



A Tradition of Stewardship  
A Commitment to Service

Agenda Date: 12/8/2015

Agenda Placement: 6I

## NAPA COUNTY BOARD OF SUPERVISORS Board Agenda Letter

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**TO:** Board of Supervisors

**FROM:** Heather Ruiz for Alice Hughey - Acting Director  
Human Resources

**REPORT BY:** Heather Ruiz, ASST DIR OF HUMAN RESOURCES - 707-259-8720

**SUBJECT:** Adoption of a Resolution Amending the Table and Index of Classes to Adjust Several Management Salaries in the Health and Human Services Agency

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### **RECOMMENDATION**

Acting Director of Human Resources requests adoption of a resolution to implement salary adjustments for five management positions in the Health and Human Services Agency resulting from a management compensation study conducted by Human Resources.

### **EXECUTIVE SUMMARY**

In June 2009 the Board of Supervisors adopted a number of changes to management classifications as a result of a study completed by Johnson & Associates. However, implementation of the compensation phase was deferred. Human Resources requested that Ralph Andersen (which took over Johnson & Associates) update that compensation study. Over the past several months Ralph Andersen conducted a comprehensive market study of management classifications. Based on the results of that study, Human Resources is recommending adjustment of five classifications in the Health and Human Services Agency (HHSA): Deputy Director of HHSA - Aging and Disability Services, Deputy Director of HHSA - Self Sufficiency Programs, Deputy Director of HHSA - Child Welfare Services, Workforce Development Manager, and Assistant Public Administrator/Guardian/Conservator.

### **FISCAL IMPACT**

Is there a Fiscal Impact?	Yes
Is it currently budgeted?	No
What is the revenue source?	Deputy Director of HHSA - Child Welfare Services - 20% Social Services

allocations, 80% General Fund allocation  
 Deputy Director of HHSA - Aging and Disability Services - 100% General Fund allocation  
 Deputy Director of HHSA - Self Sufficiency Programs - 80% Social Services allocations, 20% General Fund allocation  
 Workforce Development Manager - 100% Workforce Investment Act  
 Assistant Public Administrator/Guardian/Conservator - 100% General Fund allocation

Is it Mandatory or Discretionary? Discretionary

Discretionary Justification: Management salaries have not been universally adjusted as part of a compensation study in over 10 years. To recruit and retain high caliber managers, it is important that the County review and update management salaries periodically. When a management position falls below the market median by more than 10%, it creates a recruitment and retention issue for the County. It is the County's compensation philosophy to have management salaries fall within 10% of the median salary of Napa County's comparable agencies. When management positions become vacant, they are adjusted based upon this methodology. As part of a recent compensation study, the county identified five positions that are behind the market median by more than 10%. Making these adjustments now ensures that Napa County is paying a competitive wage to the incumbents in these positions.

Is the general fund affected? No

Future fiscal impact: The cost of the increases for the remainder for Fiscal Year 2014-2015 is \$24,264 and will be absorbed within the current HHSA General Fund allocation. The ongoing annual cost for the increase is \$48,522 and will be budgeted accordingly in future fiscal years.

Consequences if not approved: If these changes are not approved, a group of management classifications would be significantly below the market, which may create retention or future recruitment issues.

Additional Information:

### **ENVIRONMENTAL IMPACT**

ENVIRONMENTAL DETERMINATION: The proposed action is not a project as defined by 14 California Code of Regulations 15378 (State CEQA Guidelines) and therefore CEQA is not applicable.

### **BACKGROUND AND DISCUSSION**

In June 2009, the Board of Supervisors adopted a number of changes to management classifications as a result of a classification and compensation study completed by Johnson & Associates. However, implementation of the compensation phase was deferred. This year, Human Resources requested that Ralph Andersen (which took over Johnson & Associates) update that compensation study. Over the past several months Ralph Andersen conducted a comprehensive market study of management classifications. Data was collected on 92 different management classifications from Napa County's comparable agencies: Solano County, Sonoma County, Marin County, Contra

Costa County, Santa Cruz County, Monterey County, Placer County and the City of Napa. Based on these results, 49 classifications with the strongest data from the comparable agencies were selected as "benchmark" classifications. All other management classifications were then tied to one of these 49 benchmark classifications.

As part of the 2009 study, the Board adopted the philosophy and goal of having management positions fall within ten percent of the market median. At that time, the Board also adopted a philosophy of reviewing each management position as it becomes vacant and adjusting the position if (1) the position lags the market median by more than ten percent and it is determined by the Director of Human Resources that attracting viable candidates for the position will be problematic, or (2) the position lags the market by less than ten percent but a recruitment to fill the position has failed. During the recent study this ten percent threshold philosophy was retained. Based on the results of the study, Human Resources is recommending adjustment of five classifications in the Health and Human Services Agency (HHS): Deputy Director of HHS - Aging and Disability Services, Deputy Director of HHS - Self Sufficiency Programs, Deputy Director of HHS - Child Welfare Services, Workforce Development Manager, and Assistant Public Administrator/Guardian/Conservator. These classifications are proposed for adjustment because the salary of the benchmark classification for this group is more than ten percent below the median for the comparable market.

The Acting Director of Human Resources recommends the adoption of a resolution to amend the Table and Index of Classes, as shown in exhibit "A," effective January 2, 2016.

#### **SUPPORTING DOCUMENTS**

A . Resolution

CEO Recommendation: Approve

Reviewed By: Molly Rattigan