



CIVIL SERVICE BOARD *SPECIAL MEETING* AGENDA

Date: June 18, 2020

SPECIAL MEETING OPEN SESSION 4:00 p.m.

City Hall, One Frank H. Ogawa Plaza, Hearing Room 1

BOARD MEMBERS: Chair, Andrea Gourdine; Vice Chair, Christopher Johnson; Lauren Baranco; Yvonne Hudson-Harmon; Brooke Levin; Carmen Martinez; Beverly A. Williams

STAFF TO THE BOARD: Ian Appleyard, HRM Director/Secretary to the Board
Greg Preece, HR Manager/Staff to the Board
Vadim Sidelnikov, Deputy City Attorney
Jessica Rutland, Human Resource Technician

Pursuant to the Governor's Executive Order N-29-20, members of the Civil Service Board as well as the Director of Human Resources and the Deputy City Attorney will join the meeting via phone/video conference and no teleconference locations are required.

PUBLIC PARTICIPATION

The public may observe and/or participate in this meeting many ways.

OBSERVE:

- To observe the meeting by video conference, please click on this link: https://us02web.zoom.us/webinar/register/WN_gqArhd5JRSS_utCcbU7rwA at the noticed meeting time. Instructions on how to join a meeting by video conference is available at: <https://support.zoom.us/hc/en-us/articles/201362193> - Joining-a-Meeting
- To listen to the meeting by phone, please call the numbers below at the noticed meeting time: Dial (for higher quality, dial a number based on your current location):
US: +1 669 900 6833 or +1 253 215 8782 or +1 346 248 7799 or +1 929 205 6099
or +1 301 715 8592 or +1 312 626 6799 **Webinar ID: 869 9756 5459**
If asked for a participant ID or code, press #. Instructions on how to join a meeting by phone are available at: <https://support.zoom.us/hc/en-us/articles/201362663> - Joining-a-meeting-by-phone.

COMMENT:

DUE TO THE SUSPENSION OF THE SUNSHINE ORDINANCE AND COUNCIL'S RULES OF PROCEDURES, ALL PUBLIC COMMENT ON ACTION ITEMS WILL BE TAKEN AT THE BEGINNING OF THE MEETING UNDER ITEM 1. COMMENT FOR ITEMS NOT ON THE AGENDA WILL BE TAKEN UNDER OPEN FORUM AT THE END OF THE MEETING.

There are two ways to make public comment within the time allotted for public comment on an eligible Agenda item.

- To comment by Zoom video conference, click the "Raise Your Hand" button to request to speak when Public Comment is being taken on an eligible agenda item at the beginning of the

meeting. You will then be unmuted, during your turn, and allowed to participate in public comment. After the allotted time, you will then be re-muted. Instructions on how to “Raise Your Hand” is available at: [https://support.zoom.us/hc/en-us/articles/205566129 - Raise-Hand-In-Webinar](https://support.zoom.us/hc/en-us/articles/205566129-Raise-Hand-In-Webinar).

- To comment by phone, please call on one of the above listed phone numbers. You will be prompted to “Raise Your Hand” by pressing “*9” to request to speak when Public Comment is being taken on an eligible agenda Item at the beginning of the meeting. You will then be unmuted, during your turn, and allowed to make public comments. After the allotted time, you will then be re-muted. Instructions of how to raise your hand by phone are available at: [https://support.zoom.us/hc/en-us/articles/201362663 - Joining-a-meeting-by-phone](https://support.zoom.us/hc/en-us/articles/201362663-Joining-a-meeting-by-phone).

If you have any questions, please email Greg Preece, Human Resources Manager at GPreece@oaklandca.gov. – Human Resources Management Department.

SPECIAL MEETING - OPEN SESSION AGENDA

ROLL CALL

1) PUBLIC COMMENT:

**COMMENT ON ALL ACTION ITEMS WILL BE TAKEN AT THIS TIME.
COMMENTS FOR ITEMS NOT ON THE AGENDA WILL BE TAKEN DURING
OPEN FORUM.**

- | | |
|--|--------------------|
| 2) APPROVAL OF THE JUNE 18, 2020 CIVIL SERVICE BOARD
SPECIAL MEETING AGENDA | ACTION |
| 3) UPDATES, SECRETARY TO THE BOARD | INFORMATION |
| 4) CONSENT CALENDAR: | ACTION |
| a) Approval of Provisional Appointment | |
| <ul style="list-style-type: none"> • Housing Development Coordinator II (1) • Technical Communications Specialist (1) | |
| b) Approval of Employee Requests for Leave of Absence | |
| <ul style="list-style-type: none"> • Economic & Workforce Development Department (1) • Oakland Public Library Department (1) | |
| c) Approval of Revised Classification Specifications | |
| <ul style="list-style-type: none"> • Fire Department Personnel Officer | |

5) OLD BUSINESS:

- | | |
|---|-------------|
| a) Approval of May 21, 2020 Civil Service Board Meeting Minutes | ACTION |
| b) Approval of December 19, 2019 Civil Service Board Meeting Minutes | ACTION |
| c) Determination of Schedule of Outstanding Board Items | INFORMATION |
| d) Informational Report on the Status of Temporary Assignments for Temporary Contract Service Employees (TCSEs) and Exempt Limited Duration Employees (ELDEs) Including a Report of the Names, Hire Dates, and Departments of all ELDE's and TCSEs in Accordance with the Memorandum of Understanding Between the City and Local 21 | INFORMATION |
| e) Update on Common Class Study - Koff & Associates Presentation and Reports Regarding Occupational Groupings | INFORMATION |
| <ul style="list-style-type: none">• Information Technology• Business and Industry• Inspection, Investigation, Enforcement and Compliance• Trades | |

6) NEW BUSINESS:

- | | |
|--|--------|
| a) Approval of New Classification Specification for Rent Adjustment Program Manager, Assistant | ACTION |
|--|--------|

7) OPEN FORUM**8) ADJOURNMENT**

NOTE: The Civil Service Board meets on the 3rd Thursday of each month. The next meeting is scheduled to be held on Thursday, July 16, 2020. All materials related to agenda items must be submitted by Thursday, July 2, 2020. For any materials over 100 pages, please also submit an electronic copy of all materials.

Submit items via email or U.S. Mail to:

City of Oakland - Civil Service Board
150 Frank H. Ogawa Plaza, 2nd floor
Oakland, CA 94612
civilservice@oaklandca.gov



Do you need an ASL, Cantonese, Mandarin or Spanish interpreter or other assistance to participate? Please email civilservice@oaklandca.gov or call (510) 238-3112 or (510) 238-3254 for TDD/TTY five days in advance.

¿Necesita un intérprete en español, cantonés o mandarín, u otra ayuda para participar? Por favor envíe un correo electrónico civilservice@oaklandca.gov o llame al (510) 238-3112 o al (510) 238-3254 Para TDD/TTY por lo menos cinco días antes de la reunión. Gracias.

你需要手語, 西班牙語, 粵語或國語翻譯服務嗎? 請在會議前五個工作天電郵 civilservice@oaklandca.gov

或致電 (510) 238-3112 或 (510) 238-3254 TDD/TTY



CITY OF OAKLAND

MEMORANDUM

DATE: June 18, 2020

TO: The Honorable Civil Service Board **FROM:** Alisha Hampton (ALH)
Human Resource Analyst

THROUGH: Ian Appleyard, Director of Human Resources Management
Secretary to the Board

THROUGH: Greg Preece, Human Resources Manager

SUBJECT: Request for Provisional Appointment in Classification of Technical Communications Specialist to be ratified at Civil Service Board Meeting of June 18, 2020

Attached is a request from the Planning and Building Department to make a provisional appointment to a Technical Communications Specialist vacancy. The basis for this request is detailed in the attached Provisional Appointment Form as supporting documentation.

The Technical Communications Specialist develops, designs, writes, and publishes a variety of general and technical materials for use by City personnel, including reports, manuals, charts, directions, forms, and newsletters; and provides information, training, and technical assistance. This is a journey-level professional position which requires the exercise of a significant degree of independent judgment. The position may exercise considerable latitude in interpreting and applying guidelines and procedures. The Technical Communications Specialist does not supervise but may direct and assign work to technical and clerical employees. The minimum qualifications for Technical Communications Specialist are: Bachelor's degree in English, journalism, or a closely related field and Four years of progressively responsible professional experience in written communications including general and technical writing, desktop publishing, and closely related activities.

The selected candidate meets the minimum qualifications of a Technical Communications Specialist. Their experience includes a Masters in Globalization & Environment and over 6 years co-directing advocacy initiatives and managing media/communications.

Recruitment and Classification is in the process of administering a Civil Service Examination to permanently fill this vacancy within 120 days. The job announcement opened May 26, 2020.

I recommend that the Civil Service Board ratify the provisional appointment to this Technical Communications Specialist vacancy in the Planning & Building Department beginning on June 1, 2020 and ending on or before September 29, 2020.

**OAKLAND CIVIL SERVICE BOARD
PROVISIONAL APPOINTMENT REQUEST**

SCHEDULED MEETING DATE FOR CONSIDERATION: June 18, 2020

AREA REQUESTED

POSITION: Technical Communications Specialist
DEPARTMENT: Planning & Building Department
APPOINTMENT DURATION: 120 days maximum

STATUS OF RECRUITMENT AND EXAMINATION PROCESS

DATE ELIGIBLE LIST EXPIRED OR WAS EXHAUSTED: January 28, 2012
DATE PERSONNEL REQUISITION RECEIVED: May 19, 2020
CURRENT STATUS OF EXAMINATION: The job announcement closed June 8, 2020

JUSTIFICATION:

Reason Needed:

This provisional appointment is needed to fill 1 current vacancy. The requisition requesting a provisional appointment was approved on May 27, 2020. A provisional appointment will allow the work to be performed while an eligibility list is being developed. The provisional appointment is necessary to ensure that there is no lapse in service to the public as it relates to up-to-date information during this pandemic and operationally.

Other Alternatives Explored and Eliminated:

IMPACT IF REQUESTS ARE NOT APPROVED (i.e., services, fiscal, other):

The impact of not having this vacancy filled will would have a detrimental impact on the department; without the Technical Communications Specialist, the Planning & Building Department will be unable to effectively and efficiently provide the public with the most up-to-date information related to their services, many of which are essential during the current COVID-19 pandemic.

Attachments:

Revised Class Specification, if applicable

Recruitment and Classification Staff Recommendation, including following pertinent information:

- Summary of Application Qualifications ✓
- Current Residency Status: *Oakland Resident*
- Current Employment Status *Not a current City of Oakland employee*



CITY OF OAKLAND

MEMORANDUM

DATE: June 18, 2020

TO: The Honorable Civil Service Board **FROM:** Christine Doan
Human Resource Analyst

THROUGH: Ian Appleyard, Human Resources Director
Secretary to the Board

THROUGH: Greg Preece, Human Resources Manager, Recruitment, Classification & Benefits

SUBJECT: Request for Provisional Appointment in Classification of Housing Development Coordinator II to be ratified at the Civil Service Board Meeting of June 18, 2020

Attached is a request from the Housing & Community Development Department to make a provisional appointment to a Housing Development Coordinator II vacancy. The basis for this request is detailed in the attached Provisional Appointment Form as supporting documentation.

The Housing Development Coordinator II position assists with the coordination of the development and implementation of housing development and emergency housing projects and programs, prepares preliminary drafts and assists with negotiating legal documents and drafting ordinances and resolutions for the City Council; and performs related duties as assigned.

The minimum qualifications for Housing Development Coordinator II are: A Bachelor's degree from an accredited college or university in urban planning, public policy, public administration, business administration, economics, accounting or closely related field and two years of progressively responsible work experience in public or private housing development, city planning or a related field.

The selected candidate meets the minimum qualifications of the Housing Development Coordinator II position with a Bachelor's degree in Interdisciplinary Studies and minor in City Planning from University of California, Berkeley and a Master's degree in Urban & Regional Planning from University of California, Los Angeles. The candidate also has 12 months of work experience in public housing development. Recruitment, Classification & Benefits is in the process of administering a Civil Service Examination to permanently fill this vacancy within 120 days. The job announcement closed on June 1, 2020.

The Human Resources Management Department recommends that the Civil Service Board ratify the provisional appointment for this Housing Development Coordinator II position in the Housing & Community Development Department beginning on June 15, 2020 and ending on or before October 13, 2020.

**OAKLAND CIVIL SERVICE BOARD
PROVISIONAL APPOINTMENT REQUEST**

SCHEDULED MEETING DATE FOR CONSIDERATION: June 18, 2020

AREA REQUESTED

POSITION: Housing Development Coordinator II

DEPARTMENT: Housing & Community Development Department

APPOINTMENT DURATION: 120 days maximum

STATUS OF RECRUITMENT AND EXAMINATION PROCESS

DATE ELIGIBLE LIST EXPIRED OR WAS EXHAUSTED: N/A

DATE PERSONNEL REQUISITION RECEIVED: June 4, 2020

CURRENT STATUS OF EXAMINATION: The job announcement closed on June 1, 2020.

JUSTIFICATION:

Reason Needed:

This provisional appointment is needed to fill one (1) current vacancy. The requisition requesting the provisional appointment was approved. A provisional appointment will allow the incumbent to be trained and perform the Housing Development Coordinator II duties while an eligibility list is being developed.

Other Alternatives Explored and Eliminated:

None.

IMPACT IF REQUESTS ARE NOT APPROVED (i.e., services, fiscal, other):

The negative impacts of not having this vacancy filled while an eligibility list is established would affect the administration of the Housing Development Services division of the department as this position performs significant duties related to the overall administration of the Housing Development Services division.

Attachments:

- Employment Application: Yes
- Personnel Requisition: Yes
- Resume: Yes

Recruitment, Classification & Benefits Staff Recommendation, including following pertinent information:

- Summary of Application Qualifications ✓
- Current Residency Status: *Oakland Resident*
- Current Employment Status: *Unemployed*



MEMORANDUM

DATE: June 18, 2020

TO: The Honorable Civil Service Board

FROM: Greg Preece, HRM Manager / Staff to the Board

THROUGH: Ian Appleyard, HRM Director / Secretary to the Board

SUBJECT: Request Authorization for Employee Requests for Leave of Absence

HRM is in receipt of two (2) Unpaid Leave of Absence requests pursuant to Personnel Manual Section 8.07 Miscellaneous Leaves of Absence.

Employee Name	Classification	Department	Leave Duration	Category
Dial, Lazandra	Program Analyst III	Economic & Workforce Development Department	May 16, 2020 – May 15, 2021	CSR 8.07 (c)
Shelton, Elia	Librarian I	Library Department	May 19, 2020 – June 5, 2020	CSR 8.07 (c)

RECOMMENDATION:

Staff recommends that the Civil Service Board approve the requested Leaves of Absence.



Unpaid Leave of Absence

Leave Type:

- FCL - Family Care Extended
- FDN - Family Death (no pay)
- MNP - Military Leave (no pay)
- SLV - Sick Leave (no pay)
- ANP - Miscellaneous (no pay)
- Parental Leave (no pay)

Employee's Name _____ Employee's ID _____ Today's Date _____

Department/Division _____ Employee Job Title _____

I Request: _____ Days Hours From _____ To _____
No. of Days or Hours Select Days or Hours

Unpaid Leave Taken This Year? Yes No If yes, what type of leave _____
(Write appropriate code)

Comparison of Different Leave Types					
Leave Type	Maximum Duration	Keep Accrued Seniority?	Seniority?	Keep Health Benefits?	Other
FCL	4 mos*	Yes	No	Depends*	Comb. of paid & unpaid leave
FDN	5 days	Yes	No	Yes	Family death leave (paid) exhausted
MNP	1 year	Yes	Yes	For 5 mos*	For military training and service
SLV	1 year	Yes	No	No*	Sick leave (paid) exhausted
ANP	1 year	Yes	No	No*	Miscellaneous leave (no pay)
PNP	1 year	No	No	No *	Parental Leave (no pay)

* Additional Information

Employees on ANP, MNP, SLV or PNP may continue to participate in a City group health plan under COBRA at their own cost.

Family Care Extended Leave allows employees to use a combination of paid and unpaid leave. Employees using paid leave keep their health benefits, while employees on unpaid leave for this category are entitled to extend their coverage under COBRA at their own cost. If the leave is unpaid parental, an employee may take up to a maximum of 5 months leave.

L. Dial
Employee's Signature _____ Date _____

Civil Service Board Approval _____ Date _____

[Signature]
Department Head Approval _____ Date 5/8/20

City Manager Approval _____ Date _____

Note: Civil Service Board approval is required for leave of 5 days or more for classified employees. City Manager approval is required for leave of 5 days or more for exempt employees.



Unpaid Leave of Absence

Leave Type:

- FCL - Family Care Extended
- FDN - Family Death (no pay)
- MNP - Military Leave (no pay)
- SLV - Sick Leave (no pay)
- ANP - Miscellaneous (no pay)
- Parental Leave (no pay)

Employee's Name Elia Shelton Employee's ID 20710 Today's Date 5/12/2020

Department/Division Library/Cataloging Division Employee Job Title Librarian I, PPT

Request: 6 Days Hours From 5/19/2020 To 6/5/2020
No. of Days or Hours Select Days or Hours

Unpaid Leave Taken This Year? Yes No If yes, what type of leave _____
(Write appropriate code)

Comparison of Different Leave Types					
Leave Type	Maximum Duration	Keep Accrued Seniority?	Seniority?	Keep Health Benefits?	Other
FCL	4 mos*	Yes	No	Depends*	Comb. of paid & unpaid leave
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Family Care Extended Leave allows employees to use a combination of paid and unpaid leave. Employees using paid leave keep their health benefits, while employees on unpaid leave for this category are entitled to extend their coverage under COBRA at their own cost. If the leave is unpaid parental, an employee may take up to a maximum of 5 months leave.

5/12/2020
 Employee's Signature Date

5/12/2020
 Department Head Approval Date

 Civil Service Board Approval Date

 City Manager Approval Date

Note: Civil Service Board approval is required for leave of 5 days or more for classified employees. City Manager approval is required for leave of 5 days or more for exempt employees.



CITY OF OAKLAND

MEMORANDUM

DATE: June 18, 2020

TO: The Honorable Civil Service Board

FROM: Jaime Pritchett
Principal Human Resource Analyst

THROUGH: Greg Preece, Human Resources Manager, Recruitment & Classification

THROUGH: Ian Appleyard, Director of Human Resources Management
Secretary to the Board

SUBJECT: Approval of Revised Classification Specification for Fire Department Personnel Officer

Based upon a classification review at the request of the Oakland Fire Department (OFD), staff has proposed revisions to the **Fire Department Personnel Officer** classification specification. It was approved in June 1996 but has not been revised since that time.

The classification has been used at various times in the past by OFD but has not been utilized in the last several years. After reviewing OFD's needs related to personnel/human resources operations, it was determined that this classification is best suited to meet those requirements compared to other City classifications and should be updated.

The description is being overhauled to more thoroughly represent the full scope of assigned human resource functions and underlying skillsets. The Definition and Distinguishing Characteristics sections are also being revised to more accurately reflect the expected duties along with how this position aligns with other positions in the department. The least significant changes involve minor enhancements to the Minimum Qualifications. Other formatting changes are necessary to ensure alignment with the current classification specification template.

While this position is not currently budgeted, OFD intends to add it to their budget in the near future. A civil service recruitment process will be initiated once the position has been added. The newly revised classification specification will be used for the upcoming job posting.

The Confidential Management Employees Association (CMEA) was notified of the proposed classification specification revisions. In an email dated June 11, 2020, the union confirmed that there are no objections to the proposed revisions.

Additionally, the "common class" status of this classification has not been determined. The "Common Class" Project is currently underway, and more information regarding this classification will be available at a later date.

Staff recommends that the Civil Service Board approve the proposed revisions to the **Fire Department Personnel Officer** classification specification.

Attachments: Revised draft Fire Department Personnel Officer classification specification.



DRAFT

FIRE DEPARTMENT PERSONNEL OFFICER

Class Code: MA122 FTE

Civil Service Classified

DEFINITION

~~This civilian classification~~ Under general direction in the Oakland Fire Department (OFD), coordinates and administers: the most difficult and complex professional personnel/human resources duties in the coordination of recruitment, examination, classification, and compensation; employee and labor relations including grievances, investigations, and disciplinary actions; employee training, payroll, benefits, organizational development programs, and personnel staffing and selection; supervises, trains, and evaluates assigned staff; and performs related duties as assigned.

DISTINGUISHING CHARACTERISTICS

This is ~~an non-sworn,~~ expert-level ~~supervisory/civilian human resource~~ classification ~~located in the Oakland Fire Department~~ OFD. The incumbent is responsible for a broad scope of ~~personnel~~ human resources related matters and is expected to ~~carry out perform necessary activities~~ duties in a confidential and ~~competent-effective~~ manner, utilizing a high degree of administrative independence in carrying out departmental goals and objectives, ~~without direct supervision except as new or unusual circumstances require.~~ Further, ~~the~~ incumbent also serves as a consultant to management and liaison to the ~~Office of Personnel~~ Human -Resources Management Department (OPHRMD) and ~~the U-unions~~ on all personnel related matters. ~~This position is distinguished from sworn personnel assigned to human resource support functions in that the sworn position may be assigned to fire suppression at any time.~~ It is distinguished from the higher level Fire Division Manager in that the former is a division head position. ~~Assistant to the Director of Fire Services, the Deputy Director of Fire Services and the Director of Fire Services,~~ who are responsible for the management and operations of the Oakland Fire Department. It is further distinguished from the lower level Fire Personnel Operations Specialist in that the former is responsible for overseeing the entire work unit's personnel/human resources operations while the latter carries out assigned activities on a daily basis.

The incumbent receives direction from a Fire Division Manager, ~~the Deputy Director Chief of Fire Services~~ Department, ~~and/or the Director Chief of Fire Services.~~ ~~The incumbent and~~ may provide supervision to assigned administrative clerical or and technical staff and may provide technical direction to professional staff.

EXAMPLES OF DUTIES - *Duties may include, but are not limited to the following:*

Provide technical expertise while consulting management staff related to personnel issues, organizational development, performance matters, disciplinary procedures, grievance issues, Civil Service Rules, Memoranda of Understanding (MOU), Administrative Instructions, standard operating procedures, etc.; oversee consultation provided by assigned staff regarding such matters.

Serve as departmental management representative for difficult and complex labor negotiations relating to compensation, benefits, and working conditions; serve as departmental management

representative at retirement hearings and serves as liaison between administration and the retirement board for worker compensation claims; assists in the resolution of grievances through formal and informal procedures between OFD employees, various unions and bargaining groups, and OFD Administration staff.

Plan, assign, and review research, analysis, development, and implementation of OFD personnel policies and procedures; ensure departmental compliance.

Administer a broad range of personnel related duties including departmental classification issues, management of the departmental sick and injury program (including worker's compensation, transitional duty, and attendance management); monitors commercial drivers including Department of Motor Vehicles (DMV) Pull Notice Program and drug/alcohol testing, and leave management; oversee payroll functions and staff.

Provide recommendations regarding the development and administration of assessment procedures including those under court scrutiny and/or subject to probable litigation and settlement agreements.

Oversee the departmental hiring process; maintain up-to-date position control reports, vacancy status reports, overtime usage reports, organizational charts, etc.; manage updates to the departmental Human Resources manual; ensure compliance with all applicable payroll and personnel rules and regulations.

Oversee the OFD Performance Appraisal Program; compliance with Department of Justice and handle the Paramedic Support Program opt out process.

Design and manage administrative investigative interviews and prepare investigation reports; review draft notice of intent and notice of suspension letters and seek input from division managers, Employee Relations, Chief of Fire, and Deputy City Attorneys.

Ensure the coordination of training of Fire Department staff regarding payroll procedures, benefits, union contracts, personnel rules, and disciplinary policies and procedures; review training materials prepared by staff regarding personnel matters, legislation, operating procedures, etc.; administer training regarding rules, regulations, policies, and procedures.

Manage and oversee the maintenance and updating of confidential OFD payroll/personnel records, personnel files, and computerized information systems including background investigations, subpoena responses, and other records and reports for employees; research and assemble information from a variety of sources for the completion of forms and preparation of reports.

Utilize computer software applications to administer personnel functions; develop and maintain record systems and databases; enter, retrieve and verify data.

Provides consultation to Oakland Fire Department Management staff on complex organizational and personnel performance issues and problems; provides consultation on disciplinary procedures, contract interpretation, grievance issues, personnel rules, labor law and related personnel issues; performs a broad spectrum of personnel related duties, including departmental classification issues, management of the departmental sick and injury program (including attendance management) and administration and implementation of departmental annual physical schedule, assignment transfers, and administration of the vacation draw and maintenance and update of the departmental vacation schedule.

~~Serves as departmental management representative for difficult and complex labor negotiations relating to compensation, benefits, and working conditions; serves as departmental management representative at retirement hearings and serves as liaison between administration and the retirement board for worker compensation claims; assists in the resolution of grievances through formal and informal procedures between Oakland Fire Department employees, Local 55 representatives and Oakland Fire Department Administration staff; serves as incident response coordinator on a 24-hour basis and coordinates critical incident stress debriefings; coordinates employee on-the-job injuries response on a 24-hour basis.~~

Assists in the development and presentation of positions and strategies for labor negotiations, including development of cost estimates for management and labor proposals; coordinates with the Office of Personnel Resources Management HRMD in the development and preparation of policy statements and instructions to implement the terms of the Memorandum of Understanding (MOU).

~~Provides consultation to Oakland Fire Department administrative staff in regards to the conduct of recruitment campaigns, and the development and administration of assessment procedures including those under court scrutiny and/or subject to probable litigation and settlement agreements.~~

~~Assists in the development and recommendation of departmental personnel policies, procedures and practices; enforces departmental and city policies regarding personnel related matters; maintains confidentiality.~~

Assign, train, supervise, and evaluate administrative/clerical and/or technical staff and may provide technical direction to professional staff.

~~Prepare and supervise the preparation of a variety of records, comprehensive reports, studies, analytical documents, and statistical findings utilizing a personal computer; maintain records; assists with and serves as a trainer for Oakland Fire Department personnel administration activities.~~

KNOWLEDGE AND ABILITIES:

Knowledge of:

- Professional personnel/human resources principles and practices including employment law, disciplinary procedures, contract interpretation, grievance issues, labor law, and labor negotiation techniques.
- Legal standards and guidelines governing employee and labor relations activities; strategies for labor negotiations including mediation and conflict management.
- Principles of management and organizational development, local government, and paramilitary organizations; public safety regulations;
- staff Principles and practices of supervision, training, and evaluation/development.
- Computer systems and software applications.
- Legal and professional standards and procedures for the development, administration, and validation of assessment instruments; analysis and interpretation of statistical data.

- The English language including language mechanics, syntax, grammar, and spelling.

Ability to:

- Analyze complex and difficult personnel/human resources related ~~problems~~ issues and make appropriate recommendations; collect, analyze, and interpret a wide variety of employment related information and data.
- Resolve grievances through formal and informal procedures; ability to assist with the negotiation and administration of labor contracts.
- Interpret and apply regulations, policies, and guidelines; recommend changes to policies, practices, and procedures.
- ~~;~~ ability to eExercise sound judgment in stressful and difficult situations; analyze and solve problems of a complex nature.
- Communicate effectively orally and in written form; ability to prepare and present clear, concise and accurate reports; speak in large and small group settings.
- ~~—~~Assign, supervise, train, review, and evaluate the work of assigned staff.
- ~~;~~ pPrepare and execute detailed and comprehensive work plans in a timely and competent manner.
- Coordinate functions and activities between departments, external agencies, etc.
- Prepare and analyze complex reports of a general and technical nature that may include statistical or financial data.
- Develop and maintain recordkeeping systems including automated systems.
- ~~;~~ uUtilize computer systems and related software programs in the completion of projects and work assignments.
- Establish and maintain effective working relationships with those contacted in the performance of required duties.

EDUCATION AND EXPERIENCE MINIMUM QUALIFICATIONS

~~Any combination of experience and education that would demonstrate possession of the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:~~ Any combination of education and experience that is equivalent to the following minimum qualifications may be acceptable:

Education:

A Bachelor's degree in Human Resources Management, Public or Business Administration, Social Science or a closely related field required. Master's degree in Public Administration, Business Administration, Organizational Development or a related field is desirable.

Experience:

Five (5) years of progressively responsible experience in public personnel/human resources administration and management including two (2) years in employee and l-labor r-Relations with experience investigating complaiants, such as sexual harassment, discrimination, MOU grievances, and stolen property. Previous lead or supervisory experience is desirable.

