STAFF REPORT

MEETING DATE:	**February 24, 2022**
SUBJECT:	**Approve Updates to SRTA's Human Resources Policies**
AGENDA ITEM:	**12**
STAFF CONTACT:	**Keith Williams, Senior Transportation Planner**

SUMMARY

SRTA's human resources policies need an update. The attached update (Attachment A) aims to help the agency secure qualified employees from a small pool of candidates in today's competitive labor market; clarify language on executive director authority to create classification specifications; and facilitate future minor updates and corrections to meet agency needs.

STAFF RECOMMENDATION:

It is recommended that the board of directors update SRTA policies authorizing the executive director to:

1. Hire employees at any step from the agency's compensation plan;
2. Create new class specifications compensated at or below the senior transportation planner level; and
3. Make minor, non-substantive updates and corrections.

DISCUSSION:

Recruitments for SRTA job vacancies have yielded fewer applicants overall and fewer applicants meeting job specifications. The current recruitment has lasted six months, and while staff made four formal job offers to qualified individuals, none were accepted. Two reasons hinder staff efforts: 1) quality of life factors cited by applicants and departing SRTA staff, and 2) human resources policies that limit the executive director's ability to nimbly address agency needs in a dynamic labor market. This report outlines three policy updates that could improve the agency's ability to recruit and maintain staff in spite of labor market conditions.

Hiring at Any Salary Range Step – SRTA cannot control quality of life factors affecting recruitment (crime rate, summer air quality, and housing costs (for out-of-state candidates)) except to offer a competitive salary. Salaries for each job are listed by classification titles (Assistant Transportation Planner, Chief Fiscal Officer, etc.) in the agency's compensation plan (Attachment B). Each classification, or "class," ranges from salary steps A (low) to F (high); however, SRTA's current policy only allows the executive director to hire at step A, B, or C, depending on qualifications. The board of directors may authorize hiring at higher steps.

At their December 2021 meeting, the board of directors suggested that the agency policies be updated to allow the executive director to hire candidates at any step, and staff recommends making this change.

Updating, Maintaining, and Creating Class Specifications – The executive director may update and maintain class specifications, including job titles, the nature of work performed, the level of supervision received and exercised, examples of essential and related duties, qualifications, requirements, etc. However, SRTA's policies are not clear on the creation of class specifications (Attachment B), because they authorize the executive director to create class specifications on a temporary basis but also state that the board of directors makes this approval. Staff recommends clarifying the policies to authorize the executive director to update, maintain, and create new classes of positions within approved salary ranges at or below the Senior Transportation Planner class, provided the board of directors approves sufficient budget authority.

Minor, Non-Substantive Updates and Corrections – Updates to SRTA policies are needed from time to time to accomplish the agency's mission, purpose, and programs (E.g. maintaining compliance with new laws, adjusting language to sound less bureaucratic or punitive to prospective applicants, updating the names of insurance plans offered by CalPERS, etc.). Staff recommends authorizing the executive director to make minor, non-substantive updates and corrections to SRTA human resources policies as needed.

FISCAL AND POLICY COMMITTEE RECOMMENDATION:
The Fiscal and Policy Committee agreed with the staff recommendation at the February 14, 2022, meeting.

ALTERNATIVES:
The board of directors may decide not to make these changes, modify or qualify these changes, or request more information and continue this item. Postponing action on this, may delay staff's ability to fill the current vacant position.

FISCAL IMPACT:
Each step (A through F) in SRTA's compensation plan represents a five percent increase over the previous step. Hiring a candidate at step F versus step C, for example, represents a 15 percent increase. Authorizing the executive director to create class specifications for positions using existing salary ranges has no fiscal impact on the agency, nor do minor updates and corrections to human resources policies.

