



**REGULAR MEETING NOTICE/AGENDA
THE CIVIL SERVICE COMMISSION
9:30 a.m. - JULY 21, 2020**

Notice is hereby given that, pursuant to Governor Jay Inslee's Updated Proclamation 20-28.7, dated July 8, 2020, all public meetings subject to the Open Public Meetings Act, Chapter 42.30 RCW, are to be held remotely and that the in-person attendance requirement in RCW 42.30.030 has been suspended until at least through August 1, 2020.

Temporarily and until further notice, the public's ability to attend Civil Service Commission meetings is by remote access only. In-person attendance is not permitted at this time. The public is encouraged to tune in to the meeting as noted below. The public will be able to address the Commission regarding the agenda during the meeting by submitting written public comment via email to civilservice@spokanecity.org.

The regularly scheduled Civil Service Commission Meeting, July 21st, 2020 at 9:30 a.m. will be held virtually, some members of the Civil Service Commission staff will be attending virtually.

The public is encouraged to tune in to the meeting by calling 408-418-9388 and entering the access code 146 015 9311 when prompted.



AMENDED AGENDA
REGULAR MEETING OF THE CIVIL SERVICE COMMISSION

9:30 AM JULY 21, 2020
CITY HALL – CITY COUNCIL BRIEFING CENTER
808 W. SPOKANE FALLS BLVD., SPOKANE, WA 99201

1. CALL TO ORDER/ROLL CALL

2. APPROVAL OF MINUTES

Action Required

- a. June 16, 2020 Minutes
(p.3)
- b. June 30, 2020 Minutes
(p.4)

3. PUBLIC COMMENT

4. PRESENTATION

- a. Classification Study Report Presentation
(Koff & Associates)(p.5)

5. NEW BUSINESS

Action Required

- a. Considerations/Options for Chief Examiner Position
(Richards)(p.58)
- b. Resolution 2020-04: Appointment of Interim Chief Examiner – Kelsey Pearson

6. ADJOURN

Notes: The meeting is open to the public, with the possibility of the Commission adjourning into executive session.

AMERICANS WITH DISABILITIES ACT (ADA) INFORMATION: The City of Spokane is committed to providing equal access to its facilities, programs and services for persons with disabilities. The Spokane Council Chambers in the lower level of City Hall is wheelchair accessible and is also equipped with an infrared assistive listening system for persons with hearing loss. Headsets may be checked out (upon presentation of a picture ID) at the City Cable 5 production booth on the first floor, directly above the Chase Gallery or through the meeting organizer. Individuals requesting reasonable accommodations or further information may call, write or email Human Resources at:

- Phone: 509.625.6363
- Address: 808 W. Spokane Falls Blvd, Spokane, WA 99201
- Email: msteinolfson@spokanecity.org

Persons who are deaf or hard of hearing may contact Human Resources through the Washington Relay Service at 7-1-1. All requests for accommodation must be made at least forty-eight (48) hours before the meeting date.



REGULAR MEETING OF THE CIVIL SERVICE COMMISSION

June 16, 2020

1. CALL TO ORDER/ROLL CALL

Commissioner Lindsey called the meeting to order at 9:46 a.m.

Commissioner DeCounter, Gilmore, Hult, and Stephens were present via Webex.

2. APPROVAL OF MINUTES

MOTION: Move to approve February 18, 2020 Minutes

Hult/Stephens: Motion passed unanimously.

3. PUBLIC COMMENT

No public comment.

4. CHIEF EXAMINER'S REPORT

Chief Examiner Richards provided updates regarding Civil Service Department operations.

5. NEW BUSINESS

a. Resolution 2020-03 Classification Actions

MOTION: Approve as just described by Chief Examiner Richards.

Stephens/Gilmore: Motion passed unanimously.

b. Indefinite Leave of Absence Request – R. Gennett

MOTION: Accept and grant this Indefinite Leave of Absence.

Stephens/Hult: Motion passed 4-1 (Gilmore).

6. UNFINISHED BUSINESS

a. 2019 Annual Report

MOTION: Accept

Hult/DeCounter: Motion passed unanimously.

7. ADJOURN

The Commission adjourned at 10:10 a.m.



SPECIAL MEETING OF THE CIVIL SERVICE COMMISSION

June 30, 2020

1. CALL TO ORDER/ROLL CALL

Commissioner Lindsey called the meeting to order at 1:07 p.m.

Commissioner DeCounter, Gilmore, Hult, and Stephens were present via Webex.

2. RECRUITMENT AND APPOINTMENT OF A NEW CHIEF EXAMINER

MOTION: Commission is requesting Chief Examiner Richards to move forward with recommendations in writing to the Civil Service Board that we can review and further discuss at the July Meeting.

DeCounter/Stephens: Motion passed unanimously.

~~3. EXECUTIVE SESSION – REVIEW THE PERFORMANCE OF A PUBLIC EMPLOYEE. (RCW 42.30.110(1)(g))~~

No Executive Session

4. ADJOURN

The Commission adjourned at 1:44 p.m.



July 21, 2020

Classification Study Final Report

City of Spokane

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July 21, 2020

Ms. Amber Richards
Chief Examiner
City of Spokane
800 Spokane Falls Boulevard
Spokane, WA 99201

Dear Ms. Richards:

Koff & Associates is pleased to present the Final Classification Report for the City's classification study encompassing over two hundred and fifty (250) positions assigned to approximately sixty three (63) current classifications.

This document incorporates a summary of the study's multi-step process, which included results of written Position Description Questionnaires, focus group sessions and interviews with employees, meetings with management and bargaining units, and resulting recommendations on the development of a classification structure designed to meet the City's study goals and objectives.

We would like to thank you for your assistance and cooperation without which this study could not have been brought to its successful completion.

We will be glad to answer any questions or clarify any points on the proposed classification structure with your Civil Service Commission in the meeting scheduled for July 21, 2020.

It was a pleasure working with you and we look forward to future opportunities to provide you with professional assistance.

Very truly yours,



Debbie Owen
Senior Project Manager



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EXECUTIVE SUMMARY

Background

In March 2019, Koff & Associates (“K&A”) was retained by the City of Spokane (“City”) to conduct a classification review of the following approximate number of positions and classifications:

- 137 clerical positions assigned to 12 job classifications;
- 37 Development Services positions assigned to 24 job classifications;
- 53 Engineering Services positions assigned to 16 job classifications;
- 15 Neighborhood Services and Code Enforcement positions assigned to 7 job classifications; and
- 11 Planning positions assigned to 4 job classifications.

While the City has conducted ongoing classification reviews of positions, they have not conducted a comprehensive review of multiple classifications for some period of time; this study was specifically requested to recommend a classification structure and develop classification specifications for the positions listed above.

Classification Study Goals

The goals and objectives of the classification study were to:

- Obtain detailed information regarding each position through a variety of techniques, including written Position Description Questionnaires (PDQs), focus group sessions, and interviews with employees and management;
- Develop classification concepts which can be used for these classifications, as well as others within the City, as a best practice for its ongoing classification system development and management;
- Develop a new or modified classification structure for the study positions using a combination of broad and narrow approaches, to meet the City’s operational needs; such development should also include consolidation of current classifications where appropriate;
- Prepare an updated classification plan, including recommended class descriptions and position allocations that recognize the scope and level of the various classes and positions, and is perceived as equitable by management and employees alike;
 - Allocate all study positions into a current or recommended new classification;
 - This task was deferred; internal and external disruptions led to delays which were not conducive to immediate completion of this study component.
- Prepare classification specifications and other documentation that includes information required for compliance with the Americans with Disabilities Act (ADA) and appropriate qualifications, including knowledge, abilities, and other requirements that are job-related and meet other legal guidelines; and
- Provide sufficient documentation to allow the City of Spokane to maintain the classification system on a regular basis.



Classification Study Process

The classification study procedures were as follows:

- An initial meeting was held with City of Spokane study stakeholders to clarify study scope, objectives, processes, and deliverables.
- Orientation meetings were held to which all employees were invited, to meet consultant staff involved with the project, clarify study objectives and procedures, answer questions, and distribute the PDQs.
- After the PDQs were completed by employees and reviewed by management and consultant staff, interviews were conducted with all employees; management were also included in review sessions of the proposed classification recommendations.
- Following the analysis of the classification information gathered, draft class concepts and classification specifications were developed.
- A preliminary draft classification report was submitted to the City on September 11, 2019. During the months of October and November, the following actions were conducted:
 - A condensed copy of the original report was submitted to the City on October 3, 2019 for distribution to executive management and bargaining unit representatives for their review; in addition to the report, the following proposed draft classification specifications were distributed to meeting participants for their review and comments:
 - Office Assistant
 - Office Specialist
 - Administrative Coordinator
 - Administrative Manager
 - Multiple video conference meetings were conducted with executive management and bargaining unit representatives for their feedback and comments on specific aspects of the report impacting their departments and/or membership.
 - K&A responded to questions from meeting participants; after reviewing all of the feedback and comments, this Final Classification Report was prepared, incorporating many of the requested changes.

