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FINAL REPORT OF THE CLASSIFICATION STUDY

The City of Cupertino

Submitted By:

Koff & Associates

Catherine Kaneko

President

2835 7th Street
Berkeley, CA 94710
www.KoffAssociates.com

kkaneko@koffassociates.com

Tel: 510.658.5633

Fax: 510.652.5633

May 23, 2016

Ms. Kristina Alfaro, Director of Administrative Services
Cupertino City Hall
10300 Torre Avenue
Cupertino, CA 96014-3255

Dear Ms. Alfaro:

Koff & Associates is pleased to present the final classification and compensation report for the study of all positions in the City of Cupertino. Volume I documents the classification study process and provides recommendations for the classification plan, allocations of individual positions for all City employees, and class specifications. Volume II, to be sent under separate cover, documents the market compensation survey, findings, and recommendations.

This first volume incorporates a summary of the study's multi-step process, which included results of written Position Description Questionnaires, interviews with employees, and employee review and comments in the form of draft class descriptions, and class allocation recommendations.

We would like to thank you, Jacqui Guzman, Laura Miyakawa, and Maria Jimenez 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 as you are implementing the findings and recommendations. It was a pleasure working with you and we look forward to future opportunities to provide you with professional assistance.

Very truly yours,



Katie Kaneko
President



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EXECUTIVE SUMMARY

Background

In November 2015, the City of Cupertino contracted with Koff & Associates (K&A) to conduct a classification and total compensation study for all of the City’s classifications. All classification and compensation findings, recommendations, and options for implementations are in Volumes I and II of this report.

This classification review process was precipitated by:

- The concern of management and the employee groups that employees should be recognized for the level and scope of work performed and that they are paid on a fair and competitive basis that allows the City to recruit and retain a high-quality staff;
- To ensure that class descriptions reflect current programs, responsibilities, and technology;
- The desire to have a compensation plan that can meet the needs of the City; and
- The desire to ensure that internal relationships of salaries are based upon objective, non-quantitative evaluation factors, resulting in equity across the City.

The goal of the classification and compensation study is to assist the City in developing a competitive pay and benefit structure, which is based upon market data to ensure that the plan is fiscally responsible, and that meets the needs of the City with regards to recruitment and retention of qualified staff.

CLASSIFICATION STUDY GOALS

The goals and objectives of the classification portion of the study were to:

- Obtain detailed information regarding each position through a variety of techniques, including written Position Description Questionnaires (PDQs) and interviews with employees and management;
- Prepare an updated classification plan, including recommended class descriptions and position allocations that recognizes the scope and level of the various classes and positions, and is perceived equitable by management and employees alike;
- Provide class descriptions and other documentation that includes information required for compliance with the Americans with Disabilities Act (ADA) and appropriate qualifications,



including knowledge, skills, and other requirements that are job-related and meet other legal guidelines; and

- Provide sufficient documentation to allow the City 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 management 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 supervisors and consultant staff, interviews were conducted with all employees and management.
- Following the analysis of the classification information gathered, draft class concepts, specifications, and position allocations were developed for management and employee review.
- After resolution of issues, wherever possible, including additional contacts with employees and management to gain details and clarification, appropriate modifications were made to the draft specifications and allocations and this final report was prepared.

CLASSIFICATION CONCEPTS

The Difference between Positions and Classifications

“Position” and “Classification” are two terms that are often used interchangeably, but have very different meanings. As used in this report:

- A position is an assigned group of duties and responsibilities performed by one person. A position can be full-time, part-time, regular or temporary, filled or vacant. Often the word “job” is used in place of the word “position.”
- A classification or class may contain only one position or may consist of a number of positions. When you have several positions assigned to one class, it means that the same title is appropriate for each position; that the scope, level, duties, and responsibilities of each position assigned to the class are sufficiently similar (but not identical) that the same core knowledge,



skills, abilities, and other requirements are appropriate for all positions, and that the same salary range is equitable for all positions in the class.

The description of a position often appears as a working desk manual, going into detail regarding work process steps, while a class description emphasizes the general scope and level of responsibilities, plus the knowledge, skills, abilities, and other requirements for successful performance.

When positions are classified, the focus is on assigned job duties and the job related requirements for successful performance, not on individual employee capabilities or amount of work performed. Positions are thus evaluated and classified on the basis of such factors as knowledge, skills, and abilities required to perform the work, the complexity of the work, the authority delegated to make decisions and take action, the responsibility for the work of others and/or for budget expenditures, contacts with others (both inside and outside of the organization), and the impact of the position on the organization and working conditions.

The Relationship of Classification and Compensation

Classification and the description of the work and the requirements to perform the work are separate and distinct from determining the worth of that work in the labor market and to the organization. While recommending the appropriate compensation for the work of a class depends upon an understanding of what that work is and what it requires (as noted above), compensation levels are often influenced by two factors:

- The external labor market; and
- Internal relationships within the organization.

Compensation findings and recommendations for the City are covered in Volume II of this report.

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. Grouping of positions into an orderly classification system supports planning, budget analysis and preparation, and various other administrative functions.