KEITH WILLIAMS
Keith R. Williams, AICP, Senior Transportation Planner

Attachment A: SRTA Policy Revisions on Job Classification Administration and Compensation
Attachment B: Shasta Regional Transportation Agency Compensation Plan FY 2021-22

Attachment A

SRTA Policy 5.05.030 – Job Administration

A. The goal of the Agency's classification specifications is to develop a system that supports employee development, provides opportunities for career advancement and creates an understanding of the roles, responsibilities, and relationships of each position within the Agency.

B. GUIDELINES - Classification and compensation practices are reviewed periodically to ensure internal and external comparability and competitiveness of pay practices. When a new classification is created or when a position's duties, functions and/or responsibilities change significantly, a job analysis or classification reevaluation is conducted. Positions are classified/reclassified and assigned/reassigned to a salary grade on the basis of the classification review.

1. Position Classification -

a. The ~~regular~~ classification of each position shall be consistent with the duties performed, and the position classification title approved by the ~~Agency~~ executive director for inclusion in the Agency's budget. Classification titles compensated above the Senior Transportation Planner class are approved by the board of directors.

b. The executive director or authorized designee may ~~temporarily~~ reclassify or add positions compensated in the Senior Transportation Planner class or below to meet unanticipated operational requirements, ~~within approved policy authorization and~~ subject to ~~appropriate~~ budget authority. ~~All temporary reclassifications as additions to regular staffing will be approved by the board of directors as part of the Agency budget.~~

c. All positions shall be designated as represented or unrepresented depending on any Memorandum of Understanding, if in place.

2. Class Specifications -

a. The executive director or authorized designee shall be responsible for the preparation of a class specification for each classification ~~in the Salary and Benefit Resolution adopted by the board of directors~~. The class specifications shall describe common distinguishing characteristics for each classification such as title, nature of work, supervision received and exercised, examples of essential and related duties, qualifications, requirements, and relationship to other classifications in the career series, if applicable. Class specifications shall be updated, maintained, or may be created ~~on a temporary basis~~ as the executive director or authorized designee determines necessary to properly describe the work performed and to accomplish the Agency's mission, purpose and programs. Class specifications ~~for newly created full-time classifications~~ compensated above the Senior Transportation Planner class ~~and substantive revisions to current specifications~~ will be approved by the board of directors. ~~for development by the executive director or authorized designee resulting from the budget approval process.~~ Class specifications shall be made publicly available on the agency's website and ~~available~~ to the employees of each classification as a general description of the work performed.

3. Classification Titles -

a. The title of the class to which any position is allocated shall be used in all official personnel records and in all official personnel transactions of the Agency. The provisions of this section do not preclude using separate duty statement descriptions and working titles within ~~their department~~the same classification so long as the duties remain within the scope of the classification.

4. Classification Pay Plan -

a. The executive director or authorized designee is responsible for the classification of individual positions and the assignment of classes to salary ranges within currently approved salary schedules as may be required to accomplish the Agency's mission, purpose, and programs, provided that such classifications and reclassifications are:

I. Consistent with policy.

II. Will not exceed the approved budget for personnel expenses.

III. Not compensated above the Senior Transportation Planner level, unless approved by the board of directors.

Formatted: Indent: Left: 1.5", Hanging: 0.5"

5. Amendment and Maintenance -

a. Whenever one or more new classes are requested or whenever, because of any change in organization or method, a significant change in the duties or responsibilities of any existing position is to be made, which requires the amendment of the classification plan, such revision and amendment of the classification plan shall be made in the manner provided herein.

b. ~~The board of directors upon recommendation of t~~The executive director or authorized designee ~~at any regular meeting,~~ may create new classes~~,~~; divide, combine, alter, or abolish existing classes~~,~~; ~~or~~ allocate new positions to appropriate classes; or reallocate existing positions to other classes ~~by resolution or by amending this Chapter~~. However, the executive director may not make these changes for classes with compensation above the Senior Transportation Planner class.

c. The reclassification of a position will not change the employee's probationary status, regularly scheduled evaluation date, or step-increase schedule.

