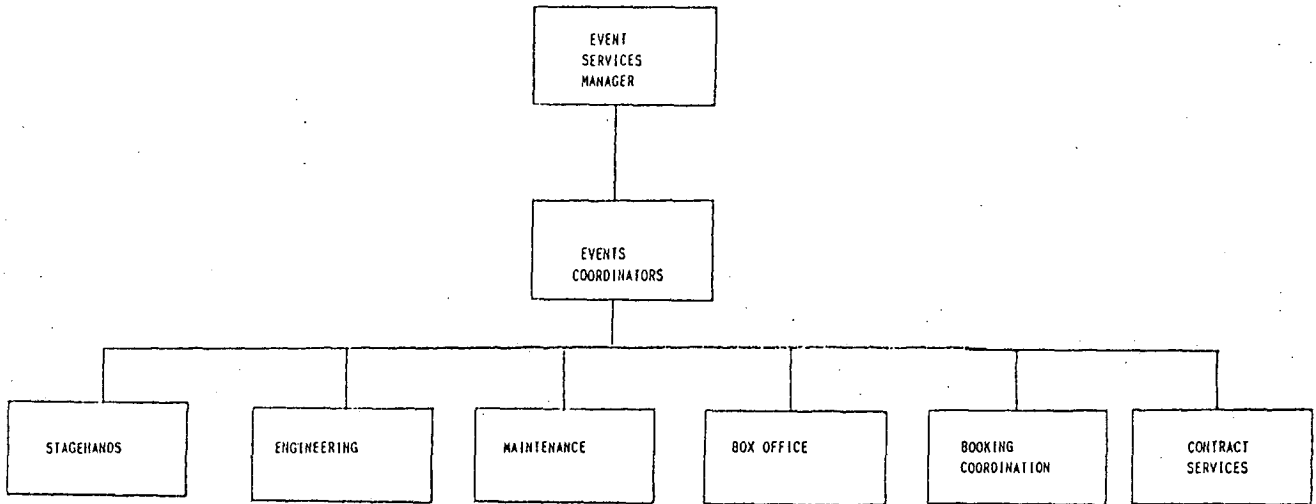


FIGURE 4
PROPOSED ORGANIZATION CHART BY DIVISION AND BY FUNCTION

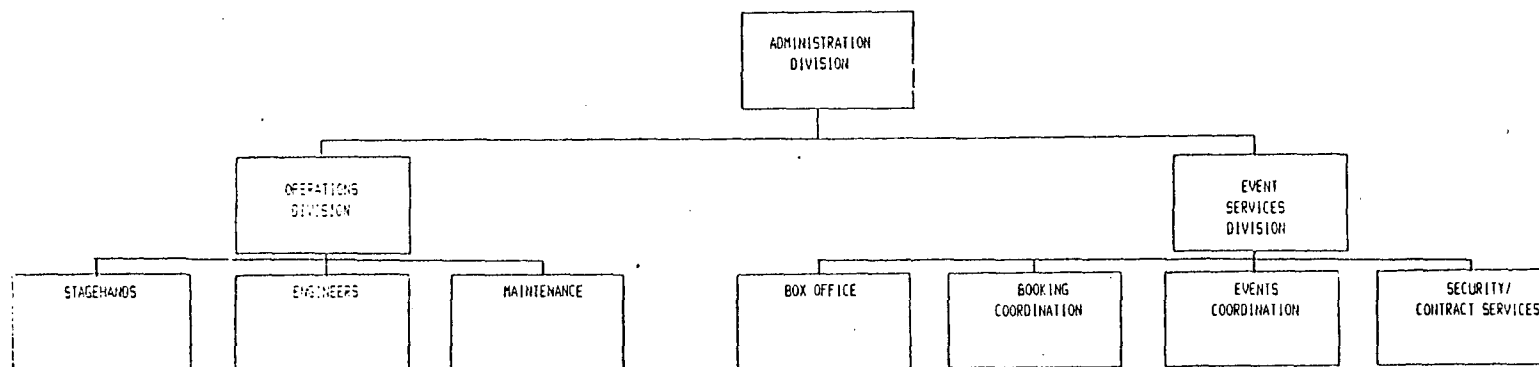
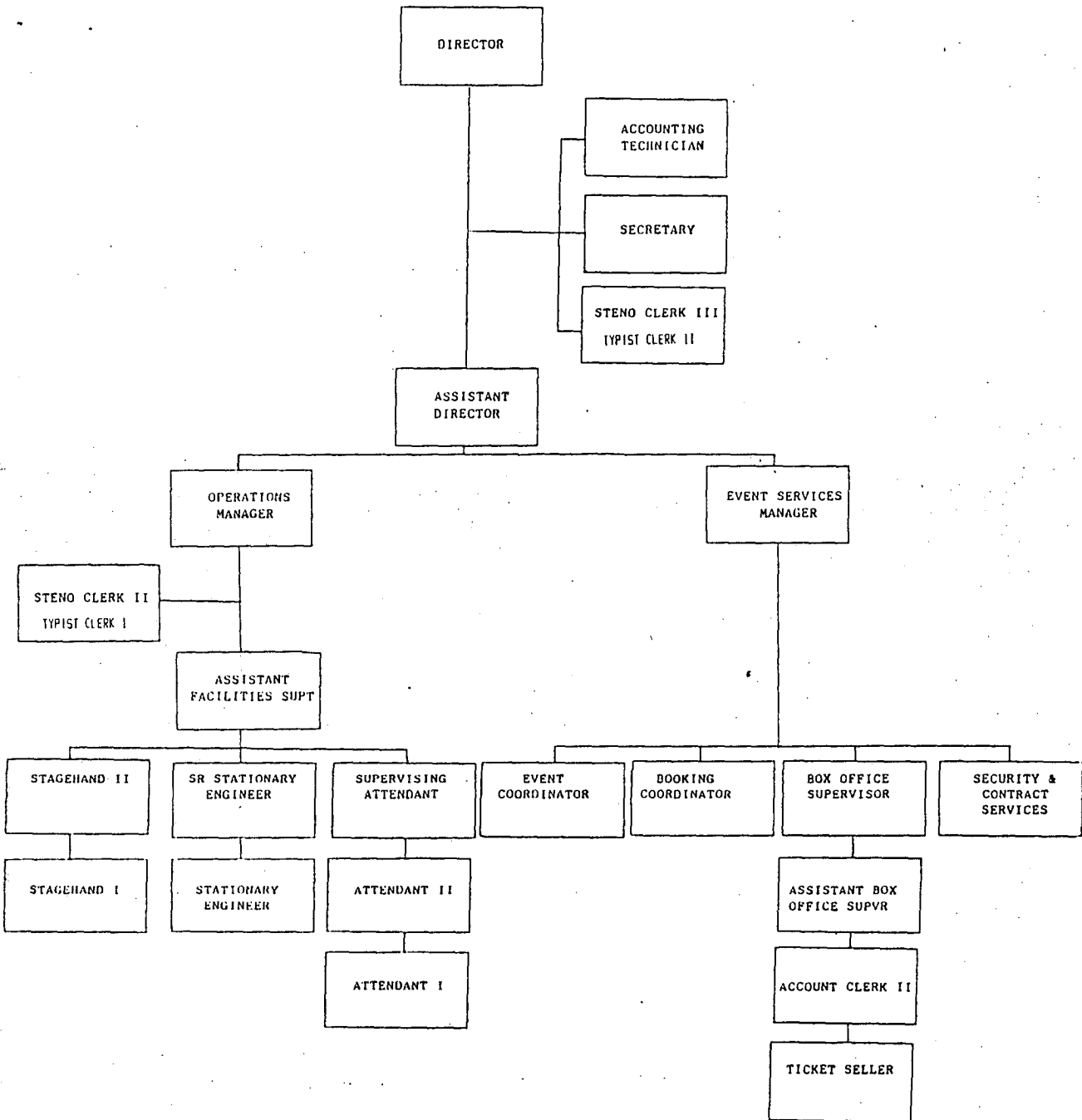


