

CITY COUNCIL AGENDA ITEM

CITY OF SHORELINE, WASHINGTON

AGENDA TITLE: Discussion of Human Resources Director Position Classification
DEPARTMENT: City Manager's Office
PRESENTED BY: Debbie Tarry, City Manager
ACTION: ☐ Ordinance ☐ Resolution ☐ Motion
 ☒ Discussion ☐ Public Hearing

PROBLEM/ISSUE STATEMENT:

On November 25, 2013 as part of 2014 budget adoption discussion, Council approved a budget proviso to have the City Manager bring back a classification recommendation for Council approval for the Human Resources (HR) Director position. Council approval is to take place prior to initiating a recruitment to hire a replacement of the HR Director and prior to the expenditure of any budgeted dollars in excess of those required to fund the salary and benefits of the current Director. The Council has the power under state law to define the functions, powers, and duties of the City's officers and employees and to fix their compensation and working conditions (RCW 35A.11.020). Furthermore the budget sets the salary or salary range for each office, position or job classification (RCW 35A.33.050). The HR Director position is currently in Salary Range 70 in the exempt salary schedule. This classification is 10% below the salary range classification of the City's other department directors.

RESOURCE/FINANCIAL IMPACT:

If the HR Director position remains in Salary Range 70, there would be no financial impact to the City, as the 2014 budget assumes that the classification will not change. If however the classification is changed by the Council to a lower salary range, budget savings would be achieved in 2014. At the time of preparing the 2014 budget, staff was not aware that the current HR Director would be retiring and as such the 2014 budget reflects the anticipated salary of the HR Director at step 6 of salary range 70. The hiring of a new HR Director could result in placement at a lower step within the recommended salary range.

RECOMMENDATION

As this is a discussion item only, no action is required at this time. The City Manager's recommendation is to maintain the Human Resource Director position at Salary Range 70. If Council is in agreement no further action will be required by Council, as this is the pay classification that was adopted with the 2014 budget. However, if Council determines that there is a more appropriate range for this position, then Council action will be scheduled for February 10.

Approved By: City Manager ***DT*** City Attorney ***IS***

BACKGROUND

On November 25, 2013 as part of 2014 budget adoption discussion, Council approved a budget proviso to have the City Manager bring back a classification recommendation for Council approval for the Human Resources (HR) Director position. This Council approval is to take place prior to initiating a recruitment to hire a replacement of the HR Director and prior to the expenditure of any budgeted dollars in excess of those required to fund the salary and benefits of the current Director. The HR Director position is currently in Salary Range 70 (range of \$108,901 to \$132,494) in the 2014 exempt salary schedule, which is attached to the staff report as Attachment A. This staff report will provide an analysis of HR Director/Manager salaries in our area and information on some of the key roles and responsibilities the organization needs the HR Director to play in the coming years.

DISCUSSION

Role and Responsibility of HR Director

Most important to this discussion is the current and future roles and responsibilities of the HR Director. The HR Director currently has a high level of influence in the organization, as this position sits on the City's Leadership Team and engages Department Directors in peer to peer relationships. The HR Director is responsible for providing advice, recommendations and implementation of a number of personnel issues such as recruitment, hiring, compensation and classification, benefit administration and disciplinary actions. The HR Director is further charged with implementing major organizational initiatives such as the City's employee survey and resulting work plans, the City's performance evaluation system, organizational culture (i.e., communication model, ethics training, values/mission), investigating employee grievances and assisting with specific departmental needs. Although we currently have a talented team of department directors, none have the time capacity nor the formal training or experience to fulfill the role of HR Director. The HR Director job description is included in this staff report as Attachment E.

Going forward it is the City Manager's recommendation that this level of leadership continue, given the future human resource opportunities and changes the organization will be facing. This includes both the succession planning for the retirement of many of the City's key department heads, but also the merging of utilities into the organization. This latter responsibility will be a very significant undertaking, as the role will not only entail many personnel and labor-related management work tasks, but also organizational culture building, as two different cultures will merge when the Ronald Wastewater District is assumed in 2017.

Over the next five or so years, the HR Director position will be critical to helping the City Manager manage an organization in transition. Being able to continue to work with Department Directors on a peer to peer level will be critical to providing the type and level of support needed to make these transitions successful (although the Department Directors and the HR Director position are not in the same salary range, they are seen as peers in the organization given that the HR Director sits on the Leadership Team and is a Director, rather than a Manager).