LICENSE AND CERTIFICATE

Successful incumbents in this position are expected to operate automotive vehicles in the performance of assigned duties. Due to the nature of the assignment and the hours worked, public transportation may not be a cost effective or efficient method for traveling to the various locations required. Individuals who are appointed to this position will be required to maintain a valid California Driver's License throughout the tenure of employment or demonstrate the ability to travel to various locations in a timely manner as required in the performance of duties.

OTHER REQUIREMENTS

~~Individuals must be available to respond on a 24-hour basis to incident control circumstances and on the job employee injuries.~~ Weekly schedule may include working nights, weekends, and holidays.

DEPT. OF HUMAN RESOURCES MANAGEMENT USE ONLY			
Established:	06/13/1996	CSB Resolution #:	44356
Exempted:	Y <input type="checkbox"/> N <input type="checkbox"/>	Exemption Resolution #:	Salary Ordinance #:
Revision Date:	/ /	CSB Resolution #:	
Re-titled Date:	/ /	CSB Resolution #:	Salary Ordinance #:
(Previous title(s):)		



CIVIL SERVICE BOARD SPECIAL MEETING MINUTES (DRAFT)

Date: May 21, 2020

SPECIAL MEETING OPEN SESSION 3:00 p.m.

City Hall, One Frank H. Ogawa Plaza, Hearing Room 1

BOARD MEMBERS: Chair, Andrea Gourdine; Vice Chair, Christopher Johnson; Lauren Baranco (Absent); Yvonne Hudson-Harmon; Brooke Levin; Carmen Martinez; Beverly A. Williams

STAFF TO THE BOARD: Ian Appleyard, HRM Director/Secretary to the Board
Greg Preece, HR Manager/Staff to the Board
Vadim Sidelnikov, Deputy City Attorney

Pursuant to the Governor's Executive Order N-29-20, members of the Civil Service Board as well as the Director of Human Resources and the Deputy City Attorney will join the meeting via phone/video conference and no teleconference locations are required.

PUBLIC PARTICIPATION

The public may observe and/or participate in this meeting many ways.

OBSERVE:

- To observe the meeting by video conference, please click on this link: https://us02web.zoom.us/webinar/register/WN_ZzPgsHoDTXuCkdhl0bvz0g at the noticed meeting time. Instructions on how to join a meeting by video conference is available at: <https://support.zoom.us/hc/en-us/articles/201362193> - Joining-a-Meeting
- To listen to the meeting by phone, please call the numbers below at the noticed meeting time: Dial (for higher quality, dial a number based on your current location):
US: +1 669 900 6833 or +1 253 215 8782 or +1 346 248 7799 or +1 929 205 6099
or +1 301 715 8592 or +1 312 626 6799 **Webinar ID: 893 9792 6906**
If asked for a participant ID or code, press #. Instructions on how to join a meeting by phone are available at: <https://support.zoom.us/hc/en-us/articles/201362663> - Joining-a-meeting-by-phone.

COMMENT:

DUE TO THE SUSPENSION OF THE SUNSHINE ORDINANCE AND COUNCIL'S RULES OF PROCEDURES, ALL PUBLIC COMMENT ON ACTION ITEMS WILL BE TAKEN AT THE BEGINNING OF THE MEETING UNDER ITEM 1. COMMENT FOR ITEMS NOT ON THE AGENDA WILL BE TAKEN UNDER OPEN FORUM AT THE END OF THE MEETING.

There are two ways to make public comment within the time allotted for public comment on an eligible Agenda item.

- To comment by Zoom video conference, click the “Raise Your Hand” button to request to speak when Public Comment is being taken on an eligible agenda item at the beginning of the meeting. You will then be unmuted, during your turn, and allowed to participate in public

comment. After the allotted time, you will then be re-muted. Instructions on how to “Raise Your Hand” is available at: <https://support.zoom.us/hc/en-us/articles/205566129> - Raise-Hand-In-Webinar.

- To comment by phone, please call on one of the above listed phone numbers. You will be prompted to “Raise Your Hand” by pressing “*9” to request to speak when Public Comment is being taken on an eligible agenda Item at the beginning of the meeting. You will then be unmuted, during your turn, and allowed to make public comments. After the allotted time, you will then be re-muted. Instructions of how to raise your hand by phone are available at: <https://support.zoom.us/hc/en-us/articles/201362663> - Joining-a-meeting-by-phone.

If you have any questions, please email Greg Preece, Human Resources Manager at GPreece@oaklandca.gov. – Human Resources Management Department.

SPECIAL MEETING - OPEN SESSION AGENDA

ROLL CALL

1) PUBLIC COMMENT:

**COMMENT ON ALL ACTION ITEMS WILL BE TAKEN AT THIS TIME.
COMMENTS FOR ITEMS NOT ON THE AGENDA WILL BE TAKEN DURING
OPEN FORUM.**

2) APPROVAL OF THE MAY 21, 2020 CIVIL SERVICE BOARD ACTION *SPECIAL*** MEETING AGENDA**

44975 A motion was made by Board Member Hudson-Harmon and seconded by Vice Chair Johnson to approve the May 21, 2020 Civil Service Board Special Meeting Agenda. The motion passed unanimously.

Votes: Board Member Ayes: 6 – Gourdine, Johnson, Hudson-Harmon, Levin, Martinez, Williams.

Board Member Noes: None
Board Member Abstentions: None
Board Members Absent: Baranco

3) UPDATES, SECRETARY TO THE BOARD INFORMATION

4) CONSENT CALENDAR: ACTION

a) Approval of Provisional Appointment

- Office Assistant II (2)
- Program Analyst II (1)

- Program Analyst III (1)
- b) Approval of Employee Requests for Leave of Absence
- Oakland Public Library Department (1)
 - Oakland Fire Department (2)
- c) Approval of Revised Classification Specifications
- Manager, Capital Improvement Program
 - Spatial Data Administrator
 - Investment and Operations Manager (formerly Investment Supervisor)
 - Planning Investigator

44976 A motion was made by Board Member Levin and seconded by Board Member Williams to approve the Consent Calendar: Provisional Appointments, Employee Requests for Leave of Absence, and Approval of Revised Classification Specifications. The motion passed unanimously.

Votes: Board Member Ayes: 6 – Gourdine, Johnson, Hudson-Harmon, Levin, Martinez, Williams.

Board Member Noes: None
Board Member Abstentions: None
Board Members Absent: Baranco

5) OLD BUSINESS:

- a) Approval of February 20, 2020 Civil Service Board Meeting Minutes ACTION

44977 A motion was made by Board Member Levin and seconded by Board Member Hudson-Harmon to approve the February 20, 2020 Civil Service Board Meeting Minutes. The motion passed unanimously.

Votes: Board Member Ayes: 5 – Gourdine, Johnson, Hudson-Harmon, Levin, Martinez.

Board Member Noes: None
Board Member Abstentions: Williams
Board Members Absent: Baranco

- b) Approval of December 19, 2019 Civil Service Board Meeting Minutes ACTION

Due to lack of quorum of members present at the December 2019 meeting, approval of the December 19, 2019 Civil Service Board Meeting Minutes will carry over to the June 2020 meeting.

- c) Determination of Schedule of Outstanding Board Items ACTION

Note – This required action due to the request for an outside Hearing Officer on one of the pending appeals.

44978 A motion was made by Vice Chair Johnson and seconded by Board Member Levin to approve the Schedule of Outstanding Board Items. The motion passed unanimously.

Votes: Board Member Ayes: 6 – Gourdine, Johnson, Hudson-Harmon, Levin, Martinez, Williams.

Board Member Noes: None
Board Member Abstentions: None
Board Members Absent: Baranco

- d) Informational Report on the Status of Temporary Assignments for Temporary Contract Service Employees (TCSEs) and Exempt Limited Duration Employees (ELDEs) Including a Report of the Names, Hire Dates, and Departments of all ELDE's and TCSEs in Accordance with the Memorandum of Understanding Between the City and Local 21 INFORMATION
- e) Update on Common Class Study INFORMATION

6) NEW BUSINESS:

- a) There are no new business items for this month.

7) OPEN FORUM

8) ADJOURNMENT

44979 A motion was made by Vice Chair Johnson and seconded by Board Member Hudson-Harmon to approve Adjournment. The motion passed unanimously.

Votes: Board Member Ayes: 6 – Gourdine, Johnson, Hudson-Harmon, Levin, Martinez, Williams.

Board Member Noes: None
Board Member Abstentions: None
Board Members Absent: Baranco

NOTE: The Civil Service Board meets on the 3rd Thursday of each month. The next meeting is scheduled to be held on Thursday, June 18, 2020. All materials related to agenda items must be submitted by Thursday, June 4, 2020. For any materials over 100 pages, please also submit an electronic copy of all materials.

Submit items via email or U.S. Mail to:

City of Oakland - Civil Service Board
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CIVIL SERVICE BOARD MEETING MINUTES (DRAFT)

Date: December 19, 2019

OPEN SESSION 5:30 p.m.

City Hall, One Frank H. Ogawa Plaza, Hearing Room 1

BOARD MEMBERS: Chair, Andrea Gourdine; Vice Chair, Christopher Johnson (absent); Lauren Baranco; Yvonne Hudson-Harmon (absent); Brooke Levin (absent); Carmen Martinez; Beverly A. Williams

STAFF TO THE BOARD: Ian Appleyard, HRM Director/Secretary to the Board
Greg Preece, HR Manager/Staff to the Board
Vadim Sidelnikov, Deputy City Attorney

OPEN SESSION AGENDA

ROLL CALL

1) OPEN FORUM

2) APPROVAL OF THE DECEMBER 19, 2019 CIVIL SERVICE BOARD MEETING AGENDA ACTION

44958 A motion was made by Board Member Williams and seconded by Board Member Martinez to approve the December 19, 2019 Civil Service Board Meeting Agenda. The motion passed unanimously.

Votes: Board Member Ayes: 4 – Gourdine, Williams, Baranco, Martinez

Board Member Noes: None

Board Member Abstentions: None

Board Members Absent: Johnson, Levin, Hudson-Harmon

3) UPDATES, SECRETARY TO THE BOARD INFORMATION

Director Appleyard presented to the Board the most recent staffing report presented to City Council in November, 2019.

4) CONSENT CALENDAR:

ACTION

- a) Approval of Provisional Appointment
 - Oakland Fire Department (1)
- b) Approval of Employee Requests for Leave of Absence
 - Oakland Public Library
- c) Approval of Revised Classification Specification
 - Planner III, Historic Preservation

44959 A motion was made by Board Member Williams and seconded by Board Member Martinez to approve the Consent Calendar: Provisional Appointments, Employee Requests for Leave of Absence, and Approval of Revised Classification Specifications. The motion passed unanimously.

Votes: Board Member Ayes: 4 – Gourdine, Williams, Baranco, Martinez

Board Member Noes: None

Board Member Abstentions: None

Board Members Absent: Johnson, Levin, Hudson-Harmon

5) OLD BUSINESS:

- a) Approval of November 14, 2019 Civil Service Board Meeting Minutes

ACTION

Due to lack of quorum of members present at the November 2019 meeting, approval of the November 14, 2019 Civil Service Board Meeting Minutes will carry over to the January 2020 meeting.

Board Member Noes: None

Board Member Abstentions: None

Board Members Absent: Johnson, Levin, Hudson-Harmon

- b) Approval of the July 18, 2019 Civil Service Board Meeting Minutes ACTION

Due to lack of quorum of members present at the July 2019 meeting, approval of the July 18, 2019 Civil Service Board Meeting Minutes will carry over to the January 2020 meeting.

Board Member Noes: None

Board Member Abstentions: None

Board Members Absent: Johnson, Levin, Hudson-Harmon

- c) Determination of Schedule of Outstanding Board Items ACTION

Denise Eaton-May, Esq. and Deputy City Attorney Caryl Casden spoke regarding Appeal OFD-2019-AP02. The parties have agreed to delay the appeal scheduled for this meeting and to request the Board allow the appeal to be heard by a mutually agreed upon Hearing Officer. The parties have secured dates for the Hearing Officer in February, 2020.

44960 A motion was made by Board Member Martinez and seconded by Board Member Williams to receive the Schedule of Outstanding Items, accept the request to postpone Appeal OFD-2019-AP02, and to assign Appeal OFD-2019-AP02 to a hearing officer. The motion passed unanimously.

Votes: Board Member Ayes: 4 – Gourdine, Williams, Baranco, Martinez

Board Member Noes: None

Board Member Abstentions: None

Board Members Absent: Johnson, Levin, Hudson-Harmon

- d) Informational Report on the Status of Temporary Assignments for Temporary Contract Service Employees (TCSEs) and Exempt Limited Duration Employees (ELDEs) Including a Report of the Names, Hire Dates, and Departments of all ELDE's and TCSEs in Accordance with the Memorandum of Understanding Between the City and Local 21 INFORMATION

Report received and filed.

- e) Update on Common Class Study – Draft Koff & Associates Report INFORMATION
Regarding General, Administrative, Clerical, and Office Occupational
Grouping

There was one speaker on this item. Local 21 Chapter Vice President
Jennifer Foster.

Report received and filed.

6) NEW BUSINESS:

- a) Approval of New Classification Specification for Fire Inspection ACTION
Supervisor

**44961 A motion was made by Board Member Williams and seconded by
Board Member Baranco to approve the new Classification
Specification for Fire Inspection Supervisor. The motion passed
unanimously.**

Votes: Board Member Ayes: 4 – Gourdine, Williams, Baranco, Martinez

Board Member Noes: None

Board Member Abstentions: None

Board Members Absent: Johnson, Levin, Hudson-Harmon

- b) Approval of New Classification Specification for Chief of Fire, ACTION
Assistant

**44962 A motion was made by Board Member Williams and seconded by
Board Member Martinez to approve the new Classification
Specification for Chief of Fire, Assistant. The motion passed
unanimously.**

Votes: Board Member Ayes: 4 – Gourdine, Williams, Baranco, Martinez

Board Member Noes: None

Board Member Abstentions: None

Board Members Absent: Johnson, Levin, Hudson-Harmon

- c) Approval of New Classification Specification for Capital ACTION
Improvement Coordinator, Assistant

44963 A motion was made by Board Member Martinez and seconded by Board Member Williams to approve the new Classification Specification for Capital Improvement Coordinator, Assistant. The motion passed unanimously.

Votes: Board Member Ayes: 4 – Gourdine, Williams, Baranco, Martinez

Board Member Noes: None

Board Member Abstentions: None

Board Members Absent: Johnson, Levin, Hudson-Harmon

d) Approval of New Classification Specification for Ethics Analyst III

ACTION

44964 A motion was made by Board Member Williams and seconded by Board Member Baranco to approve the new Classification Specification for Ethics Analyst III. The motion passed unanimously.

Votes: Board Member Ayes: 4 – Gourdine, Williams, Baranco, Martinez

Board Member Noes: None

Board Member Abstentions: None

Board Members Absent: Johnson, Levin, Hudson-Harmon

7) ADJOURNMENT

NOTE: The Civil Service Board meets on the 3rd Thursday of each month. The next meeting is scheduled to be held on Thursday, January 16, 2020. All materials related to agenda items must be submitted by Thursday, January 2, 2020. For any materials over 100 pages, please also submit an electronic copy of all materials.

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**CIVIL SERVICE BOARD
 APPEALS & HEARINGS CALENDAR
PENDING LIST – JUNE 18, 2020**

1. OPEN

Case Number	Classification	Dept.	Action Pending	Hearing Date	Notes/Next Steps
OPD-2020-AP01	Police Officer	Oakland Police Department	10.03 – Appeal of Disciplinary Action	TBD	Appellant has requested an outside hearing officer.
PORT-2020-AP02	Port Custodian	Port of Oakland	6.06 Appeal of Probationary Release	July 16, 2020	
CPRA-2020-AP01	Complaint Investigator II	CPRA	6.06 Appeal of Probationary Release	June 18, 2020	Withdrawn by appellant

2. OTHER PENDING ITEMS

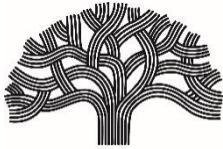
Date Requested	Subject	Report From	Date Due

3. CLOSED

Case Number	Classification	Dept.	Action Pending	Date Received	Notes

4. UNDER REVIEW

Case Number	Classification	Dept.	Action Pending	Action Date	Notes



CITY OF OAKLAND

STAFF REPORT

DATE: June 18, 2020

TO: THE HONORABLE CIVIL SERVICE BOARD

FROM: Greg Preece, Human Resources Manager & Staff to the Board

THROUGH: Ian Appleyard, Human Resources Director & Secretary to the Board

SUBJECT: TEMPORARY EMPLOYEES – Informational Report on the Status of Temporary Assignments for Temporary Contract Service Employees (TCSEs) and Exempt Limited Duration Employees (ELDEs) Including a Report of the Names, Hire Dates, and Departments of All ELDEs and TCSEs in Accordance with the Memorandum of Understanding Between the City and Local 21

SUMMARY

Staff has prepared this report to provide the Civil Service Board with an update on compliance with the Civil Service Rules related to temporary employees since the last report at the May 21, 2020 meeting. This report focuses on temporary employees in the categories of Exempt Limited Duration Employees (ELDEs) and Temporary Contract Service Employees (TCSEs), who are currently employed in the City of Oakland.

A total of seventy-five (75) employees were in the TCSE (17), TCSE/Annuitant (34), and ELDE (24) categories as of pay period ending May 29, 2020. Of the those, ten (10) assignments are reported as non-compliant with Rule 5.06.

Reports showing all the temporary assignments discussed in this report are included in a list (*Attachment A*) and a chart of trends (*Attachment B*) attached to this narrative report to provide a snapshot of the overall changes month to month.

BACKGROUND

The use of temporary employees is allowed under Civil Service Rule 5 (Certification and Appointment) in recognition that standard Civil Service employment practices can be cumbersome when a time-sensitive assignment arises or existing resources do not fit a specific need. Pursuant to the Civil Service Rules, Section 5.06 governing temporary assignments, ELDE assignments may not exceed one year and TCSE assignments may not be “ongoing or repetitive.”

STATUS OF NONCOMPLIANT ASSIGNMENTS

Of the seventy-five (75) temporary assignments, we are reporting ten (10) in this period as out of compliance with Rule 5.06.

HONORABLE CIVIL SERVICE BOARD

Subject: Temporary Employees

Date: June 18, 2020

Page 2

RECOMMENDATION

Staff recommends that the Civil Service Board accept the monthly report on temporary assignments for Temporary Contract Service Employees (TCSEs) and Exempt Limited Duration Employees (ELDEs).

For questions regarding this report, please contact Human Resources Manager Greg Preece at (510) 238-7334.

Attachments:

- A. TCSE/ELDE Report: For Payroll Period Ending May 29, 2020
- B. TCSE/ELDE Compliance Trend Chart.

**CIVIL SERVICE BOARD
JUNE 2020 MONTHLY REPORT OF TCSE/ELDE ASSIGNMENTS**

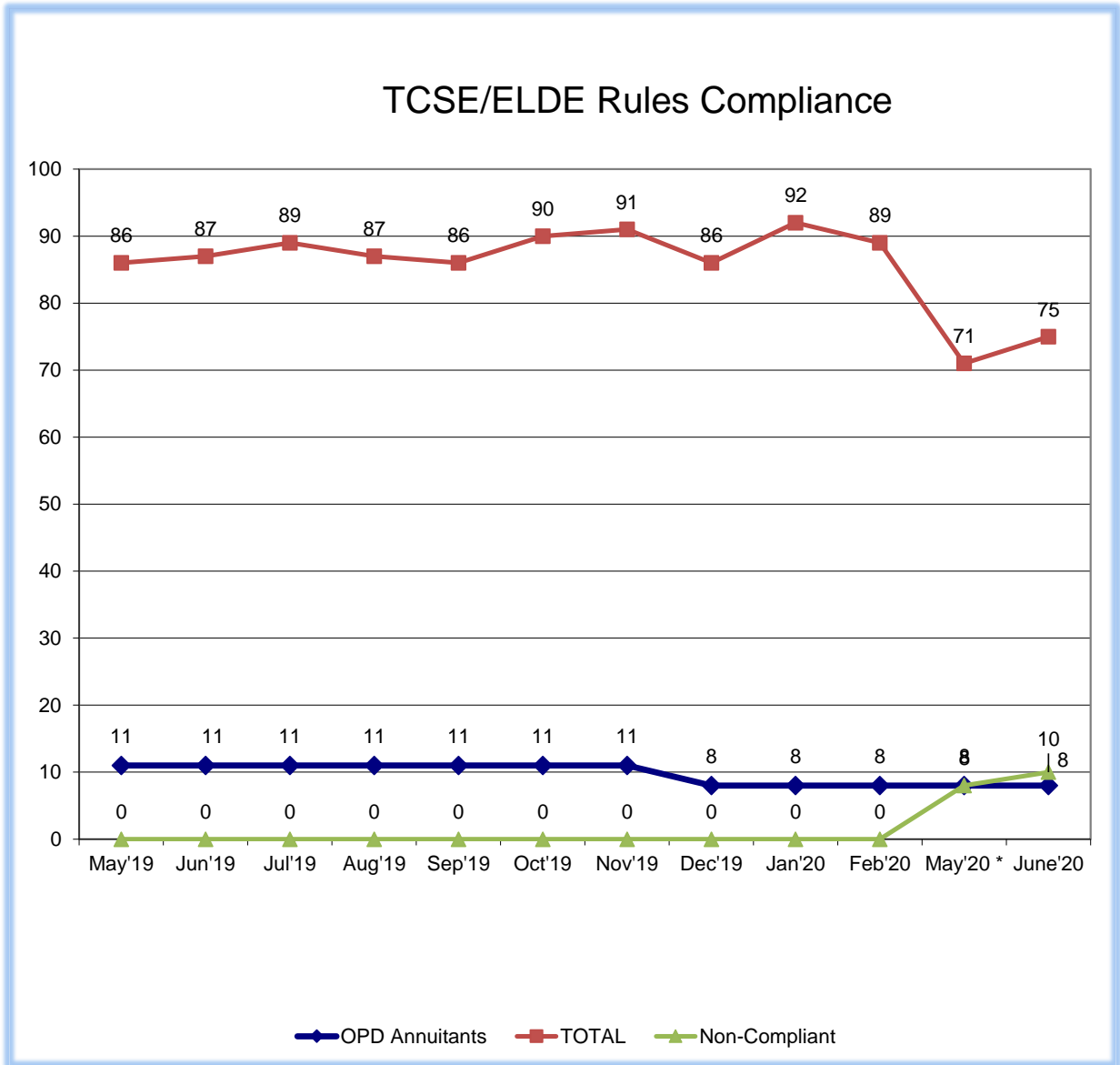
DEPT	LAST_NAME	FIRST_NAME	ORG	JOB_DATE	TYPE	HOURS	NOTES	STATUS
CLOSED THIS PERIOD (4)								
CITY ADMINISTRATOR	Furr	Christina	02491- Oakland Animal Services	12/28/2019	TCSE	608	Temporary Assistance in AOS Shelter Operations.	COMPLIANT
CITY ADMINISTRATOR	Woodall-Johnson	Marissa	02491 - Oakland Animal Services	4/6/2019	TCSE	255.5	Temporary relief veterinarian support at the Oakland animal shelter.	COMPLIANT
HUMAN RESOURCES MGMT.	Li	Wei	05211 - Employment and Classification	8/26/2019	ELDE		Temporary project to integrate the Oracle benefits system.	COMPLIANT
PLANNING & BUILDING	Lehmer-Chang	Aaron	84111 - Admin: Planning & Building	6/1/2019	ELDE		Temporary project to support the planning, coordinating, implementation and evaluation of external web publications.	COMPLIANT
NEW THIS PERIOD (5)								
FIRE	Crowe	Olga	20711 - Emergency Services Program Unit	5/16/2020	ELDE		Critical Assistance in the Fire Emergency Operations Center and Planning Unit.	COMPLIANT
FIRE	Fairley Summers	Helen	20241 - Fire Communications Unit	5/2/2020	TCSE/ Annuitant	116	Temporary assistance in the Fire Communications Center	COMPLIANT
FIRE	Morris	Christopher	20611 - Education & Training Administration Unit	5/2/2020	TCSE	142.5	Assistance in Fire Training & Admin Unit while recruitment is being conducted,	COMPLIANT
HUMAN SERVICES	Nguyen	Hang	75231 - Multi-Purpose Senior Services Program Unit	5/16/2020	TCSE	60	Temporary assistance in the Senior Services Unit	COMPLIANT
HUMAN SERVICES	Williams	Patanisha	78311 - Policy & Planning	5/2/2020	TCSE	100.5	Providing assistance to the Human Services Policy & Planning Unit	COMPLIANT
COMPLIANT (60)								
CITY ADMINISTRATOR	Gibson	Mercedes	02112 - Communications & Media	5/4/2019	TCSE	8	Temporary project to assist in the development of the City's website and community outreach, etc.	COMPLIANT
CITY ADMINISTRATOR	Mufarreh	Chris	02491- Oakland Animal Services	4/23/2018	TCSE/ Annuitant	575	Temporary on-call Manager	COMPLIANT
CITY ADMINISTRATOR	Neditch	Nicole	02112 - Communications & Media	3/21/2020	ELDE		Support in Citywide Communications Unit	COMPLIANT
CITY ADMINISTRATOR	Silverman	Eva	02112 - Communications and Media	3/18/2019	TCSE	564	Temporary assistance in the development and improvement of the City Website, external communications and community	COMPLIANT
CITY ADMINISTRATOR	Umapathy	Kiran	02112 - Communications & Media	6/26/2019	TCSE	20	Temporary project to assist in the development of the City's website and community outreach, etc.	COMPLIANT
CITY ATTORNEY	Ericsson	Kristin	04111 - City Attorney Administration	1/14/2019	TCSE/ Annuitant	734	Temporary Support for Legal Administrative Assistant out on leave	COMPLIANT
CITY ATTORNEY	Hugo	Scott	04111 - City Attorney Administration	12/9/2019	ELDE		Legal Support in City Attorney Admin Unit	COMPLIANT
CITY COUNCIL	Lopes	Joyce	00011 - Council Administration Unit	10/4/2016	TCSE/ Annuitant	0	Filling in for Council staff out on leave	COMPLIANT
DEPT. OF TRANSPORTATION	Aghamir	Shahram	35219 - Dept of Transportation	10/5/2019	TCSE/ Annuitant	960	Temporary project to manage the Highway Bridge Program Projects, Railroad Safety Improvement Project, and Stairs and Paths Program.	COMPLIANT
DEPT. OF TRANSPORTATION	Calabrese	Christine	35232 - Street Lighting Engineer	2/9/2019	TCSE/ Annuitant	812.5	Temporary assistance to complete AC Transit Bus Rapid Transit project.	COMPLIANT
DEPT. OF TRANSPORTATION	De La Torre	Juan	35224 - Great Streets Maintenance	2/22/2020	ELDE		Project Assistance in Street Maintenance Unit	COMPLIANT
DEPT. OF TRANSPORTATION	Kattchee	Susan	35241 - Safe Streets Administration	12/15/2018	TCSE/ Annuitant	693.25	Temporary assignment to support and train section leaders, assist with budget planning and implementation for 2019-2021	COMPLIANT
DEPT. OF TRANSPORTATION	Martinez	Victorino	35224 - Great Streets Maintenance	2/22/2020	ELDE		Project Assistance in Street Maintenance Unit	COMPLIANT
DEPT. OF TRANSPORTATION	Mount	Doug	35247 - Mobility Management	2/5/2020	TCSE	525	Temporary Assistance in the Off-Street Parking Program	COMPLIANT
DEPT. OF TRANSPORTATION	Neary	Michael	35211 - Department of Transportation	5/21/2018	TCSE/ Annuitant	466.5	Temporary assistance to develop, manage and implement the GoPort Program (transportation improvement)	COMPLIANT