FIGURE 5
 PROPOSED ORGANIZATION CHART BY POSITION



POSITION ANALYSIS

As an aid to the study of the organizational structure of the Center, various positions were analyzed to determine if they were meeting the needs of the Center. Twenty classifications, including three at the Bureau, were analyzed (See Appendix A for a listing). The primary focus was on the supervisory, administrative and clerical positions but a sample of all levels was taken to get a more complete picture of Center operations. Through interviewing and observing employees a number of problems came to view which are discussed in the section that follows. Recommendations were made concerning the ten classifications listed below:

- Account Clerk II
- Administrative Assistant I
- Assistant Facilities Superintendent
- Booking Coordinator
- Box Office Supervisor
- Events Coordination Supervisor
- Events Coordinators
- Facilities Supervisor
- Secretary
- Supervising Community Center Attendants

Included in the following section is a discussion of these positions covering the job definition, job duties currently performed and an analysis of the position. Following each discussion are recommendations for improvement. Also included are descriptions of the Director and Assistant Director's duties. No changes were recommended for these latter two classifications.

DIRECTOR

Job Description

To plan, organize, and direct the activities of the Community Center and the Convention Bureau, and to provide highly responsible professional administrative staff assistance.

Job Duties Currently Performed

- o Meeting with the Bureau Board of Directors, the City Council, County Board of Supervisors, special interests groups and the public
- o Final decision making regarding Community Center and Bureau courses of action
- o Special event sponsoring, endorsement or management
- o Serving on state and national committees and boards in the convention and tourism industry

Position Analysis

The Director of the Community Center also serves as the General Manager of the Convention Bureau. The position is essentially that of a highly visible spokesperson for the Center and Bureau and for the Sacramento tourism and convention industry. The position also involves setting policies for the Bureau and Center and making the final decisions regarding courses of action.

The functions performed by the Director meet the needs of the Center and Bureau, therefore, no changes in duties are recommended in this report.

ASSISTANT DIRECTOR

Job Definition

To perform responsible administrative and supervisory work assisting in the management of the Community Center, and to provide highly responsible staff assistance.

Job Duties Currently Performed

- o Directing the daily activities of the Community Center
- o Overseeing contract, budget, revenue and personnel administration
- o Promoting and marketing the Community Center

Position Analysis

The Assistant Director is primarily responsible for day to day administration of the Community Center facility. Also, promoting and marketing activities consume a portion of the Assistant Director's time.

The division of duties between the Director and Assistant Director seems to work reasonably well, therefore, no changes are recommended in this report for the position.

ACCOUNT CLERK II

Job Definition

To perform responsible accounting clerical work involving the maintenance of financial or statistical records for the City's centralized accounting system.

Job Duties Currently Performed

The primary duties performed by the incumbent are:

- o Direct, supervise and coordinate the Box Office activities when the Box Office Supervisor is unavailable.
- o Respond to complaints or inquires from public, promoters and City departments.
- o Prepare and analyze financial reports.
- o Audit and maintain records.
- o Review receipts, deposits and other financial arrangements prior to settlement.