This final report presents our findings for general classification system design and administration, new classification development and/or classification consolidation. To facilitate review, this document is organized in the following manner:

- Section I - General Classification System Design and Administration
- Section II - General Observations
- Section III - Classification Findings and Recommendations



Section I

General Classification System Design and Administration



THE PURPOSE OF HAVING A CLASSIFICATION PLAN

A position classification plan provides an appropriate basis for making a variety of human resources decisions such as the:

- Development of job-related recruitment and selection procedures;
- Clear and objective appraisal of employee performance;
- Development of training plans and succession planning;
- Design of an equitable and competitive salary structure;
- Organizational development and the management of change; and
- Provision of an equitable basis for discipline and other employee actions.

In addition to providing this basis for various human resources management and process decisions, a position classification plan can also effectively support systems of administrative and fiscal control. The grouping of positions into an orderly classification system supports planning, budget analysis and preparation, and various other administrative functions.

Broad Versus Narrow Classifications

Within a position classification plan, job classifications can either be broad (containing a number of positions) or narrow (emphasizing individual job characteristics). Broad job classifications are indicated when:

- Employees can be hired with a broad spectrum of knowledge, skill, and/or academic preparation and can readily learn the details of the City, the department, and the position on-the-job; or
- There is a need for flexibility of the assignment within a department or an organization due to changing programs, technologies, or workload.

Individualized job classifications are indicated when:

- There is an immediate need to recruit for specialty knowledge and skills;
- There is a minimum availability of time or capability for on-the-job training; or
- There is an organizational need to provide for specific job recognition and to highlight the differences between jobs.

Most classification plans are a combination of these two methodologies, and we have chosen the middle ground in this study as being the most practical to support the City. The City has an interest in growing talent from within, and in providing career development and growth opportunities to existing staff. By utilizing a broad classification system, employees have more flexibility in their career options and can more easily transition to a variety of similar positions to further their understanding and knowledge of City operations.

The use of broad classifications requires collaboration among classification system analysts, recruitment analysts and hiring managers or supervisors to ensure the recruitment is targeted to the specific position, and that applicants understand the work to be performed. Comments received in the classification reviews indicated that, in some instances, employees were not aware of the focus of the work in a broad



classification in another department and were not well-suited to perform the work. While this is definitely a recruitment process issue, broad classifications with well-defined areas of assignment can mitigate such misunderstandings prior to an employee applying for a position in another department.

Broad classifications tend to be more favorable when they provide a larger applicant pool but specific job information can also be used to narrow down the applicant pool or give candidates a more realistic preview of what the position will be like. Oftentimes, specific job information is needed to tailor the recruitment and selection process to a specialized, and/or highly technical assignment that may be not as clearly defined in the broader classification. Given the City’s strategy of promoting from within and developing their own talent, the judicious use of broad classes can assist them in both areas, and also support employees who want to develop their careers and expand their functional experience.

In general, the City has implemented a combination of broad and narrow classifications within its overall system design; this practice allows the City to ensure that (i) there is flexibility in work assignments for positions where the duties, responsibilities, minimum qualifications and knowledge and abilities required to perform the work are so sufficiently similar as to allow them to be placed in the same job classification (broad classes) and (ii) positions where specialized duties, responsibilities, minimum qualifications and knowledge and abilities required to perform the work are dissimilar to the extent that they are placed in different classifications (narrow classes). K&A identified areas where the City should consider consolidating some positions into a broader class, or, if a broad class concept is overextended, recommended the use of more narrow classes.

Classification Concepts/Categories of Work

The K&A study included the development of classification concepts for use throughout the City’s classification system. The current study has limited number of positions at the supervisory or management level, and for that reason, the organizational structure of the City would require more in-depth analysis before concepts for management levels can be suggested. While the study did include supervisory and principal level classifications, we did not encounter any Program Manager positions; nonetheless, it is included in this document as a potential future option.

MANAGEMENT AND SUPERVISORY CLASSIFICATIONS

Supervisor

The focus of the job is on the direct supervision and coordination of a unit, and also includes hands-on participation in the work activities of those supervised. Incumbents plan, assign, direct, review, and evaluate the work of staff. In addition, incumbents assigned to this level make effective recommendations and/or carry out selection, performance evaluation, and disciplinary procedures.

The supervisor also exercises discretion in selecting appropriate resources to use in accomplishing assigned work; monitors and reviews work in progress and provides technical assistance and guidance; ensures that appropriate policies and procedures are followed by subordinates; monitors, coordinates, and provides input into developing the budget for the unit; and recommends procedures consistent with unit, divisional, and City directives, polices, and regulations, which are developed by higher-level management staff.



Principal (Subject Matter Expert or Program Manager)

The Principal is typically seen as a deep subject matter expert providing professional support to highly technical and/or sensitive projects/programs. This position functions as the “manager” of a large program and/or multiple projects with significant impact on the City, the community at large, and/or outside agencies and other entities. The employee is responsible for designing, planning, implementing, and maintaining the program, including short- and long-term planning activities, budget preparation and implementation, analyzing data for trends, and community education and outreach. Responsibilities include performing diverse, specialized, and complex work involving significant accountability and decision-making responsibility, as well as extensive staff, public, and organizational contact. Successful performance of the work requires skill in managing projects and coordinating assigned work with other departments and outside entities.

- This level is used in functional areas like administration, engineering, planning or information technology where it is the highest level in a series which usually (but not always) includes Associate and Senior levels of work.
- Examples are Principal Planner or Principal Engineer.

Program Manager (Future Use)

This classification level is typically responsible for a program, defined as a planned coordinated group of activities and procedures created for a specific function related to ongoing City operations, initiatives, and services as well as management and/or Council priorities and directives. A program encompasses multiple projects with department-wide and community served impact. Employees are responsible for designing, planning, implementing, evaluating, and modifying the program, including short- and long-term planning activities; budget preparation and implementation; performing extensive, in-depth, and specialized administrative, budgetary, financial, and compliance research and analysis; supporting and analyzing programmatic practices and procedures; and developing and implementing recommendations for operational, policy, and procedural improvements for the assigned program(s). Employees serve as a specialist, liaison, and advocate for the assigned program(s) requiring the use of initiative and resourcefulness, considerable independent judgment, and regular contact with senior management positions within the City, other public agencies, legislators, private and community organizations, regulatory and governmental agencies, and the public.

- This class is sometimes found in Economic Development/Redevelopment, or Engineering where the position focuses on managing a program but not necessarily staff.

NON-MANAGEMENT NON-SUPERVISORY CLASSIFICATIONS

Assistant Classifications

This type of classification performs duties which are rote and repetitive; it is often described as “transactional” work in that employees process information and documents which require little discretion in terms of decision making on the part of the employee; generally, employees will follow standard operating procedures within established guidelines under which decisions are made; examples would be an Office Assistant responsible for reception, word processing filing and general routine office support duties. Further, some more technical types of classifications may have an Assistant level serving as the entry point into the job family. These positions perform a combination of duties requiring the application of knowledge obtained from a high school education.



Technician or Specialist Classifications

These paraprofessional classifications perform a combination of duties requiring the application of knowledge obtained from technical, vocational education, and/or experience, usually provided through a two-year degree and/or post-secondary coursework and/or training. Employees assume regular ongoing work that involves specific technical and programmatic skills and abilities, requiring the interpretation and application of policies and procedures of greater depth as it relates to the assignment. These levels of work can be found in departments where specialized assignments exist in administrative or operational areas.

Coordinator Classifications

The term “Coordinator” is often used for classes responsible for the coordination and administration of one or more programs or projects in a department/division, often with external contractors, agencies, and/or service providers. The employee would typically have responsibility for independently coordinating one or more programs or projects on a regular basis. The duties involved would include the implementation of the program’s or project’s goals and objectives, oversight of performance, input as to budget preparation and administration, promotion or marketing, and evaluation. Incumbents at this level may have limited supervisory responsibility such as exercising functional and technical supervision over full-time staff, or directing part-time, temporary, and/or contract staff, volunteers, and/or interns. We have adapted this concept for some administrative support positions.

Professional (Includes Analyst) Classifications

These classifications perform operational, financial, budgetary, legal, regulatory, political, and/or administrative analyses and studies; research and analyze practices and procedures and develop recommendations for organizational, operational, policy, and procedural improvements; and conduct needs analyses, feasibility studies, and evaluations for assigned programs, projects, and activities. Employees receive broad (non-detailed and non-specific) assignments and/or tasks and are responsible for independently developing a plan of action and approach; identifying, synthesizing, and interpreting relevant sources of data and information; selecting and implementing methodology; analyzing and interpreting results; developing recommendations; and presenting final products for supervisor and management review. Work assignments are reviewed during the normal briefing cycle, generally upon completion, and for overall results. Decisions may have significant unit, division, or City-wide service delivery, operational, legislative, regulatory, and/or budgetary/financial impact. A four-year degree in the area assigned is typically a minimum qualification.

