City of San Diego
Civil Service Commission

Salary Review Process Workshop

AGENDA

Jacquelyn R. Atkinson, President
Nicolaz Portillo, Vice-President
Sunday Gover, Commissioner
Tammy Lin, Commissioner
Aaron Olsen, Commissioner

Friday, July 22, 2022 at 1:00 p.m.
Online Meeting
Click here to view meeting on Zoom Webinar at the scheduled time.

Until further notice, Civil Service Commission meetings will be conducted pursuant to the provisions of California Government Code section 54953(e), added by Assembly Bill 361, which allows the City to use teleconferencing during a proclaimed state of emergency based on findings made by the Council of the City of San Diego related to public health and safety conditions.

During the current State of Emergency and in the interest of public health and safety, all members of the Civil Service Commission will be participating in meetings by teleconference. In accordance with the provisions of California Government Code section 54953(e), there will be no members of the public in attendance at the meetings. We are providing alternatives to in-person attendance for viewing and participating in meetings.

In lieu of in-person attendance, members of the public may participate and provide comment via telephone, using the City Clerk webform, email submission, or via U.S. Mail of written materials, as follows:

Public Comment Testimony During Civil Service Commission Meetings:

To offer public comment testimony during a Civil Service Commission meeting, you need to first join the Zoom Webinar meeting online from your desktop computer, laptop, tablet, or Smartphone, or by calling in to the meeting from your cellular phone or land line. If applicable, the Civil Service Commission will meet in Closed Session at 12:00 p.m. or shortly thereafter. Public Comment on Closed Session items will occur at the start of the 12:00 p.m. session before the Commission adjourns into Closed Session. The Commission will reconvene for Open Session at 1:00 p.m. or shortly thereafter.

The link to join the Zoom Webinar by computer, tablet, or Smartphone is:
Open Session:  https://sandiego.zoomgov.com/j/1602402238

To Join By Telephone:
Open Session:  Dial 1-669-254-5252. When prompted, input Webinar ID: 160 240 2238#
How To Speak To A Particular Item Or During Non-Agenda Public Comment:

When the Commission President introduces the item you would like to comment on (or indicates it is time for Non-Agenda Public Comment), raise your hand by either tapping the "Raise your Hand" button on your computer, tablet, or Smartphone, or by dialing *9 on your phone. You will be taken in the order in which you raise your hand. You may only speak once on a particular item.

When the Commission President indicates it is your turn to speak, unmute your phone by tapping the Unmute button on your computer, tablet or Smartphone, or dial *6 on your phone.

Written Comment Through Webform:

Comment On Agenda Items may be submitted using the City Clerk webform indicating the agenda item number for which you wish to submit your comment. Comments received by the start of the meeting will be provided to the Civil Service Commission and posted online with the meeting materials. All webform comments are limited to 200 words. Comments received after the start of the meeting but before the item is called will be submitted into the written record for the relevant item.

Non-Agenda Public Comment may be submitted using the City Clerk webform checking the appropriate box. Comments received by the start of the meeting will be provided to the Civil Service Commission and posted online with the meeting materials. All webform comments are limited to 200 words. Comments received after the start of the meeting but before Non-agenda comment is called will be submitted into the written record for the meeting.

Closed Session Public Comment may be submitted using the City Clerk webform. Comments received by the start of the meeting will be provided to the Civil Service Commission and posted online with the meeting materials. All webform comments are limited to 200 words. Comments received after the start of the meeting but before the item is called will be submitted into the written record for the relevant item.

Written Materials. If you wish to submit written materials for submission into the record or have an attachment to your comment, you may email it to AARevalo@sandiego.gov or submit via U.S. Mail to 1200 Third Avenue, Suite 300, San Diego, CA 92101. Materials submitted via email will be distributed to the Civil Service Commission in accordance with the deadlines described above. Materials submitted via U.S. Mail will need to be received the business day prior in order to be distributed to the Civil Service Commission.

The public may view the meetings on Zoom Webinar. Click here to view this meeting at its scheduled time.
Requests For Accessibility Modifications Or Accommodations:

As required by the Americans with Disabilities Act (ADA), requests for agenda information to be made available in alternative formats, and any requests for disability-related modifications or accommodations required to facilitate meeting participation, including requests for alternatives to observing meetings and offering public comment as noted above, may be made by contacting the Personnel Department Services Supervisor at 619-236-6402 or AArevalo@sandiego.gov. Requests should be made as early as possible prior to the meeting. Every attempt will be made to accommodate all reasonable requests. The City is committed to resolving accessibility requests swiftly in order to maximize accessibility.
This agenda and the supplemental information for each agenda item, if any, can be made available in alternative formats to assist persons with disabilities. Special assistance at the meeting is also available. To request such assistance, please call the Personnel Department Services Supervisor at 619-236-6402. Requests should be made as early as possible prior to the meeting. Every attempt will be made to accommodate all reasonable requests.