**CIVIL SERVICE BOARD
JUNE 2020 MONTHLY REPORT OF TCSE/ELDE ASSIGNMENTS**

DEPT	LAST_NAME	FIRST_NAME	ORG	JOB_DATE	TYPE	HOURS	NOTES	STATUS
ECONOMIC & WORKFORCE DEVELOPMENT	Duhon-Kelley	Coco	85511- Cultural Arts & Marketing	7/13/2019	TCSE	958	Temporary assistance to help establish more efficient systems in the grant contracting process.	COMPLIANT
ECONOMIC & WORKFORCE DEVELOPMENT	Kidder	Sarah	85511 - Cultural Arts & Marketing	6/17/2017	TCSE	109.25	Temporary project support in the Film Office.	COMPLIANT
ECONOMIC & WORKFORCE DEVELOPMENT	Lane	Patrick	85221 - Project Implementation: Staffing	11/2/2019	TCSE/ Annuitant	404.5	Assist with EWD Project Implementation	COMPLIANT
FINANCE	Bhatnagar	Amit	08211 - Accounting Administration Unit	1/8/2018	TCSE	923	Temporary project to develop Oracle Business Intelligence Enterprise Edition and Oracle Business Intelligence Applications.	COMPLIANT
FINANCE	Hatcher, Jr.	Lucius	08222 - General Ledger	12/14/2019	TCSE/ Annuitant	327.75	Temporary assistance with special projects and essential functions in Finance Department	COMPLIANT
FINANCE	Roberts Jackson	Tanisha	08741 - Treasury/Payroll Unit	2/3/2020	ELDE		Assistance in Payroll Operations Unit	COMPLIANT
FINANCE	Stoker	Barbara	08421 -Revenue Audit Unit	2/8/2020	ELDE		Temporary project to assist with new and on going back logged division work load	COMPLIANT
FINANCE	Treglown	Donna	08111 - Finance/Controller	6/18/2018	TCSE/ Annuitant	791	Temporary assistance to complete Capital projects and end of year fiscal reconciliations.	COMPLIANT
FINANCE	Woodard	Phyllis	08741 - Treasury/Payroll Unit	9/6/2019	TCSE/ Annuitant	859.5	Temporary project to help train new Senior HR Operations Technicians and assist with advanced level projects	COMPLIANT
FIRE	Feil	Jessica	20711 - Emergency Services Program Unit	2/8/2020	ELDE		Critical Assistance in the City's Emergency Operations Unit	COMPLIANT
FIRE	Hellige	Scott	20813 - Fire Boat	8/12/2019	TCSE/ Annuitant	181	Temporary project to train current staff and possible expand the limited use of the Sea Wolf fire vessel to respond to emergency situations	COMPLIANT
FIRE	Kozak	Rebecca	20110 - Fire Chief Unit	5/21/2018	TCSE/ Annuitant	630	Temporary assistance developing staff and functions of the Office of the Chief of Fire Annual and Train Executive Assistant	COMPLIANT
HOUSING & COMMUNITY DEV.	Cohen	Barbara	89969 - Residential Rent Arbitration	10/5/2019	ELDE		Assistance in Rent Program while a new class specification is being created.	COMPLIANT
HOUSING & COMMUNITY DEV.	Durades	Arlecia	89929 - Housing Development	1/11/2020	ELDE		Assistance with projects in the Housing Development Division.	COMPLIANT
HOUSING & COMMUNITY DEV.	Fa-Kaji	Marguerita	89969 - Residential Rent Arbitration	12/14/2019	ELDE		Temporary Assistance as a Hearing Officer in the Rent Control Board	COMPLIANT
HOUSING & COMMUNITY DEV.	Kennedy	Vanessa	89929 - Housing Development	1/25/2020	ELDE		Assistance with projects in the Housing Development Division.	COMPLIANT
HOUSING & COMMUNITY DEV.	Lothlen	Brittini	89969 - Housing & Community Development	9/10/2019	ELDE		Temporary critical assistance to maintain operations in the Rent Adjustment Program	COMPLIANT
HOUSING & COMMUNITY DEV.	Perez-Pacheco	Guadalupe	89939 - Municipal Lending	1/11/2020	ELDE		Assistance in the Housing Resource Center	COMPLIANT
HUMAN RESOURCES MGMT.	Look	Daryl	05211 - Human Resources Management	9/24/2018	TCSE/ Annuitant	776.5	Temporary staffing to support classification and recruitment needs for city operations	COMPLIANT
HUMAN SERVICES	Breedlove	Jaqueline	75231 - Multipurpose Senior Service Program	2/24/2018	TCSE/ Annuitant	345	Provide training to new Case managers and complete procedural manual for future reference per funder's mandate.	COMPLIANT
HUMAN SERVICES	Bouey	Martina	78235 - HS Central Office Administration	7/27/2019	ELDE		Critical support to the Assistant Human Services Director during transitional period	COMPLIANT
HUMAN SERVICES	Decuir	Roslynn	78241 - Year Round Lunch Program Unit	5/23/2016	TCSE	0	PT Food Program Coordinator; intermittent, pending creation of PT class; HRM staff preparing salary ordinance amendment to add part time equivalent in Feb/Mar 2018	COMPLIANT
HUMAN SERVICES	Ho	Kathy	78231 - HS Classroom & Seasonal	1/13/2018	TCSE/ Annuitant	766.5	Temporary Assistance as Head Start Substitute Teacher	COMPLIANT
HUMAN SERVICES	Miller	Tamika	78411 - Community Housing Services	3/7/2020	ELDE		Temporary project planning - Homelessness	COMPLIANT
HUMAN SERVICES	Poston	Dorothy	75631 - Senior Center Unit	2/8/2020	TCSE/ Annuitant	424.5	Project Assistance in the Senior Services Section	COMPLIANT
HUMAN SERVICES	Shelton	Susan	78411 - Community Housing Services	9/11/2017	TCSE/ Annuitant	292	Temporary project: plan, facilitate and update Oakland Homeless Strategy	COMPLIANT
HUMAN SERVICES	Trist	Sarah	78232 - Head Start - Central Office Program	12/7/2019	ELDE		Temporary Assistance in Head Start Administration	COMPLIANT
INFORMATION TECHNOLOGY	Williams	Mheret	46121 - Reprographic Services	7/8/2019	ELDE		Temporary assignment to assist with critical reprographic projects	COMPLIANT
LIBRARY	Lopez	Jane	61132 - Children's Services/Youth Room	5/4/2019	TCSE/ Annuitant	123	Temporary assignment to help fill staffing gaps at Main Library.	COMPLIANT

**CIVIL SERVICE BOARD
JUNE 2020 MONTHLY REPORT OF TCSE/ELDE ASSIGNMENTS**

DEPT	LAST_NAME	FIRST_NAME	ORG	JOB_DATE	TYPE	HOURS	NOTES	STATUS
LIBRARY	Willhalm	Laurie	61132 - Children Services/Youth Room	4/7/2019	TCSE/ Annuitant	750	Temporary assignment to help fill staffing gaps during Library expanded hours (Children's Librarian)	COMPLIANT
PLANNING & BUILDING	Chan	Mei	84111 - Admin: Planning & Building	2/8/2020	ELDE		Project Planning Assistance in the PBD Admin Unit	COMPLIANT
PLANNING & BUILDING	Moriarty	William	84454 - Inspections: Neighborhood Preservation	12/28/2019	TCSE/ Annuitant	103	Temporary assistance in the Inspection Division	COMPLIANT
PLANNING & BUILDING	Palmer	Ken	84451 - Inspections: Commercial Building	3/23/2019	TCSE/ Annuitant	472	Temporary assistance with back-log of inspections.	COMPLIANT
POLICE	Chambers	Paul	101110 - Office of Chief - Administration	11/30/2019	ELDE		Temporary Project Assistance in Chief/Admin Division	COMPLIANT
POLICE	Covington	Donald	106610 - Background & Recruiting	4/23/2018	TCSE/ Annuitant	387	Per MOU Agreement; TCSE/ Annuitant supporting OPD backgrounding.	COMPLIANT
POLICE	Gray	Steve	106610 - Background & Recruiting	7/17/2017	TCSE/ Annuitant	125	Per MOU Agreement; TCSE/ Annuitant supporting OPD backgrounding.	COMPLIANT
POLICE	Hicks	Mark	106610 - Background & Recruiting	9/23/2013	TCSE/ Annuitant	159.5	Per MOU Agreement; TCSE/ Annuitant supporting OPD backgrounding.	COMPLIANT
POLICE	Johnson	Carmen	106610 - Background & Recruiting	1/18/2014	TCSE/ Annuitant	812	Per MOU Agreement; TCSE/ Annuitant supporting OPD backgrounding.	COMPLIANT
POLICE	Lighten	Ronald	106610 - Background & Recruiting	9/23/2013	TCSE/ Annuitant	802	Per MOU Agreement; TCSE/ Annuitant supporting OPD backgrounding.	COMPLIANT
POLICE	Mestas	Alfred	100610 - Background & Recruiting	1/27/2018	TCSE/ Annuitant	0	Per MOU Agreement; TCSE/ Annuitant supporting OPD backgrounding.	COMPLIANT
POLICE	Pressnell	Edward	100610 - Background & Recruiting	9/23/2013	TCSE/ Annuitant	598	Per MOU Agreement; TCSE/ Annuitant supporting OPD backgrounding.	COMPLIANT
POLICE	Quintero	Joseph	106610 - Background & Recruiting	10/12/2013	TCSE/ Annuitant	0	Per MOU Agreement; TCSE/ Annuitant supporting OPD backgrounding.	COMPLIANT
PUBLIC WORKS	Chavez	Humberto	30542 - Equipment Services	9/10/2019	TCSE	960	Temporary assistance to repair essential vehicles utilized for emergency services by the Police, Fire and Public Works departments.	COMPLIANT
PUBLIC WORKS	Sanchez Roto	Victor	30551 - Facilities Administration	3/7/2020	ELDE		Temporary Assistance in Facilities Administration	COMPLIANT
PUBLIC WORKS	Weed	Jonelyn	30111 - Director & Human Resources Unit	12/16/2017	TCSE/ Annuitant	256	Temporary support to help develop and facilitate Department Strategic Action Plan	COMPLIANT
Non-Compliant (10)								
CITY ADMINISTRATOR	Kennedy	Christopher	02112 - Communications and Media	3/25/2019	ELDE		Temporary assistance in the development and improvement of the City Website, external communications and community outreach.	NON-COMPLIANT
CITY AUDITOR	Edmonds	Michael	07111 - City Auditor Unit	1/12/2019	TCSE/ Annuitant	1034.5	Assistant City Auditor; temporary assistance in peer review preparation and training staff	NON-COMPLIANT
PUBLIC WORKS	Chambers	Jason	30541 - Equipment Services	9/21/2019	TCSE	1366	Temporary assistance to repair essential vehicles utilized for emergency services by the Police, Fire and Public Works departments.	NON-COMPLIANT
PUBLIC WORKS	Hernandez	Raul	30244 - Sanitary Sewer Design	3/25/2019	ELDE		Temporary assignment to assist with the City's Private Sewer Lateral (PSL) program	NON-COMPLIANT
PUBLIC WORKS	Kelly	Kara	30244 - Sanitary Sewer Design	9/7/2019	TCSE	1105.5	Temporary assignment to assist with the City's Private Sewer Lateral (PSL) program	NON-COMPLIANT
PUBLIC WORKS	Lai	Jimmy	30541 - Equipment Services	9/21/2019	TCSE	1441	Temporary assistance to repair essential vehicles utilized for emergency services by the Police, Fire and Public Works departments.	NON-COMPLIANT
PUBLIC WORKS	Nguyen	Hoang	30542 - Equipment Services	9/22/2019	TCSE	1449	Temporary assistance to repair essential vehicles utilized for emergency services by the Police, Fire and Public Works departments.	NON-COMPLIANT
PUBLIC WORKS	Pierce	Brittany	30551 - Facilities Administration	10/5/2019	TCSE	969.5	Temporary appointment to assist with backlogged, complex clerical and admin support duties.	NON-COMPLIANT
PUBLIC WORKS	Pschirrer	Kelly	30533 - Sewer System Maintenance	3/9/2019	ELDE		Special project in the planning and execution of the "Public Works University" - duties not yet fully defined.	NON-COMPLIANT
PUBLIC WORKS	Vargas	Abel	30542 - Equipment Services	7/1/2019	TCSE/ Annuitant	1376	Temporary assistance to repair essential vehicles utilized for emergency services by the Police, Fire and Public Works departments.	NON-COMPLIANT



*Note - The March 2020 and April 2020 meetings were canceled due to COVID-19 shelter orders and no report was prepared.



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Human Resources Consulting Since 1984

City of Oakland/Port of Oakland Common Classification Equivalency Study

June 18, 2020 Meeting

Agenda

- Study Purpose Recap
- Study Progress
- Class Comparison Statistics
- Groupings Scheduled & To Be Scheduled

Study Purpose

Determine comparability of classifications in the Port and the City through analysis of classification specifications.



Identify classifications which are common to both organizations, based on agreed upon methodologies.

Study Progress

7

Completed

1

Scheduled
for
Completion

4

To be
Scheduled

Class Comparison Statistics

Occupational Groupings	<5%	5% to 10%	Additional Analysis Needed
Accounting & Budget	5	2	2
Business & Industry	3	0	1
General, Administrative, Clerical, & Office	6	0	5
Human Resource Management	5	1	2
Inspection, Investigation, Enforcement, & Compliance	0	0	0
Information Technology	6	3	1
Trades	7	2	8

Occupational Groupings Completed & Scheduled

SCHEDULED FOR COMPLETION

- Engineering, Architecture, Planning, & Permitting (*Aug. 2020*)

ADDITIONAL GROUPINGS

- Equipment, Facilities, & Services (6 classes at Port, 7 classes at City)
- Information & Arts (9 Port, 8 City)
- Physical Sciences (8 Port, 4 City)
- Social Science, Psychology, & Welfare (3 Port, 7 City)

Questions



January 24, 2020

Point Factor Analysis –
Classification Comparison –
Information Technology
Occupational Grouping

Draft Report

Port of Oakland/City of Oakland

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APPENDICES

- Appendix I: Factor Evaluation System Description
- Appendix II: Classification Comparability Analysis



Point Factor Analysis – Classification Comparison – Information Technology Grouping – Draft Report Port of Oakland

EXECUTIVE SUMMARY

Background

In January 2016, the Port of Oakland (“Port”) contracted with Koff & Associates (“K&A”) to conduct a comparative classification study to compare approximately three hundred (300) of the Port’s classifications to approximately three hundred (300) classifications in the City of Oakland’s (“City”) classification system. This classification review process was precipitated by the interest of the Civil Service Board in determining if the list of common classes found in Appendix B of the Personnel Manual of the Civil Service Board (also referred to as Civil Service Rules) has the potential of being expanded to include additional common classifications between the two classification systems.

The goal of the comparison classification study is:

- To analyze the Port of Oakland’s approximately three hundred (300) existing classifications through a comprehensive review of existing classification descriptions;
- To analyze the City of Oakland’s approximately three hundred (300) corresponding classifications through a comprehensive review of existing classification descriptions;
- To compare the Port’s and City’s classifications to determine if there are classifications within the respective agencies’ classification systems that are sufficiently similar in the nature and complexity of the duties performed, scope of responsibility, and qualifications required to be identified as common classifications in Appendix B of the Civil Service Rules.

K&A proposed a rating system by which to assign scores to each classification in order to facilitate an objective numerical comparison of each of the Port’s classifications to the corresponding City classification. The system utilizes six factors (identified and defined in the section of this report entitled “Point Factor Analysis”) on which to rate classifications and derive a numerical score for each. At the direction of the Port and City, monthly salary and salary differential information has been included in this report for informational purposes, but were not used as a factor by which commonality was rated. Following the Port, City, and Civil Service Board’s review of K&A’s proposed rating system, analysis commenced in January 2018.

CLASSIFICATION COMPARISON STUDY PROCESS

Occupational Groupings

K&A employed the use of occupational groupings whereby classifications were grouped into categories based on bodies of work in order to identify which classifications may be performing



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the same or substantively similar work. The occupational groupings and the approximate number of Port and City classes within each grouping can be found in Table 1.

Table 1. Occupational Groupings

Occupational Grouping	Approximate Number of Port Classifications	Approximate Number of City Classifications
Human Resources Management	9	26
General Administrative, Clerical and Office (including graphics and production)	28	36
Accounting and Budget	17	28
Engineering, Architecture, Planning and Permitting	45	33
<i>Information Technology</i>	<i>17</i>	<i>27</i>
Business and industry (including purchasing, contracts, marketing, workers’ compensation, property management and public affairs)	20	14
Inspection, Investigation, Enforcement, Compliance	6	9
Trades	37	52

K&A was directed to analyze and report findings on the Accounting and Budget occupational grouping first, followed by periodic analysis and reporting on each of the remaining occupational groupings.

Point Factor Analysis

In order to develop a numerical score for each classification, K&A utilized the Factor Evaluation System (FES) to assign ratings to each classification based on the following six (6) factors:

- **Comparability** – Based on the broad comparability of the first ten (10) duty statements in each classification specification.
- **Knowledge required** – Measures the nature and extent of information or facts that an employee must understand to do acceptable work (e.g., steps, procedures, practices,



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rules, policies, theories, principles, and concepts) and the nature and extent of the skills needed to apply this knowledge.

- **Supervisory controls** – The nature and extent of direct or indirect controls exercised by the supervisor, the employee’s responsibility, and the review of completed work. Controls are exercised by the supervisor in the way assignments are made, instructions are given to the employee, priorities and deadlines are set, and objectives and boundaries are defined.
- **Guidelines** – The nature of guidelines and the judgment needed to apply them. Guides used in occupations may include desk manuals, established procedures and policies, traditional practices, and reference materials.
- **Complexity** – The nature, number, variety, and intricacy of tasks, steps, processes or methods in the work performed; the difficulty in identifying what needs to be done, and the difficulty and originality involved in performing the work.
- **Scope and Effect** – The relationship between the nature of the work (i.e., the purpose, breadth, and depth of the assignment) and the effect of the work products or services both within and outside of the organization.

Within each factor, there are several levels with defined criteria for each level and a corresponding point value. A complete description of each factor along with the levels, criteria, and points are provided in Appendix I.

Each classification was rated and assigned a score for each factor based on the information provided in the class specifications, and the individual factor scores were totaled to reach a final score for each classification. Final scores for classifications with the same or similar titles in the Port and the City were compared to determine the likeness of the classifications. Generally, classifications with scores within ten percent (10%) of each other are considered to have significant overlap in function, roles, and responsibilities and are sufficiently similar to be identified as common classifications.

FINDINGS

Comparison Classifications: Information Technology Occupational Grouping

Tables 2 and 3 display the Port and City classifications, respectively, that are categorized in the Information Technology occupational grouping. Each of the Port’s classifications was evaluated to determine whether there is a potential comparison classification at the City, and the findings of this evaluation are included in the following tables.



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Table 2. Port Classifications – Information Technology Grouping

Port Classification Title	Potential Comparable Class – City
Information Technology Business Analyst I	No Comparable Classification
Information Technology Business Analyst II	Systems Analyst II
Business Systems Analyst	Systems Analyst II
Land Records Programmer	Spatial Analyst III
Maintenance Management Systems Coordinator	No Comparable Classification
MIS Customer Services Supervisor	-Computer Operations Supervisor -Information Systems Administrator
Port Principal Programmer/Analyst	Information Systems Administrator
Port Programmer/Analyst	No Comparable Classification
Port Senior Programmer/Analyst	Systems Analyst III
Port Systems Planning Analyst	Systems Analyst II
Port Technical Support Analyst I	No comparable classification
Port Technical Support Analyst II	No Comparable Classification
Port Technical Support Analyst III	No Comparable Classification
Port Technical Support Analyst IV	No Comparable Classification
Port Technical Support Specialist I	Help Desk Specialist
Port Technical Support Specialist II	-Help Desk Specialist -Computer Operator
Port Technical Support Specialist III	No Comparable Classification

Table 3. City Classifications – Information Technology Grouping

City Classification Title	Potential Comparable Class – Port
Computer Operations Supervisor	MIS Customer Services Supervisor
Computer Operator	Port Technical Support Specialist II
Senior Computer Operator	No Comparable Classification
Database Administrator	No Comparable Classification



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City Classification Title	Potential Comparable Class – Port
Database Analyst II	No Comparable Classification
Database Analyst III	No Comparable Classification
Electronics Supervisor	No Comparable Classification
Help Desk Specialist	-Port Technical Support Specialist I -Port Technical Support Specialist II
Information Systems Administrator	-Port Principal Programmer/Analyst -MIS Customer Services Supervisor
Information Systems Supervisor*	No Comparable Classification
Microsystems Systems Specialist I*	No Comparable Classification
Microsystems Systems Specialist II*	No Comparable Classification
Operations Shift Supervisor	No Comparable Classification
Spatial Data Analyst III	Land Records Programmer
Spatial Database Analyst III	No Comparable Classification
Systems Analyst I*	No Comparable Classification
Systems Analyst II	-Business Systems Analyst -IT Business Analyst II -Port Systems Planning Analyst
Systems Analyst III	No Comparable Classification
Systems Programmer II	No Comparable Classification
Systems Programmer III	No Comparable Classification
Telecommunication Systems Engineer	No Comparable Classification
Telecommunications Electrician*	No Comparable Classification
Senior Telecommunications Electrician*	No Comparable Classification
Telecommunications Supervisor	No Comparable Classification
Telecommunications Technician	No Comparable Classification
Telephone Services Specialist	No Comparable Classification
Web Specialist	No Comparable Classification

** indicates that the classification title is included on the list of the City’s classifications; however, there is no classification description available for evaluation.*



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Following the identification of potential comparable classifications, we conducted a comprehensive evaluation of the classification specifications and rated each classification using the FES criteria and point values. Once point values were established for each classification, the values for each potential comparable class within the Port and City classification systems were compared to determine likeness between the classifications.

In some cases, we identified more than one potential match based on class title, and in those instances, we conducted a cursory review to determine if scoring comparison between the classifications was appropriate. In some instances, the cursory review revealed that a deeper comparison was not necessary (e.g., one class may be identified as entry level and another as journey level and qualification requirements were consistent with the level identified, in which case comparison scoring is not necessary). In other instances, cursory review did not eliminate the need for a deeper comparison and therefore a scoring comparison was conducted.

Comparability Scoring: Information Technology Group

Detailed scoring information for each classification can be found in Appendix II of this report. Table 4 provides a summary of the findings.

Table 4. Analysis Summary

City Classification	Score	Port Classification	Score	Point Value Differential	Percentage Differential
Systems Analyst II	1700	Business Systems Analyst	1700	0	0%
Systems Analyst II	1700	IT Business Analyst II	1850	150	8.8%
Systems Analyst II	1700	Port Systems Planning Analyst	1850	150	8.8%
Systems Analyst III	2100	Port Senior Programmer/Analyst	2100	0	0%
Help Desk Specialist	1150	Port Technical Support Specialist I	850	300	35%
Help Desk Specialist	1150	Port Technical Support Specialist II	1100	50	4.5%
Computer Operations Supervisor	2000	MIS Customer Support Supervisor	2175	175	8.8%
Computer Operator	850	Port Technical Support Specialist I	850	0	0%
Spatial Data Analyst III	1650	Land Records Programmer	1300	350	26.9%



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Information Systems Administrator	2175	Port Principal Programmer/Analyst	2175	0	0%
Information Systems Administrator	2175	MIS Customer Services Supervisor	2175	0	0%

While based on title alone it may appear that some classifications ought to be comparable, upon initial review, the duty statements did not align sufficiently to consider the classifications comparable for scoring purposes. Using the FES model developed for the study, there were not enough duty statements in common to warrant scoring. Given that the scoring methodology was solely based on the job descriptions alone, there may be more information to consider that was not available for this study.

Overall, the City’s information technology classifications list duty statements that are more specialized and specific to certain functions, many of which are outdated. For example, the Computer Operator lists duty statements describing changing tapes for backup functions. Most jurisdictions no longer use tapes for backup and have moved towards server-based backup and disaster recovery methodologies. While the Port’s classifications appear more up to date, there are rapid changes in technology and systems such that elements of the Port’s specifications appeared possibly outdated as well.

In general, finding commonality amongst City and Port classifications that at face value, based on the class description alone, appear to have sufficiently similar purpose, scope, and complexity, proved to be challenging because the duty statements did not easily align. Therefore, several classifications, which may in fact be sufficiently similar, were deemed to have no comparable classification because the duty statements were not similar enough to be considered comparable. Analysis of supplementary documentation (e.g., incumbent questionnaires, position control documents, organization charts, etc.) may be warranted to determine if there are in fact no additional comparable classifications.

In general, those classifications with a ten percent (10%) or less differential between scores are considered sufficiently similar and may be identified as common classes.

Table 5 provides a crosswalk of the City and Port classifications which we believe are sufficiently similar to be identified as common classes based on the final scores of each.



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Table 5. Crosswalk of Similar Classifications

City Classification	Monthly Salary	Port Classification	Maximum Monthly Salary	PFA Score Differential	Salary Differential
Systems Analyst II	\$8,497	Business Systems Analyst	Not available	0%	Not available
Systems Analyst II	\$8,497	Port Systems Planning Analyst	\$11,782	8.8%	38.7%
Systems Analyst III	\$10,327	Port Senior Programmer/Analyst	\$11,949	0%	15.7%
Help Desk Specialist	\$5,909	Port Technical Support Specialist II	\$10,153	4.5%	71.8%
Computer Operator	\$5,321	Port Technical Support Specialist I	Not available	0%	Not available
Computer Operations Supervisor	\$9,367	MIS Customer Services Supervisor	\$14,237	0%	52%
Information Systems Administrator	\$12,554	Port Principal Programmer/Analyst	\$13,950	0%	11%
Information Systems Administrator	\$12,554	MIS Customer Services Supervisor	\$14,237	0%	13.4%

It is important to note that the analysis for this study is confined to the content of the classification descriptions and did not include obtaining information from classification incumbents or the assumption of duties and responsibilities outside of that which is provided in the classification description. To this end, Table 6 provides a list of classifications that we believe are likely sufficiently similar to be identified as common classes, but the classification descriptions are written such that the scores for the classifications do not reflect this similarity.



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Table 6. Potentially Similar Classifications

City Classification	Port Classification	Discussion
Spatial Data Analyst III (\$10,736)	Land Records Programmer (\$9,865)	The Land Records Programmer is responsible for computerized Geographic Information System programs which house spatial data. Similarly, the Spatial Data Analyst is responsible for systems requiring spatial data. Both classifications have substantially similar purpose; however, the supervisory control and knowledge level may be overstated for the City’s position resulting in the 26.9% difference in scoring.

Next Steps

It is our assessment that the Port and the City can implement the addition of those classification pairings with a differential of five percent (5%) or less to Appendix B of the Civil Service Rules based on information provided in the classification specification. These classifications can be found in Table 7.

Table 7. Sufficiently Similar Classifications

City Classification	Port Classification
Systems Analyst II	Business Systems Analyst
Systems Analyst III	Port Senior Programmer/Analyst
Help Desk Specialist	Port Technical Support Specialist II
Computer Operator	Port Technical Support Specialist I
Information Systems Administrator	-Port Principal Programmer/Analyst -MIS Customer Services Supervisor

We recommend further analysis of the classifications listed in Table 6 to determine the similarity between the classifications based on what we believe to be potentially inaccurate information in the classification description as it relates to the supervisory controls and duty statements of the classes.



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CONCLUSION

It has been a pleasure working with Port on this critical project. Once you have had the opportunity to review this draft report, please let us know if you have questions or need clarification on any of the information contained herein.

Respectfully submitted by,
Koff & Associates

Georg Krammer
Chief Executive Officer



Appendix I

Factor Evaluation System Description

Port of Oakland Classification Equivalency Study

Study Goal

- Determine the extent of documented differences between job classifications in the City of Oakland and the counterpart classification in the Port of Oakland.
- Articulate differences in a manner which can be recognized and evaluated by multiple stakeholders including unions and the Civil Service Commission.
 - Whole job narrative would be complicated and less likely to be accepted; would be open to multiple challenges which would be difficult to respond to.
 - Quantitative analysis may be more acceptable to all stakeholders provided there is a validated basis to the analysis.
 - Would still be open to challenge, but factor comparability can be more readily communicated than whole job narrative.
- Port wishes to have an evaluation of direct comparability of duties and statements within the classifications specifications weighted heavily in the process.