LEVELS OF WORK IN NON-MANAGEMENT NON-SUPERVISORY CLASSIFICATION SERIES

Where there are multiple levels of work within a classification series, these levels should be distinguishable, and generally fall within the following levels of work; not every classification series will have all levels. These concepts are used throughout the organization for non-management/non-supervisory positions, ranging from professional classes to maintenance and operations classes.

- **Entry:** The entry level of a classification series provides an on-the-job opportunity for employees to gain the experience needed to perform the full range of duties. Employees at this level of the class series have the necessary education to perform the work, but they lack the practical on-the-job experience required to perform the full range of duties. Employees at this level will perform



the more routine duties assigned to the class series and will require a high level of supervision until such time as they are fully proficient in the work. The most common designation for entry level work is a “I” after the class title (e.g., Accounting Assistant I or Maintenance Worker I); in some professional classes, “Assistant” may be placed before the class title to designate the class as entry level (e.g. Assistant Civil Engineer or Assistant Planner).

- Journey/Fully Proficient: Positions at the journey level of the series are fully proficient and qualified to perform the full range of duties assigned to the classification series. At this level, positions are subject to general supervision, referring only unusual situations and issues to their supervisor. The most common designation for journey level work is a “II” after the class title (e.g., Accounting Assistant II). In some professional classes, “Associate” may be placed before the class title to designate the class as journey level (e.g. Associate Civil Engineer or Associate Planner). In most classification series, the majority of positions will be placed at the journey level, since that is considered to be the core level of work, (i.e., performing the full range of duties). Journey level classifications generally are benchmarks when conducting salary surveys.
- Senior (Advanced/Lead staff level): In addition to performing the full scope of work, employees provide technical and functional direction to assigned staff on an ongoing, day-to-day basis, and perform the most difficult and complex assignments requiring the advanced knowledge of concepts in assigned area of responsibility, as well as City and regulatory standards, practices, policies, and procedures. For professional classes, responsibilities include performing diverse, specialized, and complex work involving significant accountability and decision-making responsibility.

For some positions at the technical and clerical level, the work involves a high-level of problem-solving requiring analysis of unique issues or problems without precedent and/or structure and formulating and presenting strategies and recommendations to management.

One of the most challenging aspects of job evaluation is identifying what makes work “more complex”; to that end, there are a number of factors which can be evaluated to make that determination, such as:

- Status of the work when presented to the employee; i.e., where does the employee fit into the workflow and what actions or decisions have been made prior to its assignment to the employee;
- Segregation of assignments in terms of whether the work is generalized or segregated according to its difficulty, and what types of work are assigned to different staff;
- Control of the employee’s work by others – determined by the level of supervision the employee receives; whether the supervisor is in the same geographic location; and what level of review is conducted over the employee’s work;
- Variety and scope of duties – are there differences in the functional areas of responsibility that are materially significant; what is the frequency of varied types of tasks; do the functional areas require different qualifications in education and/or experience;
- Independence of action and decision making – to what degree does the employee have the authority to independently commit to a course of action; what types of actions are



authorized and is a review conducted by higher level staff; how final is the employee’s authority; and

- Consequence of error – what is the impact of decisions and actions; what mechanisms are in place to mitigate error and what is the actual potential for errors.

It is preferable to limit the use of the “Senior” concept to lead-related duties but that is not always feasible; but to use the “senior” concept, you must first ensure that:

- The complex duties are distinguishable from journey-level work and can be clearly articulated;
- They should also be preponderant, i.e., the purpose why the job exists; and
- They should be performed a high percentage of time, e.g., 10% of time (4 hours/week) is not a significant amount of time.
 - By its very definition, the number of positions assigned to the senior level is limited.

Flexible Staffing

Flexible staffing is a strategy wherein the assigned work is the same at the entry and journey level of the series, but the organization wants some flexibility in how positions progress to the journey level. The position is budgeted at the journey level, but appointment into the class series could be made at either the entry or the journey level, depending on applicant skills and/or the desire to provide advancement opportunities for current staff who have the necessary education to move into the entry level, but who need time on the job to acquire knowledge of the necessary departmental operations in order to perform the full range of duties.

Some K&A recommendations include the use of flexible staffing; the methodology and language for the concept are presented below:

- We do not recommend the use of time frames for progression since they vary based on the classification, and can lead to an expectation of progression to the next level within the time range specified in the classification specification, rather than the other key factors for progression (i.e., being able to demonstrate that the employee has reached the level of knowledge and ability that allows them to perform the full range of duties of the class with minimal supervision); we present below some classification specification language to address this issue:
 - “Positions in the Permit Technician I/II classification series are flexibly staffed; positions at the Permit Technician II level are normally filled by advancement from the Permit Technician I level; progression to the Permit Technician II level is dependent on (i) management affirmation that the position is performing the full range of duties assigned to the classification; (ii) satisfactory work performance; (iii) the incumbent meeting the minimum qualifications for the classification including any licenses and certifications; and (iv) management approval for progression to the Permit Technician II level.”
- We also suggest a modified approach to typical duties, and knowledge and abilities statements in entry/journey flexibly staffed classes. In these cases, the entry level is the “learning” level within the series, so you will frequently see statements such as “ability to learn” for specific areas; this



sometimes leads employees to believe that once they have completed the learning identified in a specific statement, they should then be progressed to the journey level. For that reason, we recommend incorporating the following “learning capacity” statements in the identified sections:

- Typical Duties – “Positions at the Permit Technician I level may perform some of these duties and responsibilities in a learning capacity.”
- Knowledge and Abilities – “Positions at the Permit Technician I level may exercise some of these knowledge and abilities statements in a learning capacity.”

We note that the City has testing practices which need alignment with the language in the classification specifications for flexibly staffed classes, and K&A will work with the City to ensure that alignment.

Classification Specifications

K&A developed new classification specifications for all study positions, based upon the recommended classification concepts, information from the written PDQs completed by each employee (where provided), the individual job audit interviews, focus group sessions, and from information provided by employees and managers during the study process. These proposed classification descriptions provide:

- A written summary documenting the work performed by the incumbents of these classifications;
- Distinctions among the classes; and
- Documentation of requirements and qualifications to assist in the recruitment and selection process.

Just as there is a difference between a position and a class, there is also a difference between a position description and a classification specification. A position description, often known as a “desk manual,” generally lists each duty an employee performs and may also have information about how to perform that duty. A classification specification normally reflects several positions and is a summary document that does not list each duty performed by every employee. The classification specification, which is broader, more general and informational, is intended to indicate the general scope and level of responsibility and requirements of the class, not detail-specific position responsibilities.

The sections of each classification specification are as follows:

Title: This should be brief and descriptive of the class and consistent with other titles in the classification plan and the occupational area.

- The title of a classification is normally used for organization, classification, and compensation purposes within the City. Often working titles are used within a department to differentiate an individual. All positions have a similar level of scope and responsibility; however, the working titles may give assurance to a member of the public that they are dealing with an appropriate individual. Working titles should be authorized by Human Resources to ensure consistency within the City and across departmental lines.

Definition: This provides a capsule description of the job and should give an indication of the type of supervision received, the scope and level of the work and any unusual or unique factors. The phrase “performs related work as required” is not meant to unfairly expand the scope of the work performed, but to acknowledge that jobs change and that not all duties are included in the class specification.



Supervision Received and Exercised: This section specifies which class or classes provide supervision to the class being described and the type and level of work direction or supervision provided to this class. The section also specifies what type and level of work direction or supervision the class provides to other classes. This assists the reader in defining where the class “fits” in the organization and alludes to possible career advancement opportunities.

Class Characteristics: This can be considered the “editorial” section of the specification, slightly expanding the Definition, clarifying the most important aspects of the class and distinguishing this class from the next higher-level in a class series or from a similar class in a different occupational series.

Examples of Typical Job Functions: This section provides a list of the major and typical duties, intended to define the scope and level of the class and to support the Qualifications, including Knowledge and Abilities. This list is meant to be illustrative only. It should be emphasized that the description is a summary document, and that duties change depending upon program requirements, technology, and organizational needs.

Qualifications: This element of the description has several sections:

- A listing of the job-related knowledge and abilities required to successfully perform the work. They must be related to the duties and responsibilities of the work and capable of being validated under the Equal Employment Opportunity Commission’s Uniform Guidelines on Selection Procedures. Knowledge (intellectual comprehension) and Abilities (acquired proficiency) should be sufficiently detailed to provide the basis for selection of qualified employees.
- A listing of educational and experience requirements that outline minimum and alternative ways of gaining the knowledge and abilities required for entrance into the selection process. These elements are used as the basic screening technique for job applicants.
- Licenses and/or certifications identify those specifically required in order to perform the work. These certifications are often required by an agency higher than the City (i.e., the State), and can therefore be appropriately included as requirements.

