

- *Conducts special surveys including gathering data from other communities;*
- *Develops, monitors and analyzes a department, division or unit budget;*
- *Makes recommendations on how to resolve problems and improve efficiency;*
- *Prepares procedural manuals, correspondence for signatures, and special reports on studies conducted;*
- *Conducts various long-range planning studies including gathering necessary data and making recommendations.*

To put it reductively, an analyst analyzes. They gather data and interpret the result. Typically, they manage the budget and support functions such as personnel liaison, purchasing liaison, facilities and equipment, and so on.

Many of the analyst jobs studied are actually various kinds of specialist positions. Some time ago Garden Grove, like many agencies, had a mishmash of single-position classifications narrowly and inconsistently describing the underlying job. Frequently, these single-position classes were very similar to jobs in other classifications but were paid differently and subject to myriad promotional ladders and minimum qualification rules. This confusion naturally led to inequities and opacity in the classification system.

To solve this, HR officials some 12 years ago eliminated, merged and consolidated a large number of single-position classes into the current Administrative Analyst and Administrative Aide class series we have today. The essential difference between Analyst and Aide is that Aide is a terminal bridge class, this is typically the highest level an employee can reach without a college degree, but also provides a bridge to the "professional" Analyst classes for those employees who complete their degree while employed. Senior Administrative Aide is set at the same salary range as Administrative Analyst.

This study finds that the streamlining done in the late 1990's went perhaps a bit farther than intended, lumping in many program specialist jobs in with analyst.

II. While exact job tasks vary considerably, most of Garden Grove's "non-analytical" analysts could be fairly described as program specialists.

As a general principle, HR strives to use as few classifications as possible that will adequately differentiate the work performed. This allows more flexibility in transferring people from assignment to assignment and department to department, and facilitates promotions and internal equity. At the same time, jobs that are fundamentally different from each other need to reside in different classifications. HR professionals make these kinds of distinctions using "functional analysis," whereby jobs are broken down into their component tasks irrespective of the

subject matter. For example, developing and monitoring budgets is a task, regardless of the size, type or purpose of the budget.

In this vein, most of the "non-analyst" analysts in Garden Grove are in reality program specialists. Program specialists must learn and apply a body of knowledge specific to a program (e.g., CDBG, UASI, POST), administer program requirements and insure compliance with program standards, assist staff, public and other customers with program access and utilization, and perform all other functions essential to achieving the program's mission.

Program Specialist is differentiated from Administrative Analyst by the formers narrower focus. Both jobs can be at varying levels of complexity and responsibility, but specialists will, naturally, specialize in a particular program and be able to perform all or a substantial portion of the tasks required to insure program success. In contrast, analysts will be assigned a very wide array of special projects in which the only commonality is the methods used: research, analysis, report-writing, and policy development. Specialists become expert in their given program, analysts become expert at analyzing information.

There's another clear difference: Administrative Analysts/Senior Administrative Analysts are not supervisors. Analysts are, to use the private-sector taxonomy, "staff" as opposed to "line" personnel. Analysts may occasionally serve as lead workers (e.g., for clericals), but the class is not designed with supervisory duties in mind. Senior Program Specialists, however, can and do supervise. Since the specialist classes are responsible for program administration, it's a natural fit for them to supervise lower-level staff such as Administrative Aides, clerical, paraprofessional and fiscal support staff.

III. No change is needed to the Administrative Aide class series.

These two classes can be considered paraprofessional and/or transitional classes. Note the salary relationship between the analyst series and the aide series:

M166 Senior Administrative Analyst

M150 Administrative Analyst \longleftrightarrow E150 Senior Administrative Aide
E135 Administrative Aide

Typically, a person is promoted from a clerical or support class into one of these classes. Our analysis indicates these positions are used in reasonably consistent ways across departments. Accordingly, no change is recommended.

IV. "Right of Return."

Although the City is committed to avoiding layoffs, financial exigencies can always

arise in the future. To avoid the complications arising from such a mass reclassification in the *unlikely event of a layoff* affecting these employees, we further propose that all of the incumbents being reclassified from the Administrative Analyst class series to the Program Specialist class series be treated as if they had retained their original classification as of the day prior to the effective date of the reclassification, for the purposes of implementing §2.44.400 of the Municipal Code ("Abolition of Position"). This way, a person appointed as an analyst but reclassified to (for example) a senior specialist would not gain a layoff advantage over another analyst who was hired earlier but not reclassified.

FISCAL IMPACT


Because the Program Specialist class series would be set at the same salary range as the Administrative Analyst series, there is no fiscal impact.

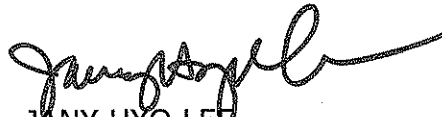
RECOMMENDED ACTIONS

The following actions are necessary to implement these changes and are recommended by HR:

1. City Council approval of the creation of two new classifications, Program Specialist at range E150, and Senior Program Specialist at range M166.
2. City Council direction to the City Manager and Human Resources Director that incumbents being reclassified from the Administrative Analyst class series to the Program Specialist class series be treated as if they had retained their original classification as of the day prior to the effective date of any such reclassification, for the purposes of implementing §2.44.400 of the Municipal Code ("Abolition of Position").