The HR Director has most recently (3 years) reported directly to the City Manager. For several years prior to that time, the HR Director reported to the Assistant City Manager. The City Manager is currently implementing a “flexible” model in which certain departments will have operational reporting through the Assistant City Manager in order to more equitably distribute work load and reporting responsibilities. The City Manager will have the new HR Director report to the Assistant City Manager.

Compensation

As is noted earlier, the current HR Director position is in Salary Range 70. The City’s salary schedule, job classifications, step system, etc., were developed in 1997 as part of the City’s first Classification and Compensation Plan. Since that time, the HR Director position has always been pegged at a range 10% below the top paid operational Department Directors in the City, or four salary ranges. The primary reason that this has been the case is that there has never been a “match” for the HR Director position when it has been surveyed as part of the City’s salary survey process. Given that the City does not have any collective bargaining units, we have consistently chosen not to match this position with our comparable cities. As can be seen in the table in Attachment B to this staff report, the HR Director position is currently under market (8.43% below the median) with regard to our comparable cities, however we have consistently chosen not to match this position with our comparable cities, given that we are the only city with no bargaining units.

In addition to our comparable cities, staff also wanted to look at how the salary for our HR Director position compares to other jurisdictions in the Puget Sound region and western Washington. Attachments C and D to this staff report present this data based on information obtained through the 2013 Association of Washington Cities Salary Survey. Attachment C compares the HR Director position to cities in the Puget Sound region with a population between 30,000 and 80,000, while Attachment D compares our position to western Washington cities with populations 25% above and 25% below Shoreline’s. In both cases, our HR Director position is only 4.01% above the median, which we would determine as “in market” if these results were found in our salary survey (‘in market’ is defined as being within 5.00% of the median of comparable cities.)

Regardless of this comparison, the City Manager recommends that Council not compare individual positions at the City against other labor markets outside the City’s identified comparable cities. This would start to create uncertainty for City employees and confusion with the City’s current compensation policy and plan. While we have provided this information for additional context for Council discussion, staff recommends that if Council wants to consider any change in the comparable labor market, that it should be done holistically and should not be conducted without undertaking a thorough classification and compensation study first.

Recommendation

Given these organizational needs and market conditions, the City Manager recommends keeping the HR Director position in its current salary range and keeping this position a Director position.

RESOURCE/FINANCIAL IMPACT

If the HR Director position remains in Salary Range 70, there would be no financial impact to the City, as the 2014 budget assumes that the classification will not change. If however the classification is changed by the Council to a lower salary range, budget savings would be achieved in 2014. At the time of preparing the 2014 budget, staff was not aware that the current HR Director would be retiring and as such the 2014 budget reflects the anticipated salary of the HR Director at step 6 of salary range 70. The hiring of a new HR Director could result in placement at a lower step within the recommended salary range.

RECOMMENDATION

As this is a discussion item only, no action is required at this time. The City Manager's recommendation is to maintain the Human Resource Director position at Salary Range 70. If Council is in agreement no further action will be required by Council, as this is the pay classification that was adopted with the 2014 budget. However, if Council determines that there is a more appropriate range for this position, then Council action will be scheduled for February 10.

ATTACHMENTS

- Attachment A: 2014 Exempt Salary Schedule
- Attachment B: HR Director/Manager Data – Comparable Cities
- Attachment C: HR Director/Manager Data – Puget Sound Cities 30,000 to 80,000
Population
- Attachment D: HR Director/Manager Data – Western Washington Cities with
Populations 25% Above and 25% Less Than Shoreline
- Attachment E: HR Director Job Classification