Physical Demands: This section identifies the basic physical abilities required for performance of the work. These are not presented in great detail (although they are more specifically covered for documentation purposes in the PDQs) but are designed to indicate the type of pre-employment physical examination (lifting requirements and other unusual characteristics are included, such as “finger dexterity needed to access, enter, and retrieve data using a computer keyboard”) and to provide an initial basis for determining reasonable accommodation for ADA purposes.

Working Conditions: These can describe certain outside influences and circumstances under which a job is performed; they give employees or job applicants an idea of certain risks involved in the job and what type of protective gear may be necessary to perform the job. Examples are loud noise levels, cold and/or hot temperatures, vibration, confining workspace, chemicals, mechanical and/or electrical hazards, and other job conditions.

Fair Labor Standards Act

One of the major components of the job analysis and classification review is the determination of each classification’s appropriate Fair Labor Standards Act (FLSA) status, i.e., exempt vs. non-exempt from the FLSA overtime rules and regulations.



As we review position description questionnaires and notes from the interviews, we analyze each classification's essential functions to determine FLSA status. There are three levels for the determination of the appropriate FLSA status that are utilized and on which we base our recommendations. Below are the steps used for the determination of Exempt FLSA status.

Salary Basis Test: Effective 1/1/2020, the incumbents in a classification are paid at least \$684 per week (\$35,568 per year), not subject to reduction due to variations in quantity/quality of work performed. Note: Computer professionals' salary minimum remains unchanged and is defined in hourly terms as \$27.63 per hour, the same salary level as other classifications.

Exemption Applicability: The incumbents in a classification perform any of the following types of jobs:

- Executive: Employee whose primary duty is to manage the business or a recognized department/entity and who customarily directs the work of two or more employees. This also includes individuals who hire, fire, or make recommendations that carry particular weight regarding employment status. Examples: executive, director, owner, manager, supervisor.
- Administrative: Employee whose primary activities are performing office work or non-manual work on matters of significance relating to the management or business operations of the firm or its customers and which require the exercise of discretion and independent judgment. Examples: coordinator, administrator, analyst, accountant.
- Professional: Employee who primarily performs work requiring advanced knowledge/ education and which includes consistent exercise of discretion and independent judgment. The advanced knowledge must be in a field of science or learning acquired in a prolonged course of specialized intellectual instruction. Examples: attorney, physician, statistician, architect, biologist, pharmacist, engineer, teacher.
- Computer Professional: Employee who primarily performs work as a computer systems analyst, programmer, software engineer or similarly skilled work in the computer field performing a) application of systems analysis techniques and procedures, including consulting with users to determine hardware, software, or system functional specifications; b) design, development, documentation, analysis, creation, testing, or modification of computer systems or programs, including prototypes, based on and related to user or system design specification; or c) design, documentation, testing, creation or modification of computer programs based on and related to user or system design specifications; or a combination of the duties described above, the performance of which requires the same level of skills. Examples: system analyst, database analyst, network architect, and software engineer.

Job Analysis: A thorough job analysis of the job duties must be performed to determine exempt status. An exempt position must pass both the salary basis and duties tests. The job analysis should include:

- Review of the minimum qualifications established for the job;
- Review of prior classification specifications, questionnaires, and related documentation;
- Confirmation of duty accuracy with management; and
- Review and analysis of workflow, organizational relationships, policies, and other available organizational data.



Non-exempt classifications work within detailed and well-defined sets of rules and regulations, policies, procedures, and practices that must be followed when making decisions. Although the knowledge base required to perform the work may be significant, the framework within which incumbents work is fairly restrictive and finite. (Please note that FLSA does not allow for the consideration of workload and scheduling when it comes to exemption status.)

Finally, often times a classification performs both non-exempt and exempt duties, so we analyze time spent on each type of duties. If a classification performs mostly non-exempt duties (i.e., more than 50% of his or her time), then the classification would be considered non-exempt.



Section II

General Observations



GENERAL OBSERVATIONS

Outlined below are some general observations on the City’s current classification specifications and/or classification plan administrative practices for the studied positions:

Levels Within Classification Series

We found instances where differences among multiple levels within a classification series were not clear; examples would be the Clerk I/II/III/IV and Engineering Technician I/II/III/IV series. This construct is often challenging to manage where the complex work is not distinguishable from journey level work, particularly if there are not lead responsibilities assigned to the advanced level position; this results in “class creep” and salaries which are escalated beyond the market value of the job. In some cases, we have identified where this is occurring, but there may be others that were less evident, such as positions with weak lead duties over one or two positions.

We also found that these classifications were very narrowly described and that minor differences in work were used to validate these differences; for example:

- In the Clerk I-IV series, one distinction was that positions at the Clerk II level were not authorized to make purchases; given that the procurement process is generally very prescribed and is a transactional process requiring the ability to affirm that the appropriate documentation has been signed authorizing the purchases and then placing an order, it is not clear why the task can only be performed at the Clerk III level.
- Within a department or division, the Clerk IV level oversaw the work of a limited number of Clerk III positions, or Clerk III positions oversaw the work of a limited number of Clerk II positions; this type of “oversight” leads to elevation of work beyond the primary purpose of the job. This is further discussed in the next section, “Supervisory Responsibilities.”
- Within the Public Works Department, there is a Public Works Journey Level Inspector (3 incumbents) and a Public Works Lead Inspector (13 incumbents); while the classification specification references supervision of staff at the lead level, given the numbers of incumbents at each level, and the fact that the single PDQ received for this classification did not direct the work of staff, there are likely little, if any, differences between the levels.

The reasons why classification series constructs are important are presented below:

- In large organizations, it can difficult to ensure that agency-wide administrative classifications are consistently utilized in multiple departments with different operating models and business support needs.
- In a series where there are three levels, e.g., entry (I), journey (II), and advanced journey (III), the advanced journey level, should be limited to positions which are performing the most complex work; if all positions ultimately are placed at the “advanced” level, then the integrity of the series is undermined, and distinctions between journey and advanced journey work no longer exist. Essentially, the core class (journey level) would be the III level versus the II level.
 - If the work performed at the III level is the same as the II level, any employees at the II level of the series may feel disenfranchised because they are doing the same work as



positions at the III level but are getting paid less. This could also potentially lead to grievances, “working out of class” issues, and pay equity complaints.

- This type of structure can cause difficulty hiring at the I level because the additional level decreases the entry level hiring range. This often manifests itself by hiring at a higher step in the I level range, or even going to the II level range for new hires. In the case of the City’s Clerk I classification, the City has no incumbents in the class, and has discontinued recruiting and selecting employees at the Clerk I (entry) level, hence negating the need for this classification.

While some of these situations are referenced in this report, there may be others which did not surface during the study process.

Supervisory Responsibilities

We found in some instances that the differences between two levels of a classification series, such as the Clerk II/III or Clerk III/IV was the “supervision” of staff; upon closer review, we found that some of these supervisory relationships are tenuous and do not provide a strong distinction between the levels, particularly when a position supervises one or two employees and/or supervises part-time and volunteer positions.

This may be a cultural issue for the City in how it chooses to operate for work assignments among lower level classifications; it can, however, lead to confusion or misunderstandings about supervisory relationships and position authorities. There are different authorities vested in direct supervisors, versus those who provide functional and technical direction to staff, and it is possible that some staff do not understand the level of authority vested in their position, particularly if the classification description is not clear on that issue.

While K&A could suggest that management restructure their organizations along the lines of optimal numbers of employees to be directed and/or supervised, that type of change is not within the scope of a classification study. We can only caution the City on organizational changes which result in the over-classification of positions and elevation of work when they are not supported by classification best practices.

While this report does not contain recommendations for position allocations, K&A recommends that the City apply a conservative approach to classifying positions where weak lead or direct supervisory responsibilities do not meet standards for classification best practices:

- If the nature and level of work is at the technical/specialist level, and the position supervises or leads the work less than three (3) regular full-time employees, or where the positions supervised are part-time, volunteer or intern staff, we recommend the position be at the journey level and any supervisory responsibilities be noted. In most of the cases encountered in the course of this study, the work is at a lead level, versus direct supervision. The K&A PDQ’s encompass multiple options for assessing supervisory responsibilities, and unless robust direct supervisory personnel related tasks/accountabilities are assigned to the position, we would likely categorize it as a “lead” versus “direct” supervisor.
- If the position is in a professional classification and supervises the work of less than three (3) non-professional positions, we recommend the position be at the journey level of the series; in



professional classes, these are frequently ancillary tasks which do not impact the nature and level of the class.

Minimum Qualifications

We observed that in some cases, the minimum qualifications for the classification are higher than what would be an industry standard; in these cases, we made recommendations for modified minimum qualifications in the new classification specifications.