**TOPICS**

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Salary Review Process

City of San Diego Personnel Department

July 22, 2022
City Charter Section 130

- Special Salary Adjustments
  - Significant changes in duties and responsibilities
  - Recruiting and turnover problems
  - Internal salary relationships/supervisory differential
- New classes and class deletions
- Title Changes
Changes in Duties and Responsibilities

A special salary increase may be warranted if a new body of knowledge is required to perform the new duties and responsibilities. Examples:

• As a result of a new payroll system, Payroll Specialists are now responsible for performing payroll auditing of timecard discrepancies and errors in the absence of standard payroll error messages, requiring greater independent decision making and a higher consequence of error.

• Marine Biologists who collect and test marine samples now have to perform SCUBA diving and repair the outfall pipeline.

• A lead class which has become a supervisor, requiring the full range of supervisory knowledge, skills and abilities (KSAs).
New Laws/Regulations/Procedures which require an entire profession or occupation to change the way it does its work typically do not justify an increase. Examples:

- A new law which requires all Payroll Specialists to check documents to show right to work in the U.S.
- A new Building Code which replaces an older one. (This requires essentially the same KSAs.)
Changes in technology which affect the entire profession or occupation typically **do not** justify a special salary increase. Examples:

- Use of new electronic measuring devices in surveying to replace the use of measuring tape.
- Use of computers to perform engineering drafting and design (CADD), replacing the manual drafting and designing.
NOTE: When the primary duty or responsibility of a class remains the same (e.g., drafting or designing), and only the manner in which it is performed changes, there has not been a significant change in duties, and a special salary increase is not warranted, as the rest of the labor market may be expected to upgrade skills, too. However, Management should provide the necessary training to upgrade skills.
Additional duties and responsibilities which are similar in level of difficulty and complexity, and which require the same basic types of KSAs **is not** considered a significant change justifying a salary increase for a class. Examples:

- A Collection Investigator who must now collect delinquent water bills in addition to collecting delinquent business license fees.
- A Laboratory Technician who now collects samples of wastewater in addition to samples of potable drinking water.

**NOTE:** **Workload volume** is a supervisory/management issue which may be more effectively/efficiently resolved in the long term by redistributing workload or adding staff.
Recruiting Problems

Issues to consider in determining whether there is a salary-related problem in recruiting to fill positions in a classification:

• Length of the recruiting/advertising period.
• Extent of advertising conducted.
• Ratio of applicants to vacancies.

Quality of applicants

1) How many were terminated for poor performance?
2) What is the performance rating of those hired?
3) Were the minimum qualifications set too low?
Recruiting Problems

• Screening of applications must be objective, consistent, and job related.
• How many candidates declined to interview for the position due to salary?
• What is the nature of the occupation itself? Is there a good labor market for the specific occupation in question? Could recruitment be done at a lower level in a series?
• Is our salary too low? Are surveys needed? Will a salary increase have a worthwhile effect on recruiting?
Turnover rate is calculated based on the number of standard hour employees within a classification who left City employment for a comparable job with higher salary. This rate is then compared to the average Citywide turnover rate.
What is the likely remedy for the turnover problem, if there is one?

• Salary increase?
• Improve working conditions?
• Restructure work to make it more interesting?
• Improve supervision/working relationships?
Salary Surveys

• To answer many of the questions raised in the evaluation of a request for a special salary increase, the classification analyst may have to conduct a salary survey.

• Identify the labor market for the job in question - Who is the City’s primary competitor? (local, Southern California, Statewide, Regional)
Salary Surveys

Examples of agency benchmarks

Local
1) San Diego County
2) Other cities: Carlsbad, Chula Vista, etc.
3) Water districts

Southern California
1) City of Anaheim
2) City of Los Angeles
3) Los Angeles County
4) City of Long Beach
5) Orange County
Salary Surveys

Statewide
1) Fresno
2) Oakland
3) Sacramento
4) San Francisco
5) San Jose

Regional
1) King County, WA
2) Multnomah County, OR
3) Phoenix, AZ
4) Portland, OR
5) Seattle, WA
Get an accurate match:

• Matching job titles do not guarantee an accurate match. Instead, it is important to get accurate matches of duties and responsibilities. If matches are not perfect, differences in duties are identified to determine if the similarity to our class is "strong" or "weak." If there are a number of classes in a series, information on the entire series is obtained. The number of positions in each class of a series is checked. The journey-level is usually the most populated class. Whenever possible, class specifications or job descriptions are requested, so that a more careful comparison of duties may be made.
Salary Surveys

• Not all jobs are appropriate for gathering survey data. Therefore, salary data is also sought for benchmark classes. A benchmark job or class is a job with a set of duties that can be clearly identified, defined and compared to other jobs in the labor market. Examples:
  • Journey-level clerk (Clerical Assistant II)
  • Journey-level engineer (Assistant Engineer-Civil)
  • Journey-level administrative analyst (Associate Management Analyst)

• A good benchmark job will be as closely related as possible to the job you are surveying for internal relationship comparisons as well as absolute dollar comparisons. This is particularly important when surveying employers outside the local area (San Diego area salaries are generally lower in all occupations than in the Greater Los Angeles and San Francisco Bay Areas).
Salary Surveys

Typically, benchmark jobs are journey-level jobs, have a large number of employees and, over time, have relatively stable work content. Using benchmarks assures the highest degree of job comparability possible between our jobs and those that appear in the survey.
NOTE: Comparisons are generally limited to classes within a series or occupational group. Comparisons across occupational lines are usually ineffective and, therefore, are rarely done. Example:

- Comparing Economists with Management Analysts (OK)
- Comparing Engineers with Management Analysts (Not OK)
• When evaluating a request for a special salary increase, consideration is also given to the potential impact to the City’s classification structure, both immediate and long-term.

• A salary increase given to a journey-level classification will affect the internal salary relationship this class has with any lead or supervisory classes in the same series. For example, a 5% increase for Associate Economist will reduce the approximate 10% differential of Economist to approximately 5%.
Internal Salary Relationships

The following generally accepted guidelines have been followed by the City in determining internal salary relationships (All salaries in the examples are approximate monthly rates at E-Step):

• ~15% salary differential between classifications leading up to the journey-level of professional classes

  Associate Planner - $7,719 (Journey-level)  
  Assistant Planner - $6,533 (Sub-journey)  
  Junior Planner - $5,660 (Entry-level)
Internal Salary Relationships

• ~10% salary differential for super-journey/lead classes in a complex occupation

  Economist - $6,992 (Super-journey level)  10.4%

  Associate Economist - $6,336 (Journey-level)
Internal Salary Relationships

• ~10% salary differential for a “working” supervisor (i.e., much of the work is the same as the subordinates’ work, except at a more complex level)

  Senior Legal Secretary - $6,820 (Working supervisor)

  Legal Secretary II - $6,211 (Journey-level)

  9.8%
• ~15% salary differential for performing full range of supervision over a complex function. Work is primarily administrative rather than the same as the subordinates' work. Incumbents typically have additional administrative type/special project duties

  Associate Chemist - $8,453 (Supervisor)  
  Assistant Chemist - $7,355 (Journey-level)
• ~10% differential between supervisor and super-journey/lead class
  Supervising Plan Review Specialist - $7,481 (Supervisor)
  Plan Review Specialist IV - $6,797 (Super-journey/lead class)

  10.1%
Internal Salary Relationships

• ~5% differential for a super-journey/lead class over a small crew
  Senior Communications Technician - $7,242 (Super-journey/lead class)
  Communications Technician - $6,900 (Journey-level)
New classification requests are also studied during the Salary Review Process. The job analysis for new class requests are similar to that conducted for a classification study. However, instead of focusing on one position, the analyst looks at an entire classification or classification series.
Criteria for New Classes

- The duties of the proposed class are outside the scope of existing classifications;
- The screening process used for existing classifications is not sufficient to screen candidates for the proposed class based on the KSAs required;
- The duties to be performed by the new class are more difficult or complex than those performed by other positions within the existing classifications.
New class requests are also evaluated within the framework of the "equal pay for equal work" and "broad classification plan" philosophies. Even if the day-to-day specific duties of the proposed class are different from those of existing classes, if the type of work, degree of difficulty and complexity, KSAs required, and other allocation factors previously mentioned are significantly similar to that of an existing class, a new classification is not warranted.
• The Civil Service Commission may delete a classification if it is determined that it is no longer being utilized or the duties are obsolete.

• The Civil Service Commission may change the title of classifications to assist with recruiting and to recognize current duties.
  • Word Processing Operator to Office Support Specialist
  • Golf Starter to Golf Operations Assistant
Salary Review Process

Questions and Comments