City of Shoreline
Range Placement Table
2.5% Between Ranges; 4% Between Steps

Salary Table 01 - EXEMPT

Mkt Adj: 1.26%
Effective: January 1, 2014

| Range | Title | Salary | Min Step 1 | Step 2 | Step 3 | Step 4 | Step 5 | Max Step 6 |
|-------|-------|--------|---------------|--------|--------|--------|--------|---------------|
| 1 | | Annual | 19,795 | 20,587 | 21,410 | 22,266 | 23,157 | 24,083 |
| 2 | | Annual | 20,317 | 21,130 | 21,975 | 22,854 | 23,768 | 24,719 |
| 3 | | Annual | 20,782 | 21,613 | 22,477 | 23,377 | 24,312 | 25,284 |
| 4 | | Annual | 21,304 | 22,156 | 23,043 | 23,964 | 24,923 | 25,920 |
| 5 | | Annual | 21,856 | 22,730 | 23,639 | 24,585 | 25,568 | 26,591 |
| 6 | | Annual | 22,407 | 23,303 | 24,235 | 25,205 | 26,213 | 27,262 |
| 7 | | Annual | 22,988 | 23,907 | 24,863 | 25,858 | 26,892 | 27,968 |
| 8 | | Annual | 23,568 | 24,511 | 25,491 | 26,511 | 27,571 | 28,674 |
| 9 | | Annual | 24,119 | 25,084 | 26,088 | 27,131 | 28,216 | 29,345 |
| 10 | | Annual | 24,758 | 25,748 | 26,778 | 27,849 | 28,963 | 30,122 |
| 11 | | Annual | 25,339 | 26,352 | 27,406 | 28,502 | 29,642 | 30,828 |
| 12 | | Annual | 25,977 | 27,016 | 28,097 | 29,221 | 30,389 | 31,605 |
| 13 | | Annual | 26,645 | 27,710 | 28,819 | 29,972 | 31,170 | 32,417 |
| 14 | | Annual | 27,312 | 28,405 | 29,541 | 30,723 | 31,951 | 33,229 |
| 15 | | Annual | 27,980 | 29,099 | 30,263 | 31,473 | 32,732 | 34,042 |
| 16 | | Annual | 28,705 | 29,854 | 31,048 | 32,290 | 33,581 | 34,924 |
| 17 | | Annual | 29,431 | 30,608 | 31,833 | 33,106 | 34,430 | 35,807 |
| 18 | | Annual | 30,128 | 31,333 | 32,586 | 33,889 | 35,245 | 36,655 |
| 19 | | Annual | 30,882 | 32,118 | 33,402 | 34,738 | 36,128 | 37,573 |
| 20 | | Annual | 31,666 | 32,933 | 34,250 | 35,620 | 37,045 | 38,526 |
| 21 | | Annual | 32,450 | 33,748 | 35,097 | 36,501 | 37,961 | 39,480 |
| 22 | | Annual | 33,291 | 34,623 | 36,008 | 37,448 | 38,946 | 40,504 |
| 23 | | Annual | 34,104 | 35,468 | 36,887 | 38,362 | 39,897 | 41,493 |
| 24 | | Annual | 34,975 | 36,374 | 37,829 | 39,342 | 40,915 | 42,552 |
| 25 | | Annual | 35,816 | 37,249 | 38,739 | 40,289 | 41,900 | 43,576 |
| 26 | | Annual | 36,716 | 38,185 | 39,712 | 41,301 | 42,953 | 44,671 |
| 27 | | Annual | 37,645 | 39,151 | 40,717 | 42,345 | 44,039 | 45,801 |
| 28 | | Annual | 38,603 | 40,147 | 41,753 | 43,423 | 45,160 | 46,966 |
| 29 | | Annual | 39,561 | 41,143 | 42,789 | 44,500 | 46,280 | 48,132 |
| 30 | | Annual | 40,547 | 42,169 | 43,856 | 45,610 | 47,435 | 49,332 |
| 31 | | Annual | 41,563 | 43,226 | 44,955 | 46,753 | 48,623 | 50,568 |
| 32 | | Annual | 42,608 | 44,313 | 46,085 | 47,928 | 49,846 | 51,839 |