We also note that the City has substitution patterns for some classifications. A best practice for recognizing alternative ways of qualifying for work is through the use of a statement such as:

- *“Any combination of training and experience that would provide the required knowledge, skills and abilities is qualifying. A typical way to obtain the required qualifications would be:”*
 - This statement is intended to acknowledge that there are other ways of qualifying for work in addition to the information presented in the education and experience sections.

Classification Specifications

It was our observation that classification concept language was, for the most part, missing from the classification specifications, which makes it difficult to determine what distinguishes one classification in a series from another. We recommend the use of distinguishing characteristics language in all class series and that the structure of the classification specifications be modified to be more in line with the model presented in Section I.

Position Description Questionnaires (PDQ)

While there a number of employees who did not complete a PDQ for this study, it is our assessment that with the depth and breadth of information received through the multiple job related data collection methods., e.g. PDQ’s, focus group sessions, employee job evaluation interviews, and management and bargaining unit meetings, there was sufficient documentation for K&A to develop the recommended classification concepts, structures, and specifications.



Section III

Classification Findings and Recommendations



CITY-WIDE ADMINISTRATIVE CLASSIFICATIONS

Clerical Non-Supervisory Classifications

- Clerk I/II/III/IV – This multi-level series has a large number of incumbents; our observations from reviewing the PDQ’s and hearing discussions in the focus group sessions are that there are different perceptions on how/why positions are allocated. Common themes were oversight of lower level staff and/or some tasks which can only be performed at a higher level, such as purchasing, or handling payments and money. In K&A’s estimation, many of these differences do not warrant a higher-level classification in a broad and deep classification. Here are some examples of employee perceptions in the work differences based on their experience and/or observations on series allocations, whether they be right or wrong:
 - *“In utility billing, the Clerk II level could not make payment arrangements; that work went to the Clerk III level;*
 - *The Clerk II level is a receptionist type job where calls are not screened or triaged; that work is performed at the Clerk III level;*
 - *Does not see a huge difference;*
 - *Clerk II is more repetitive, filing, etc.; Clerk III is more complex and can oversee the work of Clerk II level;*
 - *Public Records Act requests are at the Clerk III level;*
 - *Clerk II level – no purchasing or monetary responsibilities; Clerk III handles money and makes decisions;*
 - *Less oversight of positions at the Clerk III level; and*
 - *Clerk IV level supervises Clerk III and Clerk II levels.”*

In looking at the classification specifications, these are the natures of work for each; note that there are no positions allocated to the Clerk I level.

- Clerk II – “Performs a variety of routine clerical and office support activities requiring proficiency in basic word processing, spreadsheet and database programs. Work requires the application of some independent judgment based on knowledge gained through experience. Any errors committed are easily detected but may cause some loss of time and departmental embarrassment. Employee has regular contact with outside sources to obtain or supply factual information.”
 - The listed duties are routine and transactional and require one year of clerical experience.
 - Work is performed under general supervision.
 - Incumbents instruct new employees in their own and related work.
- Clerk III – “Performs a variety of complex clerical office support activities requiring knowledge of City policies and procedures. Work requires the application of independent judgment based upon considerable knowledge of the functions within a section or a department. Most of the work is subject to checks and controls but if not detected could result in a significant loss of time and



money. Employee has regular contact with outside sources to obtain or supply factual information.” Requires two years of clerical experience. K&A considers the listed duties have moderate, if any level of complexity, and are consistent with journey-level clerical and administrative support work.

- Work is performed under general supervision.
 - Assigns, instructs and checks the work of employees performing the same or similar duties, and assumes the duties of the Clerk IV in the supervisor’s absence.
- Clerk IV – “Performs difficult supervisory work as the Chief Clerk of a department. Work requires a thorough knowledge of the department to which assigned and the application of independent judgment in devising new methods and procedures. Work is not subject to specific checks or controls; and if not detected, errors could cause serious interruption of routine, possible embarrassment to the City or significant loss of time or money.” Experience requires completion of at least one year at the Clerk III level.
- Positions supervise clerical positions performing varied work.

The classification specification lists supervision of functions, such as operating records; it also states they plan, assign, organize and review the work of subordinate clerical staff. There are no statements with respect to the higher-level supervisory duties related to personnel actions. In the focus group session held with this group, we noted that only two out of five attendees provided direct staff supervision; the remaining provided technical and functional direction.

The distribution of positions in this series is as follows:

- Clerk II – 26
- Clerk III – 43
- Clerk IV – 8

We find that there are two key types of work performed in the clerical series, namely positions performing at the assistant level, and positions performing at the specialist level:

- “Assistant” classifications perform duties which are routine and often repetitive; it is often described as “transactional” work in that employees process information and documents which require little discretion in terms of decision making on the part of the employee. Page 5 of this report describes the characteristics of “Assistant” level classifications in more detail.
 - We recommend a new broad journey level classification of Office Assistant; we have not recommended an entry level into this series since it does not appear necessary, given that there are no positions at the Clerk I level; however, we can develop one if necessary. Likewise, we have not developed a Senior level in this series since there is a Specialist series which performs more specialized work including any work direction for lower level staff.
- “Specialist” paraprofessional classifications perform a combination of duties requiring the application of knowledge obtained from technical, vocational education, and/or experience usually provided through a two-year degree and/or post-secondary coursework and/or training. Page 6 of this report describes the characteristics of “Specialist” level classifications in more detail.



- We recommend a journey level broad classification of Office Specialist; positions at this level may provide technical and functional direction to a small group (less than three) of employees as part of their specialized duties.
- We have recommended an advanced journey level of Senior Office Specialist which would be based on work complexity; in some cases, positions would provide technical and functional direction to lower-level staff, but that is not the sole reason for allocation to the Senior level. As stated above, if technical and functional direction is not the primary purpose of the job, particularly when there are less than three staff whose work is being overseen, then positions would be assigned to the Specialist level.

For positions performing specialized billing and client support tasks within the Utilities Department, we recommend they be placed in a separate classification; their work is more aligned with the work being performed by customer service representatives as opposed to general office administrative tasks. While the focus of much of their work is on billing, they also review high bills to determine what is causing the problem, work with field staff on turn on/turn-offs, and provide information on City utility services and other customer support tasks.

- We recommend a title of Utilities Customer Support Specialist for positions performing the full range of the duties listed above.
- Lower level positions in the unit answering phones and performing other routine office support tasks are more accurately reflected in the Office Assistant classification. The work of positions which directly supervise the work of these employees is more accurately reflected in the recommended classification of Utilities Customer Support Supervisor.

Administrative Specialist and Office Manager Classifications

A summary of the core functions for each classification is presented below:

- Administrative Specialist – This classification, which evolved from an Administrative Secretary classification, provides specialized administrative support to department management, ranging from general office administration to budget development and oversight. At the time the classification was revised, the minimum qualifications were changed to include a four-year degree. While some positions do provide highly responsible administrative support to management, others have more specialized functions.
- Office Manager – Positions at this level are responsible for supervising staff operations and activities within an assigned department or major functional area; employees generally report to either a department or a senior professional; they supervise lower-level clerical staff and are responsible for workflow and service coordination. The minimum qualifications are 90 quarter hour credits or 60 semester hour credits.
- The City also has a higher-level Office Administrator classification which is not encumbered and which has not been evaluated for the purpose of this study.

Because there are significant differences in the work of the staff assigned to both of these classifications, K&A recommends the following classifications:

- Administrative Coordinator – These positions are responsible for coordinating the operations and work of staff within a department or division, and typically report to a director or senior manager;



employees also direct and/or supervise the work of staff; the level of supervision is not a decisive factor when weighed against other duties such as supporting committee meetings, relieving management of administrative related duties, researching issues, preparing reports or presentations, and, in some cases, coordinating an administrative area which has City-wide impact.

- Administrative Analyst – These positions are responsible for performing analytical duties in functional areas such as policy and procedure development and implementation, finance, budget, organizational assessments, feasibility studies and related levels of work.
- Administrative Manager – Positions at this level are responsible for managing the staff, operations and activities within an assigned department or major functional area; the purpose and accountabilities of the classification are more strategically focused than those of the current Office Manager. The focus of this classification is on streamlined operations, workflow efficiency and budget monitoring, tracking, and oversight; employees in this classification work closely with their directors to plan and implement administrative and operational objectives.

It should be noted that, although some of the proposed classifications in the clerical and administrative support series are not in a direct line of progression, there is nothing prohibiting an incumbent at a lower level in either the clerical support or administrative support series from competing for promotion to a higher level position in either of these areas. This best practice is aligned with the merit principles of openness and competition.

Other Classifications

Police Records Specialist

The City has a very broad classification of Police Records Specialist assigned to multiple areas such as:

- Criminal Records
- Gun Licensing
- Public Records (these positions have been carved out from this study into a separate City-wide classification with other positions performing similar duties in other departments).