Study Approach/Broad Based/Factor Based

- Broad based – measure comparability of duty statements within the classification specifications to determine what percentage are sufficiently similar
 - Involves an interpretation of statements and conclusions as their comparability
- Factor based – use the Federal Government’s Factor Evaluation System (FES) as the basis for evaluating specific factors which are key to determining compensability within the Federal System, and which can also be used to evaluate the “likeness” of jobs.
 - Factors will need to be applied to content of the classification specifications; thus the evaluation is more limited to classification content which can be used to measure these factors

Study Challenges/Pros and Cons

- Content of classification specifications may be difficult to work with if they are inaccurately written or do not provide strong insights in the nature and level of work assigned to the classification.
- Some factors (e.g. Guidelines) will require consultants to make assumptions on the use of desk manuals, SOP’s, professional practices consistent with either industry standard or best practices.
- Consultants will need to make judgment calls on aspects of the class specs (e.g. when using ten duties, and there are two similar duties in the top ten, may increase the level to eleven)
- Consultants will need to be consistent in factor evaluation, even if it is clear that the classification specification is incorrect (e.g. level of supervision received is higher than one would expect)
 - Koff and Associates can call out these differences.

- Rater bias/consistency among multiple factors
 - Koff and Associates will use a norming process to mitigate this
- Quantitative analysis can bring more validity to the process
- Port and City should consider how/whether this data will be communicated and what overall impact it will have on public and employee perception of work and pay equity in the City and Port.

Factor Evaluation Framework

Factors Based upon the Federal Factor Evaluation System (FES) used for General Schedule Occupations – Professional, Administrative, Technical and Clerical

Factors to be Evaluated

- Comparability of Duties and Responsibilities (Not used in FES)
- Knowledge Required by the Position
- Supervisory Controls (RECEIVED NOT EXERCISED)
- Guidelines
- Complexity
- Scope and Effect

FES Factors Not Used

- Personal Contacts
- Purpose of Contacts
- Physical Demands
- Work Environment
- Supervisory – this measurement is used in a different scale for supervisory and management positions- would require knowledge beyond that which is in the classification specification; however, we will identify for each class what type of supervision, if any, is exercised, but will not measure it. Since we are comparing like classes, it is unlikely that lack of a numerical value will impact the outcome.

City of Oakland/Port of Oakland Comparability of Duties and Responsibilities

Based Upon Broad Comparability First Ten Duty Statements in Class Specification

Level	Measure	Points	Comments
Comp-1	Two (2) of ten statements are sufficiently similar as to be comparable	50	Same points as Level 1 of Knowledge Matrix
Comp-2	Four (4) of ten statements are sufficiently similar as to be comparable	350	Same points as Level 3 of Knowledge Matrix
Comp-3	Six (6) of ten statements are sufficiently similar as to be comparable	750	Same points as Level 5 of Knowledge Matrix
Comp-4	Eight (8) of ten statements are sufficiently similar as to be comparable	1250	Same points as Level 7 of Knowledge Matrix
Comp-5	Ten (10) of ten statements are sufficiently similar as to be comparable	1850	Same points as Level 9 of Knowledge Matrix

- Sufficiently similar means that, although the duties may be written differently, a reasonable conclusion can be drawn that the statements are comparable, based upon the intent of the overall statements.
- Requires an objective interpretation, but may be perceived as subjective.

FES Factor 1 - Knowledge Required by the Position

Measures the nature and extent of information or facts that a worker must understand to do acceptable work, e.g., steps, procedures, practices, rules, policies, theories, principles and concepts, and the nature and extent of the skills needed to apply this knowledge. To be used as a basis for selecting a level under this factor, a knowledge must be required and applied.

Level	Description	Points
1-1	<p>Knowledge of simple, routine or repetitive tasks or operations that typically include following step-by-step instructions and require little or no previous training or experience;</p> <p style="text-align: center;">OR</p> <p>Skill to operate simple equipment or equipment that operates repetitively and requires little or no previous training or experience;</p> <p style="text-align: center;">OR</p> <p>Equivalent knowledge and skill.</p>	50
1-2	<p>Knowledge of basic or commonly used rules, procedures or operations that typically require some previous training or experience;</p> <p style="text-align: center;">OR</p> <p>Basic skill to operate equipment requiring some previous training or experience, such as keyboard equipment;</p> <p style="text-align: center;">OR</p> <p>Equivalent knowledge and skill.</p>	200
1-3	<p>Knowledge of a body of standardized rules, procedures and operations that require considerable training and experience to perform the full range of standard clerical assignments and resolve recurring problems;</p> <p style="text-align: center;">OR</p> <p>Skill acquired through considerable training and experience, to operate and adjust varied equipment for purposes such as performing numerous standardized tests or operations;</p> <p style="text-align: center;">OR</p> <p>Equivalent knowledge and skill.</p>	350
1-4	<p>Knowledge of an extensive body of rules, procedures or operations that require extended training and experience to perform a wide variety of interrelated or non-standard procedural assignments and resolve a wide range of problems;</p> <p style="text-align: center;">OR</p> <p>Practical knowledge of standard procedures in a technical field, requiring extended training or experience, to perform such work as adapting equipment when this requires consideration of the functioning characteristics of equipment; interpreting results of tests based on previous experience and observations (rather than directly reading instruments or other measures); or extracting information from various sources when this requires considering the applicability of the information and characteristics and quality of the sources;</p> <p style="text-align: center;">OR</p> <p>Equivalent knowledge and skill.</p>	550
1-5	<p>Knowledge (such as would be acquired through pertinent education, experience, training or independent study), of basic principles, concepts, and methodology of a professional or administrative occupation, and skill in</p>	750

Level	Description	Points
	<p>applying this knowledge in carrying out elementary assignments, operations, or procedures;</p> <p style="text-align: center;">OR</p> <p>In addition to the practical knowledge of standards 1-4, practical knowledge of technical methods to perform assignments such as carrying out limited projects that involve use of specialized complicated techniques;</p> <p style="text-align: center;">OR</p> <p>Equivalent knowledge and skill.</p>	
1-6	<p>Knowledge of the principles, concepts and methodology of a professional or administrative occupation as described in Level 1-5 that has either been (a) supplemented by skill gained through job experience to permit independent performance of recurring assignments, or (b) supplemented by expanded professional or administrative knowledge gained through relevant education or experience, that has provided skill in carrying out assignments, operations and procedures that are significantly more difficult and complex than those covered by level 1-5;</p> <p style="text-align: center;">OR</p> <p>Practical knowledge of a wide range of technical methods, principles and practices similar to a narrow area of a professional field; and skill in applying this knowledge to such assignments as the design and planning of difficult, but well precedented projects;</p> <p style="text-align: center;">OR</p> <p>Equivalent knowledge and skill.</p>	950
1-7	<p>Knowledge of a wide range of concepts, principles and practices of a professional or administrative occupation, such as would be gained through extended study or experience, and skill in applying this knowledge to difficult and complex work assignments;</p> <p style="text-align: center;">OR</p> <p>A comprehensive, intensive, practical knowledge of a technical field, and skill in applying this knowledge to the development of new methods, approaches or procedures.</p> <p style="text-align: center;">OR</p> <p>Equivalent knowledge and skill.</p>	1,250
1-8	<p>Mastery of a professional or administrative field to:</p> <ul style="list-style-type: none"> • Apply experimental theories and new developments to problems not susceptible to treatment by accepted methods; <p style="text-align: center;">OR</p> <ul style="list-style-type: none"> • Make decisions or recommendations significantly changing, interpreting, or developing important public policies or programs; <p style="text-align: center;">OR</p> <p>Equivalent knowledge and skill.</p>	1,550
1-9	<p>Mastery of a professional field to generate and develop new hypotheses and theories;</p> <p style="text-align: center;">OR</p> <p>Equivalent knowledge and skill.</p>	1,850

FES Factor 2 - Supervisory Controls

Supervisory controls cover the nature and extent of direct or indirect controls exercised by the supervisor, the employee’s responsibility and the review of completed work. Controls are exercised by the supervisor in the way assignments are made, instructions are given to the employee, priorities and deadlines are set, and objectives and boundaries are defined.

Responsibility of the employee depends on the extent to which the employee is expected to develop the sequence and timing of various aspects of the work, to modify or recommend modification of instructions, and to participate in establishing the priorities and defining objectives. The degree of review of completed work depends on the nature and extent of the review, e.g., close and detailed review of each phase of the assignment, detailed review of the finished assignment, spot-check of finished work for accuracy, or review for adherence to policy.

Level	Description	Points
2-1	<p>For both one-of-a-kind and repetitive tasks, the supervisor makes specific assignments that are accompanied by clear, detailed and specific instructions.</p> <p>The employee works as instructed and consults with the supervisor as needed on all matters not specifically covered in the original instructions or guidelines.</p> <p>For all positions the work is closely controlled. For some positions, the control is through the structured nature of the work itself; for others, it may be controlled by the circumstances in which it is performed. In some situations, the supervisor maintains control through review of the work. This may include checking progress or reviewing completed work for accuracy, adequacy, and adherence to instructions and established procedures.</p> <p>Recommended type of supervision to match for this level:</p> <ul style="list-style-type: none"> • Immediate Supervision 	25
2-2	<p>The supervisor provides continuing or individual assignments by indicating generally what is to be done, limitations, quality and quantity expected, deadlines and priority of assignments. The supervisor provides additional, specific instructions for new, difficult, or unusual assignments, including suggested work methods of advice on source material available.</p> <p>The employee uses initiative in carrying out recurring assignments independently without specific instructions, but refers deviations, problems and unfamiliar situations not covered by instructions to the supervisor for decision or help.</p> <p>The supervisor assures that finished work and methods used are technically accurate and in compliance with instructions or established procedures. Review of the work increases with more difficult assignments if the employee has not previously performed similar assignments.</p> <p>Recommended type of supervision to match for this level:</p> <ul style="list-style-type: none"> • General Supervision 	125

Level	Description	Points
2-3	<p>The supervisor makes assignments by defining objectives, priorities and deadlines and assists the employee with unusual situations that do not have clear precedents.</p> <p>The employee plans and carries out the successive steps and handles problems and deviations in the work assignments in accordance with instructions, policies, previous training, or accepted practices in the occupation.</p> <p>Completed work is usually evaluated for technical soundness, appropriateness, and conformity to policy and requirements. The methods used in arriving at the end results are not usually reviewed in detail.</p> <p>Recommended type of supervision to match for this level:</p> <ul style="list-style-type: none"> • Direction 	275
2-4	<p>The supervisor sets the overall objectives and resources available. The employee and supervisor in consultation, develop deadlines, projects and work to be done.</p> <p>The employee, having developed expertise in the line of work, is responsible for planning and carrying out the assignment, resolving most of the conflicts that arise, coordinating the work with others as necessary, and interpreting policy on own initiative in terms of established objectives. In some assignments, the employee also determines the approach to be taken and the methodology to be used. The employee keeps the supervisor informed of progress and potentially controversial matters.</p> <p>Completed work is reviewed only from an overall standpoint in terms of feasibility, compatibility with other work, or effectiveness in meeting requirements or expected results.</p> <p>Recommended type of supervision to match for this level:</p> <ul style="list-style-type: none"> • General direction 	450
2-5	<p>The supervisor provides administrative direction with assignments in terms of broadly defined missions or functions.</p> <p>The employee has responsibility for independently planning, designing and carrying out programs, projects, studies, or other work.</p> <p>Results of the work are considered technically authoritative and are normally accepted without significant change. If the work should be reviewed, the review concerns such matters as fulfillment of program objectives, effect of advice and influence of the overall program, or the contribution to the advancement of technology. Recommendations for new projects and alterations of objectives usually are elevated for such considerations as availability of funds and other resources, broad program goals, or national priorities.</p> <p>Recommended type of supervision to match for this level:</p> <ul style="list-style-type: none"> • Administrative direction 	650

FES Factor 3 – Guidelines

This factor covers the nature of guidelines and the judgment needed to apply them. Guides used in occupations include, for example, desk manuals, established procedures and policies, traditional practices and reference materials such as dictionaries, style manuals, engineering handbooks, and pharmacopoeia.

Individual jobs in different occupations vary in the specificity, applicability and availability of guidelines for performance of assignments. Consequently, the constraints and judgmental demands placed on employees may also vary. For example, the absence of specific instructions, procedures and policies may limit the employee’s opportunity to make or recommend decisions, or actions. However, in the absence of procedures under broadly stated objectives, employees in some occupations may use considerable judgment in researching literature and developing new methods.

Guidelines should not be confused with the knowledge described under Factor 1, Knowledge Required by the Position. Guidelines either provide reference data or impose certain constraints on the use of knowledge. For example, in the field of medical technology, for a particular diagnosis, there may be three or four standardized tests set forth in the technical manual. A medical technologist is expected to know these diagnostic tests. However, in a given laboratory, the policy may be to use only one of the tests, or the policy may state specifically under what conditions one or the other of these tests may be used.

Level	Description	Points
3-1	<p>Specific detailed guidelines covering all important aspects of the assignment are provided to the employee.</p> <p>The employee works in strict adherence to guidelines; deviations must be authorized by the supervisor.</p>	25
3-2	<p>Procedures for doing the work have been established, and a number of specific guidelines are available.</p> <p>The number and similarity of guidelines and work situations require the employee to use judgment in locating and selecting the most appropriate guidelines, references and procedures for application and in making minor deviations to adapt the guidelines to specific cases. The employee may also determine which of the several established guidelines to use. Situations to which the existing guidelines cannot be applied or significant proposed deviations from the guidelines are referred to the supervisor.</p>	125
3-3	<p>Guidelines are available but are not completely applicable to the work or have gaps in specificity.</p> <p>The employee uses judgment in interpreting and adapting guidelines, such as agency policies, regulations, precedents, and work directions for application to specific cases or problems. The employee analyzes results and recommends changes.</p>	275
3-4	<p>Administrative policies and precedents are applicable but are stated in general terms. Guidelines for performing the work are scarce or of limited use.</p>	450

Level	Description	Points
	The employee uses initiative and resourcefulness in deviating from traditional methods or researching trends and patterns to develop new methods, criteria, or proposed new policies.	
3-5	<p>Guidelines are broadly stated and non-specific, e.g., broad policy statements and basic legislation that require extensive interpretation.</p> <p>The employee must use judgment and ingenuity in interpreting the intent of the guides that do exist and in developing applications to specific areas of work. Frequently, the employee is recognized as a technical authority in the development and interpretation of guidelines.</p>	650

FES Factor 4 - Complexity

This factor covers the nature, number, variety, and intricacy of tasks, steps, processes or methods in the work performed; the difficulty in identifying what needs to be done; and the difficulty and originality involved in performing the work.

Level	Description	Points
4-1	<p>The work comprises of tasks that are clear cut and directly related.</p> <p>There is little or no choice to be made in deciding what needs to be done.</p> <p>Actions to be taken or responses to be made are readily discernible. The work is quickly mastered.</p>	25
4-2	<p>The work consists of duties that involve related steps, processes or methods.</p> <p>The decision regarding what needs to be done involves various choices that require the employee to recognize the existence of, and differences among, a few easily recognizable situations.</p> <p>Actions to be taken, or responses to be made, differ in such things as the source of information, the kind of transactions or entries, or other differences of a factual nature.</p>	75
4-3	<p>The work includes various duties involving different and unrelated processes and methods.</p> <p>The decision regarding what needs to be done depends upon the analysis of the subject, phase or issues involved in each assignment, and the chosen course of action may have to be selected from many alternatives.</p> <p>The work involves conditions and elements that must be identified and analyzed to discern interrelationships.</p>	150
4-4	<p>The work typically involves varied duties that require many different and unrelated processes and methods, such as those related to well-established aspects of an administrative or professional field.</p> <p>Decisions regarding what needs to be done include the assessment of unusual circumstances, variations in approach, and incomplete or conflicting data.</p> <p>The work requires making many decisions concerning such things as the interpretation of considerable data, planning of the work, or refinement of the methods and techniques to be used.</p>	225
4-5	<p>The work includes varied duties requiring many different and unrelated processes and methods that are applied to a broad range of activities or substantial depth of analysis, typically for an administrative or professional field.</p> <p>Decisions regarding what needs to be done include major areas of uncertainty in approach, methodology or interpretation and evaluation processes that result from such elements as continuing changes in program, technological developments, unknown phenomena, or conflicting requirements.</p>	325

Level	Description	Points
	The work requires originating new techniques, establishing criteria or developing new information.	
4-6	<p>The work consists of broad functions and processes of an administrative or professional field. Assignments are characterized by breadth and intensity of effort and involve several phases pursued concurrently or sequentially with the support of others within or outside the organization.</p> <p>Decisions regarding what needs to be done include largely undefined issues and elements and require extensive probing and analysis to determine the nature and scope of the problems.</p> <p>The work requires continuing efforts to establish concepts, theories, or programs, or to resolve unyielding problems.</p>	450

FES Factor 5 – Scope and Effect

Scope and Effect covers the relationship between the nature of the work, i.e., the purpose, breadth and depth of the assignment, and the effect of the work products or services both within and outside the organization.

Effect measures such things as whether the work output facilitates the work of others, provides timely services of a personal nature, or impacts on the adequacy of research conclusions. The concept of effect alone does not provide sufficient information to properly understand and evaluate the impact of the position. The scope of the work completes the picture and allows consistent evaluations. Only the effect of properly performed work is to be considered

Level	Description	Points
5-1	<p>The work involves the performance of specific, routine, operations that include a few separate tasks or procedures.</p> <p>The work or service is required to facilitate the work of others; however, it has little impact beyond the immediate organizational unit or beyond the timely provision of limited services to others.</p>	25
5-2	<p>The work involves the execution of specific rules, regulations or procedures and typically comprises a segment of an assignment or project of broader scope.</p> <p>The work or service product affects the accuracy, reliability, or acceptability of further processes or services.</p>	75
5-3	<p>The work involves treating a variety of conventional problems, questions or situations in conformance with established criteria.</p> <p>The work product or service affects the design or operations of systems, programs or equipment; the adequacy of such activities as field investigations, testing operations, or research conclusions; or the social, physical and economic well being of people.</p>	150
5-4	<p>The work involves establishing criteria; formulating projects; assessing program effectiveness or investigating or analyzing a variety of unusual conditions, problems, or questions.</p> <p>The work product or service affects a wide range of agency activities, major activities or industrial concerns, or the operation of other agencies.</p>	225
5-5	<p>The work involves isolating and defining unknown conditions, resolving critical problems, or developing new theories.</p> <p>The work product or service affects the work of other experts, the development of major aspects of administrative or scientific programs or missions, or the well-being of substantial numbers of people.</p>	325
5-6	<p>The work involves planning, developing, and carrying out vital administrative or scientific programs.</p> <p>The programs are essential to the missions of the agency or affect a large number of people on a long term or continuing basis.</p>	450



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Appendix II

Classification Comparability Analysis
Information Technology Occupational Grouping

	Comparability				Knowledge		Sup. Controls		Guidelines		Complexity		Scope/Effect		Total Points	Comments
	Level	Points	FLSA	Sup.	Level	Points	Level	Points	Level	Points	Level	Points	Level	Points		
City--Systems Analyst II	1	50		N	1-6	950	2-2	125	3-3	275	4-3	150	5-3	150	1700	Classes are substantially similar despite only having overlap in a couple of duty statements.
Port--Business Systems Analyst	1	50	N	N	1-6	950	2-2	125	3-3	275	4-3	150	5-3	150		
City--Systems Analyst II	1-1	50		N	1-6	950	2-2	125	3-3	275	4-3	150	5-3	150	1700	Low score for Comparability factor due to variability in duty statements between the two classes. The supervisory controls differ with the City class receiving general supervision and the Port class receiving direction. Otherwise, the classes are comparable.
Port--IT Business Analyst II	1-1	50	N	N	1-6	950	2-3	275	3-3	275	4-3	150	5-3	150		
City--Systems Analyst II	1-1	50		N	1-6	950	2-2	125	3-3	275	4-3	150	5-3	150	1700	The job descriptions are very outdated; however, it is likely that these classes are very close in scope and complexity.
Port--Port Systems Planning Analyst	1-1	50	N	N	1-6	950	2-2	125	3-3	275	4-3	150	5-4	225		
City--Systems Analyst III	1-1	50		L	1-6	950	2-3	275	3-4	450	4-3	150	5-4	225	2100	Classes are similar; duty statements vary but scope, complexity, knowledge, supervision received are the same.
Port--Port Senior Programmer/Analyst	1-1	50	E	L	1-6	950	2-3	275	3-4	450	4-3	150	5-4	225		
City--Help Desk Specialist	1-1	50		N	1-4	550	2-2	125	3-2	125	4-3	150	5-3	150	1150	Classes have similarities with respect to supervisory controls, guidelines, and scope and effect of the work but the duty statements vary from one another and the Port Technical Support Specialist I is identified as the entry level in a class series.
Port--Port Technical Support Specialist I	1-1	50	N	N	1-3	350	2-1	25	3-2	125	4-3	150	5-3	150		
City--Help Desk Specialist	1-1	50		N	1-4	550	2-2	125	3-2	125	4-3	150	5-3	150	1150	Classes are substantially similar.
Port--Port Technical Support Specialist II	1-1	50	N	N	1-3	350	2-2	125	3-3	275	4-3	150	5-3	150		

Supervision Legend:
N = None
L = Lead
D = Direct

CLASSIFICATION COMPARABILITY ANALYSIS
Information Technology Classification Grouping

	Comparability				Knowledge		Sup. Controls		Guidelines		Complexity		Scope/Effect		Total Points	Comments
	Level	Points	FLSA	Sup.	Level	Points	Level	Points	Level	Points	Level	Points	Level	Points		
City--Computer Operations Supervisor	1-1	50		D	1-6	950	2-3	275	3-3	275	4-4	225	5-4	225	2000	These classifications are similar except that the guidelines for the work of the Port's class are more scarce and abstract than those for the City's class. Duty statements vary between the classes.
Port--MIS Customer Services Supervisor	1-1	50	E	D	1-6	950	2-3	275	3-4	450	4-4	225	5-4	225		
City--Computer Operator	1-1	50		N	1-3	350	2-1	25	3-2	125	4-3	150	5-3	150	850	The City--Computer Operator job description is very outdated and is difficult to analyze. The likelihood that the incumbents are using backup tapes is low as that is outdated technology. The comparability rating would likely be higher with up to date specs.
Port--Technical Support Specialist I	1-1	50	N	N	1-3	350	2-1	25	3-2	125	4-3	150	5-3	150		
City--Spatial Data Analyst III	1-1	50		L	1-5	750	2-3	275	3-3	275	4-3	150	5-3	150	1650	These classes are somewhat similar; it appears that the knowledge level and supervisory controls may be overstated for the City class by comparison to the duties the class is performing. Additionally, the City's class is identified as a lead classification whereas the Port's is not.
Port--Land Records Programmer	1-1	50	E	N	1-4	550	2-2	125	3-3	275	4-3	150	5-3	150		
City--Information Systems Administrator	1-1	50		D	1-6	950	2-3	275	3-4	450	4-4	225	5-4	225	2175	Substantially similar classes
Port--Port Principal Prog/Analyst	1-1	50	E	D	1-6	950	2-3	275	3-4	450	4-4	225	5-4	225		
City--Information System Administrator	1-1	50		D	1-6	950	2-3	275	3-4	450	4-4	225	5-4	225	2175	Substantially similar classes.
Port--MIS Customer Services Supervisor	1-1	50	E	D	1-6	950	2-3	275	3-4	450	4-4	225	5-4	225		

Supervision Legend:
N = None
L = Lead
D = Direct



March 5, 2020

Point Factor Analysis –
Classification Comparison –
Business and Industry
Occupational Grouping

Draft Report

Port of Oakland/City of Oakland

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APPENDICES

- Appendix I: Factor Evaluation System Description
- Appendix II: Classification Comparability Analysis



EXECUTIVE SUMMARY

Background

In January 2016, the Port of Oakland (“Port”) contracted with Koff & Associates (“K&A”) to conduct a comparative classification study to compare approximately three hundred (300) of the Port’s classifications to approximately three hundred (300) classifications in the City of Oakland’s (“City”) classification system. This classification review process was precipitated by the interest of the Civil Service Board in determining if the list of common classes found in Appendix B of the Personnel Manual of the Civil Service Board (also referred to as Civil Service Rules) has the potential of being expanded to include additional common classifications between the two classification systems.

The goal of the comparison classification study is:

- To analyze the Port of Oakland’s approximately three hundred (300) existing classifications through a comprehensive review of existing classification descriptions;
- To analyze the City of Oakland’s approximately three hundred (300) corresponding classifications through a comprehensive review of existing classification descriptions;
- To compare the Port’s and City’s classifications to determine if there are classifications within the respective agencies’ classification systems that are sufficiently similar in the nature and complexity of the duties performed, scope of responsibility, and qualifications required to be identified as common classifications in Appendix B of the Civil Service Rules.

To this end, K&A proposed a rating system by which to assign scores to each classification in order to facilitate an objective numerical comparison of each of the Port’s classifications to the corresponding City classification. The system utilizes six factors (identified and defined in the section of this report entitled “Point Factor Analysis”) on which to rate classifications and derive a numerical score for each. At the direction of the Port and City, monthly salary and salary differential information has been included in this report for informational purposes, but were not used as a factor by which commonality was rated. Following the Port, City, and Civil Service Board’s review of K&A’s proposed rating system, analysis commenced in January 2018.

CLASSIFICATION COMPARISON STUDY PROCESS

Occupational Groupings

K&A employed the use of occupational groupings whereby classifications were grouped into categories based on bodies of work in order to identify which classifications may be performing



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the same or substantively similar work. The occupational groupings and the approximate number of Port and City classes within each grouping can be found in Table 1.

Table 1. Occupational Groupings

Occupational Grouping	Approximate Number of Port Classifications	Approximate Number of City Classifications
Human Resources Management	9	26
General Administrative, Clerical and Office (including graphics and production)	22	21
Accounting and Budget	17	28
Engineering, Architecture, Planning and Permitting	45	33
Information Technology	20	34
<i>Business and industry (including purchasing, contracts, workers' compensation, and property management)</i>	18	19
Inspection, Investigation, Enforcement, Compliance	6	9
Trades	37	52
Information and Arts	9	8

K&A was directed to analyze and report findings on the Accounting and Budget occupational grouping first, followed by periodic analysis and reporting on each of the remaining occupational groupings.

Point Factor Analysis

In order to develop a numerical score for each classification, K&A utilized the Factor Evaluation System (FES) to assign ratings to each classification based on the following six (6) factors:

- **Comparability** – Based on the broad comparability of the first ten (10) duty statements in each classification specification.



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- **Knowledge required** – Measures the nature and extent of information or facts that an employee must understand to do acceptable work (e.g., steps, procedures, practices, rules, policies, theories, principles, and concepts) and the nature and extent of the skills needed to apply this knowledge.
- **Supervisory controls** – The nature and extent of direct or indirect controls exercised by the supervisor, the employee’s responsibility, and the review of completed work. Controls are exercised by the supervisor in the way assignments are made, instructions are given to the employee, priorities and deadlines are set, and objectives and boundaries are defined.
- **Guidelines** – The nature of guidelines and the judgment needed to apply them. Guides used in occupations may include desk manuals, established procedures and policies, traditional practices, and reference materials.
- **Complexity** – The nature, number, variety, and intricacy of tasks, steps, processes or methods in the work performed; the difficulty in identifying what needs to be done, and the difficulty and originality involved in performing the work.
- **Scope and Effect** – The relationship between the nature of the work (i.e., the purpose, breadth, and depth of the assignment) and the effect of the work products or services both within and outside of the organization.

Within each factor, there are several levels with defined criteria for each level and a corresponding point value. A complete description of each factor along with the levels, criteria, and points are provided in Appendix I.

Each classification was rated and assigned a score for each factor based on the information provided in the class specifications, and the individual factor scores were totaled to reach a final score for each classification. Final scores for classifications with the same or similar titles in the Port and the City were compared to determine the likeness of the classifications. Generally, classifications with scores within ten percent (10%) of each other are considered to have significant overlap in function, roles, and responsibilities and are sufficiently similar to be identified as common classifications.

FINDINGS

Comparison Classifications: Business and Industry Group

Tables 2 and 3 display the Port and City classifications, respectively, that are categorized in the Business and Industry occupational grouping. Each of the Port’s classifications was evaluated to determine whether there is a potential comparison classification at the City, and the findings of this evaluation are included in the following tables.