JOHN D.R. CLARK
Human Resources Director/City Treasurer


By: LAURA J. STOVER
Human Resources Manager


and: JANY HYO LEE
Recruitment & Classification Supervisor

Recommended for Approval


Matthew Fertal
City Manager

Attachments: Draft Classification Specifications: Program Specialist series

CITY OF GARDEN GROVE
SENIOR PROGRAM SPECIALIST

CLASS CODE: TBD RANGE: M166

DEFINITION:

Under general direction, serves in a lead capacity and directly administers an assigned program, ensuring compliance with program standards and requirements. This classification is distinguished from Program Specialist by its greater complexity of duties and expectation of more independent work.

EXAMPLES OF DUTIES:

- Directly administers program requirements and insures compliance with program standards;
- Develops and implements new or revised programs, systems, procedures, and methods of operation;
- Monitors assigned programs and services and conducts needs analysis and program evaluation for effectiveness
- Independently coordinates complex special projects;
- Plans long or short-term program objectives
- Writes and maintains grant and loan program guidelines;
- Prepares procedural manuals as needed;
- Prepares comprehensive written reports for Central Management, City Council, and City Manager;
- Consults with the City Attorney on legal matters relating to loans and grants;
- Attends staff conferences, professional meetings, and other organizational meetings;
- May supervise staff and provide input for employee evaluations;
- Provides information and assistance to the public regarding the assigned programs and services;

SENIOR PROGRAM SPECIALIST

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- Works with relevant local, state and federal agencies
- Performs other related duties.

MINIMUM QUALIFICATIONS:

Experience:

Three years of professional experience in public administration or a related field. A master's degree in public administration, business administration, political science or a related field may substitute for one year of the required experience.

Education:

A Bachelor's degree with major course work in public administration, business administration or a related field.

Knowledge of:

Program administration (CDBG, UASI, POST, etc.) and compliance; use of PC or a hand-held computer to input data and capture information, generate appropriate business correspondence, and maintain records and reports; creating and maintaining well-organized, confidential files and records; effective customer service techniques; reading, writing, speaking, following oral and written instructions, and presenting information to groups.

Ability to:

Directly manage program administration; make sound evaluations and decisions; prepare clear and concise reports, correspondence, policies, procedures, and other written materials; maintain records and files; apply knowledge that is specific to an assigned program; administer program requirements and ensure compliance with program standards; establish and maintain cooperative working relationships with others; lead, develop, and evaluate staff; communicate clearly and concisely, both orally and in writing; provide good customer service to all encountered in the course of work; respond appropriately and empathetically to clients, and work well with Garden Grove's diverse citizens.

Other Requirements:

Must possess and maintain a valid California Class "C" driver's license.

PHYSICAL DEMANDS:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Incumbents in this classification sit, speak clearly, hear normal voice conversation, see small details, and work on a personal computer.

WORK ENVIRONMENT:

The work environment described here is representative of those an employee encounters while performing the essential functions of this job. Incumbents in this classification work in an open office environment.

JOB FAMILY:

Administrative Intern, Administrative Aide, Program Specialist, **Senior Program Specialist**, Principal Administrative Analyst, Assistant to the City Manager, Deputy City Manager, Assistant City Manager, City Manager.

Adopted: 11/2010

CITY OF GARDEN GROVE

PROGRAM SPECIALIST

CLASS CODE: TBD RANGE: E150

DEFINITION:

Under general direction, oversees the administration of an assigned program and ensures compliance with program standards.

EXAMPLES OF DUTIES:

- Administers program requirements and ensures compliance with program standards;
- Participates in the development and implementation of new or revised programs, systems, and procedures;
- Monitors assigned programs and services and evaluates their effectiveness;
- Conducts needs analyses and program evaluations for assigned projects and programs;
- Prepares and maintains records and develops reports including program (CDBG) funding requests;
- Prepares procedural manuals, correspondence for signatures, and special reports;
- Monitors program budgets;
- Processes program reports and evaluations;
- Prepares written reports for central management, city council, and city manager;
- Recommends ongoing improvement tools for program enhancement;
- Writes and maintains grant and loan program guidelines;
- Provides information and assistance to the public about assigned programs and services;

PROGRAM SPECIALIST

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- May be required to work overtime;
- Works on audit and expenditure verification;
- Works with relevant local, federal, and state agencies;
- Performs other related duties.

MINIMUM QUALIFICATIONS:

Experience:

One year of professional experience in public administration or a related field. A master's degree in public administration, business administration, political science or a related field may substitute for the required experience.

Education:

Bachelor's degree with major work in public administration, business administration, political science or a related field.

Knowledge of:

Program administration (CDBG, UASI, POST, etc.); use of PC or a hand-held computer to input data and capture information, generate appropriate business correspondence, and maintain records and reports; creating and maintaining well-organized, confidential files and records; reading, writing, speaking, following oral and written instructions, and presenting information to groups; and communicating clearly and concisely, both orally and in writing.

Ability to:

Coordinate and oversee program administration; follow directions and make sound evaluations and decisions; prepare clear and concise reports, correspondence, policies, procedures, and other written materials; maintain records and files; learn and apply knowledge that is specific to an assigned program; administer program requirements and ensure compliance with program standards; establish effective relationships and provide good customer service to all encountered in the course of work; respond appropriately and empathetically to clients, and work well with Garden Grove's diverse citizens.

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Adopted: 11/2010