During the course of the study, multiple focus group sessions were held with these staff, since there were few PDQ's completed; employees in some areas, such as gun licensing and public records, considered their work was significantly different, and that the impact and liabilities associated with their work warranted a separate classification. To assist in the evaluation, we also reviewed the training requirements for each area.

K&A is not proposing changes to the Police Records Specialist classification for the reasons identified below:

- A large percentage of the workforce serve in some specialty area; introducing narrow classifications into the department will limit management's ability to assign staff to other areas to supplement staffing needs. When interviewing positions in the Gun Licensing function, they all indicated they had worked in one or more different Police Records assignment areas. Reclassification would mean that these positions, which are trained in one or more records areas, may state they are working out of class if they are assigned to a different records area.



- We do not consider that the complexity of work in all areas is significantly different; specifically:
 - Newly hired staff are placed in the Criminal Records functional area; recent changes in this process have resulted in a year of training, with four months being spent on each shift and each functional area (i.e., merge [checking, merging and processing officer reports into the system], law enforcement counter, and warrants) because demands for the multiple service areas are different on each shift. With respect to complexity and impact, these positions have to perform their work accurately and expeditiously because officers in the field are reliant on the information provided. These positions are also assigned to what is called the “hot seat” when responses are required with an hour and even a ten minute time frame; multiple databases need to be researched to respond to the requests from their own officers or officers from other law enforcement agencies; continuing failure to meet the timeline standards means that the City may no longer have access to some of the databases; hence this group is under pressure to produce accurate results quickly, and the consequences of not doing so are far reaching.
 - Positions assigned to the gun licensing function have an on the job training period which is predominantly conducted by peer training. The only official training is one provided by the state and FBI which in general covers the prohibitors. The group utilizes multiple local, state and federal databases to provide information relevant to the application and, based on the training certification, must have a knowledge of state and federal prohibitors. They also face time-sensitive pressures in whether or not to issue a license (30 days for the Concealed Pistol License [CPL] and 10 days for gun transfers); while workload may dictate the need for more staffing, the timeline for completion of an application is different than a one hour or 10-minute response time.
 - Impact and risk issues identified by the group assigned to guns and licensing were:
 - Issuance of licenses to individuals who have mental illness – From the information provided, it appears this risk category resides within the process and data provided by outside government agencies and is not something the employee conducting the transaction can control.
 - Personal liability – The group considers they are at risk of being sued personally for their actions.
 - Felony determinations – As part of the application process, staff must evaluate whether a crime committed in another state is a felony crime in the State of Washington, irrespective of whether or not it is a felony in the state in which the crime was committed. When asked how they would resolve a determination which was not clear, such as seeking advice from their supervisors or from city attorney staff, the response was a lack of such resources.

It is K&A’s assessment that the risk and liability factors identified by employees are not remedied through introduction of a new classification and are related to process and policy matters.



Classification Consolidation – Administrative Series

In reviewing the City’s remaining administrative classifications, K&A considers that the listed classifications are appropriate for consolidation into the broad administrative classification series referenced earlier in this report.

- Secretary II
- Pension Specialist

Graphic Arts Specialist

- Recommend a title change to Graphic Arts Designer

Classifications with No Changes

K&A recommends no changes to the following classifications:

- Customer Service Assistant
- Customer Service Specialist
- Customer Service Supervisor
- Mail Center Specialist

CODE ENFORCEMENT

- Enforcement Supervisor – There are three positions in this classification responsible for supervising the staff and operations of either the code enforcement, substandard housing or parking enforcement staff (note the Parking Enforcement Specialist series was not part of the study).
 - Recommendation – Since the focus of the classification is to encourage compliance versus enforcement, we recommend the title of Code Compliance Supervisor.
- Enforcement Specialist – This journey-level classification is responsible for performing code compliance tasks; unless there is a need for an entry level, no classification structural change is needed. However, we do recommend a change in title consistent with the supervisory level. Minimum qualifications (90 quarter credit hours or 60 semester credit hours) are reasonable.
 - Recommendation – Code Compliance Specialist.
- Neighborhood and Housing Specialist – This advanced level classification deals with zoning enforcement for substandard housing as a proactive measure to prevent neighborhood blight. We were advised that other code enforcement officers are not performing this work, although they receive certification pay which is directly relevant to this work. Generally, certification pay is limited to positions which perform work directly relevant to the certification; hence, it is unusual for employees to receive pay for certifications they do not need or use in the performance of their assigned work. K&A recommends that this classification be re-defined as an advanced journey level class within the Code Compliance Specialist series and be re-titled “Senior Code Compliance Specialist.” We understand that the requirement for a four year degree for the Neighborhood and Housing Specialist was based on the performance of higher level tasks which



have not yet been incorporated into the work of the incumbent; however, as the duties were described in the PDQ and subsequent job evaluation meeting, the need for a four year degree was not evident; for these reasons, we recommend the minimum education qualification be set the same as those for the Code Compliance Specialist. Should the duties assigned to the class change significantly to warrant a four-year degree, this class can be re-evaluated at that time.

- Recommendation – Senior Code Compliance Specialist; modify minimum qualifications to be consistent with the Code Compliance Specialist.

COMMUNITY PROGRAMMING

Program Professional

It is our understanding that this is a City-wide classification; however, only one position in Public Works was included in the study; for that reason, no change is recommended.

Performance and Business Analyst

It is our understanding that the position assigned to this classification will be reviewed at a later date during the information technology classification study; for that reason, no change is recommended.

Community Programs Coordinator

Two current incumbents, and one prior incumbent of this classification were interviewed in depth. The issues raised by employees in the interview session were related to resource management and not classification.

During the management review meeting, further information was provided on the scope of authority and responsibilities for these positions which have become more diversified. While we recognize there may be some overlap with other classes in the department because they serve the same population in different capacities, management should ensure any overlap in their assigned duties does not result in a situation where employees are working outside the scope of their classification.

- Recommendation – No change - Community Programs Coordinator.

BUILDING AND INSPECTION SERVICES

The City made change a couple of years ago from a broad classification series, to more narrow classifications based on specialized inspection services. While it appears that there are multiple classifications in the building inspection group, since some employees refer to themselves as “Combination Inspectors” or “Certified Inspectors,” these are working titles, rather than classification titles. The City does provide additional merit pay for the acquisition of up to four (4) certifications, but this does not impact an employee’s assignment within the classification system.

- Building Inspector – Positions in this classification are not required to hold any certifications.
 - Recommendation – No change - Building Inspector.
- Building/Plumbing Inspector – Positions in this classification are required to hold either a building or plumbing certification.



- Recommendation – No change - Building/Plumbing Inspector.
- Lead Building/Plumbing Inspector – This is a direct supervisory classification over inspectors; based on the interview and PDQ, we have recommended a title based on direct supervision.
 - Recommendation – Supervising Building/Plumbing Inspector.
- Electrical/Mechanical Inspector – Positions in this classification are required to hold electrical and mechanical certifications, as well as licenses determined by the State.
 - Recommendation – No change - Electrical/Mechanical Inspector.
- Lead Electrical/Mechanical Inspector – This is a direct supervisory classification over inspectors; based upon the PDQ content, we have recommended a title based on direct supervision.
 - Recommendation – Supervising Electrical/Mechanical Inspector.
- Certified Elevator Inspector – Positions in this classification are required to hold a State of Washington license to qualify as an inspector in this area.
 - Recommendation – Elevator Inspector - remove “Certified” from the title – it is implicit in the licensing requirements.
- Certified Boiler Inspector – Positions in this classification are required to hold certifications from the State of Washington in order to qualify as an inspector in this area.
 - Recommendation – Boiler Inspector - remove “Certified” from the title - it is implicit in the licensing requirements.

DEVELOPMENT SERVICES CENTER

Planning Classification Series

The City has the following classifications within its professional planning group in both current and long-range planning:

- Assistant Planner I – Entry level into the professional planning series;
- Assistant Planner II – Journey level in the professional planning series;
- Associate Planner – Advanced journey level; the classification specification states “supervisory” but based on the PDQ and discussions, this appears to be a project and/or team lead level classification; and
- Principal Planner – Management/supervisory classification over either current or long-range planning.

The City also has the following classifications within its professional planning group which appear to focus on neighborhood and/or community redevelopment projects:

- Assistant Urban Designer – First professional level (it is not clear whether the City uses this classification since there are no incumbents);
- Urban Designer – Second professional level; and



- Senior Urban Designer – Third level within the series; the classification specification states it performs supervisory work although reporting relationships are not clear.