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Table 2. Port Classifications – Business and Industry Occupational Grouping

PORT CLASSES	POTENTIAL CITY CLASSES
Assistant Contract Compliance Officer	Contract Compliance Field Technician Contract Compliance Officer Assistant
Assistant Commercial Real Estate Representative	Real Estate Agent
Contract Compliance Officer	Contract Compliance Field Technician Contract Compliance Officer Assistant Contract Compliance Officer
Documentation & Stats Assistant	Business Analyst I/II/III/IV
Port Grants Coordinator	Business Analyst I/II/III/IV Grants Coordinator
Port Insurance Analyst	Claims Investigator II
Port Insurance Technician	No Comparable
Port Senior Risk Management Analyst	Claims Investigator II Employee Fleet & Safety Coordinator Safety & Loss Control Specialist
Procurement Analyst	Buyer
Properties Assistant	Real Estate Agent
Risk Management Analyst	Claims Investigator II Employee Fleet & Safety Coordinator Safety & Loss Control Specialist
Senior Procurement Analyst	Buyer
Senior Commercial Real Estate Representative	Real Estate Agent
Workers' Comp Claims Technician	Employee Fleet & Safety Coordinator



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PORT CLASSES	POTENTIAL CITY CLASSES
Workers' Compensation Administrator	Claims Investigator II
Workers' Compensation Analyst	Claims Investigator II Safety & Loss Control Specialist

Table 3. City Classifications – Business and Industry Occupational Grouping

CITY CLASSES	POTENTIAL PORT CLASSES
Business Analyst I	No Comparable
Business Analyst II	No Comparable
Business Analyst III	No Comparable
Business Analyst IV	No Comparable
Buyer	Procurement Analyst Senior Procurement Analyst
Claims Investigator II	Port Insurance Analyst Workers' Compensation Analyst Risk Management Analyst Port Senior Risk Management Analyst Workers' Compensation Claims Technician Workers' Compensation Administrator
Contract Compliance Field Technician	Assist Contract Compliance Officer Contract Compliance Officer
Contract Compliance Officer, Assistant	Assist Contract Compliance Officer Contract Compliance Officer
Contract Compliance Officer	Contract Compliance Officer
Contract Compliance Officer, Senior	Contract Compliance Officer
CPRB Policy Analyst	No Comparable
Development Specialist III	No Comparable



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CITY CLASSES	POTENTIAL PORT CLASSES
Employee Fleet & Safety Coordinator	Risk Management Analyst Port Senior Risk Management Analyst Workers' Comp Claims Technician Workers' Compensation Administrator
Employment Services Representative	No Comparable
Grants Coordinator	Port Grants Coordinator
Real Estate Agent	Properties Assistant Senior Commercial Real Estate Representative Assistant Commercial Real Estate Representative
Safety & Loss Control Specialist	Workers' Compensation Analyst Risk Management Analyst Port Senior Risk Management Analyst
Urban Economic Analyst IV, Projects	No Comparable
Urban Economic Coordinator	No Comparable

Following the identification of potential comparable classifications, we conducted a comprehensive evaluation of the classification specifications and rated each classification using the FES criteria and point values. Once point values were established for each classification, the values for each potential comparable class within the Port and City classification systems were compared to determine likeness between the classifications.

In some cases, we identified more than one potential match based on class title, and in those instances, we conducted a cursory review to determine if scoring comparison between the classifications was appropriate. In some instances, the cursory review revealed that a deeper comparison was not necessary (e.g., one class may be identified as entry level and another as journey level and qualification requirements were consistent with the level identified, in which case comparison scoring is not necessary). In other instances, cursory review did not eliminate the need for a deeper comparison and therefore a scoring comparison was conducted.



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Comparability Scoring: Business and Industry Group

Detailed scoring information for each classification can be found in Appendix II of this report. Table 4 provides a summary of the findings.

Table 4. Analysis Summary

City Classification	Score	Port Classification	Score	Point Value Differential	Percentage Differential
Buyer	1800	Senior Procurement Analyst	2250	450	25%
Buyer	2200	Procurement Analyst	2200	0	0%
Claims Investigator II	2150	Workers' Compensation Administrator	2225	75	3.5%
Assistant Contract Compliance Officer	1000	Assistant Contract Compliance Officer	1325	325	32.5%
Contract Compliance Officer	2900	Contract Compliance Officer	2900	0	0%
Grants Coordinator	2175	Grants Coordinator	1825	350	19%

Of note, the score for the City's Buyer classification is different when compared to different classifications within the other agency. Since the comparability rating for any given classification is dependent upon the classification to which it is being compared, and since the final score includes the comparability rating, the final score for any given classification is not static and will be different from one comparison rating to another.

In general, those classifications with a ten percent (10%) or less differential between scores are considered sufficiently similar and may be identified as common classes.

Table 5 provides a crosswalk of the City and Port classifications which we believe are sufficiently similar to be identified as common classes based the final scores of each.

Table 5. Crosswalk of Similar Classifications

City Classification	Monthly Salary	Port Classification	Maximum Monthly Salary	PFA Score Differential	Salary Differential
Buyer	\$7,707	Procurement Analyst	\$10,457	0%	35.7%



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City Classification	Monthly Salary	Port Classification	Maximum Monthly Salary	PFA Score Differential	Salary Differential
Claims Investigator II	\$8,092	Workers' Compensation Administrator	Not Available	3.5%	Not Available
Contract Compliance Officer	\$8,752	Contract Compliance Officer	\$10,640	0%	21.6%

Of note, the City's classification system has clear distinctions in the assignment of duties among the focus areas for insurance, claims, occupational safety, health and hygiene, and risk management functions whereby classifications tend to have specialty areas whereas the Port has broader classifications which encompass multiple functional areas which accounts for the few classifications which are sufficiently similar.

It is important to note that the analysis for this study is confined to the content of the classification descriptions and did not include obtaining information from classification incumbents or the assumption of duties and responsibilities outside of that which is provided in the classification description. To this end, Table 6 provides a list of classifications that we believe are likely sufficiently similar to be identified as common classes, but the classification descriptions are written such that the scores for the classifications do not reflect this similarity.

Table 6. Potentially Similar Classifications

City Classification	Port Classification	Discussion
Assistant Contract Compliance Officer (\$6,990/mo.)	Assistant Contract Compliance Officer (\$9,396/mo.)	The City's classification includes duties that have a learns-and-assists inclination whereas the Port classification is described as performing duties more independently. It is likely that the differences in factor scores for these classes can be attributed to the narrative of the class descriptions more so than differences in the actual work performed.

Next Steps

It is our assessment that the Port and the City can implement the addition of those classification pairings with a differential of five percent (5%) or less to Appendix B of the Civil Service Rules



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based on information provided in the classification specification. These classifications can be found in Table 7.

Table 7. Potentially Similar Classifications

City Classification	Port Classification
Buyer	Procurement Analyst
Claims Investigator II	Workers’ Compensation Administrator
Contract Compliance Officer	Contract Compliance Officer

We recommend further analysis of the classifications listed in Table 6 to determine the similarity between the classifications based on what we believe to be potentially inaccurate information in the classification description as it relates to the supervisory controls of the classes.

CONCLUSION

It has been a pleasure working with Port on this critical project. Once you have had the opportunity to review this draft report, please let us know if you have questions or need clarification on any of the information contained herein.

Respectfully submitted by,
Koff & Associates

Georg Krammer
Chief Executive Officer



Appendix I

Factor Evaluation System Description

City of Oakland/Port of Oakland Comparability of Duties and Responsibilities

Based Upon Broad Comparability First Ten Duty Statements in Class Specification

Level	Measure	Points	Comments
Comp-1	Two (2) of ten statements are sufficiently similar as to be comparable	50	Same points as Level 1 of Knowledge Matrix
Comp-2	Four (4) of ten statements are sufficiently similar as to be comparable	350	Same points as Level 3 of Knowledge Matrix
Comp-3	Six (6) of ten statements are sufficiently similar as to be comparable	750	Same points as Level 5 of Knowledge Matrix
Comp-4	Eight (8) of ten statements are sufficiently similar as to be comparable	1250	Same points as Level 7 of Knowledge Matrix
Comp-5	Ten (10) of ten statements are sufficiently similar as to be comparable	1850	Same points as Level 9 of Knowledge Matrix

- Sufficiently similar means that, although the duties may be written differently, a reasonable conclusion can be drawn that the statements are comparable, based upon the intent of the overall statements.
- Requires an objective interpretation, but may be perceived as subjective.

FES Factor 1 - Knowledge Required by the Position

Measures the nature and extent of information or facts that a worker must understand to do acceptable work, e.g., steps, procedures, practices, rules, policies, theories, principles and concepts, and the nature and extent of the skills needed to apply this knowledge. To be used as a basis for selecting a level under this factor, a knowledge must be required and applied.

Level	Description	Points
1-1	<p>Knowledge of simple, routine or repetitive tasks or operations that typically include following step-by-step instructions and require little or no previous training or experience;</p> <p style="text-align: center;">OR</p> <p>Skill to operate simple equipment or equipment that operates repetitively and requires little or no previous training or experience;</p> <p style="text-align: center;">OR</p> <p>Equivalent knowledge and skill.</p>	50
1-2	<p>Knowledge of basic or commonly used rules, procedures or operations that typically require some previous training or experience;</p> <p style="text-align: center;">OR</p> <p>Basic skill to operate equipment requiring some previous training or experience, such as keyboard equipment;</p> <p style="text-align: center;">OR</p> <p>Equivalent knowledge and skill.</p>	200
1-3	<p>Knowledge of a body of standardized rules, procedures and operations that require considerable training and experience to perform the full range of standard clerical assignments and resolve recurring problems;</p> <p style="text-align: center;">OR</p> <p>Skill acquired through considerable training and experience, to operate and adjust varied equipment for purposes such as performing numerous standardized tests or operations;</p> <p style="text-align: center;">OR</p> <p>Equivalent knowledge and skill.</p>	350
1-4	<p>Knowledge of an extensive body of rules, procedures or operations that require extended training and experience to perform a wide variety of interrelated or non-standard procedural assignments and resolve a wide range of problems;</p> <p style="text-align: center;">OR</p> <p>Practical knowledge of standard procedures in a technical field, requiring extended training or experience, to perform such work as adapting equipment when this requires consideration of the functioning characteristics of equipment; interpreting results of tests based on previous experience and observations (rather than directly reading instruments or other measures); or extracting information from various sources when this requires considering the applicability of the information and characteristics and quality of the sources;</p> <p style="text-align: center;">OR</p> <p>Equivalent knowledge and skill.</p>	550
1-5	<p>Knowledge (such as would be acquired through pertinent education, experience, training or independent study), of basic principles, concepts, and methodology of a professional or administrative occupation, and skill in</p>	750

Level	Description	Points
	<p>applying this knowledge in carrying out elementary assignments, operations, or procedures;</p> <p style="text-align: center;">OR</p> <p>In addition to the practical knowledge of standards 1-4, practical knowledge of technical methods to perform assignments such as carrying out limited projects that involve use of specialized complicated techniques;</p> <p style="text-align: center;">OR</p> <p>Equivalent knowledge and skill.</p>	
1-6	<p>Knowledge of the principles, concepts and methodology of a professional or administrative occupation as described in Level 1-5 that has either been (a) supplemented by skill gained through job experience to permit independent performance of recurring assignments, or (b) supplemented by expanded professional or administrative knowledge gained through relevant education or experience, that has provided skill in carrying out assignments, operations and procedures that are significantly more difficult and complex than those covered by level 1-5;</p> <p style="text-align: center;">OR</p> <p>Practical knowledge of a wide range of technical methods, principles and practices similar to a narrow area of a professional field; and skill in applying this knowledge to such assignments as the design and planning of difficult, but well precedented projects;</p> <p style="text-align: center;">OR</p> <p>Equivalent knowledge and skill.</p>	950
1-7	<p>Knowledge of a wide range of concepts, principles and practices of a professional or administrative occupation, such as would be gained through extended study or experience, and skill in applying this knowledge to difficult and complex work assignments;</p> <p style="text-align: center;">OR</p> <p>A comprehensive, intensive, practical knowledge of a technical field, and skill in applying this knowledge to the development of new methods, approaches or procedures.</p> <p style="text-align: center;">OR</p> <p>Equivalent knowledge and skill.</p>	1,250
1-8	<p>Mastery of a professional or administrative field to:</p> <ul style="list-style-type: none"> • Apply experimental theories and new developments to problems not susceptible to treatment by accepted methods; <p style="text-align: center;">OR</p> <ul style="list-style-type: none"> • Make decisions or recommendations significantly changing, interpreting, or developing important public policies or programs; <p style="text-align: center;">OR</p> <p>Equivalent knowledge and skill.</p>	1,550
1-9	<p>Mastery of a professional field to generate and develop new hypotheses and theories;</p> <p style="text-align: center;">OR</p> <p>Equivalent knowledge and skill.</p>	1,850

FES Factor 2 - Supervisory Controls

Supervisory controls covers the nature and extent of direct or indirect controls exercised by the supervisor, the employee’s responsibility and the review of completed work. Controls are exercised by the supervisor in the way assignments are made, instructions are given to the employee, priorities and deadlines are set, and objectives and boundaries are defined.

Responsibility of the employee depends on the extent to which the employee is expected to develop the sequence and timing of various aspects of the work, to modify or recommend modification of instructions, and to participate in establishing the priorities and defining objectives. The degree of review of completed work depends on the nature and extent of the review, e.g., close and detailed review of each phase of the assignment, detailed review of the finished assignment, spot-check of finished work for accuracy, or review for adherence to policy.

Level	Description	Points
2-1	<p>For both one-of-a-kind and repetitive tasks, the supervisor makes specific assignments that are accompanied by clear, detailed and specific instructions.</p> <p>The employee works as instructed and consults with the supervisor as needed on all matters not specifically covered in the original instructions or guidelines.</p> <p>For all positions the work is closely controlled. For some positions, the control is through the structured nature of the work itself; for others, it may be controlled by the circumstances in which it is performed. In some situations, the supervisor maintains control through review of the work. This may include checking progress or reviewing completed work for accuracy, adequacy, and adherence to instructions and established procedures.</p> <p>Recommended type of supervision to match for this level:</p> <ul style="list-style-type: none"> • Immediate Supervision 	25
2-2	<p>The supervisor provides continuing or individual assignments by indicating generally what is to be done, limitations, quality and quantity expected, deadlines and priority of assignments. The supervisor provides additional, specific instructions for new, difficult, or unusual assignments, including suggested work methods of advice on source material available.</p> <p>The employee uses initiative in carrying out recurring assignments independently without specific instructions, but refers deviations, problems and unfamiliar situations not covered by instructions to the supervisor for decision or help.</p> <p>The supervisor assures that finished work and methods used are technically accurate and in compliance with instructions or established procedures. Review of the work increases with more difficult assignments if the employee has not previously performed similar assignments.</p> <p>Recommended type of supervision to match for this level:</p> <ul style="list-style-type: none"> • General Supervision 	125

Level	Description	Points
2-3	<p>The supervisor makes assignments by defining objectives, priorities and deadlines and assists the employee with unusual situations that do not have clear precedents.</p> <p>The employee plans and carries out the successive steps and handles problems and deviations in the work assignments in accordance with instructions, policies, previous training, or accepted practices in the occupation.</p> <p>Completed work is usually evaluated for technical soundness, appropriateness, and conformity to policy and requirements. The methods used in arriving at the end results are not usually reviewed in detail.</p> <p>Recommended type of supervision to match for this level:</p> <ul style="list-style-type: none"> • Direction 	275
2-4	<p>The supervisor sets the overall objectives and resources available. The employee and supervisor in consultation, develop deadlines, projects and work to be done.</p> <p>The employee, having developed expertise in the line of work, is responsible for planning and carrying out the assignment, resolving most of the conflicts that arise, coordinating the work with others as necessary, and interpreting policy on own initiative in terms of established objectives. In some assignments, the employee also determines the approach to be taken and the methodology to be used. The employee keeps the supervisor informed of progress and potentially controversial matters.</p> <p>Completed work is reviewed only from an overall standpoint in terms of feasibility, compatibility with other work, or effectiveness in meeting requirements or expected results.</p> <p>Recommended type of supervision to match for this level:</p> <ul style="list-style-type: none"> • General direction 	450
2-5	<p>The supervisor provides administrative direction with assignments in terms of broadly defined missions or functions.</p> <p>The employee has responsibility for independently planning, designing and carrying out programs, projects, studies, or other work.</p> <p>Results of the work are considered technically authoritative and are normally accepted without significant change. If the work should be reviewed, the review concerns such matters as fulfillment of program objectives, effect of advice and influence of the overall program, or the contribution to the advancement of technology. Recommendations for new projects and alterations of objectives usually are elevated for such considerations as availability of funds and other resources, broad program goals, or national priorities.</p> <p>Recommended type of supervision to match for this level:</p> <ul style="list-style-type: none"> • Administrative direction 	650

FES Factor 3 – Guidelines

This factor covers the nature of guidelines and the judgment needed to apply them. Guides used in occupations include, for example, desk manuals, established procedures and policies, traditional practices and reference materials such as dictionaries, style manuals, engineering handbooks, and pharmacopoeia.

Individual jobs in different occupations vary in the specificity, applicability and availability of guidelines for performance of assignments. Consequently, the constraints and judgmental demands placed on employees may also vary. For example, the absence of specific instructions, procedures and policies may limit the employee’s opportunity to make or recommend decisions, or actions. However, in the absence of procedures under broadly stated objectives, employees in some occupations may use considerable judgment in researching literature and developing new methods.

Guidelines should not be confused with the knowledge described under Factor 1, Knowledge Required by the Position. Guidelines either provide reference data or impose certain constraints on the use of knowledge. For example, in the field of medical technology, for a particular diagnosis, there may be three or four standardized tests set forth in the technical manual. A medical technologist is expected to know these diagnostic tests. However, in a given laboratory, the policy may be to use only one of the tests, or the policy may state specifically under what conditions one or the other of these tests may be used.

Level	Description	Points
3-1	<p>Specific detailed guidelines covering all important aspects of the assignment are provided to the employee.</p> <p>The employee works in strict adherence to guidelines; deviations must be authorized by the supervisor.</p>	25
3-2	<p>Procedures for doing the work have been established, and a number of specific guidelines are available.</p> <p>The number and similarity of guidelines and work situations require the employee to use judgment in locating and selecting the most appropriate guidelines, references and procedures for application and in making minor deviations to adapt the guidelines to specific cases. The employee may also determine which of the several established guidelines to use. Situations to which the existing guidelines cannot be applied or significant proposed deviations from the guidelines are referred to the supervisor.</p>	125
3-3	<p>Guidelines are available but are not completely applicable to the work or have gaps in specificity.</p> <p>The employee uses judgment in interpreting and adapting guidelines, such as agency policies, regulations, precedents, and work directions for application to specific cases or problems. The employee analyzes results and recommends changes.</p>	275
3-4	<p>Administrative policies and precedents are applicable but are stated in general terms. Guidelines for performing the work are scarce or of limited use.</p>	450

Level	Description	Points
	The employee uses initiative and resourcefulness in deviating from traditional methods or researching trends and patterns to develop new methods, criteria, or proposed new policies.	
3-5	<p>Guidelines are broadly stated and non-specific, e.g., broad policy statements and basic legislation that require extensive interpretation.</p> <p>The employee must use judgment and ingenuity in interpreting the intent of the guides that do exist and in developing applications to specific areas of work. Frequently, the employee is recognized as a technical authority in the development and interpretation of guidelines.</p>	650

FES Factor 4 - Complexity

This factor covers the nature, number, variety, and intricacy of tasks, steps, processes or methods in the work performed; the difficulty in identifying what needs to be done; and the difficulty and originality involved in performing the work.

Level	Description	Points
4-1	<p>The work comprises of tasks that are clear cut and directly related.</p> <p>There is little or no choice to be made in deciding what needs to be done.</p> <p>Actions to be taken or responses to be made are readily discernible. The work is quickly mastered.</p>	25
4-2	<p>The work consists of duties that involve related steps, processes or methods.</p> <p>The decision regarding what needs to be done involves various choices that require the employee to recognize the existence of, and differences among, a few easily recognizable situations.</p> <p>Actions to be taken, or responses to be made, differ in such things as the source of information, the kind of transactions or entries, or other differences of a factual nature.</p>	75
4-3	<p>The work includes various duties involving different and unrelated processes and methods.</p> <p>The decision regarding what needs to be done depends upon the analysis of the subject, phase or issues involved in each assignment, and the chosen course of action may have to be selected from many alternatives.</p> <p>The work involves conditions and elements that must be identified and analyzed to discern interrelationships.</p>	150
4-4	<p>The work typically involves varied duties that require many different and unrelated processes and methods, such as those related to well-established aspects of an administrative or professional field.</p> <p>Decisions regarding what needs to be done include the assessment of unusual circumstances, variations in approach, and incomplete or conflicting data.</p> <p>The work requires making many decisions concerning such things as the interpretation of considerable data, planning of the work, or refinement of the methods and techniques to be used.</p>	225
4-5	<p>The work includes varied duties requiring many different and unrelated processes and methods that are applied to a broad range of activities or substantial depth of analysis, typically for an administrative or professional field.</p> <p>Decisions regarding what needs to be done include major areas of uncertainty in approach, methodology or interpretation and evaluation processes that result from such elements as continuing changes in program, technological developments, unknown phenomena, or conflicting requirements.</p>	325

Level	Description	Points
	The work requires originating new techniques, establishing criteria or developing new information.	
4-6	<p>The work consists of broad functions and processes of an administrative or professional field. Assignments are characterized by breadth and intensity of effort and involve several phases pursued concurrently or sequentially with the support of others within or outside the organization.</p> <p>Decisions regarding what needs to be done include largely undefined issues and elements and require extensive probing and analysis to determine the nature and scope of the problems.</p> <p>The work requires continuing efforts to establish concepts, theories, or programs, or to resolve unyielding problems.</p>	450

FES Factor 5 – Scope and Effect

Scope and Effect covers the relationship between the nature of the work, i.e., the purpose, breadth and depth of the assignment, and the effect of the work products or services both within and outside the organization.

Effect measures such things as whether the work output facilitates the work of others, provides timely services of a personal nature, or impacts on the adequacy of research conclusions. The concept of effect alone does not provide sufficient information to properly understand and evaluate the impact of the position. The scope of the work completes the picture and allows consistent evaluations. Only the effect of properly performed work is to be considered

Level	Description	Points
5-1	<p>The work involves the performance of specific, routine, operations that include a few separate tasks or procedures.</p> <p>The work or service is required to facilitate the work of others; however, it has little impact beyond the immediate organizational unit or beyond the timely provision of limited services to others.</p>	25
5-2	<p>The work involves the execution of specific rules, regulations or procedures and typically comprises a segment of an assignment or project of broader scope.</p> <p>The work or service product affects the accuracy, reliability, or acceptability of further processes or services.</p>	75
5-3	<p>The work involves treating a variety of conventional problems, questions or situations in conformance with established criteria.</p> <p>The work product or service affects the design or operations of systems, programs or equipment; the adequacy of such activities as field investigations, testing operations, or research conclusions; or the social, physical and economic well being of people.</p>	150
5-4	<p>The work involves establishing criteria; formulating projects; assessing program effectiveness or investigating or analyzing a variety of unusual conditions, problems, or questions.</p> <p>The work product or service affects a wide range of agency activities, major activities or industrial concerns, or the operation of other agencies.</p>	225
5-5	<p>The work involves isolating and defining unknown conditions, resolving critical problems, or developing new theories.</p> <p>The work product or service affects the work of other experts, the development of major aspects of administrative or scientific programs or missions, or the well-being of substantial numbers of people.</p>	325
5-6	<p>The work involves planning, developing, and carrying out vital administrative or scientific programs.</p> <p>The programs are essential to the missions of the agency or affect a large number of people on a long term or continuing basis.</p>	450



Appendix II

Classification Comparability Analysis
Business and Industry Occupational Grouping

	Comparability				Knowledge		Sup. Controls		Guidelines		Complexity		Scope/Effect		Total Points	Comments
	Level	Points	FLSA	Sup.	Level	Points	Level	Points	Level	Points	Level	Points	Level	Points		
City- Buyer	Comp-2	350		N	1-5	750	2-2	125	3-3	275	4-4	225	5-2	75	1800	The Port's class is described with higher level responsibilities around strategic planning, policy development, and innovation around purchasing techniques and procedures.
Port-Senior Procurement Analyst	Comp-2	350	E	L	1-6	950	2-3	275	3-3	275	4-5	325	5-2	75	2250	
City- Buyer	Comp-3	750		N	1-5	750	2-2	125	3-3	275	4-4	225	5-2	75	2200	The Port and City classes are comparable in all factors measured.
Port- Procurement Analyst	Comp-3	750	N	N	1-5	750	2-2	125	3-3	275	4-4	225	5-2	75	2200	
City- Claims Investigator II	Comp-2	350		N	1-6	950	2-2	125	3-3	275	4-4	225	5-4	225	2150	Overall point value differential is less than 4% so these classes as very similar. Scope and effect score is lower for the Port class since duties are confined to Workers' Compensation.
Port- Workers' Compensation Administrator	Comp-2	350	E	D	1-6	950	2-3	275	3-3	275	4-4	225	5-3	150	2225	
City- Assistant Contract Compliance Officer	Comp-1	50		N	1-4	550	2-2	125	3-2	125	4-2	75	5-2	75	1000	City duty statements indicate the class performs duties in an "assist" capacity whereas the Port's class indicates more independent performance of duties. These classes are likely more similar than the point value conveys. The
Port- Assistant Contract Compliance Officer	Comp-1	50	E	N	1-5	750	2-1	25	3-3	275	4-3	150	5-2	75	1325	
City- Contract Compliance Officer	Comp-4	1250		L	1-6	950	2-2	125	3-3	275	4-4	225	5-2	75	2900	The Port and City classes are comparable in all factors measured.
Port- Contract Compliance Officer	Comp-4	1250	E	N	1-6	950	2-2	125	3-3	275	4-4	225	5-2	75	2900	
City - Grants Coordinator	Comp-2	350		L	1-6	950	2-3	275	3-2	125	4-5	325	5-3	150	2175	Overarching duties and breadth of responsibilities for these two classes result in a considerable points differential.
Port Grants Coordinator	Comp-2	350	N	N	1-5	750	2-2	125	3-2	125	4-5	325	5-3	150	1825	

Supervision Legend:

- N = None
- L = Lead
- D = Direct



April 2, 2020

Point Factor Analysis –
Classification Comparison –
Inspection/Investigation/Enforce
ment/Compliance Grouping

Final Report

Port of Oakland/City of Oakland

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Appendix I: Factor Evaluation System Description



Point Factor Analysis – Classification Comparison – Inspection/Investigation/Enforcement/Compliance Occupational Grouping – Final Report Port of Oakland

EXECUTIVE SUMMARY

Background

In January 2016, the Port of Oakland (“Port”) contracted with Koff & Associates (“K&A”) to conduct a comparative classification study to compare approximately three hundred (300) of the Port’s classifications to approximately three hundred (300) classifications in the City of Oakland’s (“City”) classification system. This classification review process was precipitated by the interest of the Civil Service Board in determining if the list of common classes found in Appendix B of the Personnel Manual of the Civil Service Board (also referred to as Civil Service Rules) has the potential of being expanded to include additional common classifications between the two classification systems.

The goal of the comparison classification study is:

- To analyze the Port of Oakland’s approximately three hundred (300) existing classifications through a comprehensive review of existing classification descriptions;
- To analyze the City of Oakland’s approximately three hundred (300) corresponding classifications through a comprehensive review of existing classification descriptions;
- To compare the Port’s and City’s classifications to determine if there are classifications within the respective agencies’ classification systems that are sufficiently similar in the nature and complexity of the duties performed, scope of responsibility, and qualifications required to be identified as common classifications in Appendix B of the Civil Service Rules.

K&A proposed a rating system by which to assign scores to each classification in order to facilitate an objective numerical comparison of each of the Port’s classifications to the corresponding City classification. The system utilizes six factors (identified and defined in the section of this report entitled “Point Factor Analysis”) on which to rate classifications and derive a numerical score for each. At the direction of the Port and City, monthly salary and salary differential information has been included in this report for informational purposes, but were not used as a factor by which commonality was rated. Following the Port, City, and Civil Service Board’s review of K&A’s proposed rating system, analysis commenced in January 2018.



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CLASSIFICATION COMPARISON STUDY PROCESS

Occupational Groupings

K&A employed the use of occupational groupings whereby classifications were grouped into categories based on bodies of work in order to identify which classifications may be performing the same or substantively similar work. The occupational groupings and the approximate number of Port and City classes within each grouping can be found in Table 1.