Position Analysis

The Account Clerk II's current job responsibilities exceed those of the class specification. However, under the proposed reorganization, these additional duties would be withdrawn and the position would become a half-time slot. The Account Clerk II job definition emphasizes clerical and accounting duties, but the incumbent performs tasks substantially above the specification. Supervision of ticket sellers, significant contact with the promoters and public and auditing financial reports are some of the extra duties performed by the incumbent. The primary reason for the Account Clerk assuming these responsibilities is that the Box Office Supervisor must attend all events, including those during nights and weekends to settle the accounts and cannot always be in the Box Office during the day. The Account Clerk II should not be expected to perform work substantially beyond the class specification.

Currently, there is an Assistant Box Office Supervisor vacancy at the Center. This position should be filled to primarily work the night and weekend events. This would enable the Box Office Supervisor to spend more time at the Box Office during the day thereby relieving the Account Clerk II of her supervisory duties.

Under the recommended reorganization plan, the Center would hire a full-time Accounting Technician to perform accounting duties for the Center and audit duties for the Box Office. It would, therefore, be unnecessary to have a full-time Account Clerk II in the Box Office; a half-time position would be more appropriate.

One duty performed by the Account Clerk that is inappropriate from both an internal control standpoint and a job classification standpoint is ticket selling. On occasion, the Account Clerk is instructed to sell tickets when an insufficient number of ticket sellers have been called in to work. For stronger internal controls, it is important to segregate the cash handling duties from the record-keeping for cash. In addition, ticket selling is not part of the class specification and should not be performed by the Account Clerk.

Recommendation

1. The Account Clerk II should be relieved of the duties inappropriate to the classification, including extensive supervision of ticket sellers and contact with promoters. This should be accomplished by filling the Assistant Box Office Supervisor position to primarily work the off-hour shifts thus enabling the Box Office Supervisor to be present at the Box Office during daytime hours for providing supervision and answering promoter questions.
2. The Account Clerk II position should be reduced to a .5 FTE position.
3. The Account Clerk II should not sell tickets to an event except in a crisis situation.

ADMINISTRATIVE ASSISTANT I

Job Definition

To perform responsible professional and technical administrative duties in providing staff assistance to departments and major division heads.

Job Duties Currently Performed

This position acts in a dual capacity - as both Administrative Assistant to the Center and as Accountant to the Bureau. Approximately 20 hours per week are spent at each facility. The primary duties currently performed at the Center are:

- o Assisting in budget preparation.
- o Handling the accounts receivable and payable functions.
- o Compiling and analyzing fiscal and statistical data and preparing reports.

The primary duties performed at the Bureau are:

- o Handling the accounts receivable, accounts payable, payroll and general ledger functions.
- o Preparing the proposed budget.
- o Making financial recommendations.

Position Analysis

The position, as its duties are currently structured, primarily provides accounting support to the Center and the Bureau. As such, it does not fit the Administrative Assistant I classification. The main reason for this is that the accounting duties are time-consuming leaving little time available for the more typical duties of an Administrative Assistant, such as performing special studies on policy, procedure, and administrative problems.

The dual facility nature of the position causes problems in reporting relationships. The employee must report to the Director for Bureau activities and to the Assistant Director for Center activities and must attempt to prioritize competing requests. This is counter-productive to an efficient work situation.

Recommendations

1. The Administrative Assistant position, which is fully funded by the Center, should work full-time at the Center. The position would be responsible for Center related accounting activities, including financial and statistical analyses, as required. In addition, the

duties of the position should be expanded to include auditing of Box Office activities. Currently, audit activities are performed by the Account Clerk II who works in the Box Office. By having the Center's Accountant perform auditing duties internal controls over Box Office activities are strengthened.

2. The Personnel Department should reclassify the position to an Accounting Technician to recognize that the largest portion of the incumbent's duties are accounting oriented and not administrative.
3. The Bureau should hire a part-time accountant for its facility.

NOTE: The Bureau recently contracted with the Finance Department for an accountant to perform Bureau accounting duties.

ASSISTANT FACILITIES SUPERINTENDENT

Job Definition

To assist in the planning, scheduling, assigning, and supervising of the physical operations and general maintenance of the Community Center complex.

Job Duties Currently Performed

- o Schedule the work hours for Stationary Engineers, Center Attendants, Stagehands, and relief personnel.
- o Inspect City elevators, dumbwaiters and escalators for safety and proper operation.
- o Review the work of elevator maintenance contractors.
- o Maintain a variety of records, reports and statistics relating to City elevators, dumbwaiters and escalators.
- o Direct and review the work crews assigned to maintenance, set-up, and repair duties.
- o Administer disciplinary action, employee grievances and other personnel related matters.

Position Analysis

The duties performed by the incumbent Assistant Facilities Superintendent do not fully conform to the job specifications. The main reason for this is that approximately two days per week of this manager's time are spent inspecting, reviewing work upon, and maintaining records relating to City-wide elevators, dumbwaiters and escalators. These extra duties are not part of the job specifications but are performed by the incumbent for the City because of his expertise in the area.

The City does not reimburse the Center for the services spent on elevator related duties of the Assistant Facilities Superintendent and a Stenographer Clerk II. Until such time that the Assistant Superintendent stops performing elevator duties, the Center should arrange a system to recover these costs.

Without the ever-present elevator duties, the Assistant Facilities Superintendent could allocate more time to training the supervisory staff, coordinating the regular maintenance and operating functions with event and activity related needs, and overall providing greater managerial support to Operations.

Recommendations

1. The Assistant Facilities Superintendent should cease performing City-wide elevator maintenance duties. This will be accomplished by having this employee train a person in the Department of General Services, Facility Management Division to perform

elevator work. As the Facility Management employee becomes more proficient, the Superintendent's role in elevator maintenance will decline until his services are no longer required in this capacity.

2. The Center should develop a method to recover from the General Fund the cost of services and supplies spent on elevator duties until such time that the Assistant Facilities Superintendent fully turns over elevator maintenance responsibility to the Facility Management Division.
3. Once freed from elevator responsibilities the Assistant Facilities Superintendent should exercise greater managerial control over Operations.