Because the City also has multiple planning areas, K&A recommends they continue the use of a broad classification series within which positions can be assigned based on the nature and level of work (i.e., entry, journey, advanced journey). In this manner, the City can recruit for specialized planning areas such as transportation, environmental review, land development and redevelopment projects without creating new classifications for each of those more specialized areas. K&A recommends the following changes to the series:

- Assistant Planner I and Assistant Planner II; create a flexibly staffed Assistant/Associate Planner series.
 - Assistant Planner – Consistent with the new classification concepts, this would be the entry level into the professional planning series, replacing the Assistant Planner I title.
 - Associate Planner – Consistent with the new classification concepts, this would be re-defined as the journey level into the professional planning series, replacing the Assistant Planner II title. Since the City currently uses the “Associate Planner” title in another classification which is being re-titled to Senior Planner, it should be clear that the pay level for this re-defined Associate Planner class will remain the same as the current salary for the Assistant Planner II.
- Associate Planner (current); since this is an advanced journey level classification, we recommend the title be changed to Senior Planner.
- Consolidate the Urban Designer series into the Planer series as follows:
 - Assistant Urban Designer – Assistant Planner;
 - Urban Planner – Associate Planner; and
 - Senior Urban Designer – Senior Planner.
- Principal Planner – no change – Principal Planner.

Permit Classification Series

The City has the following classifications within its permitting group:

- Permit Technician I – Entry level classification; and
- Permit Technician II – Journey level classification.
 - Recommendation - K&A recommends a flexibly staffed entry/journey series, e.g. Permit Technician I/II. We also think this is a good opportunity to review the minimum qualifications for this series; at the Permit Technician I level, the requirement is for 45 quarter units or 30 semester credits and at the Permit Technician II level, the requirement is 90 quarter units or 60 semester credits. It is unusual to have different education levels in an entry/journey series and this was a topic of discussion in the study review meetings; we recommend that the minimum qualifications be changed to a high school equivalency to ensure they are not barriers to employment for otherwise qualified candidates.



- Recommendation – Permit Technician I/II

Plan Review Classification Series

The City has the following classifications within its plans examination group:

- Plan Examiner – This classification is encumbered by two employees who were recently promoted from the Permit Technician II classification; for that reason, little information beyond the content of the classification specification is available. Generally, within plans examination, there are positions which perform technical reviews and others which perform professional reviews. This classification performs the technical aspects of plan review; they also supervise permit activities and authorize the issuance of building permits. There is a significant difference in the current minimum qualifications (the first is ICC certifications and the second is a four year degree in engineering or architecture); it is our understanding that this class is intended to be a career path for building inspection staff and, based on the fact that these are technical plan reviews, we recommend the minimum qualifications include an associate degree and relevant ICC certification(s). Since this classification may serve as a bridge class between technical and professional classes, motivated employees who wish to progress into those higher level classes may be encouraged to obtain additional education and potentially lay the groundwork for a four year degree.
 - Recommendation – No change - Plan Examiner.
- Professional Plan Examiner – This is described as a professional and supervisory classification; however the content of the PDQ and the resulting interview indicate that the work is not supervisory (supervision is provided by the Deputy Building Official); moreover, the amount of time spent on plan review in the PDQ is not significant, and the majority of the incumbent’s time is spent on front counter or phone work responding to code and permitting issues. We were advised that this was situational because of staffing changes (retirements, new employees) and that the position is expected to perform more complex reviews which require a higher level of discretion in the interpretation and application of the codes. A four-year degree is warranted in that the elements of plan review at this level require a deeper understanding of engineering and architectural principles as they relate to the application and interpretation of codes.
 - Recommendation – No change - Professional Plan Examiner.
- Deputy Building Official – This classification is responsible for assisting the Building Official in managing the operations and activities of staff performing plan review and inspection services.
 - Recommendation – No change - Deputy Building Official.

DEVELOPMENT SERVICES CENTER/PUBLIC WORKS – SHARED ENGINEERING CLASSIFICATIONS

Sub-Professional Classification Series

The City currently has six sub-professional engineering classifications with positions allocated in Development Services and Public Works:



- Engineering Technician I/II/III/IV – This multi-level series comprises four stand-alone classifications which are not flexibly staffed.
 - The Engineering Technician I is an entry level position and is currently used only in the survey crew; however, other areas such as traffic counts, and general office or drafting work are also possible areas of assignment. Minimum qualifications are 45 quarter credit hours or 30 semester credit hours.
 - The Engineering Technician II is a second working level; it is currently used on the survey crew and front counter support in Development Services; however, other areas such as developing CAD plans, writing property assessment descriptions, and traffic control data collection and calculation are also possible areas of assignment. The employee may instruct others and may be required to check the work of others. Minimum qualifications are 90 quarter credit hours or 60 semester credit hours and one year of experience.
 - The Engineering Technician III is described as performing supervisory or responsible sub-professional engineering or planning work in the field or office involving the application of technical skills. The employee is required to analyze facts to determine the proper course of action within the limits of standard procedures; they are also responsible for supervising a small crew. The Survey Party Chief falls into this category, as do a number of positions in engineering and development services. The supervisory aspects of work are not defined so it is not clear whether it is a lead or direct supervisory classification.
 - The Engineering Technician IV is described as performing supervisory or responsible sub-professional engineering or planning work in the field or office applying skilled technical knowledge. Employees are assigned to, and check the work of a group of employees, or work independently performing specialized and highly skilled duties; a number of positions in engineering and development services fall into this category.

In looking at the series, the Engineering Technician I requires one year of college equivalency and the Engineering Technician II requires two years of college equivalency; after that point, progression is based on years of experience at the prior level; the differences between the Engineering Technician II and Engineering Technician III are somewhat distinct, but the differences between the Engineering Technician III and the Engineering Technician IV are challenging to understand. Both are described as “supervisory” but in looking at the questionnaires, they do not have strong supervisory responsibilities; where those occur, the work is at a lead versus direct supervisory level, and even then, some positions only have one or two persons, which do not really equate to strong lead or direct supervisory accountabilities.

- It our assessment that there are two different types of classes which can be identified in this series; the first is the lower level work at the Engineering Technician I level, which is more aligned with an Engineering Aide (high school equivalency) type of classification wherein the classification serves as the first classification in the job family, but the work does not require college level courses; incumbents perform the routine survey and office engineering work which prepares employees for the type of work being conducted at the technical level. We consider that this would be a journey level assistant classification, and that an entry/journey construct is not needed.
 - Recommendation – Engineering Aide.



- The second type of work is the paraprofessional engineering work typically associated with an Engineering Technician classification series. Within this overall body of work, we see two different levels, namely:
 - A journey level Engineering Technician classification where most of the positions performing survey, office and field engineering and development services work would be assigned. This should be a broad and deep classification, meaning that the assignment of additional tasks within either area that do not add a high degree of complexity to the work for a large percentage of overall time, would not result in allocation to a higher level.
 - Recommendation – Engineering Technician.
 - An advanced journey level Senior Engineering Technician; allocation to this level would be based on either lead level responsibilities or assignment to a specialized engineering or development services functional area. Progression to this level would be limited to those circumstances; years of experience alone, without work complexity, would not qualify an employee for this level.
 - Recommendation – Senior Engineering Technician.
- Traffic Engineer Assistant – The PDQ for this position reads somewhat differently from the classification specification; further clarification on the duties assigned to the position was provided by the Development Services Director.
 - Recommendation – No change - Traffic Engineer Assistant.
- Public Works Materials Assistant – This classification is responsible for performing standardized physical and chemical tests on materials used in public works projects; we recommend this position be re-titled with a “Technician” designation.
 - Recommendation – Materials Testing Technician.
- Certified Materials Testing Supervisor – This classification is responsible for supervising the operations and staff in the testing laboratory and for conducting specialized materials testing; while the position has only two (2) employees, the supervisory aspects of the work with respect to the laboratory operations is sufficient to maintain the current title. We do recommend that the “Certified” be removed from the title since it is implied in the minimum qualification requirements.
 - Recommendation – Materials Testing Supervisor.
- Field Engineer – This paraprofessional classification performs administrative, supervisory, and technical engineering work managing public works construction contracts to ensure conformance to plans, standards and specifications; incumbents also direct the work of construction inspection and survey teams, in addition to other work supporting public works projects.
 - Recommendation – No change - Field Engineer.



Inspection Classification Series

The City currently has the following three classifications with positions allocated in Development Services and Public Works; all of these positions share many common tasks in their respective areas; some are assigned to Public Works where they oversee the work of contractors providing construction services for City public works projects, whereas others are assigned to Development Services where they oversee construction work performed by private developers within the City's right-of way. There are some nuances to the work they perform, but the essential nature and purpose of the classification is similar. At the present time, it is our assessment that an entry level is not required, since one does not currently exist; however, one can be added if needed.