Table 1. Occupational Groupings

Occupational Grouping	Approximate Number of Port Classifications	Approximate Number of City Classifications
Human Resources Management	9	26
<i>General Administrative, Clerical and Office (including graphics and production)</i>	28	36
Accounting and Budget	17	28
Engineering, Architecture, Planning and Permitting	45	33
Information Technology	20	34
Business and industry (including purchasing, contracts, marketing, workers' compensation, property management and public affairs)	20	14
Inspection, Investigation, Enforcement, Compliance	6	6
Trades	37	52

K&A was directed to analyze and report findings on the Accounting and Budget occupational grouping first, followed by periodic analysis and reporting on each of the remaining occupational groupings.



Point Factor Analysis – Classification Comparison – Inspection/Investigation/Enforcement/Compliance Occupational Grouping – Final Report Port of Oakland

Point Factor Analysis

In order to develop a numerical score for each classification, K&A utilized the Factor Evaluation System (FES) to assign ratings to each classification based on the following six (6) factors:

- **Comparability** – Based on the broad comparability of the first ten (10) duty statements in each classification specification.
- **Knowledge required** – Measures the nature and extent of information or facts that an employee must understand to do acceptable work (e.g., steps, procedures, practices, rules, policies, theories, principles, and concepts) and the nature and extent of the skills needed to apply this knowledge.
- **Supervisory controls** – The nature and extent of direct or indirect controls exercised by the supervisor, the employee’s responsibility, and the review of completed work. Controls are exercised by the supervisor in the way assignments are made, instructions are given to the employee, priorities and deadlines are set, and objectives and boundaries are defined.
- **Guidelines** – The nature of guidelines and the judgment needed to apply them. Guides used in occupations may include desk manuals, established procedures and policies, traditional practices, and reference materials.
- **Complexity** – The nature, number, variety, and intricacy of tasks, steps, processes or methods in the work performed; the difficulty in identifying what needs to be done, and the difficulty and originality involved in performing the work.
- **Scope and Effect** – The relationship between the nature of the work (i.e., the purpose, breadth, and depth of the assignment) and the effect of the work products or services both within and outside of the organization.

Within each factor, there are several levels with defined criteria for each level and a corresponding point value. A complete description of each factor along with the levels, criteria, and points are provided in Appendix I.

Each classification was rated and assigned a score for each factor based on the information provided in the class specifications, and the individual factor scores were totaled to reach a final score for each classification. Final scores for classifications with the same or similar titles in the Port and the City were compared to determine the likeness of the classifications. Generally, classifications with scores within ten percent (10%) of each other are considered to have significant overlap in function, roles, and responsibilities and are sufficiently similar to be identified as common classifications.



**Point Factor Analysis – Classification Comparison –
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FINDINGS

Comparison Classifications: Inspection/ Investigation/ Enforcement/ Compliance Occupational Group

Tables 2 and 3 display the Port and City classifications, respectively, that are categorized in the Inspection/Investigation/Enforcement/Compliance occupational grouping. Each of the Port’s classifications was evaluated to determine whether there is a potential comparison classification at the City, and the findings of the initial cursory evaluation are included in the following tables.

Table 2. Port Classifications –Inspection/Investigation/Enforcement/Compliance Grouping

Port Classification Title	Potential Comparable Class – City
Fire Prevention Systems Engineer	No Comparable Classification
Senior Fire Prevention Systems Engineer	Assistant Fire Marshal
Port Environmental Health & Safety Specialist	Environmental Program Specialist
Port Environmental Health & Safety Supervisor	No Comparable Classification
Port Environmental Assessment Supervisor	Principal Inspection Supervisor
Port Environmental Compliance Supervisor	Principal Inspection Supervisor

Table 3. City Classifications – Inspection/Investigation/Enforcement/Compliance Grouping

City Classification Title	Potential Comparable Class – Port
Assistant Fire Marshal	Senior Fire Prevention Systems Engineer
Senior Fire Communications Dispatcher	No Comparable Classification
Environmental Program Specialist	Port Environmental Health & Safety Specialist
Specialty Combination Inspector	No Comparable Classification
Senior Specialty Combination Inspector	No Comparable Classification
Principal Inspection Supervisor	-Port Environmental Assessment Supervisor -Port Environmental Compliance Supervisor



Point Factor Analysis – Classification Comparison – Inspection/Investigation/Enforcement/Compliance Occupational Grouping – Final Report Port of Oakland

Following the identification of potential comparable classifications outlined in Tables 2 & 3, we conducted a deeper comprehensive evaluation of the classification specifications to determine if scoring comparison between the classifications was appropriate.

In the case of the Inspection/Investigation/Enforcement/Compliance occupational grouping, the deeper classification comparison revealed that none of the classifications in the grouping were sufficiently similar for scoring. In many cases, the classifications did not sufficiently compare because the City and the Port serve different core functions as it relates to this occupational grouping.

Following is an explanation of why classifications identified in Tables 2 & 3 as being potentially comparable upon cursory review, were ultimately determined not appropriate for scoring. The analysis of the classifications was solely based on the existing class specifications as currently written.

Fire Prevention Classifications

The City's Fire Department is responsible for fire prevention, fire suppression, emergency medical services, and all fire risk mitigation for the City. The Port, on the other hand, does not have a fire department. Instead, the Port has internal fire prevention service classifications, the Fire Prevention Systems Engineer and Senior Fire Prevention Systems Engineer, that are focused on the fire suppression and alarm systems of Port buildings and facilities.

The focus of the Port classifications is narrow and specific to only Port buildings and facilities, and the classifications do not compare to the City's Assistant Fire Marshal classification.

The City's Assistant Fire Marshal has a much broader function related to the day to day activities of the Fire Prevention Division, which is responsible for the City's fire prevention, investigation, and commercial inspections. The City's Assistant Fire Marshal is also responsible for supervising the City's vegetation management, environmental hazards, fire code inspection, fire investigation, engineering services, and fire suppression programs. The Port's Fire Prevention Systems classifications are not responsible for vegetation management or other fire suppression programs outside of those related to the Port's buildings and facilities.

Therefore, the City and Port fire prevention/inspection classifications listed within the Inspection/Investigation/Enforcement/Compliance occupational grouping are not comparable for FES scoring for this project.

Environmental Specialist Classifications

The City's Environmental Program Specialist classification is primarily responsible for Phase I Environmental Site Assessments to determine toxic contamination, and for researching and reporting on environmental conditions of property acquired by the City.



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On the other hand, the Port’s Environmental Health & Safety Specialist classification is responsible for helping administer the Port Safety Program which includes safety monitoring and control, training, disaster/emergency response, accident prevention, and other related functions to reduce safety hazards and loss for the Port. Furthermore, the Port’s classification is responsible for compliance with Occupational Health and Safety Act and other federal, state, and local ordinances pertaining to hazardous waste, toxic substances, and safety.

Environmental Site Assessments and the administration of health and safety programs are different functions. Therefore, the City and Port Environmental Specialist classifications were determined to not be comparable enough for FES scoring.

Supervisory Classifications

Upon initial review, it appeared that the City’s Principal Inspection Supervisor could be comparable to the Port’s Port Environmental Assessment Supervisor and/or Port Environmental Compliance Supervisor classes. Because we determined that the Environmental Specialist classifications were not comparable, we also determined there was no comparable classification within the City for the Port’s Environmental Health and Safety Supervisor.

The City’s Principal Inspection Supervisor is described as being responsible for enforcement of building, electrical, plumbing mechanical, housing, planning, and public works codes and related municipal ordinances and regulations pertaining to land use, construction and premises maintenance. Additionally, the City’s class supervises the processing of permits, field inspection of residential, commercial, and industrial buildings, properties, and infrastructure, for the processing of complaints and abatement violations.

The Port’s Environmental Assessment Supervisor is described as performing supervisory level work in organizing and carrying out environmental programs in support of the Port’s maritime, aviation, and commercial real estate plans and projects. The class also supervises staff who perform environmental studies, prepare and document assessments, and manage the environmental review for the Port. The duties of the Port’s Environmental Assessment Supervisor include supervising staff responsible for environmental planning and assessment processes. The City’s Principal Inspection Supervisor is responsible for oversight of broader, City-wide permitting, abatement, land use, and construction activities; therefore, the two classifications are not sufficiently similar.

The Port’s Environmental Compliance Supervisor is the responsible for supervising work in organizing and carrying out environmental programs in support of the Port’s maritime, aviation, and commercial real estate plans and projects. The duties include supervising the Environmental Compliance Section; assigning, overseeing, reviewing and evaluating environmental projects; supervision of hazardous materials surveys and investigations for regulatory compliance; and oversight of the preparation of application for environmental regulatory permits needed for Port



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projects. Overall, the Port’s Environmental Compliance Supervisor is narrowly focused on the environmental impact of projects related to the Port’s departments, while the City’s Principal Inspection Supervisor is responsible for broader City-wide permitting, abatement, land use, and construction activities. Therefore, these two classifications are also not sufficiently similar for scoring.

CONCLUSION

The City and/or the Port may determine that the classifications reviewed in the Inspection/Investigation/Enforcement/Compliance occupational grouping are in need of a specification update, to modernize and ensure that current duties and functions are up to date. If such a determination is made, we recommend further evaluation of the classifications in this grouping to determine similarity between classes if there are more functional commonalities. Otherwise, based on the current specifications for the classes in this grouping, and the broader differences in functional responsibilities, we do not find sufficient similarity to warrant scoring for this project.

It has been a pleasure working with Port on this critical project. Once you have had the opportunity to review this report, please let us know if you have questions or need clarification on any of the information contained herein.

Respectfully submitted by,
Koff & Associates

A handwritten signature in blue ink that reads "Georg S. Krammer".

Georg Krammer
Chief Executive Officer



**Point Factor Analysis – Classification Comparison –
Inspection/Investigation/Enforcement/Compliance
Occupational Grouping – Final Report
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Appendix I

Factor Evaluation System Description

City of Oakland/Port of Oakland Comparability of Duties and Responsibilities

Based Upon Broad Comparability First Ten Duty Statements in Class Specification

Level	Measure	Points	Comments
Comp-1	Two (2) of ten statements are sufficiently similar as to be comparable	50	Same points as Level 1 of Knowledge Matrix
Comp-2	Four (4) of ten statements are sufficiently similar as to be comparable	350	Same points as Level 3 of Knowledge Matrix
Comp-3	Six (6) of ten statements are sufficiently similar as to be comparable	750	Same points as Level 5 of Knowledge Matrix
Comp-4	Eight (8) of ten statements are sufficiently similar as to be comparable	1250	Same points as Level 7 of Knowledge Matrix
Comp-5	Ten (10) of ten statements are sufficiently similar as to be comparable	1850	Same points as Level 9 of Knowledge Matrix

- Sufficiently similar means that, although the duties may be written differently, a reasonable conclusion can be drawn that the statements are comparable, based upon the intent of the overall statements.
- Requires an objective interpretation, but may be perceived as subjective.

FES Factor 1 - Knowledge Required by the Position

Measures the nature and extent of information or facts that a worker must understand to do acceptable work, e.g., steps, procedures, practices, rules, policies, theories, principles and concepts, and the nature and extent of the skills needed to apply this knowledge. To be used as a basis for selecting a level under this factor, a knowledge must be required and applied.

Level	Description	Points
1-1	<p>Knowledge of simple, routine or repetitive tasks or operations that typically include following step-by-step instructions and require little or no previous training or experience;</p> <p style="text-align: center;">OR</p> <p>Skill to operate simple equipment or equipment that operates repetitively and requires little or no previous training or experience;</p> <p style="text-align: center;">OR</p> <p>Equivalent knowledge and skill.</p>	50
1-2	<p>Knowledge of basic or commonly used rules, procedures or operations that typically require some previous training or experience;</p> <p style="text-align: center;">OR</p> <p>Basic skill to operate equipment requiring some previous training or experience, such as keyboard equipment;</p> <p style="text-align: center;">OR</p> <p>Equivalent knowledge and skill.</p>	200
1-3	<p>Knowledge of a body of standardized rules, procedures and operations that require considerable training and experience to perform the full range of standard clerical assignments and resolve recurring problems;</p> <p style="text-align: center;">OR</p> <p>Skill acquired through considerable training and experience, to operate and adjust varied equipment for purposes such as performing numerous standardized tests or operations;</p> <p style="text-align: center;">OR</p> <p>Equivalent knowledge and skill.</p>	350
1-4	<p>Knowledge of an extensive body of rules, procedures or operations that require extended training and experience to perform a wide variety of interrelated or non-standard procedural assignments and resolve a wide range of problems;</p> <p style="text-align: center;">OR</p> <p>Practical knowledge of standard procedures in a technical field, requiring extended training or experience, to perform such work as adapting equipment when this requires consideration of the functioning characteristics of equipment; interpreting results of tests based on previous experience and observations (rather than directly reading instruments or other measures); or extracting information from various sources when this requires considering the applicability of the information and characteristics and quality of the sources;</p> <p style="text-align: center;">OR</p> <p>Equivalent knowledge and skill.</p>	550
1-5	<p>Knowledge (such as would be acquired through pertinent education, experience, training or independent study), of basic principles, concepts, and methodology of a professional or administrative occupation, and skill in</p>	750

Level	Description	Points
	<p>applying this knowledge in carrying out elementary assignments, operations, or procedures;</p> <p style="text-align: center;">OR</p> <p>In addition to the practical knowledge of standards 1-4, practical knowledge of technical methods to perform assignments such as carrying out limited projects that involve use of specialized complicated techniques;</p> <p style="text-align: center;">OR</p> <p>Equivalent knowledge and skill.</p>	
1-6	<p>Knowledge of the principles, concepts and methodology of a professional or administrative occupation as described in Level 1-5 that has either been (a) supplemented by skill gained through job experience to permit independent performance of recurring assignments, or (b) supplemented by expanded professional or administrative knowledge gained through relevant education or experience, that has provided skill in carrying out assignments, operations and procedures that are significantly more difficult and complex than those covered by level 1-5;</p> <p style="text-align: center;">OR</p> <p>Practical knowledge of a wide range of technical methods, principles and practices similar to a narrow area of a professional field; and skill in applying this knowledge to such assignments as the design and planning of difficult, but well precedented projects;</p> <p style="text-align: center;">OR</p> <p>Equivalent knowledge and skill.</p>	950
1-7	<p>Knowledge of a wide range of concepts, principles and practices of a professional or administrative occupation, such as would be gained through extended study or experience, and skill in applying this knowledge to difficult and complex work assignments;</p> <p style="text-align: center;">OR</p> <p>A comprehensive, intensive, practical knowledge of a technical field, and skill in applying this knowledge to the development of new methods, approaches or procedures.</p> <p style="text-align: center;">OR</p> <p>Equivalent knowledge and skill.</p>	1,250
1-8	<p>Mastery of a professional or administrative field to:</p> <ul style="list-style-type: none"> • Apply experimental theories and new developments to problems not susceptible to treatment by accepted methods; <p style="text-align: center;">OR</p> <ul style="list-style-type: none"> • Make decisions or recommendations significantly changing, interpreting, or developing important public policies or programs; <p style="text-align: center;">OR</p> <p>Equivalent knowledge and skill.</p>	1,550
1-9	<p>Mastery of a professional field to generate and develop new hypotheses and theories;</p> <p style="text-align: center;">OR</p> <p>Equivalent knowledge and skill.</p>	1,850

FES Factor 2 - Supervisory Controls

Supervisory controls covers the nature and extent of direct or indirect controls exercised by the supervisor, the employee’s responsibility and the review of completed work. Controls are exercised by the supervisor in the way assignments are made, instructions are given to the employee, priorities and deadlines are set, and objectives and boundaries are defined.

Responsibility of the employee depends on the extent to which the employee is expected to develop the sequence and timing of various aspects of the work, to modify or recommend modification of instructions, and to participate in establishing the priorities and defining objectives. The degree of review of completed work depends on the nature and extent of the review, e.g., close and detailed review of each phase of the assignment, detailed review of the finished assignment, spot-check of finished work for accuracy, or review for adherence to policy.

Level	Description	Points
2-1	<p>For both one-of-a-kind and repetitive tasks, the supervisor makes specific assignments that are accompanied by clear, detailed and specific instructions.</p> <p>The employee works as instructed and consults with the supervisor as needed on all matters not specifically covered in the original instructions or guidelines.</p> <p>For all positions the work is closely controlled. For some positions, the control is through the structured nature of the work itself; for others, it may be controlled by the circumstances in which it is performed. In some situations, the supervisor maintains control through review of the work. This may include checking progress or reviewing completed work for accuracy, adequacy, and adherence to instructions and established procedures.</p> <p>Recommended type of supervision to match for this level:</p> <ul style="list-style-type: none"> • Immediate Supervision 	25
2-2	<p>The supervisor provides continuing or individual assignments by indicating generally what is to be done, limitations, quality and quantity expected, deadlines and priority of assignments. The supervisor provides additional, specific instructions for new, difficult, or unusual assignments, including suggested work methods of advice on source material available.</p> <p>The employee uses initiative in carrying out recurring assignments independently without specific instructions, but refers deviations, problems and unfamiliar situations not covered by instructions to the supervisor for decision or help.</p> <p>The supervisor assures that finished work and methods used are technically accurate and in compliance with instructions or established procedures. Review of the work increases with more difficult assignments if the employee has not previously performed similar assignments.</p> <p>Recommended type of supervision to match for this level:</p> <ul style="list-style-type: none"> • General Supervision 	125

Level	Description	Points
2-3	<p>The supervisor makes assignments by defining objectives, priorities and deadlines and assists the employee with unusual situations that do not have clear precedents.</p> <p>The employee plans and carries out the successive steps and handles problems and deviations in the work assignments in accordance with instructions, policies, previous training, or accepted practices in the occupation.</p> <p>Completed work is usually evaluated for technical soundness, appropriateness, and conformity to policy and requirements. The methods used in arriving at the end results are not usually reviewed in detail.</p> <p>Recommended type of supervision to match for this level:</p> <ul style="list-style-type: none"> • Direction 	275
2-4	<p>The supervisor sets the overall objectives and resources available. The employee and supervisor in consultation, develop deadlines, projects and work to be done.</p> <p>The employee, having developed expertise in the line of work, is responsible for planning and carrying out the assignment, resolving most of the conflicts that arise, coordinating the work with others as necessary, and interpreting policy on own initiative in terms of established objectives. In some assignments, the employee also determines the approach to be taken and the methodology to be used. The employee keeps the supervisor informed of progress and potentially controversial matters.</p> <p>Completed work is reviewed only from an overall standpoint in terms of feasibility, compatibility with other work, or effectiveness in meeting requirements or expected results.</p> <p>Recommended type of supervision to match for this level:</p> <ul style="list-style-type: none"> • General direction 	450
2-5	<p>The supervisor provides administrative direction with assignments in terms of broadly defined missions or functions.</p> <p>The employee has responsibility for independently planning, designing and carrying out programs, projects, studies, or other work.</p> <p>Results of the work are considered technically authoritative and are normally accepted without significant change. If the work should be reviewed, the review concerns such matters as fulfillment of program objectives, effect of advice and influence of the overall program, or the contribution to the advancement of technology. Recommendations for new projects and alterations of objectives usually are elevated for such considerations as availability of funds and other resources, broad program goals, or national priorities.</p> <p>Recommended type of supervision to match for this level:</p> <ul style="list-style-type: none"> • Administrative direction 	650

FES Factor 3 – Guidelines

This factor covers the nature of guidelines and the judgment needed to apply them. Guides used in occupations include, for example, desk manuals, established procedures and policies, traditional practices and reference materials such as dictionaries, style manuals, engineering handbooks, and pharmacopoeia.

Individual jobs in different occupations vary in the specificity, applicability and availability of guidelines for performance of assignments. Consequently, the constraints and judgmental demands placed on employees may also vary. For example, the absence of specific instructions, procedures and policies may limit the employee’s opportunity to make or recommend decisions, or actions. However, in the absence of procedures under broadly stated objectives, employees in some occupations may use considerable judgment in researching literature and developing new methods.

Guidelines should not be confused with the knowledge described under Factor 1, Knowledge Required by the Position. Guidelines either provide reference data or impose certain constraints on the use of knowledge. For example, in the field of medical technology, for a particular diagnosis, there may be three or four standardized tests set forth in the technical manual. A medical technologist is expected to know these diagnostic tests. However, in a given laboratory, the policy may be to use only one of the tests, or the policy may state specifically under what conditions one or the other of these tests may be used.

Level	Description	Points
3-1	<p>Specific detailed guidelines covering all important aspects of the assignment are provided to the employee.</p> <p>The employee works in strict adherence to guidelines; deviations must be authorized by the supervisor.</p>	25
3-2	<p>Procedures for doing the work have been established, and a number of specific guidelines are available.</p> <p>The number and similarity of guidelines and work situations require the employee to use judgment in locating and selecting the most appropriate guidelines, references and procedures for application and in making minor deviations to adapt the guidelines to specific cases. The employee may also determine which of the several established guidelines to use. Situations to which the existing guidelines cannot be applied or significant proposed deviations from the guidelines are referred to the supervisor.</p>	125
3-3	<p>Guidelines are available but are not completely applicable to the work or have gaps in specificity.</p> <p>The employee uses judgment in interpreting and adapting guidelines, such as agency policies, regulations, precedents, and work directions for application to specific cases or problems. The employee analyzes results and recommends changes.</p>	275
3-4	<p>Administrative policies and precedents are applicable but are stated in general terms. Guidelines for performing the work are scarce or of limited use.</p>	450

Level	Description	Points
	The employee uses initiative and resourcefulness in deviating from traditional methods or researching trends and patterns to develop new methods, criteria, or proposed new policies.	
3-5	<p>Guidelines are broadly stated and non-specific, e.g., broad policy statements and basic legislation that require extensive interpretation.</p> <p>The employee must use judgment and ingenuity in interpreting the intent of the guides that do exist and in developing applications to specific areas of work. Frequently, the employee is recognized as a technical authority in the development and interpretation of guidelines.</p>	650

FES Factor 4 - Complexity

This factor covers the nature, number, variety, and intricacy of tasks, steps, processes or methods in the work performed; the difficulty in identifying what needs to be done; and the difficulty and originality involved in performing the work.

Level	Description	Points
4-1	<p>The work comprises of tasks that are clear cut and directly related.</p> <p>There is little or no choice to be made in deciding what needs to be done.</p> <p>Actions to be taken or responses to be made are readily discernible. The work is quickly mastered.</p>	25
4-2	<p>The work consists of duties that involve related steps, processes or methods.</p> <p>The decision regarding what needs to be done involves various choices that require the employee to recognize the existence of, and differences among, a few easily recognizable situations.</p> <p>Actions to be taken, or responses to be made, differ in such things as the source of information, the kind of transactions or entries, or other differences of a factual nature.</p>	75
4-3	<p>The work includes various duties involving different and unrelated processes and methods.</p> <p>The decision regarding what needs to be done depends upon the analysis of the subject, phase or issues involved in each assignment, and the chosen course of action may have to be selected from many alternatives.</p> <p>The work involves conditions and elements that must be identified and analyzed to discern interrelationships.</p>	150
4-4	<p>The work typically involves varied duties that require many different and unrelated processes and methods, such as those related to well-established aspects of an administrative or professional field.</p> <p>Decisions regarding what needs to be done include the assessment of unusual circumstances, variations in approach, and incomplete or conflicting data.</p> <p>The work requires making many decisions concerning such things as the interpretation of considerable data, planning of the work, or refinement of the methods and techniques to be used.</p>	225
4-5	<p>The work includes varied duties requiring many different and unrelated processes and methods that are applied to a broad range of activities or substantial depth of analysis, typically for an administrative or professional field.</p> <p>Decisions regarding what needs to be done include major areas of uncertainty in approach, methodology or interpretation and evaluation processes that result from such elements as continuing changes in program, technological developments, unknown phenomena, or conflicting requirements.</p>	325

Level	Description	Points
	The work requires originating new techniques, establishing criteria or developing new information.	
4-6	<p>The work consists of broad functions and processes of an administrative or professional field. Assignments are characterized by breadth and intensity of effort and involve several phases pursued concurrently or sequentially with the support of others within or outside the organization.</p> <p>Decisions regarding what needs to be done include largely undefined issues and elements and require extensive probing and analysis to determine the nature and scope of the problems.</p> <p>The work requires continuing efforts to establish concepts, theories, or programs, or to resolve unyielding problems.</p>	450

FES Factor 5 – Scope and Effect

Scope and Effect covers the relationship between the nature of the work, i.e., the purpose, breadth and depth of the assignment, and the effect of the work products or services both within and outside the organization.

Effect measures such things as whether the work output facilitates the work of others, provides timely services of a personal nature, or impacts on the adequacy of research conclusions. The concept of effect alone does not provide sufficient information to properly understand and evaluate the impact of the position. The scope of the work completes the picture and allows consistent evaluations. Only the effect of properly performed work is to be considered

Level	Description	Points
5-1	<p>The work involves the performance of specific, routine, operations that include a few separate tasks or procedures.</p> <p>The work or service is required to facilitate the work of others; however, it has little impact beyond the immediate organizational unit or beyond the timely provision of limited services to others.</p>	25
5-2	<p>The work involves the execution of specific rules, regulations or procedures and typically comprises a segment of an assignment or project of broader scope.</p> <p>The work or service product affects the accuracy, reliability, or acceptability of further processes or services.</p>	75
5-3	<p>The work involves treating a variety of conventional problems, questions or situations in conformance with established criteria.</p> <p>The work product or service affects the design or operations of systems, programs or equipment; the adequacy of such activities as field investigations, testing operations, or research conclusions; or the social, physical and economic well being of people.</p>	150
5-4	<p>The work involves establishing criteria; formulating projects; assessing program effectiveness or investigating or analyzing a variety of unusual conditions, problems, or questions.</p> <p>The work product or service affects a wide range of agency activities, major activities or industrial concerns, or the operation of other agencies.</p>	225
5-5	<p>The work involves isolating and defining unknown conditions, resolving critical problems, or developing new theories.</p> <p>The work product or service affects the work of other experts, the development of major aspects of administrative or scientific programs or missions, or the well-being of substantial numbers of people.</p>	325
5-6	<p>The work involves planning, developing, and carrying out vital administrative or scientific programs.</p> <p>The programs are essential to the missions of the agency or affect a large number of people on a long term or continuing basis.</p>	450



June 4, 2020

Point Factor Analysis – Classification Comparison – Trades Grouping

Port of Oakland/City of Oakland

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APPENDICES

Appendix I: Factor Evaluation System Description

Appendix II: Classification Comparability Analysis



EXECUTIVE SUMMARY

Background

In January 2016, the Port of Oakland (“Port”) contracted with Koff & Associates (“K&A”) to conduct a comparative classification study to compare approximately three hundred (300) of the Port’s classifications to approximately three hundred (300) classifications in the City of Oakland’s (“City”) classification system. This classification review process was precipitated by the interest of the Civil Service Board in determining if the list of common classes found in Appendix B of the Personnel Manual of the Civil Service Board (also referred to as Civil Service Rules) has the potential of being expanded to include additional common classifications between the two classification systems.

The goal of the comparison classification study is:

- To analyze the Port of Oakland’s approximately three hundred (300) existing classifications through a comprehensive review of existing classification descriptions;
- To analyze the City of Oakland’s approximately three hundred (300) corresponding classifications through a comprehensive review of existing classification descriptions;
- To compare the Port’s and City’s classifications to determine if there are classifications within the respective agencies’ classification systems that are sufficiently similar in the nature and complexity of the duties performed, scope of responsibility, and qualifications required to be identified as common classifications in Appendix B of the Civil Service Rules.

K&A proposed a rating system by which to assign scores to each classification in order to facilitate an objective numerical comparison of each of the Port’s classifications to the corresponding City classification. The system utilizes six factors (identified and defined in the section of this report entitled “Point Factor Analysis”) on which to rate classifications and derive a numerical score for each. At the direction of the Port and City, monthly salary and salary differential information has been included in this report for informational purposes, but were not used as a factor by which commonality was rated. Following the Port, City, and Civil Service Board’s review of K&A’s proposed rating system, analysis commenced in January 2018.

CLASSIFICATION COMPARISON STUDY PROCESS

Occupational Groupings

K&A employed the use of occupational groupings whereby classifications were grouped into categories based on bodies of work in order to identify which classifications may be performing



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the same or substantively similar work. The occupational groupings and the approximate number of Port and City classes within each grouping can be found in Table 1.