5.05.040 – COMPENSATION

A. POLICY

The Agency's compensation program is designed to attract, retain, motivate and reward the best possible workforce in an equitable manner. To accomplish this, the Agency has established the following plan, provisions and standards for employee compensation.

B. GUIDELINES

1. Salary Plan -

a. The Agency's salary plan is designed to assist the Agency in paying each employee a salary determined by the competitive job market, job responsibilities, and the required level of expertise.

b. ~~Officers, supervisors, and e~~Employees shall receive the compensation provided in the basic salary schedule ~~set forth~~approved by ~~resolution of~~ the board of directors for the classification of the position in which they are employed, in accordance with the allocation of such classifications to ranges of the basic salary schedule and in accordance with the terms of employment hereinafter set forth. The salary of each class shall be further based on the principle that like salaries shall be paid for comparable duties and responsibilities and that Agency salary schedules shall bear a reasonable relationship to prevailing rates of pay in other public jurisdictions and in local private employment.

c. The executive director or authorized designee has overall responsibility for recommending, interpreting, and monitoring the salary and performance management systems.

d. The executive director may approve new classifications of positions compensated at or below the senior transportation planner level to address specialized agency needs provided that the board of directors approves sufficient budget authority.

2. Compensation Structure -

a. The salary structure assigns each Agency position to a salary range that identifies minimum and maximum rates, based on comparable positions at other public-sector agencies, according to the skills, responsibilities and qualifications that the position requires, rather than individual job performance or qualifications of the incumbent in that position. Each position is then assigned an appropriate step within the ascribed salary range.

b. Periodically, ~~prior to~~as part of the board of directors' review ~~and adoption~~ of ~~the~~ Salary and Benefits ~~Resolution~~, the executive director or authorized designee will review the compensation plan to evaluate current market value and labor market inflation. If appropriate, the executive director or authorized designee will recommend that ranges be adjusted to reflect market changes.

3. Starting Compensation -

   a. The starting rate of pay for a newly hired employee will be determined by the executive director or authorized designee. The decision as to where to place the newly hired employee within the pre-determined salary range is made according to the knowledge, skills and abilities and job-related experience the employee brings to the Agency. The executive director has the authority to hire ~~either~~ at steps A through F ~~, B, or C,~~ depending on qualifications. ~~The Agency board of directors may authorize hiring at higher steps.~~

4. Performance Review -

   a. Supervisors are responsible for reviewing each employee's performance. Performance evaluations will occur after six months of employment and annually thereafter. Based upon the results of the performance review, the executive director or authorized designee will make salary adjustments - including performance pay - within the approved salary ranges and the adopted budget for the following fiscal year.

   b. Accurate performance reviews are particularly important and will be considered for potential salary adjustments at the discretion of the executive director or authorized designee.

5. Performance Pay -

   a. All full-time employees shall be eligible for pay increases of zero to 5% for exceptional performance to be determined during each employee evaluation. New employees will not be eligible until they have completed probation and have undergone their first annual evaluation after the six-month initial evaluation. The pay increase shall apply to each discrete evaluation period and shall not be cumulative; it may fluctuate up to 5% or down to zero due to changes in performance or new job duties and expectations. The determination shall be made by the executive director. The board of directors, at their discretion, may consider performance pay for the executive director as part of the executive director evaluation. Performance pay shall be based on the following:

      I. Number of "Weighted" performance categories applicable to the job classification graded as "Exceeds Standards."

      II. Number of goals that were met by the stated dates in a manner that exceeded expectations. Exceptions may be considered where unusual circumstances surrounding a particular goal were beyond the employees' control as determined by the evaluator.

III. Other demonstrations of exceptional performance due to initiative or new duties that were not envisioned in the prior evaluation goals.

b. An evaluation which requires a “Performance Improvement Plan” due to “Unacceptable” or “Improvement Needed” grades will not typically be eligible for performance pay while the Performance Improvement Plan is in effect.