- Public Works Journey Level Inspector – This is described as a fully skilled classification; they oversee construction projects to ensure compliance with plans, specifications, standards, and ordinances. Based on the PDQ's and interviews with incumbents, we concur that this is a journey level classification.
 - Recommendation – Title Change - Public Works Inspector (since the classification is defined as journey level, it is not necessary to include that designation in the title).
- Public Works Lead Inspector – This classification carries a “lead” title which infers advanced journey/higher level responsibilities; only one employee completed a PDQ, and this person did not lead the work of others; the work performed is significantly similar to the work of the current journey-level inspector. The classification specification states that a promotional opportunity exists for an employee to promote into the Lead level after two years at the journey level; given that there are 13 Lead level positions and 3 journey level inspectors, it would appear the consolidation of these two classifications is appropriate.
 - Recommendation – Given that (i) the duties and responsibilities assigned to the Lead Public Works Inspector classification are sufficiently similar to the journey level Public Works Inspector classification; (ii) two additional years of experience (i.e. time in grade) is not a factor for progression to an advanced level classification, and (iii) in the information provided there is no clear indication that the work assigned is more complex at the Lead level, the City should consider consolidation of these two classifications.
- Water Inspector – There are two positions which oversee and inspect the installation of water mains (a majority time is spent on this work); one position works on capital projects and one works with private development contractors. It is our understanding that the classification itself is used predominantly in the Water Department. In reviewing the classification specification, these two positions perform some of the tasks; however, they do not perform others which are very specific to water services such as backflow prevention and cross connection devices. While we understand that a Water Distribution Manager I certification is required, it is not clear whether this would be a barrier for consolidation of the classification into the Public Works Inspector classification.
 - Recommendation – Since position allocation is deferred, no action is recommended.



Professional Engineering Classification Series

The City currently has five professional engineering classifications with positions allocated in Development Services and Public Works:

- Engineer in Training (EIT) – This classification is the entry level into the professional engineering series; positions at this level are required to have an EIT at the time of appointment if they do not have a four-year degree; if they have a four-year degree, they are required to obtain an EIT within one year of appointment. It is our understanding that after three years of satisfactory performance, positions are promoted to the Associate Engineer level.
- Associate Engineer – This is the journey level classification performing professional engineering work within an assigned area which may include construction, development services, materials testing and other program areas; positions at this level are not required to obtain registration as a professional engineer.
 - Recommendation – Create a flexibly staffed Assistant (entry)/Associate (journey) Engineer series.
- Senior Engineer – This is an advanced journey-level classification performing project management or team lead responsibilities in support of the City’s infrastructure design and development including major public works and utilities projects; positions at this level are required to obtain registration as a professional engineer.
 - Recommendation – No change - Senior Engineer.
- Bridge Engineer - This is also an advanced journey level classification performing project management and construction management responsibilities in support of the City’s bridge design and development projects. The position predominantly directs and manages the work of external professional consultants and contractors. While we considered consolidation of this into the Senior Engineer classification, it is our assessment that the specialized knowledge and application of structural engineering principles warrants this narrowly focused classification.
 - Recommendation – No change - Bridge Engineer.
- Principal Engineer - This is a management classification responsible for managing the staff and operations of a major engineering division.
 - Recommendation – No change - Principal Engineer.

New Classification Specifications

New classification specifications for the findings in this study have been submitted to the City, a list of which is presented in Attachment A.

SUMMARY

This Final Report presents the recommended classification plan for the study positions; a list of the draft classification specifications prepared by K&A are presented in Attachment A. We look forward to discussing the contents of this report with the City’s Civil Service Commission.



Attachment A

Classification Specification Listing

Recommended Classification Title
Administrative Classifications
Office Assistant
Office Specialist
Senior Office Specialist
Administrative Coordinator
Administrative Manager
Administrative Analyst
Police Records Specialist
Utilities Customer Support Specialist
Utilities Customer Support Supervisor
Customer Service Assistant
Customer Service Specialist
Customer Service Supervisor
Graphic Arts Designer
Mail Center Specialist
Code Enforcement Classifications
Code Compliance Supervisor
Code Compliance Specialist
Senior Code Compliance Specialist
Community Programming Classification
Community Programs Coordinator
Building and Inspection Services Classifications
Deputy Building Official
Building Inspector
Building/Plumbing Inspector
Supervising Building/Plumbing Inspector
Electrical/Mechanical Inspector
Supervising Electrical/Mechanical Inspector
Elevator inspector
Boiler Inspector
Planning Classifications
Assistant/Associate Planner
Senior Planner
Principal Planner
Permit Classification
Permit Technician I/II
Plan Review Classifications
Plan Examiner
Professional Plan Examiner

Sub-Professional Engineering Classifications
Engineering Aide
Engineering Technician
Senior Engineering Technician
Field Engineer
Traffic Engineer Assistant
Materials Testing Technician
Materials Testing Supervisor
Public Works Inspection Classification
Public Works Inspector
Professional Engineering Classifications
Assistant/Associate Engineer
Senior Engineer
Bridge Engineer
Principal Engineer



City of Spokane Civil Service Commission

Limited Classification Study

July 21, 2020

Agenda


Introduction/Project Scope

- City-wide clerical/administrative positions
- Specific positions in Development Services and Engineering

Introduction/Project Scope

- Deferred - internal and external disruptions led to delays which were not conducive to immediate completion of this study component.

Class Study Methodology

- 
- Initial Meeting with Project Team
 - Orientation Meetings with Employees
 - PDQ Completion and Review
 - Employee Interviews/Focus Group Sessions/Management Meetings
 - Draft Class Concepts/Stakeholder Review Process
 - Develop Draft Classification Specifications



General Observations – Current Plan

Overview

General Observations

- Employees in the same classification may be performing different levels of work leading to equity issues
- May create barriers to employment for employees/applicants who are otherwise qualified to perform the work

General Observations

- Lack concepts and distinguishing characteristics
- Require strengthening in tasks and knowledge and ability statements



Recommendations/Deliverables

Overview

Classification Concepts

- Use of broad versus narrow classifications
- Categories of Work
 - Management/Supervisory
 - Non-Management/Non-Supervisory
- Levels of work in Non-Management/Non-Supervisory Classifications
 - Entry
 - Journey
 - Advanced Journey
- Flexible staffing concepts

Classification Plan Changes

- Create 6 new broad administrative classifications encompassing clerical, specialist, professional, and management positions
- Carve out a narrow Utilities Customer Support series from current broad series
- Maintain some current narrow classifications

Classification Plan Changes

- Restructure of multi-level Engineering Technician series
- Introduction of flexible staffing into some classification series
- Some classification consolidation
- Minor or no changes to many classifications

Classification Specifications

- Utilized the City's format
- Incorporated methodologies described in the Final Report when developing new classification specifications



Questions

Thank you!



Civil Service

Fair. Fast. *Friendly.* Forward.

ITEM 5A – CONCEPTUAL IDEAS FOR THE CIVIL SERVICE DEPARTMENT STRUCTURE

BACKGROUND

Civil Service routinely recommends departments evaluate their needs in relation to their structure when they have vacancies. Similarly, Civil Service has followed this practice internally as vacancies have occurred within the department to evaluate and adjust the structure prior to filling the positions.

The Chief Examiner position is expected to be vacated effective July 13th. This is the ideal time to review the class specification and evaluate the needs of the department and desires of the Commission so that if changes are desired they can be made prior to recruitment and selection.

The Chief Examiner position in its current form was last revised in April, 2014, over six years ago. There are a number of challenges with the job specification as it is currently written/utilized. These are related to perception of status, benefits, and performance evaluation standards and expectations. The Department intended to review and evaluate the classifications and structure of the Civil Service including the Chief Examiner classification as part of the 2020 Koff Classification Study, however, that was canceled due to budget constraints.

This is an important first step as it will influence how you decide to recruit, who may be interested in competing for the position, and if you choose to select an interim Chief Examiner, who you may wish to appoint as an interim Chief Examiner.

The considerations and options presented below are conceptual ideas for the position and the department. They are not being made at the request of the administration, nor do they represent the opinions of the administration. They are strictly based on Chief Examiner Richard's discussions, observations and overall experience serving in the role for the past two years and are being provided for consideration out of professional obligation.

OVERARCHING THEME

1. Preserving the independence of the Civil Service Commission is paramount. None of the options is intended to undermine the integrity of the system.

FRAMEWORK FOR CONCEPTUAL IDEAS

There are two potential options for the Chief Examiner position depending on the Commission's assessment of needs and desires for the future; both of which would still serve under the direct authority of the Civil Service Commission. If the desire is to use the position as an executive/department head, the most accurate position title for the role is Executive Director, which would include the Chief Examiner position and function in addition to department head functions. This is regularly used in other robust civil service systems. The position should require leadership competencies and management experience rather than just a focus on subject matter expertise and tactical skills. If the desire is to use the role more as a senior analyst, as it seems was done in the past, it should be revised as such and designated as the Chief Examiner.

RECOMMENDED ACTIONS AND NEXT STEPS

These considerations and options are intended to be the basis for a discussion, not to recommend a specific course of action. Discussion is a critical part of the public process and it is important to evaluate whether or not the concepts have merit beyond the idea phase. Regardless as to whether the discussion results in affirmation that the current position and structure are appropriate or require changes, firmly landing on a decision after an informed and robust discussion is the most important factor.