Table 1. Occupational Groupings

Occupational Grouping	Approximate Number of Port Classifications	Approximate Number of City Classifications
Human Resources Management	9	26
General Administrative, Clerical and Office (including graphics and production)	28	36
Accounting and Budget	17	28
Engineering, Architecture, Planning and Permitting	45	33
Information Technology	20	34
Business and industry (including purchasing, contracts, marketing, workers' compensation, property management and public affairs)	20	14
Inspection, Investigation, Enforcement, Compliance	6	9
Trades	37	52

K&A was directed to analyze and report findings on the Accounting and Budget occupational grouping first, followed by periodic analysis and reporting on each of the remaining occupational groupings.

Point Factor Analysis

In order to develop a numerical score for each classification, K&A utilized the Factor Evaluation System (FES) to assign ratings to each classification based on the following six (6) factors:

- **Comparability** – Based on the broad comparability of the first ten (10) duty statements in each classification specification.
- **Knowledge required** – Measures the nature and extent of information or facts that an employee must understand to do acceptable work (e.g., steps, procedures, practices,



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rules, policies, theories, principles, and concepts) and the nature and extent of the skills needed to apply this knowledge.

- **Supervisory controls** – The nature and extent of direct or indirect controls exercised by the supervisor, the employee’s responsibility, and the review of completed work. Controls are exercised by the supervisor in the way assignments are made, instructions are given to the employee, priorities and deadlines are set, and objectives and boundaries are defined.
- **Guidelines** – The nature of guidelines and the judgment needed to apply them. Guides used in occupations may include desk manuals, established procedures and policies, traditional practices, and reference materials.
- **Complexity** – The nature, number, variety, and intricacy of tasks, steps, processes or methods in the work performed; the difficulty in identifying what needs to be done, and the difficulty and originality involved in performing the work.
- **Scope and Effect** – The relationship between the nature of the work (i.e., the purpose, breadth, and depth of the assignment) and the effect of the work products or services both within and outside of the organization.

Within each factor, there are several levels with defined criteria for each level and a corresponding point value. A complete description of each factor along with the levels, criteria, and points are provided in Appendix I.

Each classification was rated and assigned a score for each factor based on the information provided in the class specifications, and the individual factor scores were totaled to reach a final score for each classification. Final scores for classifications with the same or similar titles in the Port and the City were compared to determine the likeness of the classifications. Generally, classifications with scores within ten percent (10%) of each other are considered to have significant overlap in function, roles, and responsibilities and are sufficiently similar to be identified as common classifications.

FINDINGS

Comparison Classifications: Trades Occupational Grouping

Tables 2 and 3 display the Port and City classifications, respectively, that are categorized in the Trades occupational grouping. Each of the Port’s classifications was evaluated to determine whether there is a potential comparison classification at the City, and the findings of this evaluation are included in the following tables.



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Table 2. Port Classifications – Trades Grouping

Port Classification Title	Potential Comparable Class – City
Carpenter	Carpenter
Electrical/Mechanical Inspector	No Comparable Classification
Equipment Systems Engineer	Construction and Maintenance Mechanic Stationary Engineer
Equipment Systems Superintendent	Equipment Services Superintendent
Gardener I	Gardener I
Gardener II	Gardener I Gardener II
Gardener III	Gardener II Gardener Crew Leader
Lead Painter	Painter
Painter	Electrical Painter Painter
Plumber	Plumber
Port Electrician	Electrician Electrician Leader
Port Equipment Driver	Heavy Equipment Operator
Port Equipment Mechanic	Auto Equipment Mechanic Heavy Equipment Mechanic Heavy Equipment Service Worker
Port Equipment Service Worker	Auto Equipment Service Worker
Port Equipment Supervisor	Equipment Supervisor Heavy Equipment Supervisor
Port Maintenance and Construction Supervisor	Construction and Maintenance Supervisor II Public Works Supervisor II
Port Maintenance Foreman	Construction and Maintenance Supervisor I
Port Maintenance Leader	No Comparable Classification
Port Office Equipment Assistant	No Comparable Classification
Port Office Equipment Technician	No Comparable Classification
Port Senior Equipment Mechanic	Heavy Equipment Mechanic



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Port Utilities Foreman	Construction and Maintenance Supervisor I Public Works Supervisor I
Power Equipment Operator	Heavy Equipment Operator Street Sweeper Operator
Semiskilled Laborer	Public Works Maintenance Worker
Senior Equipment Systems Engineer	Stationary Engineer, Chief
Utilities Supervisor	Public Works Supervisor II Construction and Maintenance Supervisor II

Table 3. City Classifications – Trades Occupational Grouping

City Classification Title	Potential Comparable Class – Port
Auto Equipment Mechanic	Port Equipment Mechanic
Auto Equipment Painter	No Comparable Classification
Auto Equipment Service Worker	Port Equipment Service Worker
Carpenter	Carpenter
Concrete Finisher	No Comparable Classification
Construction & Maintenance Mechanic	Equipment Systems Engineer
Construction & Maintenance Superintendent	No Comparable Classification
Construction & Maintenance Supervisor I	Port Maintenance Foreman Port Utilities Foreman
Construction & Maintenance Supervisor II	Port Maintenance and Construction Supervisor Utilities Supervisor
Construction Coordinator	No Comparable Classification
Construction Inspector	No Comparable Classification
Construction Inspector Supervisor	No Comparable Classification
Construction Inspector, Senior	No Comparable Classification
Construction Supervisor II	No Comparable Classification
Electrical Construction & Maintenance Planner	No Comparable Classification
Electrical Engineer II	No Comparable Classification
Electrical Engineer III	No Comparable Classification



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City Classification Title	Potential Comparable Class – Port
Electrical Painter	Painter
Electrical Supervisor	No Comparable Classification
Electrician	Port Electrician
Electrician Helper	No Comparable Classification
Electrician Leader	Port Electrician
Equipment Body Repair Worker	No Comparable Classification
Equipment Services Superintendent	Equipment Systems Superintendent
Equipment Supervisor	Port Equipment Supervisor
Fleet Specialist	No Comparable Classification
Gardener Crew Leader	Gardener III
Gardener I	Gardener I
Gardner II	Gardener II Gardener III
Heavy Equipment Mechanic	Port Equipment Mechanic Port Senior Equipment Mechanic
Heavy Equipment Operator	Port Equipment Driver Port Equipment Operator
Heavy Equipment Service Worker	Port Equipment Mechanic
Heavy Equipment Supervisor	Port Equipment Supervisor
Maintenance Mechanic	No Comparable Classification
Painter	Lead Painter Painter
Plumber	Plumber
Public Works Maintenance Worker	Semiskilled Laborer
Public Works Supervisor I	Port Utilities Foreman
Public Works Supervisor II	Port Maintenance and Construction Supervisor Utilities Supervisor
Sewer Maintenance Leader	No Comparable Classification
Sewer Maintenance Planner	No Comparable Classification
Sewer Maintenance Worker	No Comparable Classification



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City Classification Title	Potential Comparable Class – Port
Sign Maintenance Worker	No Comparable Classification
Stationary Engineer	Equipment Systems Engineer
Stationary Engineer, Chief	Senior Equipment Systems Engineer
Street Maintenance Leader	No Comparable Classification
Street Sweeper Operator	Power Equipment Operator
Traffic Painter	No Comparable Classification

Following the identification of potential comparable classifications, a cursory review of the descriptions for each classification pairing was performed to ascertain whether an in-depth analysis was warranted. In some instances, the cursory review revealed that a deeper comparison was not necessary (e.g., one class may be identified as entry-level and another as journey-level and qualification requirements were consistent with the level identified, in which case comparison scoring is not necessary). In other instances, cursory review did not eliminate the need for a deeper comparison and therefore a scoring comparison utilizing the FES criteria and point value system was conducted. Once point values were established for each classification, the values for each potential comparable class within the Port and City classification systems were compared to determine likeness between the classifications.

Comparability Scoring: Trades Group

Detailed scoring information for each classification can be found in Appendix II of this report. Table 4 below provides a summary of the findings.

Table 4. Analysis Summary

City Classification	Score	Port Classification	Score	Point Value Differential	Percentage Differential
Auto Equipment Mechanic	875	Port Equipment Mechanic	875	0	0%
Auto Equipment Service Worker	1175	Port Equipment Service Worker	925	250	27%
Carpenter	2675	Carpenter	2675	0	0%
Gardener I	450	Gardener I	200	250	125%
Gardener I	1150	Gardener II	1150	0	0%
Gardener II	1100	Gardener II	750	350	46.7%
Gardener II	1100	Gardener III	1425	325	29.5%



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City Classification	Score	Port Classification	Score	Point Value Differential	Percentage Differential
Gardener Crew Leader	1175	Gardener III	1425	250	21.3%
Electrician	1375	Port Electrician	1650	275	20%
Construction and Maintenance Supervisor I	1650	Port Maintenance Foreman	2075	425	25.8%
Construction and Maintenance Supervisor I	1250	Utilities Foreman	1675	425	34%
Construction and Maintenance Supervisor II	2800	Port Maintenance and Construction Supervisor	3175	375	13.4%
Construction and Maintenance Supervisor II	1900	Utilities Supervisor	2100	200	10.5%
Construction and Maintenance Mechanic	550	Equipment Systems Engineer	1150	600	109%
Equipment Supervisor	950	Port Equipment Supervisor	1300	350	36.8%
Heavy Equipment Operator	1175	Power Equipment Operator	1025	150	14.6%
Heavy Equipment Operator	875	Port Equipment Driver	1025	150	17.1%
Heavy Equipment Mechanic	875	Port Equipment Mechanic	875	0	0%
Heavy Equipment Mechanic	875	Port Senior Equipment Mechanic	875	0	0%
Heavy Equipment Service Worker	725	Port Equipment Mechanic	875	150	20.7%
Painter	1350	Painter	1350	0	0%
Electrical Painter	1025	Painter	950	75	7.9%
Painter	650	Lead Painter	1100	450	69%
Plumber	1025	Plumber	1025	0	0%
Public Works Maintenance Worker	1050	Semiskilled Laborer	1050	0	0%



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City Classification	Score	Port Classification	Score	Point Value Differential	Percentage Differential
Public Works Supervisor I	1475	Port Utilities Foreman	1675	200	13.6%
Public Works Supervisor II	2500	Port Maintenance and Construction Supervisor	2675	175	7%
Public Works Supervisor II	1900	Utilities Supervisor	2100	200	10.5%
Stationary Engineer	2500	Equipment Systems Engineer	2350	150	6.4%
Stationary Engineer, Chief	3600	Senior Equipment Systems Engineer	3450	150	4.3%

While based on title alone it may appear that some classifications are comparable, upon analysis of the class descriptions, the duties, work complexity, knowledge required, and other factors did not align sufficiently for the classes to score similarly. For example, the leveling within the Gardener class series in each class system appears to be misaligned whereby the lower-level classes within the City’s series appear to be aligned with higher-level classes in the Port’s series (e.g., City’s Gardener I aligns with Port’s Gardener II). Given that the scoring methodology was solely based on analysis of the job descriptions, there may be more information to consider that was not available for this study. Ultimately, the City’s Gardener I as written is a higher-level classification with a broader scope of responsibility and use of independent judgment at a level consistent with the Port’s Gardener II and the determination is that the classes, though misaligned in terms of leveling, are substantially similar.

Likewise in the Gardener series, the City’s Gardener Crew Leader and Port Gardener III are likely more closely aligned than the overall score indicates because we believe that the supervisory controls of the Port’s class have been misstated resulting in a final score for the class which is upwardly skewed.

Additionally, the Electrician series scored more dissimilarly than anticipated due to the Port’s classification’s responsibilities for more complex and high voltage systems.

In general, those classifications with a ten percent (10%) or less differential between scores are considered similar and may be considered for inclusion on Appendix B of the Civil Service Rules. Table 5 below provides a summary of the percentage differentials.



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Table 5. Crosswalk of Similar Classifications

City Classification	Monthly Salary	Port Classification	Maximum Monthly Salary	PFA Score Differential	Salary Differential
Auto Equipment Mechanic	\$7,074	Port Equipment Mechanic	\$10,210	0%	44.3%
Carpenter	\$7,344	Carpenter	\$11,019	0%	50%
Gardener I	\$4,103	Gardener II	\$7,262	0%	77%
Painter	\$7,342	Painter	\$11,086	0%	51%
Electrical Painter	\$7,342	Painter	\$11,086	7.9%	51%
Plumber	\$7,838	Plumber	\$11,810	0%	50.7%
Public Works Maintenance Worker	\$5,212	Semiskilled Laborer	\$8,795	0%	68.7%
Stationary Engineer	\$7,342	Equipment Systems Engineer	\$11,095	6.4%	51.1%
Stationary Engineer, Chief	\$9,832	Senior Equipment Systems Engineer	\$13,333	4.3%	35.6%

It is important to note that the analysis for this study is confined to the content of the classification descriptions, and did not include obtaining information from classification incumbents or an assumption of duties and responsibilities outside of that which is provided in the classification description. To this end, Table 6 provides a list of classifications which require analysis of additional information outside of the classification descriptions in order to determine their similarities.

For some, scores fall within 10% of each other; however, there are factors of the work performed by these classes which are not measured by the FES system and which we believe may render the classes dissimilar for purposes of this study. For others included in Table 6, there were unexpected scoring outcomes which we believe may be due to differences in the approach taken



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when developing the class descriptions and which may not necessarily be reflective of the level of similarity of the work actually performed by incumbents of the classes.

Table 6. Additional Analysis Needed

City Classification	Port Classification	Discussion
Construction and Maintenance Supervisor II	Utilities Supervisor	These classes score within 10.5% of each other because of similarities in scope of responsibility, level of supervision exercised, administrative duties performed, etc. However, the bodies of work that each supervises are different and therefore the classes may not be sufficiently similar.
Gardener Series	Gardener Series	Although the respective series of the City and Port appear to be leveled similarly, the work described in the Port’s Gardener I classification is of a much more routine and rudimentary nature than that which is described in the City’s Gardener I class description. The result is that the City’s Gardener I class aligns better with the Port’s Gardener II class in terms of final scores. However, when looking at the higher level in each series (City’s Gardener Crew Leader and Port’s Gardener III) the Port’s class scores higher than the City’s class resulting in a 21.3% differential due to what we believe are misstated supervisory controls in the Port’s class description. In fact, we believe that these classes are likely much more closely aligned than the score indicates. There are inconsistencies in the way the work is described at different levels of the Port’s class which we believe resulted in inconsistent scoring.
Heavy Equipment Mechanic	-Port Equipment Mechanic -Port Senior Equipment Mechanic	The preponderance of the duty statements for both of the Port classes are remarkably similar particularly in the factors of work which are measured by the FES scoring system for this study. Therefore, the scores for these classes when compared to the City’s Heavy Equipment Mechanic class are the same. Further information is needed to determine which of the Port classes is most similar to the City’s class.



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City Classification	Port Classification	Discussion
Public Works Supervisor II	-Port Maintenance and Construction Supervisor -Utilities Supervisor	Similar to the discussion for the City’s Construction and Maintenance Supervisor II classification, the City’s Public Works Supervisor II scores similarly to both of these Port classes relative to the scope of responsibility, level of supervision exercised, administrative duties performed, etc. However, the bodies of work that each supervises are different and therefore the classes may not be sufficiently similar.

Next Steps

It is our assessment that the Port and the City can implement the addition of those classification pairings with a differential of five percent (5%) or less to Appendix B of the Civil Service Rules based on information provided in the classification specifications. These classifications can be found in Table 7.

Table 7. Potential Additions to Appendix B of the Civil Service Rules

City Classification	Port Classification
Auto Equipment Mechanic	Port Equipment Mechanic
Carpenter	Carpenter
Painter	Painter
Plumber	Plumber
Public Works Maintenance Worker	Semiskilled Laborer
Stationary Engineer, Chief	Senior Equipment Systems Engineer

We recommend further analysis of the classifications listed in Table 6 to determine the similarity between the classifications based on what we believe to be potentially inconsistent or outdated information in the classification descriptions.

CONCLUSION

It has been a pleasure working with the City and the Port on this critical project. Once you have had the opportunity to review this draft report, please let us know if you have questions or need clarification on any of the information contained herein.



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Respectfully submitted by,
Koff & Associates

A handwritten signature in blue ink that reads "Georg S. Krammer".

Georg Krammer
Chief Executive Officer



Appendix I

Factor Evaluation System Description

City of Oakland/Port of Oakland Comparability of Duties and Responsibilities

Based Upon Broad Comparability First Ten Duty Statements in Class Specification

Level	Measure	Points	Comments
Comp-1	Two (2) of ten statements are sufficiently similar as to be comparable	50	Same points as Level 1 of Knowledge Matrix
Comp-2	Four (4) of ten statements are sufficiently similar as to be comparable	350	Same points as Level 3 of Knowledge Matrix
Comp-3	Six (6) of ten statements are sufficiently similar as to be comparable	750	Same points as Level 5 of Knowledge Matrix
Comp-4	Eight (8) of ten statements are sufficiently similar as to be comparable	1250	Same points as Level 7 of Knowledge Matrix
Comp-5	Ten (10) of ten statements are sufficiently similar as to be comparable	1850	Same points as Level 9 of Knowledge Matrix

- Sufficiently similar means that, although the duties may be written differently, a reasonable conclusion can be drawn that the statements are comparable, based upon the intent of the overall statements.
- Requires an objective interpretation, but may be perceived as subjective.

FES Factor 1 - Knowledge Required by the Position

Measures the nature and extent of information or facts that a worker must understand to do acceptable work, e.g., steps, procedures, practices, rules, policies, theories, principles and concepts, and the nature and extent of the skills needed to apply this knowledge. To be used as a basis for selecting a level under this factor, a knowledge must be required and applied.

Level	Description	Points
1-1	<p>Knowledge of simple, routine or repetitive tasks or operations that typically include following step-by-step instructions and require little or no previous training or experience;</p> <p style="text-align: center;">OR</p> <p>Skill to operate simple equipment or equipment that operates repetitively and requires little or no previous training or experience;</p> <p style="text-align: center;">OR</p> <p>Equivalent knowledge and skill.</p>	50
1-2	<p>Knowledge of basic or commonly used rules, procedures or operations that typically require some previous training or experience;</p> <p style="text-align: center;">OR</p> <p>Basic skill to operate equipment requiring some previous training or experience, such as keyboard equipment;</p> <p style="text-align: center;">OR</p> <p>Equivalent knowledge and skill.</p>	200
1-3	<p>Knowledge of a body of standardized rules, procedures and operations that require considerable training and experience to perform the full range of standard clerical assignments and resolve recurring problems;</p> <p style="text-align: center;">OR</p> <p>Skill acquired through considerable training and experience, to operate and adjust varied equipment for purposes such as performing numerous standardized tests or operations;</p> <p style="text-align: center;">OR</p> <p>Equivalent knowledge and skill.</p>	350
1-4	<p>Knowledge of an extensive body of rules, procedures or operations that require extended training and experience to perform a wide variety of interrelated or non-standard procedural assignments and resolve a wide range of problems;</p> <p style="text-align: center;">OR</p> <p>Practical knowledge of standard procedures in a technical field, requiring extended training or experience, to perform such work as adapting equipment when this requires consideration of the functioning characteristics of equipment; interpreting results of tests based on previous experience and observations (rather than directly reading instruments or other measures); or extracting information from various sources when this requires considering the applicability of the information and characteristics and quality of the sources;</p> <p style="text-align: center;">OR</p> <p>Equivalent knowledge and skill.</p>	550
1-5	<p>Knowledge (such as would be acquired through pertinent education, experience, training or independent study), of basic principles, concepts, and methodology of a professional or administrative occupation, and skill in</p>	750

Level	Description	Points
	<p>applying this knowledge in carrying out elementary assignments, operations, or procedures;</p> <p style="text-align: center;">OR</p> <p>In addition to the practical knowledge of standards 1-4, practical knowledge of technical methods to perform assignments such as carrying out limited projects that involve use of specialized complicated techniques;</p> <p style="text-align: center;">OR</p> <p>Equivalent knowledge and skill.</p>	
1-6	<p>Knowledge of the principles, concepts and methodology of a professional or administrative occupation as described in Level 1-5 that has either been (a) supplemented by skill gained through job experience to permit independent performance of recurring assignments, or (b) supplemented by expanded professional or administrative knowledge gained through relevant education or experience, that has provided skill in carrying out assignments, operations and procedures that are significantly more difficult and complex than those covered by level 1-5;</p> <p style="text-align: center;">OR</p> <p>Practical knowledge of a wide range of technical methods, principles and practices similar to a narrow area of a professional field; and skill in applying this knowledge to such assignments as the design and planning of difficult, but well precedented projects;</p> <p style="text-align: center;">OR</p> <p>Equivalent knowledge and skill.</p>	950
1-7	<p>Knowledge of a wide range of concepts, principles and practices of a professional or administrative occupation, such as would be gained through extended study or experience, and skill in applying this knowledge to difficult and complex work assignments;</p> <p style="text-align: center;">OR</p> <p>A comprehensive, intensive, practical knowledge of a technical field, and skill in applying this knowledge to the development of new methods, approaches or procedures.</p> <p style="text-align: center;">OR</p> <p>Equivalent knowledge and skill.</p>	1,250
1-8	<p>Mastery of a professional or administrative field to:</p> <ul style="list-style-type: none"> • Apply experimental theories and new developments to problems not susceptible to treatment by accepted methods; <p style="text-align: center;">OR</p> <ul style="list-style-type: none"> • Make decisions or recommendations significantly changing, interpreting, or developing important public policies or programs; <p style="text-align: center;">OR</p> <p>Equivalent knowledge and skill.</p>	1,550
1-9	<p>Mastery of a professional field to generate and develop new hypotheses and theories;</p> <p style="text-align: center;">OR</p> <p>Equivalent knowledge and skill.</p>	1,850

FES Factor 2 - Supervisory Controls

Supervisory controls covers the nature and extent of direct or indirect controls exercised by the supervisor, the employee’s responsibility and the review of completed work. Controls are exercised by the supervisor in the way assignments are made, instructions are given to the employee, priorities and deadlines are set, and objectives and boundaries are defined.

Responsibility of the employee depends on the extent to which the employee is expected to develop the sequence and timing of various aspects of the work, to modify or recommend modification of instructions, and to participate in establishing the priorities and defining objectives. The degree of review of completed work depends on the nature and extent of the review, e.g., close and detailed review of each phase of the assignment, detailed review of the finished assignment, spot-check of finished work for accuracy, or review for adherence to policy.

Level	Description	Points
2-1	<p>For both one-of-a-kind and repetitive tasks, the supervisor makes specific assignments that are accompanied by clear, detailed and specific instructions.</p> <p>The employee works as instructed and consults with the supervisor as needed on all matters not specifically covered in the original instructions or guidelines.</p> <p>For all positions the work is closely controlled. For some positions, the control is through the structured nature of the work itself; for others, it may be controlled by the circumstances in which it is performed. In some situations, the supervisor maintains control through review of the work. This may include checking progress or reviewing completed work for accuracy, adequacy, and adherence to instructions and established procedures.</p> <p>Recommended type of supervision to match for this level:</p> <ul style="list-style-type: none"> • Immediate Supervision 	25
2-2	<p>The supervisor provides continuing or individual assignments by indicating generally what is to be done, limitations, quality and quantity expected, deadlines and priority of assignments. The supervisor provides additional, specific instructions for new, difficult, or unusual assignments, including suggested work methods of advice on source material available.</p> <p>The employee uses initiative in carrying out recurring assignments independently without specific instructions, but refers deviations, problems and unfamiliar situations not covered by instructions to the supervisor for decision or help.</p> <p>The supervisor assures that finished work and methods used are technically accurate and in compliance with instructions or established procedures. Review of the work increases with more difficult assignments if the employee has not previously performed similar assignments.</p> <p>Recommended type of supervision to match for this level:</p> <ul style="list-style-type: none"> • General Supervision 	125

Level	Description	Points
2-3	<p>The supervisor makes assignments by defining objectives, priorities and deadlines and assists the employee with unusual situations that do not have clear precedents.</p> <p>The employee plans and carries out the successive steps and handles problems and deviations in the work assignments in accordance with instructions, policies, previous training, or accepted practices in the occupation.</p> <p>Completed work is usually evaluated for technical soundness, appropriateness, and conformity to policy and requirements. The methods used in arriving at the end results are not usually reviewed in detail.</p> <p>Recommended type of supervision to match for this level:</p> <ul style="list-style-type: none"> • Direction 	275
2-4	<p>The supervisor sets the overall objectives and resources available. The employee and supervisor in consultation, develop deadlines, projects and work to be done.</p> <p>The employee, having developed expertise in the line of work, is responsible for planning and carrying out the assignment, resolving most of the conflicts that arise, coordinating the work with others as necessary, and interpreting policy on own initiative in terms of established objectives. In some assignments, the employee also determines the approach to be taken and the methodology to be used. The employee keeps the supervisor informed of progress and potentially controversial matters.</p> <p>Completed work is reviewed only from an overall standpoint in terms of feasibility, compatibility with other work, or effectiveness in meeting requirements or expected results.</p> <p>Recommended type of supervision to match for this level:</p> <ul style="list-style-type: none"> • General direction 	450
2-5	<p>The supervisor provides administrative direction with assignments in terms of broadly defined missions or functions.</p> <p>The employee has responsibility for independently planning, designing and carrying out programs, projects, studies, or other work.</p> <p>Results of the work are considered technically authoritative and are normally accepted without significant change. If the work should be reviewed, the review concerns such matters as fulfillment of program objectives, effect of advice and influence of the overall program, or the contribution to the advancement of technology. Recommendations for new projects and alterations of objectives usually are elevated for such considerations as availability of funds and other resources, broad program goals, or national priorities.</p> <p>Recommended type of supervision to match for this level:</p> <ul style="list-style-type: none"> • Administrative direction 	650

FES Factor 3 – Guidelines

This factor covers the nature of guidelines and the judgment needed to apply them. Guides used in occupations include, for example, desk manuals, established procedures and policies, traditional practices and reference materials such as dictionaries, style manuals, engineering handbooks, and pharmacopoeia.

Individual jobs in different occupations vary in the specificity, applicability and availability of guidelines for performance of assignments. Consequently, the constraints and judgmental demands placed on employees may also vary. For example, the absence of specific instructions, procedures and policies may limit the employee’s opportunity to make or recommend decisions, or actions. However, in the absence of procedures under broadly stated objectives, employees in some occupations may use considerable judgment in researching literature and developing new methods.

Guidelines should not be confused with the knowledge described under Factor 1, Knowledge Required by the Position. Guidelines either provide reference data or impose certain constraints on the use of knowledge. For example, in the field of medical technology, for a particular diagnosis, there may be three or four standardized tests set forth in the technical manual. A medical technologist is expected to know these diagnostic tests. However, in a given laboratory, the policy may be to use only one of the tests, or the policy may state specifically under what conditions one or the other of these tests may be used.

Level	Description	Points
3-1	<p>Specific detailed guidelines covering all important aspects of the assignment are provided to the employee.</p> <p>The employee works in strict adherence to guidelines; deviations must be authorized by the supervisor.</p>	25
3-2	<p>Procedures for doing the work have been established, and a number of specific guidelines are available.</p> <p>The number and similarity of guidelines and work situations require the employee to use judgment in locating and selecting the most appropriate guidelines, references and procedures for application and in making minor deviations to adapt the guidelines to specific cases. The employee may also determine which of the several established guidelines to use. Situations to which the existing guidelines cannot be applied or significant proposed deviations from the guidelines are referred to the supervisor.</p>	125
3-3	<p>Guidelines are available but are not completely applicable to the work or have gaps in specificity.</p> <p>The employee uses judgment in interpreting and adapting guidelines, such as agency policies, regulations, precedents, and work directions for application to specific cases or problems. The employee analyzes results and recommends changes.</p>	275
3-4	<p>Administrative policies and precedents are applicable but are stated in general terms. Guidelines for performing the work are scarce or of limited use.</p>	450

Level	Description	Points
	The employee uses initiative and resourcefulness in deviating from traditional methods or researching trends and patterns to develop new methods, criteria, or proposed new policies.	
3-5	<p>Guidelines are broadly stated and non-specific, e.g., broad policy statements and basic legislation that require extensive interpretation.</p> <p>The employee must use judgment and ingenuity in interpreting the intent of the guides that do exist and in developing applications to specific areas of work. Frequently, the employee is recognized as a technical authority in the development and interpretation of guidelines.</p>	650

FES Factor 4 - Complexity

This factor covers the nature, number, variety, and intricacy of tasks, steps, processes or methods in the work performed; the difficulty in identifying what needs to be done; and the difficulty and originality involved in performing the work.