BOOKING COORDINATOR

Job Definition

To direct, supervise and coordinate pre-event activities associated with the scheduling, contract preparation, and confirmation of Community Center events.

Job Duties Currently Performed

The Booking Coordinator's primary duties are:

- o Giving information to potential licensees on prices, space requirements and space availability.
- o Preparing and monitoring contractual agreements between the Center and licensee.
- o Preparing schedules of events and notifying staff of updates.

Position Analysis

Many duties included in the job specifications for the Booking Coordinator are not performed. For example, one of the main duties in the job specifications is that the Booking Coordinator plan, direct, and supervise the work of clerical staff. This is currently not done to any significant degree. The Booking Coordinator generally does not assign work to clerical staff. Clerical staff usually report to the Director or Assistant Director only. The reason for the Booking Coordinator not acting in a supervisory capacity is primarily due to the fact that it is unnecessary for the clerical staff to have an intermediate supervisor. Since most of the clerical work is performed directly for top management it is appropriate for the clerical staff to report directly to management.

Another example of a duty in the job specifications that is not being performed is assisting in the planning and preparation of the budget. Per a discussion with the Booking Coordinator, she used to perform this duty but no longer participates in budgeting activities.

Other examples of duties in the job specifications that are not fulfilled by the incumbent are:

- o Performing studies of operations procedures, policies, and practices and recommending changes.
- o Assisting with the design and revision of record controls, reporting and work flow procedures.

In essence, the job duties performed do not meet the specifications. The position, although performing a vital function, is essentially clerical in nature as it is currently being performed.

Community Center management recognizes that the duties currently performed are clerical and that the position should be reclassified.

However, as part of that reclassification, management would like to enhance the position to include limited marketing activities, such as meeting with licensees to determine basic needs, conducting tours of the Center and attending meetings to assist in the marketing and promoting of Center use.

This is a reasonable plan because the Coordinator is one of the first contacts that a potential licensee has with the Center. It would be beneficial if this person were familiar with marketing principles and could give tours of the facility and obtain preliminary information regarding users needs. However, the position should not be responsible for major promotion efforts, determining specific licensee needs or developing plans to meet those needs. These are the duties of events coordinators and management and should remain as such.

The Booking Coordinator position is now classified as exempt management and is inappropriately on par with the Box Office Supervisor and the Events Coordination Supervisor. It should be restructured as a sub-function of Event Services.

Another area for concern with the Booking Coordinator position is that the procedures used to book events are antiquated. The typical procedures to book an event are as follows:

Promoter calls to book an event

Booking Coordinator (BC) completes a Booking Information Form

Booking information is entered into the "Booking Bible" (The Booking Bible is a very large book that has spaces for each day of the year into which all booking data is hand written).

Booking information sheets are filed in a tentative or a firm file.

Contracts with licensee are completed and information is handwritten into the contract checklist binder and into the "Booking Bible".

Various schedules of events are drawn up. These schedules include a monthly calendar of events, a preliminary press calendar, a weekly events schedule, and a calendar of events for trade magazines.

Changes to the event require that the entries in the "Booking Bible" and contract checklist binder be erased and altered and notification be sent to the Events Coordinators and Administrative Assistant.

The process is clear, but cumbersome. All the critical information on events is entered into the "Booking Bible" from which the events calendar is drawn up. The events calendar is the basis for the primary activities of the Center. From it the Events Coordinators arrange for room set-up, maintenance and equipment needs.

The entire Booking process could be greatly smoothed by automating it. The Booking Coordinator office is overwhelmed by paper work--not only by booking information, contracts, events calendars and files, but also by a myriad of phone messages, event reports, and various types of event calendars.

Recommendations

1. The Booking Coordinator position should be reevaluated by the Personnel Department. The position is primarily clerical in nature and does not qualify as a management function. As part of the reclassification, limited marketing duties should be added to the job specification, while removing supervisory responsibilities. Also, the position should be restructured as a sub-function of Event Services. The incumbent will be retiring before July 1 which will facilitate the reclassification process.
2. The Booking Coordination function should be automated. With a computer, events could be directly booked into the computer and updating achieved instantaneously. The computer could be programmed to produce the various event schedules and these could also be easily updated.

Not only should the Booking Coordinator be provided with a computer but the Events Coordination Supervisor should be connected in a computer network as well. In this way, the Supervisor will have up to the minute information on events and will be able to do more advance planning for events.

Finally, consideration should be given to supplying the Bureau with a computer in the network. The Bureau books some events but the notification of bookings filters to the Center slowly. Also, the Bureau does not have the most current available information on what dates are already booked.

The Center is planning to hire a computer consultant during fiscal year 1986/87. A comprehensive analysis of computer needs in the booking area should be included in the consultant study.

BOX OFFICE SUPERVISOR

Job Definition

To direct, supervise, and coordinate Community Center box office activities related to selling and accounting for event tickets.

Primary Job Duties Currently Performed

- o Event settlement - accounting for all receipts and expenses following an event
- o Supervising ticket sellers
- o Overseeing all accounting functions
- o Coordinating advertising, publicity, and ticketing arrangements with promoters

Position Analysis

The Box Office Supervisor must be present at all events to perform event settlement and to supervise ticket sellers. Since Center events are not limited only to the day time, the Supervisor must work both day and night shifts. It is therefore not possible for the Supervisor to always be in the Box Office during normal work hours and so the burden of supervisory duties has fallen on the Account Clerk. It is inappropriate for an Account Clerk to have this level of responsibility. With an Assistant Box Office Supervisor to share supervisory responsibilities with the Box Office Supervisor, this unloading of duties on the Account Clerk would be unnecessary. Currently, there is a vacancy at the Center for an Assistant Box Office Supervisor. Filling this position should be sufficient to meet the Box Office needs.