City of Shoreline
Range Placement Table
2.5% Between Ranges; 4% Between Steps

Salary Table 01 - EXEMPT

Mkt Adj: 1.26%
Effective: January 1, 2014

| Range | Title | Salary | Min Step 1 | Step 2 | Step 3 | Step 4 | Step 5 | Max Step 6 |
|-------|---|--------|---------------|--------|--------|--------|--------|---------------|
| 33 | | Annual | 43,682 | 45,429 | 47,247 | 49,136 | 51,102 | 53,146 |
| 34 | | Annual | 44,756 | 46,546 | 48,408 | 50,344 | 52,358 | 54,453 |
| 35 | | Annual | 45,859 | 47,693 | 49,601 | 51,585 | 53,648 | 55,794 |
| 36 | | Annual | 47,049 | 48,931 | 50,888 | 52,924 | 55,041 | 57,242 |
| 37 | | Annual | 48,181 | 50,108 | 52,112 | 54,197 | 56,365 | 58,619 |
| 38 | | Annual | 49,371 | 51,346 | 53,400 | 55,536 | 57,757 | 60,067 |
| 39 | | Annual | 50,619 | 52,644 | 54,750 | 56,939 | 59,217 | 61,586 |
| 40 | | Annual | 51,896 | 53,972 | 56,131 | 58,376 | 60,711 | 63,140 |
| 41 | | Annual | 53,202 | 55,330 | 57,543 | 59,845 | 62,239 | 64,729 |
| 42 | | Annual | 54,537 | 56,719 | 58,988 | 61,347 | 63,801 | 66,353 |
| 43 | Assistant Planner | Annual | 55,901 | 58,138 | 60,463 | 62,882 | 65,397 | 68,013 |
| 44 | | Annual | 57,295 | 59,586 | 61,970 | 64,449 | 67,027 | 69,708 |
| 45 | Executive Assistant to the City Manager | Annual | 58,717 | 61,066 | 63,508 | 66,048 | 68,690 | 71,438 |
| 46 | Staff Accountant | Annual | 60,168 | 62,575 | 65,078 | 67,681 | 70,388 | 73,204 |
| 47 | Associate Planner | Annual | 61,735 | 64,205 | 66,773 | 69,444 | 72,222 | 75,111 |
| 48 | Budget Analyst Management Analyst Recreation Coordinator I | Annual | 63,245 | 65,775 | 68,405 | 71,142 | 73,987 | 76,947 |
| 49 | Parks & Rec Project Coordinator Emergency Management Coordinator Neighborhoods Coordinator | Annual | 64,841 | 67,435 | 70,132 | 72,937 | 75,855 | 78,889 |
| 50 | | Annual | 66,437 | 69,095 | 71,859 | 74,733 | 77,722 | 80,831 |
| 51 | Web Developer Senior Planner | Annual | 68,092 | 70,816 | 73,648 | 76,594 | 79,658 | 82,844 |
| 52 | Customer Response Team Supervisor Development Review Engineer I Grants Coordinator Recreation Coordinator II CMO Management Analyst Senior Human Resources Analyst Senior Management Analyst Senior Budget Analyst | Annual | 69,833 | 72,627 | 75,532 | 78,553 | 81,695 | 84,963 |
| 53 | Network Administrator Construction Inspection Supervisor | Annual | 71,575 | 74,438 | 77,415 | 80,512 | 83,732 | 87,082 |
| 54 | PW Maintenance Supervisor | Annual | 73,345 | 76,279 | 79,330 | 82,503 | 85,804 | 89,236 |
| 55 | Capital Projects Manager I City Clerk | Annual | 75,174 | 78,181 | 81,308 | 84,560 | 87,943 | 91,460 |