6. Timing of Salary Increases -

a. Full-time employees’ salaries will be reviewed for the first time during the six-month probationary performance evaluation and annually thereafter. The employee’s performance evaluation will be taken into consideration. Increases will be granted with a satisfactory employee performance evaluation that does not require a corrective action plan. Part-time employees may be considered for salary increases as part of a performance evaluation after 1040 hours paid time, and every 2080 hours paid time thereafter.

7. Promotions -

a. An employee who is promoted to a higher classification within the established compensation plan will receive at least a 5% salary increase within a specified salary step of the new position.

8. Longevity Pay -

a. Once a full-time employee has been with the Agency for 10 consecutive years of service, the employee will receive a 5% increase in pay. These 10 years do not include unpaid leaves of absence.

9. Paydays -

a. All salaries and wages shall be paid on a biweekly basis not later than the Friday following the end of the pay period for the preceding two weeks’ earnings.

Attachment B

Shasta Regional Transportation Agency
Compensation Plan
Fiscal Year 2021-22
Approved by SRTA Board of Directors on April 23, 2019 (Effective July 1, 2021)

	Base Pay							Added Special Pay	
Job Title	Step	A	B	C	D	E	F	10-year Longevity Pay	[2]Maximum Performance Based Compensation
CHIEF FISCAL OFFICER	Annual	$ 84,079	$ 88,301	$ 92,714	$ 97,339	$ 102,219	$ 107,311	5%	5%
	Monthly	$ 7,007	$ 7,358	$ 7,726	$ 8,112	$ 8,518	$ 8,943	5%	5%
	Hourly	$ 40.42	$ 42.45	$ 44.57	$ 46.80	$ 49.14	$ 51.59	5%	5%
SENIOR TRANSPORTATION PLANNER	Annual	$ 84,079	$ 88,301	$ 92,714	$ 97,339	$ 102,219	$ 107,311	5%	5%
	Monthly	$ 7,007	$ 7,358	$ 7,726	$ 8,112	$ 8,518	$ 8,943	5%	5%
	Hourly	$ 40.42	$ 42.45	$ 44.57	$ 46.80	$ 49.14	$ 51.59	5%	5%
ASSOCIATE TRANSPORTATION PLANNER	Annual	$ 63,351	$ 66,512	$ 69,843	$ 73,322	$ 77,014	$ 80,875	5%	5%
	Monthly	$ 5,279	$ 5,543	$ 5,820	$ 6,110	$ 6,418	$ 6,740	5%	5%
	Hourly	$ 30.46	$ 31.98	$ 33.58	$ 35.25	$ 37.03	$ 38.88	5%	5%
ASSISTANT TRANSPORTATION PLANNER	Annual	$ 54,716	$ 57,453	$ 60,338	$ 63,351	$ 66,512	$ 69,843	5%	5%
	Monthly	$ 4,560	$ 4,788	$ 5,028	$ 5,279	$ 5,543	$ 5,820	5%	5%
	Hourly	$ 26.31	$ 27.62	$ 29.01	$ 30.46	$ 31.98	$ 33.58	5%	5%
ADMINISTRATIVE ASSOCIATE	Annual	$ 45,445	$ 47,736	$ 50,112	$ 52,594	$ 55,246	$ 58,005	5%	5%
	Monthly	$ 3,787	$ 3,978	$ 4,176	$ 4,383	$ 4,604	$ 4,834	5%	5%
	Hourly	$ 21.85	$ 22.95	$ 24.09	$ 25.29	$ 26.56	$ 27.89	5%	5%
EXECUTIVE DIRECTOR[1]	Annual	$ 208,086.53							
	Monthly	$ 17,340.54							
	Hourly	$ 100.04							

Notes:

[1]The Executive Director salary is established by employment agreement between the board and the executive director. The salary is not subject to "steps." This position may receive cost of living increases commensurate with all other staff.

[2]The "Maximum Performance Based Compensation" represents the maximum possible added compensation on an annual basis. The increase is based on annual review of employee performance and ranges from 0-5%.