Generally, the Box Office Supervisor's duties correspond well to class specifications, however, the incumbent performs numerous clerical functions which should be done by other personnel. Some of the clerical-type duties which the Box Office Supervisor performs are:

- o Updating the messages on the telephone recorder
- o Typing and distributing seating charts for outlets and sellers
- o Taking inventory and ordering supplies
- o Composing and typing letters to licensees
- o Programming cash registers

These duties would be more appropriately performed by a subordinate.

Recommendations

1. The Box Office Supervisor should relieve the Account Clerk of the more significant supervisory and promoter contact duties. This can be effected through filling the Assistant Box Office Supervisor vacancy thus freeing the Box Office Supervisor for day time management of the facility.

2. The Box Office Supervisor should delegate all clerical-type duties to a ticket seller or to the Account Clerk.

EVENTS COORDINATION SUPERVISOR

Job Definition

To direct, supervise and coordinate the needs and services of licensees for events at the Center and to serve as the City's representative at major scheduled events.

Job Duties Currently Performed

The major duties performed are:

- o Supervise, schedule, and participate in the coordination and provision of all services and staff for the operation of events.
- o Contact clients to determine equipment, personnel, and other services needed for scheduled events.
- o Attend major events and respond to facility user needs and inquiries.
- o Act as the liaison between the facility user and the City.
- o Prepare and maintain records and reports.

Position Analysis

The Events Coordination Supervisor is responsible for the successful functioning of all Community Center events. This involves extensive coordination between the client, Events Coordinators, Booking Coordinator, Box Office and contract service providers. These service-oriented duties are the crux of the Center operations and should logically be organized under one division manager, currently the Events Coordination Supervisor, as was discussed in a previous section.

Also, the organization chart should reflect the non-weekday responsibilities of the Events Coordination Supervisor. During nights and weekends the supervisor acts as general manager of the facility and the organization chart should officially show the supervisor in this capacity.

Recommendations

The Personnel Department should revise the class specification for the Events Coordination Supervisor to recognize official managerial responsibility for the Box Office, Booking Coordinator, Events Coordinators and for contract services. The job title should be re-named to match the job responsibilities of a division head and the salary should be appropriately revised.

EVENTS COORDINATORS

Job Definition

To supervise and coordinate the service needs of events held in the Community Center and serve as the City's representative at assigned events.

Job Duties Currently Performed

- o Determine equipment and service needs for events and prepare instructions (manifests) to convey this information to appropriate staff.
- o Plan, coordinate and direct the efforts of Center staff for events.
- o Perform pre and post checks on events. Also, attend events to assure that all services required are scheduled and provided.
- o Act as a liaison between facility user and, respond to facility user and public complaints/inquiries.
- o Prepare records and reports.

Position Analysis

The duties performed by the full-time Events Coordinators match the class specification. The class specification, however, is inappropriate for the four part-time Events Coordinator positions. In addition, the duties performed by the full-time coordinators are not recognized in their compensation level.

The full-time coordinators meet with facility users to determine equipment and service needs. They then plan for the event and issue instructions, or manifests, which identify these needs and what must be done to meet them. Center staff are directed to prepare rooms for events. The coordinator checks the room and attends the events to assume that the events flow smoothly.

Part-time coordinators, on the other hand, do not plan for the events nor do they prepare manifests. The manifests are prepared by the full-time coordinators and given to the part-time coordinators who then oversee the events. Part-time coordinators are not involved in pre-event planning but have the same class specifications as full-time coordinators and receive the same hourly pay rate. There should be a separate class specification for the part-time coordinators.

Full-time Events Coordinators assume large responsibilities which are not recognized in compensation levels. Salary levels for full-time Events Coordinators are low in relation to other cities and in relation to the staff that they supervise.

The salary for Events Coordinators ranges from \$1,624 to \$1,974 per month. A survey of several other cities, Fresno and San Jose, showed

salary levels which, at the high end of the monthly salary range, averaged several hundred dollars over those in Sacramento.

The full-time Events Coordinators deal directly with Operations staff who are frequently paid more than the Coordinators. As an example, Stagehand I's make \$1,658 - \$2,025 per month and Stationary Engineers draw \$1,957 - \$2,378 per month. The pay levels of the coordinators need to be analyzed to correct any pay inequities.

It should be noted that the Events Coordinator salaries are currently supplemented by night differential pay. If salary levels were increased then this supplement should be eliminated. Night and weekend work is an integral part of the workload responsibilities of Events Coordinators and should not result in a bonus above normal pay.

Recommendations

1. A new class specification should be developed for part-time Events Coordinators to distinguish between the responsibilities of full-time coordinators and the responsibilities of the part-time coordinators.
2. The Personnel Department should study the salary level of the Events Coordinators. If any increases in the salary schedule are made they should be accompanied by an elimination of night differential pay.

FACILITIES SUPERVISOR

Job Definition

To supervise, assign, schedule, and direct the work of maintenance and custodial personnel in the repair and cleaning of the Center complex.

Job Duties Current Performed

The primary duties currently being performed are:

- o Scheduling the work of maintenance and custodial personnel
- o Inspecting the building and equipment for damages
- o Checking room set-ups

Position Analysis

This position was recently vacated by the retirement of the incumbent making this an ideal time to reassess the need for a Facilities Supervisor. Prior to his retirement, the requirements of the position were not being fully met.