City of Shoreline
Range Placement Table
2.5% Between Ranges; 4% Between Steps

Salary Table 01 - EXEMPT

Mkt Adj: 1.26%
Effective: January 1, 2014

| Range | Title | Salary | Min Step 1 | Step 2 | Step 3 | Step 4 | Step 5 | Max Step 6 |
|-------|---|--------|---------------|---------|---------|---------|---------|---------------|
| 56 | Engineer I: Traffic | Annual | 77,089 | 80,173 | 83,380 | 86,715 | 90,184 | 93,791 |
| 57 | GIS Specialist | Annual | 79,005 | 82,165 | 85,452 | 88,870 | 92,425 | 96,122 |
| 58 | | Annual | 80,979 | 84,218 | 87,587 | 91,090 | 94,734 | 98,523 |
| 59 | Recreation Superintendent Finance Manager Capital Projects Manager II Community Services Manager Intergovernmental Prog Manager Development Review Engineer II Permit Services Manager Parks Superintendent Planning Manager Central Services Manager Structural Plans Examiner Engineer II: Traffic Engineer II: Surface Water IT Systems Analyst | Annual | 83,011 | 86,331 | 89,784 | 93,376 | 97,111 | 100,995 |
| 60 | | Annual | 85,071 | 88,474 | 92,013 | 95,694 | 99,521 | 103,502 |
| 61 | Building Official | Annual | 87,219 | 90,708 | 94,336 | 98,110 | 102,034 | 106,115 |
| 62 | Assistant City Attorney Economic Development Program Mgr | Annual | 89,396 | 92,972 | 96,691 | 100,558 | 104,581 | 108,764 |
| 63 | City Traffic Engineer SW & Environmental Svcs Manager | Annual | 91,602 | 95,266 | 99,077 | 103,040 | 107,161 | 111,448 |
| 64 | | Annual | 93,924 | 97,681 | 101,588 | 105,651 | 109,878 | 114,273 |
| 65 | Engineering Manager Transportation Planning Manager | Annual | 96,246 | 100,096 | 104,099 | 108,263 | 112,594 | 117,098 |
| 66 | Information Systems Manager | Annual | 98,655 | 102,601 | 106,705 | 110,973 | 115,412 | 120,029 |
| 67 | | Annual | 101,151 | 105,197 | 109,405 | 113,781 | 118,332 | 123,066 |
| 68 | | Annual | 103,647 | 107,793 | 112,105 | 116,589 | 121,252 | 126,102 |
| 69 | | Annual | 106,259 | 110,510 | 114,930 | 119,527 | 124,308 | 129,281 |
| 70 | Human Resources Director | Annual | 108,901 | 113,257 | 117,787 | 122,498 | 127,398 | 132,494 |
| 71 | City Engineer Utility and Operations Manager | Annual | 111,629 | 116,094 | 120,738 | 125,567 | 130,590 | 135,814 |
| 72 | | Annual | 114,444 | 119,022 | 123,783 | 128,734 | 133,884 | 139,239 |
| 73 | | Annual | 117,289 | 121,980 | 126,859 | 131,934 | 137,211 | 142,700 |
| 74 | Assistant City Manager Administrative Services Director Parks, Rec & Cultural Svcs Director Planning & Community Dev Director Public Works Director City Attorney | Annual | 120,220 | 125,029 | 130,030 | 135,231 | 140,641 | 146,266 |
| 75 | | Annual | 123,239 | 128,168 | 133,295 | 138,627 | 144,172 | 149,939 |

Attachment B

City of Shoreline Comparable Cities

| Jurisdiction | Job Title | Population | 2013 Salary (High) | # of Direct Reports (FTE) | Fire? | Police? | Utilities? |
|--|---------------------------------|-------------------|-------------------------------|--|--------------|----------------|-------------------|
| Kent | Human Resources Director | 120,500 | \$ 143,832 | 7 | | X | X |
| Everett | Labor Relations & HR Director | 104,200 | \$ 143,640 | 7 | X | X | X |
| Renton | HR & Risk Mgmt Administrator | 95,540 | \$ 149,472 | 8 | X | X | X |
| Federal Way | Human Resources Manager | 89,720 | \$ 90,660 | 4 | | X | |
| Kirkland | Dir of HR & Performance Mgmt | 81,730 | \$ 145,116 | 8.7 | X | X | X |
| Auburn | Dir of HR & Risk/Property Mgmt | 73,235 | \$ 148,104 | 7 | | X | X |
| Lakewood | Human Resources Director | 58,310 | \$ 112,608 | 4 | | X | |
| Redmond | Human Resources Director | 55,840 | \$ 140,100 | 10.5 | X | X | X |
| Olympia | Line of Business Director | 48,480 | \$ 102,864 | 8 | X | X | X |
| Edmonds | Human Resources Manager | 39,800 | \$ 109,385 | 0.5 | X | X | X |
| <i>Median</i> | | <i>77,483</i> | <i>\$ 141,870</i> | <i>7</i> | | | |
| Shoreline | Human Resources Director | 53,670 | \$ 130,845 | 2 | | | |
| Current Shoreline Salary Percent Higher/lower than Median | | | -8.43% | | | | |