Level	Description	Points
4-1	<p>The work comprises of tasks that are clear cut and directly related.</p> <p>There is little or no choice to be made in deciding what needs to be done.</p> <p>Actions to be taken or responses to be made are readily discernible. The work is quickly mastered.</p>	25
4-2	<p>The work consists of duties that involve related steps, processes or methods.</p> <p>The decision regarding what needs to be done involves various choices that require the employee to recognize the existence of, and differences among, a few easily recognizable situations.</p> <p>Actions to be taken, or responses to be made, differ in such things as the source of information, the kind of transactions or entries, or other differences of a factual nature.</p>	75
4-3	<p>The work includes various duties involving different and unrelated processes and methods.</p> <p>The decision regarding what needs to be done depends upon the analysis of the subject, phase or issues involved in each assignment, and the chosen course of action may have to be selected from many alternatives.</p> <p>The work involves conditions and elements that must be identified and analyzed to discern interrelationships.</p>	150
4-4	<p>The work typically involves varied duties that require many different and unrelated processes and methods, such as those related to well-established aspects of an administrative or professional field.</p> <p>Decisions regarding what needs to be done include the assessment of unusual circumstances, variations in approach, and incomplete or conflicting data.</p> <p>The work requires making many decisions concerning such things as the interpretation of considerable data, planning of the work, or refinement of the methods and techniques to be used.</p>	225
4-5	<p>The work includes varied duties requiring many different and unrelated processes and methods that are applied to a broad range of activities or substantial depth of analysis, typically for an administrative or professional field.</p> <p>Decisions regarding what needs to be done include major areas of uncertainty in approach, methodology or interpretation and evaluation processes that result from such elements as continuing changes in program, technological developments, unknown phenomena, or conflicting requirements.</p>	325

Level	Description	Points
	The work requires originating new techniques, establishing criteria or developing new information.	
4-6	<p>The work consists of broad functions and processes of an administrative or professional field. Assignments are characterized by breadth and intensity of effort and involve several phases pursued concurrently or sequentially with the support of others within or outside the organization.</p> <p>Decisions regarding what needs to be done include largely undefined issues and elements and require extensive probing and analysis to determine the nature and scope of the problems.</p> <p>The work requires continuing efforts to establish concepts, theories, or programs, or to resolve unyielding problems.</p>	450

FES Factor 5 – Scope and Effect

Scope and Effect covers the relationship between the nature of the work, i.e., the purpose, breadth and depth of the assignment, and the effect of the work products or services both within and outside the organization.

Effect measures such things as whether the work output facilitates the work of others, provides timely services of a personal nature, or impacts on the adequacy of research conclusions. The concept of effect alone does not provide sufficient information to properly understand and evaluate the impact of the position. The scope of the work completes the picture and allows consistent evaluations. Only the effect of properly performed work is to be considered

Level	Description	Points
5-1	<p>The work involves the performance of specific, routine, operations that include a few separate tasks or procedures.</p> <p>The work or service is required to facilitate the work of others; however, it has little impact beyond the immediate organizational unit or beyond the timely provision of limited services to others.</p>	25
5-2	<p>The work involves the execution of specific rules, regulations or procedures and typically comprises a segment of an assignment or project of broader scope.</p> <p>The work or service product affects the accuracy, reliability, or acceptability of further processes or services.</p>	75
5-3	<p>The work involves treating a variety of conventional problems, questions or situations in conformance with established criteria.</p> <p>The work product or service affects the design or operations of systems, programs or equipment; the adequacy of such activities as field investigations, testing operations, or research conclusions; or the social, physical and economic well being of people.</p>	150
5-4	<p>The work involves establishing criteria; formulating projects; assessing program effectiveness or investigating or analyzing a variety of unusual conditions, problems, or questions.</p> <p>The work product or service affects a wide range of agency activities, major activities or industrial concerns, or the operation of other agencies.</p>	225
5-5	<p>The work involves isolating and defining unknown conditions, resolving critical problems, or developing new theories.</p> <p>The work product or service affects the work of other experts, the development of major aspects of administrative or scientific programs or missions, or the well-being of substantial numbers of people.</p>	325
5-6	<p>The work involves planning, developing, and carrying out vital administrative or scientific programs.</p> <p>The programs are essential to the missions of the agency or affect a large number of people on a long term or continuing basis.</p>	450



Appendix II

Classification Comparability Analysis
Trades Occupational Grouping

CLASSIFICATION COMPARABILITY ANALYSIS
Trades Grouping

	Comparability				Knowledge		Sup. Controls		Guidelines		Complexity		Scope/Effect		Total Points	Comments
	Level	Points	FLSA	Sup.	Level	Points	Level	Points	Level	Points	Level	Points	Level	Points		
City--Auto Equipment Mechanic	1	50		N	1-3	350	2-2	125	3-2	125	4-2	75	5-3	150	875	While both classes are Mechanics, the Port's class seems to be more focused on heavy equipment; nonetheless they are sufficiently similar.
Port--Port Equipment Mechanic	1	50	NE	N	1-3	350	2-2	125	3-2	125	4-2	75	5-3	150	875	
City--Auto Equipment Service Worker	2	350		N	1-3	350	2-2	125	3-2	125	4-2	75	5-3	150	1175	Overlapping duty statements appear that classes are substantially similar, however Port class is written as an entry level position receiving a high degree of supervision.
Port--Port Equipment Service Worker	2	350	NE	N	1-2	200	2-1	25	3-2	125	4-2	75	5-3	150	925	
City--Carpenter	5	1850		L	1-3	350	2-2	125	3-2	125	4-2	75	5-3	150	2675	Duties and responsibilities of these classes are overwhelmingly similar. Work is performed on similar structures exercising equivalent judgment under the same supervisory controls.
Port--Carpenter	5	1850	NE	L	1-3	350	2-2	125	3-2	125	4-2	75	5-3	150	2675	
City-- Gardener I	1	50		N	1-2	200	2-1	25	3-1	25	4-2	75	5-2	75	450	Whereas the City's class is an entry-level class, the Port's is a learning class. Duty statements in the City's description include performing the scope of work in an assistive capacity. Duty statements in the Port's description are limited and are performed in a learning capacity. There are significant differences in the education and experience qualifications between the classes as well.
Port--Gardener I	1	50	NE	N	1-1	50	2-1	25	3-1	25	4-1	25	5-1	25	200	
City--Gardener I	3	750		N	1-2	200	2-1	25	3-1	25	4-2	75	5-2	75	1150	While the City's class includes many "assists with" statements, the Port's class clearly specifies that duties are carried out within heavily prescribed guidelines and that the work is routine and repetitive in nature which conveys a similar level of judgment and initiative exercised. Knowledge required and duties performed are comparable.
Port--Gardener II	3	750	NE	N	1-2	200	2-1	25	3-1	25	4-2	75	5-2	75	1150	

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CLASSIFICATION COMPARABILITY ANALYSIS
Trades Grouping

	Comparability				Knowledge		Sup. Controls		Guidelines		Complexity		Scope/Effect		Total Points	Comments
	Level	Points	FLSA	Sup.	Level	Points	Level	Points	Level	Points	Level	Points	Level	Points		
City--Gardener II	2	350		N	1-3	350	2-2	125	3-2	125	4-2	75	5-2	75	1100	The City's class requires the use of independent judgment in carrying out duties. Additionally, the City's class description includes those duties associated with the work which have a higher consequence of error (e.g., adjusting and monitoring watering schedules, application of gardening chemicals, etc.) whereas the Port's class does not perform these duties.
Port--Gardener II	2	350	NE	N	1-2	200	2-1	25	3-1	25	4-2	75	5-2	75	750	
City--Gardener II	2	350		N	1-3	350	2-2	125	3-2	125	4-2	75	5-2	75	1100	There is not significant overlap in the duty statements of these classes. However, most other factors for these classes are comparable with the exception of supervisory control for the Port's class which is inconsistent with what we would expect for this class. We believe the class likely receives supervision consistent with level 2-2 (125 points) which would better align the point values of the classes.
Port--Gardener III	2	350	NE	L	1-3	350	2-4	450	3-2	125	4-2	75	5-2	75	1425	
City--Gardener Crew Leader	2	350		L	1-3	350	2-2	125	3-2	125	4-2	75	5-3	150	1175	The level of supervisory control for the Port classification is inconsistent with what we would expect for this class. We would expect the 2-2 level (or 125 points) here which would bring the total for the Port class to 1100 points. The duty, knowledge, and distinguishing characteristic statements for the City class read like a higher level classification exercising independent judgment and discretion in carrying out complex duties for the body of work (e.g., caring for difficult-

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	Level	Points	FLSA	Sup.	Level	Points	Level	Points	Level	Points	Level	Points	Level	Points		
Port--Gardener III	2	350	NE	L	1-3	350	2-4	450	3-2	125	4-2	75	5-2	75	1425	to-maintain flowers and plants, diagnosis of garden diseases, specifying treatment for eradication of garden diseases and pests, etc.). The Port's description does not indicate the same level of discretion or the performance of the same level of complexity of work. Both classes indicate that lead duties may be a responsibility of the class.
City--Electrician	2	350		N	1-4	550	2-2	125	3-2	125	4-2	75	5-3	150	1375	The Port's class has responsibility for more complex electrical systems and components including power-distribution systems and high-voltage systems and components. The work of the Port class is more complex and requires specialized knowledge in high voltage systems.
Port--Port Electrician	2	350	NE	N	1-5	750	2-2	125	3-2	125	4-3	150	5-3	150	1650	
City--Construction and Maint Sup I	3	750		D	1-3	350	2-2	125	3-2	125	4-3	150	5-3	150	1650	The differences in these classes is related to the scope and types of maintenance areas they are responsible - City is buildings, furniture, facilities and recreational equipment which are standard maintenance and construction areas for facilities work, but do not include the public works infrastructure types of maintenance. The Port has the same facilities components as the City's but is related to harbor and airport infrastructure (excepting electrical, mechanical and plumbing); infrastructure includes piers, wharves, airport runways, taxiways, aprons and terminals, storm and sewer and other infrastructure areas.
Port--Port Maintenance Foreman	3	750	NE	D	1-4	550	2-3	275	3-2	125	4-3	150	5-4	225	2075	

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CLASSIFICATION COMPARABILITY ANALYSIS
Trades Grouping

	Comparability				Knowledge		Sup. Controls		Guidelines		Complexity		Scope/Effect		Total Points	Comments
	Level	Points	FLSA	Sup.	Level	Points	Level	Points	Level	Points	Level	Points	Level	Points		
City--Construction and Maint Sup II	4	1250		D	1-4	550	2-3	275	3-3	275	4-4	225	5-4	225	2800	The differences in these classes is related to the scope and types of maintenance areas they are responsible - City is buildings, furniture, facilities and recreational equipment which are standard maintenance and construction areas for facilities work, but do not include the public works infrastructure types of maintenance. The Port has the same facilities components as the City's but is related to harbor and airport infrastructure (excepting electrical, mechanical and plumbing); infrastructure includes piers, wharves; airport runways, taxiways, aprons and terminals, storm and sewer and other infrastructure areas.
Port--Port Maintenance and Const Sup	4	1250	NE	D	1-5	750	2-4	450	3-3	275	4-4	225	5-4	225	3175	
City--Construction and Maint Mechanic	1	50	NE	N	1-2	200	2-2	125	3-1	25	4-2	75	5-2	75	550	Port supervision is "general sup" versus direction hence that score is lower than it might otherwise be. These two classes are not similar; City class is broad based semi skilled trades versus Port skilled mechanical, plumbing and HVAC
Port--Equipment Systems Engineer	1	50	NE	N	1-4	550	2-2	125	3-2	125	4-3	150	5-3	150	1150	
City--Equipment Supervisor	1	50	NE	D	1-3	350	2-2	125	3-2	125	4-3	150	5-3	150	950	These two classes are both supervisors over automobile/equipment services; the Port class is described as being the highest level supervisor, but there may only be leads below, and the City's is described as being first-level. The Port's position may be overstated. However, the Port's position is responsible for fleet and heavy equipment.
Port--Port Equipment Supervisor	1	50	E	D	1-4	550	2-2	125	3-3	275	4-3	150	5-3	150	1300	
City--Heavy Equipment Operator	2	350	NE	N	1-3	350	2-2	125	3-2	125	4-2	75	5-3	150	1175	These classes are similar. The City classification operates heavy equipment and in support of sewer and street maintenance and the Port class uses much of the same

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CLASSIFICATION COMPARABILITY ANALYSIS
Trades Grouping

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	Level	Points	FLSA	Sup.	Level	Points	Level	Points	Level	Points	Level	Points	Level	Points		
Port--Power Equipment Operator	2	350	NE	N	1-2	200	2-2	125	3-2	125	4-2	75	5-3	150	1025	equipment in support of CIP projects related to the airport and harbor.
City--Heavy Equipment Operator	1	50	NE	N	1-3	350	2-2	125	3-2	125	4-2	75	5-3	150	875	These classes are similar in that they are heavy equipment operators. The City's class is focused on the sewer and street maintenance and the Port class is focused on airport and harbor construction. The Port class is a lead.
Port--Port Equipment Driver	1	50	NE	L	1-3	350	2-2	125	3-3	275	4-2	75	5-3	150	1025	
City--Heavy Equipment Mechanic	1	50	NE	N	1-3	350	2-2	125	3-2	125	4-2	75	5-3	150	875	These classes are similar. The Port Mechanic seems slightly below the City's equivalent class, spec states that it assists with some of the duties while the City class seems to be fully journey level. However, the level of supervision is likely the same.
Port--Port Equipment Mechanic	1	50	NE	N	1-3	350	2-2	125	3-2	125	4-2	75	5-3	150	875	
City--Heavy Equipment Mechanic	1	50	NE	N	1-3	350	2-2	125	3-2	125	4-2	75	5-3	150	875	These classes are similar. The City Mechanic seems slightly below the Port's class--Port's class is senior and leads others. However, the level of supervision is the same and the knowledge, guidelines, and complexity is otherwise equivalent.
Port--Port Senior Equipment Mechanic	1	50	NE	L	1-3	350	2-2	125	3-2	125	4-2	75	5-3	150	875	
City--Heavy Equipment Service Worker	1	50	NE	N	1-2	200	2-2	125	3-2	125	4-2	75	5-3	150	725	City class works on Fire trucks and other heavy equipment and is listed as entry-level. Port class works on a variety of light and heavy equipment.
Port--Port Equipment Mechanic	1	50	NE	N	1-3	350	2-2	125	3-2	125	4-2	75	5-3	150	875	
City--Painter	3	750		L	1-2	200	2-2	125	3-2	125	4-2	75	5-2	75	1350	Duties, responsibilities, and level of complexity of these classes are overall the same. The City's class indicates that incumbents "may" lead the work of others, but there are not duty statements that indicate lead-level work as a significant role of the class.
Port--Painter	3	750	NE	N	1-2	200	2-2	125	3-2	125	4-2	75	5-2	75	1350	

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Trades Grouping

	Comparability				Knowledge		Sup. Controls		Guidelines		Complexity		Scope/Effect		Total Points	Comments
	Level	Points	FLSA	Sup.	Level	Points	Level	Points	Level	Points	Level	Points	Level	Points		
City--Electrical Painter	2	350		N	1-2	200	2-2	125	3-2	125	4-3	150	5-2	75	1025	There are similarities between these two classes except in the area of complexity. The City's class has responsibility for working around high-voltage electrical lines and operating a boom-truck. The consequence of error associated with the work performed by the City's class represents a higher level of complexity than that described in the Port's class description.
Port--Painter	2	350	NE	N	1-2	200	2-2	125	3-2	125	4-2	75	5-2	75	950	
City--Painter	1	50		L	1-2	200	2-2	125	3-2	125	4-2	75	5-2	75	650	These classes are not comparable. While the City's class indicates that incumbents may lead the work of others, the Port's class leads work crews and performs work planning and assignment, project cost estimation, forecasting the need for and procuring supplies and equipment, and enforcing and ensuring compliance with health and safety laws and rules.
Port--Lead Painter	1	50	NE	L	1-3	350	2-2	125	3-3	275	4-3	150	5-3	150	1100	
City--Plumber	2	350		N	1-2	200	2-2	125	3-2	125	4-2	75	5-3	150	1025	These classes perform work of a substantially similar nature, scope, and complexity level.
Port--Plumber	2	350	NE	N	1-2	200	2-2	125	3-2	125	4-2	75	5-3	150	1025	
City--Public Works Maintenance Worker	3	750		N	1-1	50	2-2	125	3-1	25	4-1	25	5-2	75	1050	These classes perform substantially similar duties exercising a similar level of judgment and discretion when carrying out duties.
Port--Semiskilled Laborer	3	750	NE	N	1-1	50	2-2	125	3-1	25	4-1	25	5-2	75	1050	
City--Public Works Supervisor II	3	750		D	1-5	750	2-3	275	3-3	275	4-4	225	5-4	225	2500	The Port's class description describes responsibility for major maintenance projects and programs and making recommendations for major construction projects. The City's class description does not indicate the same level of independent decision making for major projects. Additionally, the

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Trades Grouping

	Comparability				Knowledge		Sup. Controls		Guidelines		Complexity		Scope/Effect		Total Points	Comments
	Level	Points	FLSA	Sup.	Level	Points	Level	Points	Level	Points	Level	Points	Level	Points		
Port--Port Maintenance and Construction Supervisor	3	750	NE	D	1-5	750	2-4	450	3-3	275	4-4	225	5-4	225	2675	Port's classification receives a lower level of supervisory control when carrying out duties. Otherwise, the duties of these two classes have similarities.
City--Stationary Engineer	4	1250	NE	N	1-4	550	2-3	275	3-2	125	4-3	150	5-3	150	2500	These classes are similar; Port listed "general supervision" versus "direction" which is why score is lower; Port class does have some areas City class does not (elevators, conveyors) but overall core duties are sufficiently similar; both work in multiple systems area (factor 4) but Port complexity does not rise to the 4-4 level.
Port--Equipment Systems Engineer	4	1250	NE	N	1-4	550	2-2	125	3-2	125	4-3	150	5-3	150	2350	
City--Stationary Engineer, Chief	5	1850		D	1-5	750	2-3	275	3-3	275	4-4	225	5-4	225	3600	These classes are similar; Port listed "general supervision" versus "direction" which is why score is lower; both have multiple equipment areas; Port has some mechanical areas the City does not (see above) but this does not affect overall scoring. Work is not professional or totally administrative, but scope of equipment maintenance and construction is technically complex.
Port--Senior Equipment Systems Engineer	5	1850	NE	D	1-5	750	2-2	125	3-3	275	4-4	225	5-4	225	3450	
City--Public Works Supervisor II	2	350		D	1-4	550	2-3	275	3-3	275	4-4	225	5-4	225	1900	Both classes are described as second-level supervisors and have comparable responsibilities as they relate to supervisory and administrative duties. The bodies of work that each class supervises are different insofar as the City's class supervises crews performing the breadth of public works maintenance work (e.g., streets, sewers, facilities maintenance) and the Port's class supervises crews performing maintenance and

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Trades Grouping

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	Level	Points	FLSA	Sup.	Level	Points	Level	Points	Level	Points	Level	Points	Level	Points		
Port--Utilities Supervisor	2	350	NE	D	1-5	750	2-3	275	3-3	275	4-4	225	5-4	225	2100	construction of electrical and mechanical systems including high voltage electrical work. The knowledge base required for the work performed by the Port's class is different and somewhat more complex than the City's class.
City--Construction and Maint. Sup II	2	350		D	1-4	550	2-3	275	3-3	275	4-4	225	5-4	225	1900	These classes have similar level and scope of supervisory, administrative, and project responsibilities. The bodies of work supervised by the Port's class include skilled maintenance and construction of electrical and mechanical systems, and includes high voltage electrical work which sets it apart from the work performed by the City's class which oversees maintenance and construction of buildings, facilities, and furniture.
Port--Utilities Supervisor	2	350	NE	D	1-5	750	2-3	275	3-3	275	4-4	225	5-4	225	2100	
City--Public Works Supervisor I	2	350		D	1-3	350	2-3	275	3-2	125	4-3	150	5-4	225	1475	These classes exercise similar levels of supervisory and administrative responsibilities but the scope of work is different. The City's class oversees public works infrastructure (roads, sewers, etc.) while the Port's class oversees electrical and utility infrastructure maintenance and construction.
Port--Port Utilities Foreman	2	350	NE	D	1-4	550	2-3	275	3-2	125	4-3	150	5-4	225	1675	
City--Construction and Maint. Sup I	2	350		D	1-3	350	2-2	125	3-2	125	4-3	150	5-3	150	1250	The level supervisory and administrative responsibilities of these classes is similar, but the bodies of work supervised by each of these classes are different. The Port's class oversees the work of skilled and semi-skilled craftworkers in the maintenance and construction of

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	Level	Points	FLSA	Sup.	Level	Points	Level	Points	Level	Points	Level	Points	Level	Points		
Port--Port Utilities Foreman	2	350	NE	D	1-4	550	2-3	275	3-2	125	4-3	150	5-4	225	1675	electrical and utility infrastructure while the City's class oversees the work of semi-skilled craftworkers in the maintenance of buildings, facilities, and furniture.

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CITY OF OAKLAND

MEMORANDUM

DATE: June 18, 2020

TO: The Honorable Civil Service Board **FROM:** Jaime Pritchett
Principal Human Resource Analyst

THROUGH: Greg Preece, Human Resources Manager, Recruitment & Classification

THROUGH: Ian Appleyard, Director of Human Resources Management
Secretary to the Board

SUBJECT: Approval of New Classification Specification for Rent Adjustment Program
Manager, Assistant

Based upon a classification review at the request of the Housing and Community Development (HCD) Department, Human Resources Management has proposed the creation of a new classification specification for **Rent Adjustment Program Manager, Assistant**.

The Rent Adjustment Program (RAP) has grown significantly in recent months in terms of staffing and responsibilities, and an assistant manager position has become necessary to help oversee daily operations. Given this growth and development, HCD seeks to establish a new assistant manager level classification to support the RAP.

The proposed duties of the new classification are as follows:

Assists with planning, managing, and organizing the functions, activities, and projects in support of the Rent Adjustment Program, which includes making recommendations for and assisting with the development and implementation of policies, programs, and systems; oversees research and policy analyses; assigns, trains, and supervises staff; and performs related duties as assigned.

A placeholder position has already been added to the department's budget, which will be converted to the new classification once it is created. The new job description will be used for the upcoming recruitment process.

The International Federation of Professional and Technical Engineers (IFPTE, Local 21) was notified of the proposed new classification specification. Representatives met on May 21st to discuss potential impacts of creating the new classification. The union confirmed via email on June 9, 2020 that they have no objections to the creation of the proposed new classification specification.

The salary ordinance amendment to formally add the classification to the City's Salary Schedule is going before City Council this month. The first of two readings will occur on June 16, 2020.

Additionally, the Port of Oakland does not operate housing programs. Therefore, classifications specifically designed to support housing programs do not have comparable positions at the Port.

Staff recommends that the Civil Service Board approve the proposed new **Rent Adjustment Program Manager, Assistant** classification specification.

Attachments: Proposed new Rent Adjustment Program Manager, Assistant classification specification.



RENT ADJUSTMENT PROGRAM MANAGER, ASSISTANT

Class Code: EMXXX FTE Civil Service Classified

DEFINITION

Under direction in the Housing and Community Development Department, assists with planning, managing, and organizing the functions, activities, and projects in support of the Rent Adjustment Program, which includes making recommendations for and assisting with the development and implementation of policies, programs, and systems; oversees research and policy analyses; assigns, trains, and supervises staff; and performs related duties as assigned.

DISTINGUISHING CHARACTERISTICS

This is a management level classification with responsibility for oversight of the daily operations and activities in support of the division manager. This classification is distinguished from the higher-level division manager classification in that the latter is responsible for the overall administration of the Residential Rent Adjustment Program. It is further distinguished from the lower level Program Analyst III classification in that the latter is responsible for specific elements of the program as opposed to daily oversight of the entire program.

The incumbent receives direction from the division manager and may exercise supervision and direction over assigned professional, technical and clerical staff.

EXAMPLES OF DUTIES - *Duties may include, but are not limited to the following:*

Assist division manager with the overall management and daily operations of the Rent Adjustment Program; develop work standards, goals, objectives, and priorities for staff; ensure deadlines are met.

Assist with developing, reviewing, and implementing policies and procedures to meet ordinance requirements; evaluate program effectiveness and develop strategies to enhance program services.

Research, interpret, and monitor ordinances, regulations, policies, procedures, codes, and standards; remain current on legislative and court decisions; propose policy, regulatory and code amendments consistent with effective administration of the Rent Adjustment Program.

Assist in the development and management of the annual budget for the Rent Adjustment Program; monitor expenditures and recommend fund allocations.

Establish outreach programs to community, civic groups, and other city/government agencies to encourage involvement and contribution to the goals of the program.

Prepare or direct the preparation of informational materials about the program and other resources available to assist landlords, tenants, and the community.

Oversee and monitor staff's response to community complaints and requests for information, including the investigation and resolution of issues; respond to the most difficult and sensitive inquiries and complaints.

Direct or conduct feasibility studies; design and implement effective research methodologies for gathering information; analyze data and prepare complex reports utilizing a variety of software.

Prepare and direct the preparation of City Council agenda materials and staff reports.

Consult and work with other City departments regarding complex inter-departmental projects concerning issues related to Oakland residential rental housing laws.

Advise the division manager on operational or financial program implications; maintain liaison with other affected departments, project staff, and federal and state agencies.

Act as and represent the division manager in his/her absence at meetings with citizen groups, boards, and commissions.

Maintain knowledge of rent stabilization programs; keep current on new trends in housing assistance; make recommendations for improvement in program service delivery.

Plan, coordinate, and supervise the work of staff; select and hire employees; provide for staff training and development; conduct performance evaluations and carry out disciplinary action as appropriate.

KNOWLEDGE AND ABILITIES

Knowledge of:

- Principles, practices and techniques of public administration and public relations.
- Applicable federal, state, and local laws, ordinances, and other legal provisions.
- Principles and practices of rent stabilization and affordable housing.
- Project management and planning techniques.
- Principles of budget development and monitoring.
- Methods and techniques of research, statistical analysis, and report presentation.
- Principles and practices of supervision, training, and management.
- Computer systems and software applications.

Ability to:

- Establish and maintain cooperative relationships with other governmental agencies and members of a culturally diverse public and staff.
- Coordinate a variety of projects and activities inter-departmentally and with outside agencies.
- Evaluate programs, policies, and procedures for effective program administration.
- Communicate effectively and persuasively in both oral and written format.
- Prepare and analyze complex reports of a general and technical nature that may include statistical or financial data; prepare clear and concise correspondence and other written materials.
- Apply government regulations and legislation in appropriate contexts and forums.
- Exercise sound independent judgment and initiative within established guidelines.
- Utilize computer systems and related software.
- Supervise, train, and evaluate staff.
- Establish and maintain effective working relationships with those contacted in the performance of required duties.

MINIMUM QUALIFICATIONS

Any combination of education and experience that is equivalent to the following minimum qualifications may be acceptable.

Education:

A Bachelor’s degree from an accredited college or university in public policy, public or business administration, planning, urban planning, urban studies or a closely related field. A Master’s degree is desirable.

Experience:

Four (4) years of progressively responsible professional experience in policy and program development, administration, and budget, including two (2) years of lead or supervisory experience. Experience in rent stabilization, landlord-tenant relations, fair housing, code enforcement or affordable housing is highly desirable.

LICENSE OR CERTIFICATE

Successful incumbents in this position are expected to operate automotive vehicles in the performance of assigned duties. Due to the nature of the assignment and the hours worked, public transportation may not be a cost effective or efficient method for traveling to the various locations required. Individuals who are appointed to this position will be required to maintain a valid California Driver’s License throughout the tenure of employment OR demonstrate the ability to travel to various locations in a timely manner as required in the performance of duties.

OTHER REQUIREMENTS

None required.

DEPT. OF HUMAN RESOURCES MANAGEMENT USE ONLY			
Established:	/ /	CSB Resolution #:	Salary Ordinance #:
Exempted:	Y <input type="checkbox"/> N <input type="checkbox"/>	Exemption Resolution #:	
Revision Date:	/ /	CSB Resolution #:	
Re-titled Date:	/ /	CSB Resolution #:	Salary Ordinance #:
(Previous title(s):)		