The main duties of the Facilities Supervisor are to schedule, direct, and supervise the activities of custodial and maintenance personnel. Scheduling duties consumed an inordinate amount of the former Supervisor's time. In a log book the incumbent recorded the tasks to be accomplished by the morning and evening crews. The log entries were brief and were based on explicit instructions provided by Events Coordinators and by the Assistant Facilities Superintendent. According to the Supervisor this scheduling took at least several hours per day.

Also, the Facilities Supervisor did not spend the majority of his time supervising the crews, but instead performed the work of subordinates.

The need for a Facilities Supervisor has diminished greatly since the closure of Memorial Auditorium. The duties of the Facilities Supervisor can be adequately performed by the two Supervising Community Center Attendants.

Recommendation

The Facilities Supervisor position should be closed and its duties assumed by the Supervising Community Center Attendants.

SECRETARY

Job Definition

To perform a variety of confidential and complex secretarial and administrative duties for a department head.

Primary Duties Performed

- o Processing, prioritizing and compiling written material, such as mail, memos and reports
- o Acting as a liaison between Bureau and Center
- o Receiving and screening telephone calls, providing information, handling complaints
- o Coordinating meetings and appointments
- o Providing secretarial services for the Center and for the Bureau's Board of Directors and committees

Position Analysis

The duties of this position exceed the requirement of the Secretary classification. The incumbent not only acts as Secretary to the Director, but must provide significant liaison activities between Bureau and Center officials.

Approximately 50 to 70 percent of the Secretary's time is spent on Bureau related activities. Much of this contact involves relaying information between the Center Director and Bureau staff but additional work is involved as well. The Secretary researches information and handles problems for the Bureau. Several recent examples are:

- o Compiling statistics of the Jazz Jubilee
- o Contacting hotel staff to solve a problem regarding name badges and whether they should be provided gratis to a certain convention
- o Acting regularly as recording Secretary for Bureau Board of Director meetings
- o Working with Bureau accountant regarding billing questions
- o Arranging Water Festival meetings

The incumbent acts as Secretary for the Center and liaison for the Bureau out of necessity. It is important for there to be someone to facilitate communication between the Center and the Bureau. The position's dual responsibilities to provide assistance to both the Center and the Convention Bureau should be recognized in its classification.

Recommendation

It is recommended that the Personnel Department perform a classification study of this position to determine if the Secretary designation is appropriate.

SUPERVISING COMMUNITY CENTER ATTENDANT

Job Definition

To receive major work assignments from the Community Center Facilities Supervisor and to plan, assign, supervise, and participate in the work required to complete the projects. Assignments involve a variety of custodial, set-up and maintenance work at the Community Center.

Job Duties Currently Performed

The primary duties performed by the Supervising Community Center Attendants are:

- o Assigning work to Community Center Attendants I and II.
- o Supervising the work of Community Center Attendants.
- o Checking room set-ups.
- o Cleaning of the facility.
- o Repairing equipment.

Position Analysis

The position description matches the job duties performed. However, if the Facilities Supervisor position is dropped, the duties of that position will largely fall on the Supervising Community Center Attendants, thereby necessitating revision of the class specifications.

Recommendation

The Personnel Department should revise the class specifications for Supervising Community Center Attendants to include the duties formerly assigned to the Facilities Supervisor.

BUREAU AND CENTER RELATIONS

As part of the management study, the interaction between the Convention Bureau and the Center was examined with an eye towards the desirability of co-location of the facilities. Eight years ago the Bureau and the Center were both located at the Community Center but the Bureau moved out because of the expanding staff of the Center and because of the Bureau's desire for a separate identity, apart from the Center.

The Bureau is supported by the City, County and Bureau membership. Approximately 50 percent of the funding comes from the City through the Community Center Fund. The amount transferred increases each year based on City ordinance, which provides for an increase of 10 percent or the consumer price index each year, whichever is smaller. For fiscal year 1986-87 the Center will contribute over \$500,000 towards Bureau operations.

Currently, several City employees work for both the Bureau and the Center. The Director of the Center is also the General Manager of the Bureau. Also, the Director's Secretary handles substantial liaison duties between the Bureau and the Center. Until recently, the Administrative Assistant worked half-time as the Bureau's accountant. The Center is not reimbursed for the Director, Administrative Assistant or Secretary's time. This is due to several reasons. First, the Bureau does not have sufficient funds to pay for the salaries of these people. Second, any increase in Bureau costs would ultimately be paid for by the City and County.

In this study, the degree and nature of interaction between the Bureau and Center was analyzed to determine if co-location is desirable. Also, the advantages and disadvantages of co-location were identified.

Bureau and Center Interaction

The majority of interaction between the Bureau and the Center lies with the Director and his Secretary and the Administrative Assistant. To a lesser extent Center staff are occasionally involved in doing set-ups for Bureau functions. The Bureau also interacts with the Booking Coordinator.

The physical separation between the Bureau and the Center is especially troublesome for the Director. He must divide his time between the two facilities and the staff at each one perceive that he spends too much time at the other. This causes morale problems when staff doesn't believe that the Director is as accessible as he could be. The burden falls on his Secretary to answer Bureau concerns and transmit messages back and forth between facilities.

Other interaction between the Center and the Bureau occurs when Center staff performs set-ups for Bureau events. As an example, the Bureau might hold a special dinner in Old Sacramento and Center staff will set-up all the tables, chairs, platforms risers, microphones and other equipment. These events which Center staff work on are not frequent but they are resented by some staff members who view the Bureau as a "County" organization and don't believe they should do Bureau work.

A third area of interaction between the Center and Bureau is in booking. The Bureau books conventions to Sacramento if they will take place 18 months or more in the future and the Center books events less than 18 months away. This information is not always relayed in a timely manner between the Center and the Bureau causing some misunderstandings. However, if this study's recommendation to computerize the Center's bookings function is implemented, a computer could be hooked up to the Bureau. This would eliminate the communication problem.