Attachment C

| <i>Puget Sound Cities 30,000 - 80,000 Population (King, Snohomish, Pierce, Thurston, & Kitsap Counties)</i> | | | |
|--|-----------------------------------|-------------------|-------------------------------|
| Jurisdiction | Job Title | Population | 2013 Salary (High) |
| Auburn | Dir of HR & Risk/Property Mgmt | 73,235 | \$ 148,104 |
| Marysville | Human Resources Director | 62,100 | \$ 141,036 |
| Lakewood | Human Resources Director | 58,310 | \$ 112,608 |
| Redmond | Human Resources Director | 55,840 | \$ 140,100 |
| Olympia | Line of Business Director | 48,480 | \$ 102,864 |
| Sammamish | Administrative Services Director | 48,060 | \$ 154,860 |
| Burien | Human Resources Manager | 48,030 | \$ 98,688 |
| Lacey | Director of Public Affairs and HR | 44,350 | \$ 125,592 |
| Edmonds | Human Resources Manager | 39,800 | \$ 109,385 |
| Puyallup | Human Resources Director | 37,980 | \$ 129,096 |
| Bremerton | Human Resources Manager | 37,850 | \$ 95,592 |
| Lynnwood | Human Resources Director | 35,960 | \$ 130,296 |
| Bothell | Human Resources Director | 34,460 | \$ 144,540 |
| Issaquah | Human Resources Manager | 32,130 | \$ 117,780 |
| University Place | Human Resources Manager | 31,340 | \$ 84,660 |
| <i>Median</i> | | <i>44,350</i> | <i>\$ 125,592</i> |
| | | | |
| Shoreline | Human Resources Director | 53,670 | \$ 130,845 |
| Current Shoreline Salary Percent Higher/Lower than Median | | | 4.01% |

Attachment D

| <i>Western Washington Cities with Populations 25% Above and 25% Less Than Shoreline</i> | | | |
|--|-----------------------------------|-------------------|---------------------------|
| Jurisdiction | Job Title | Population | 2013 Salary (High) |
| Marysville | Human Resources Director | 62,100 | \$ 141,036 |
| Lakewood | Human Resources Director | 58,310 | \$ 112,608 |
| Redmond | Human Resources Director | 55,840 | \$ 140,100 |
| Olympia | Line of Business Director | 48,480 | \$ 102,864 |
| Sammamish | Administrative Services Director | 48,060 | \$ 154,860 |
| Burien | Human Resources Manager | 48,030 | \$ 98,688 |
| Lacey | Director of Public Affairs and HR | 44,350 | \$ 125,592 |
| <i>Median</i> | | <i>48,480</i> | <i>\$ 125,592</i> |
| | | | |
| Shoreline | Human Resources Director | 53,670 | \$ 130,845 |
| Current Shoreline Salary Percent Higher/Lower than Median | | | 4.01% |



Human Resources Director

Class Code:
70

Bargaining Unit: N/A

CITY OF SHORELINE
Established Date: Jan 7, 2011
Revision Date: Jan 1, 2014

SALARY RANGE

\$108,901.00 - \$132,494.00 Annually

GENERAL STATEMENT:

*Class specifications are intended to present a descriptive list of the range of duties performed by employees in the class. Specifications are **not** intended to reflect all duties performed within the job.*

DEFINITION:

To plan, direct, manage and oversee the activities and operations of the Human Resources Department including employee development and training, recruiting and placement and compensation and benefit plan administration; to coordinate assigned activities with other departments and outside agencies; and to provide highly responsible and complex administrative support to the City Manager.

SUPERVISION RECEIVED AND EXERCISED:

Receives general administrative direction from the City Manager.
Exercises direct supervision over professional and support staff.

ESSENTIAL AND MARGINAL FUNCTIONS:

Essential responsibilities and duties may include, but are not limited to, the following:

Essential Functions:

1. Assume full management responsibility for all Department services and activities including employee development and training, recruitment and placement, and compensation and benefit administration; recommend and administer policies and procedures.
2. Manage the development and implementation of Department goals, objectives, policies and priorities for each assigned service area.
3. Establish, within City policy, appropriate service and staffing levels; monitor and evaluate the efficiency and effectiveness of service delivery methods and procedures; allocate resources accordingly.
4. Plan, direct and coordinate, through subordinate level staff, the Human Resources Department's work plan; assign projects and programmatic areas of responsibility; review and evaluate work methods and procedures; meet with key staff to identify and resolve problems.
5. Assess and monitor workload, administrative and support systems, and internal reporting relationships; identify opportunities for improvement; direct and implement changes.
6. Coordinate with departments to design new positions; recommend reclassification requests and salary adjustments.
7. Direct the design and presentation of managerial and supervisory training programs for all departments; conduct periodic training needs assessment.
8. Direct the City's employment functions; assist departments in filling position vacancies; develop and monitor job descriptions; recruit qualified candidates and screen applicants.
9. Recommend and administer compensation plan and related policies; direct salary studies for compensation evaluation; prepare reports on findings and recommendations.
10. Direct benefit studies; develop cost-effective benefit programs for employees.
11. Assist employees, supervisors and managers in understanding the application of personnel policies and practices; counsel employees concerning job-related issues.
12. Oversee the maintenance of confidential personnel files for all employees, interns, City Councilmembers and extra-help staff.
13. Investigate employee grievances; respond to and resolve employee complaints; oversee the application of discipline.
14. Conduct pre-termination hearings.
15. Select, train, motivate and evaluate assigned personnel; provide or coordinate staff training; work with employees to correct deficiencies; implement discipline and termination procedures.

16. Oversee and participate in the development and administration of the Department budget; approve the forecast of funds needed for staffing, equipment, materials and supplies; approve expenditures and implement budgetary adjustments as appropriate and necessary.
17. Explain, justify and defend Department programs, policies and activities; negotiate and resolve sensitive and controversial issues.
18. Represent the Human Resources Department to other departments, elected officials and outside agencies; coordinate assigned activities with those of other departments and outside agencies and organizations.
19. Provide staff assistance to the City Manager; participate on a variety of boards, commissions and committees; prepare and present staff reports and other necessary correspondence.
20. Provide staff support to assigned boards and commissions.
21. Attend and participate in professional group meetings; stay abreast of new trends and innovations in the field of human resources.

Marginal Function:

Perform related duties and responsibilities as required.

QUALIFICATIONS:**Knowledge of:**

Operations, services and activities of a comprehensive human resources program.
 Principles and practices of human resources management.
 Principles and practices of program development and administration.
 Methods and techniques of research and analysis.
 Quantitative methods related to organizational research in the personnel field.
 Principles and practices of local budget preparation and administration.
 Principles of supervision, training and performance evaluation.
 Position classification and salary administration programs.
 Principles and practices of benefits plan administration.
 Business and personal ethics.
 Advanced principles and practices of record keeping.
 Modern office procedures, methods and equipment including computers.
 Applicable computer software applications.
 Pertinent Federal, State and local laws, codes and regulations.

Ability to:

Manage and direct a comprehensive human resources administration program.
 Develop and administer departmental goals, objectives and procedures.
 Analyze and assess programs, policies and operational needs and make appropriate adjustments.
 Identify and respond to sensitive community and organizational issues, concerns and needs.
 Plan, organize, direct and coordinate the work of lower level staff.
 Delegate authority and responsibility.
 Select, supervise, train and evaluate staff.
 Analyze problems, identify alternative solutions, project consequences of proposed actions and implement recommendations in support of goals.
 Research, analyze and evaluate new service delivery methods and techniques.
 Design new positions as needed.
 Design and present training programs for all departments.
 Oversee and participate in recruitment and selection activities.
 Conduct comprehensive compensation and benefit studies.
 Implement and administer cost effective employee benefits programs.
 Interpret and explain personnel policies and procedures.
 Maintain confidential personnel files.
 Investigate employee grievances.
 Prepare clear and concise administrative and financial reports.
 Prepare and administer large and complex budgets.
 Interpret and apply applicable Federal, State and local policies, laws and regulations.
 Operate office equipment including computer and supporting word processing and spreadsheet applications.
 Communicate clearly and concisely, both orally and in writing.
 Establish and maintain effective working relationships with those contacted in the course of work.
 Maintain physical condition appropriate to the performance of assigned duties and responsibilities.

EXPERIENCE AND TRAINING GUIDELINES:

Any combination of experience and training that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:

Experience:

Six years of increasingly responsible public sector human resources administration experience including

three years of management and administrative responsibility.

Training:

Equivalent to a bachelor's degree from an accredited college or university with major course work in human resources management, business administration, public administration or a related field.

WORKING CONDITIONS:**Environmental Conditions:**

Office environment; exposure to computer screen; extensive contact with City staff.

Physical Conditions:

Essential and marginal functions may require maintaining physical condition necessary for walking, standing or sitting for prolonged periods of time; extensive interaction with staff and the public; extensive use of computer keyboard.