Advantages Of Co-Location

There are several operational advantages of co-location:

1. The Bureau would have better access to the Director.
2. The Director would not have to spend his time running back and forth between the facilities.
3. The widely held belief that the Bureau is a "County" organization may be lessened if the facilities are co-located and a more cooperative attitude may take its place.
4. Better coordination with event bookings.
5. The Bureau may tend to "sell" the Community Center more if located with the Center.
6. Elimination of frequent mail runs between the facilities.
7. Money could be saved if resources were combined. For example, the two groups could have a single receptionist, centralized photocopying, phone system, and centralized maintenance. However, in order for the Center to realize this advantage there would have to be a firm agreement regarding how the Bureau would share in the cost of the centralized services. The Bureau does not reimburse the Center for the Director or the Administrative Assistant's services so it would be imperative to ensure that this type of arrangement would not be perpetuated in regards to centralized services.

Disadvantages Of Co-Location

There are also several disadvantages to co-location:

1. There is currently no space in the Community Center for the Bureau staff. The Bureau could move into the Scofield Building across the street from the Center or both the Bureau and Center could reside in the Scofield building or other space. The first alternative does not completely solve the problems caused by physical separation. The second alternative would be costly initially but could possibly be offset by renting out the vacated space at the Community Center.
2. Possible conflict of interest. The Bureau has a responsibility

to market all of Sacramento, not just the Community Center. Hotels might perceive that the Bureau favored Center facilities over hotel meeting rooms. However, the Center serves a different size convention than the hotels and is not in competition with them.

3. Concern has been expressed that Center staff may resent Bureau staff because Bureau people are perceived as "having more fun". Being a sales type organization, the Bureau staff does not have strict working hours and they entertain and travel frequently. This could cause some conflicts when the two atmospheres collide. If the Bureau and Center were in the same building but on separate floors the problem would be mitigated.
4. The public confuses the Bureau and Center now. Co-location will make it harder for each facility to maintain its identity. Separate floors in one building would help keep identities from meshing into one.
5. The Center may have to maintain the Bureau space and "cater to them".

Summary and Recommendation

Some operational advantages would accrue if the Bureau and the Center were co-located. Also, some money could be saved if certain efforts were centralized and if care were taken to ensure that shared facilities means shared costs.

Neither of these reasons are compelling enough to warrant the expense of co-location unless significant advantages could be realized. For example, if rental of the existing Center complex exceeded the cost of relocating Bureau and Center staff, then the co-location would be more desirable.

Center management should identify the co-location alternatives and assess the fiscal impact of the proposed solutions.

APPENDICES

POSITIONS INCLUDED IN THE STUDY

APPENDIX A

CONVENTION BUREAU

Accountant
Director of Housing and
Services (Office Manager)
Executive Director of Sales

CONVENTION CENTER

Director
Assistant Director
Administrative Assistant
Box Office Supervisor
Events Coordination Supervisor
2 - Events Coordinators
Booking Coordinator
Secretary
Account Clerk II
Facilities Superintendent
Facilities Superintendent
Assistant Facilities Superintendent
Facilities Supervisor
Supervising Community Center Attendant
1 - Community Center, Attendant II
1 - Community Center, Attendant I
1 - Senior Stationary Engineer
1 - Stationary Engineer
1 - Stageman II
Stenographer Clerk III
Stenographer Clerk II

APPENDIX B

WORKLOAD ANALYSIS QUESTIONNAIRE

DUTIES	RESPONSIBLE PARTY	PERFORMANCE FREQUENCY	IMPORTANCE FREQUENCY	SKILL EVALUATION
List all possible activities you are responsible for. Start with your most important duties and describe your occasional or infrequent duties last.	Indicate the title of the person who YOU feel SHOULD be performing this task.	Indicate how frequently this task is performed, using the following keys: N = Not performed at this time D = Daily U = Weekly M = Monthly A = Annually 1 = 0-1 hour/week 2 = 1-3 hour/week 3 = 3-8 hour/week 4 = 8-20 hour/week 5 = 20-40 hour/week	In ranking this task, consider what the impact would be if this task was either not performed at all, or was performed incorrectly, using the following key: EI = Extremely Important I = Important LI = Less Important	Indicate the skill level required for this task, using the following key: L/E = Special License OR Formal Education OJT = On the Job Training C = License/education, and On the job training
Classify each activity using the following key: C = An activity you consider clerical in nature. T = An activity you consider technical or specialized in nature. D = An activity you believe should be distributed to someone else to perform. S = A supervisory or managerial type activity.				

Example: Evaluate and recommend products used in building maintenance.	Example: Custodial Supervisor	Example: D	Example: I	Example: OJT

APPENDIX C

INTERVIEW GUIDE

Position

- What are your five most important duties/responsibilities?
- What is the most usual end product from your work (typed report, a decision, etc.)?
- What activities are typically a top priority of your job?
- What activities are important, but often get postponed because of time limitations and/or other priorities?
- What activities of yours do you think could be redistributed? To whom? Why?

Reporting Relationships

- For which positions are you the immediate supervisor? (See attached definition)
- For which positions do you provide general supervision?
- For which positions do you provide general direction?
- How do you get your work assignments? Who supervises your work?
- What percentage of your work is self-generated/self-monitored?
- Who provides back-up assistance for your position?
- Do you feel that there is a clear chain of command? That is, is it clear who you should report to and who should report to you?
- Do you supervise anyone who is at the same organizational level as yourself?
- Are you supervised by anyone who is at the same organizational level as yourself?
- Do you report to more than one person?
- Does anyone report to both you and another supervisor?

Job Classifications

- Do you feel that job titles in the department match, as a whole, the job duties performed? If not, give examples.
- Do you feel that your job title and official definition of responsibility (per the Personnel Department) match your job duties.

Bureau and Community Center Relations

- On what occasions do you interact with the Bureau?
- With whom do you most frequently interact?
- Has this interaction been satisfactory? How could it be improved?
- Have there been any turf conflicts in any of the interactions? Describe.
- Have you observed any duplication of effort between Center and Bureau activities? Describe.
- Would it be feasible or desirable to consolidate any Center functions with those done by the Bureau? Which ones? Why?
- Would co-location of the Bureau and the Community Center staff be feasible or desirable? Why or why not?

Additional Notes

DEFINITIONS

Immediate Supervision. The employee works in the presence of the supervisor or in a situation of close control and easy reference. Work assignments are given with explicit instructions or are so routinized that few, if any, deviations from established practice are made without checking with the supervisor.

General Supervision. Assigned duties require the exercise of judgment or choice among possible actions, sometimes without clear precedents and often with concern for the consequences of the action. The employee may or may not work in proximity to his/her supervisor. (This is a very broad category).

General Direction. The employee is responsible for a program or function(s) and is expected to carry out necessary activities without direction except as new or unusual circumstances require. This category is usually reserved for section heads and above and for high-level staff employees.

APPENDIX D
OVERVIEW HANDOUT



CITY OF SACRAMENTO

DEPARTMENT OF FINANCE

BUDGET DIVISION

January 16, 1986

FA:86030:NF:KMF

MEMORANDUM

TO: SAM BURNS, Director of Community Center

FROM: NANCY FLAGG, Senior Management Analyst

RE: Overview of Community Center Administrative Analysis Project

The City Manager has directed Finance Department staff to conduct a management review of the Community Center. The purpose of the project is to determine if the current organizational structure is sufficient to meet the operational needs of the Center. In addition, we plan to assess the working relationship between the Center and the Bureau to determine if better coordination of functions is desirable.

With these issues in mind, the study will involve the positions identified in Attachment A. Included in the overview memorandum are the project purpose, task, and timeline descriptions for the project, along with an analysis questionnaire and interview guide. Each of these items will be reviewed during a staff meeting which will be held on January 28. The scope of the project does not include an analysis of pay parity among positions or any conclusions regarding the appropriate job classification for positions. An extensive review of this area will be performed by the Personnel Department in a Phase II of the project, if the results of Phase I indicate that such a review is warranted.

In the meantime, if you have any questions, please contact Nancy Flagg at extension 5736 or Leonard Zerilli at 5291. Thank you for your cooperation in this matter.

Nancy Flagg
NANCY FLAGG
Senior Management Analyst

cc: Betty Masuoka
Walter Slipe
Doc Wisham
Donna Giles
Steve Lakich

Task 4 - Review/analyze administrative analysis questionnaires

The administrative questionnaires provide an initial basis for looking at staffing assistance needs. Each questionnaire will be reviewed along with related materials (i.e., a functional organizational chart), in order to get an initial grasp on the department's workload.

Task 5 - Workload observation

Throughout the course of the project, audit staff will be observing work practices and, to the extent possible, will be learning various tasks in order to get a better understanding of the time/training necessary to properly perform the office's work.

Task 6 - Interview employees

Once the questionnaires have been analyzed, each employee will be interviewed in order to obtain further insight into each position's duties and responsibilities. The interview guide will be used; this process will supplement the basic questionnaire and will also provide an additional opportunity for departmental staff participation.

Task 7 - Draft preliminary administrative analysis report

Utilizing the data obtained from the questionnaires and interviews, audit staff will prepare a draft analysis of the Community Center. When this is completed, it will be given to the Director for review. Each employee will receive an individual copy of their position analysis so that they may comment upon it. These comments will be forwarded to audit staff for review.

Task 8 - Review comments and conduct follow-up interviews

Any staff comments will be thoroughly examined and follow-up interviews will be conducted at the request of the employee or as otherwise appropriate. This should clarify any misperceptions regarding work responsibilities, refine remaining problem areas as well as provide another opportunity for departmental staff participation.

Task 9 - Prepare and submit final report

Based upon the above task, the Community Center administrative analysis final report will be revised and submitted in final form.

COMMUNITY CENTER ADMINISTRATIVE ANALYSIS

PROJECT

PURPOSE: The City Manager has directed that an administrative analysis be conducted of the Community Center organization structure. Specifically, the study will identify and examine:

- o The definition of job responsibility. This will include: (i) determining the scope and type of work which is done and; (ii) any tasks which the staff believes could be redistributed.
- o The reporting relationships, including: the span of control and the chain of command.
- o The interrelationship between the Center and Bureau. The purpose of this step is to identify any areas in which workload could be better coordinated.

PROJECT

TASKS In order to complete this project in a timely manner, the following actions will take place:

Task 1 - Review work program with Community Center Director

To ensure that the study meets the needs of the department, it is important to initially review and finalize the work program with the Director. This will also permit the Director to identify significant departmental workload concerns.

Task 2 - Meet with department staff

In order to clarify project goals and objectives, maximize employee participation and understanding, and minimize disruption to normal work routines, the Community Center administrative analysis project will be begun by meeting with all departmental staff. This step will be carried out at an arranged staff meeting.

Task 3 - Complete Community Center analysis questionnaire

At the conclusion of the meeting referenced above, a Community Center analysis questionnaire and interview guide will be distributed to all departmental employees. Among other things, the questionnaire will provide employees with an opportunity to describe the duties and responsibilities of their positions as well as their perception of areas where additional staff assistance and/or ability to delegate is needed. The interview guide is being distributed for reference purposes only; staff members may wish to prepare themselves for later interviews by reading over these questions and making notes. However, the guide will be physically completed by audit staff.