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 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 sets of factors and we have chosen the middle ground in this study as being most practicable in the City’s changing environment and service delivery expectations, as well as being in line with the City’s strategic plan. This approach resulted in recommendations to retitle classifications to more accurately reflect current responsibilities or use more contemporary titles (e.g. Benefit Specialist to Human Resources Specialist), or to reclassify certain individuals into existing or entirely new classifications that more accurately reflect current responsibilities (e.g. Human Resources Information Systems Specialist to Human Resources Analyst). Detailed allocation recommendations are found in Appendix I of the report.

Class Descriptions

In developing the new and revised classification descriptions for all positions, the basic concepts outlined in the previous pages were utilized. The recommended class descriptions are included in Appendix II of this report.

As mentioned earlier, the class descriptions are based upon the information from the written PDQs completed by each employee, the individual job audit interviews (if required), and from information provided by employees and managers during the review processes. These descriptions provide:

- A written summary documenting the work performed and/or proposed 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 class description. 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 class description normally reflects several positions and is a summary document that does not list each duty performed by every employee. The class description, which is intended to be 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 class description 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 Skills. 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 skills 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.

CLASSIFICATION FINDINGS AND RECOMMENDATIONS

All class descriptions were updated in order to ensure that the format is consistent, and that the duties and responsibilities are current and properly reflect the required knowledge, abilities, and skills.

Recommendations for Retitling

One change in the classification plan, as noted above, was the title change for five (5) classifications.

Current Class Title	Proposed Class Title
Assistant Director of Public Works - Engineering	Assistant Director of Public Works
Maintenance Worker III (6)	Lead Maintenance Worker (6)
Media Coordinator (3)	Multimedia Communication Specialist (3)
Public Works Supervisor (3)	Maintenance Supervisor (3)
Recreation Coordinator	Recreation Coordinator II *
Service Center Superintendent	Maintenance Superintendent
Special Program Coordinator	Recreation Coordinator I *

* City recommended title change.



Title changes are recommended to more clearly reflect the level and scope being performed, to consolidate work into broader categories that could be used City-wide, as well as establish consistency with the labor market and industry standards. Any compensation recommendations (detailed in Volume II) are not dependent upon a new title, but upon the market value as defined by job scope, level and responsibilities, and the qualifications required for successful job performance. All recommended position allocations in Appendix I and class descriptions are included in Appendix II of this report.

Recommendations for Reclassification

The study resulted in eleven (11) incumbents, allocated to eight (8) classifications, to be reclassified, as noted in the table below. These recommendations are based on the individual positions interviewed. Not every incumbent in the current classification are recommended for a reclassification.

Current Class Title and Number of Incumbents reclassified	Proposed Class Title
Administrative Assistant (1)	Management Analyst
Administrative Clerk (2)	Administrative Assistant
Maintenance Worker I/II (1)	Environmental Programs Compliance Technician
Office Assistant (1)	Administrative Assistant
Office Assistant (1)	Senior Office Assistant
Office Assistant (1)	Community Outreach Specialist I
Recreation Assistant (1)	Office Assistant
Senior Code Enforcement Officer (1)	Environmental Programs Specialist
Senior Office Assistant (2)	Administrative Assistant
Web Specialist (1)	Business Systems Analyst/Project Manager

Recommendations for New Classifications

The study resulted in two new classifications which were assigned to the GIS function but classified within broad classifications. We have found the role of GIS systems within public sector organizations is becoming more prominent and that the skill set is unique and warranted creating a distinct classification series. Accordingly we created a GIS Technician and GIS Program Manager classification.

To accommodate changes in organizational structure and responsibilities the City requested the development of a City Engineer, Deputy City Manager, Environmental Program Specialist and Environmental Program Compliance Technician classification descriptions. We also developed a Community Outreach Specialist I classification that captured the role of an Office Assistant that is focused on developing and implementing a social media program as well as an Environmental Program Compliance Technician.



Recommendations for Classification Elimination

With the creation of the Administrative Assistant class description there is no longer a need nor enough distinction between classifications to justify the continuance of the Administrative Clerk classification. Therefore we are recommending that this classification be eliminated.

Exemption Status

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 (3) 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 – The incumbents in a classification are paid at least \$455 per week (\$23,660 per year), not subject to reduction due to variations in quantity/quality of work performed. Note: computer professionals' salary minimum is defined in hourly terms as \$27.63 per hour.

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, software engineer, programmer.

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 class descriptions, 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.

MAINTAINING THE CLASSIFICATION PLAN

A classification plan is not a stable, unchanging entity. Positions may grow and change depending upon technology, service delivery requirements, and a number of other factors. As mentioned above, a “snapshot in time” may become outdated quickly in some areas.

We are therefore including this final section to this report, which will assist the City in identifying appropriate placement of new and/or realigned positions within the recommended classification structure. By utilizing this process, the City will be able to change and grow the organization while maintaining the classification structure.

In considering whether a position should be placed in a higher/lower classification or where a new classification should be placed within the plan, the following factors should be examined. Although they are not quantified, as requests for reclassification occur, each of the following factors should be addressed. These will provide guidance for maintenance of the classification and compensation plans.

1. Type and Level of Knowledge and Skill Required

This factor defines the level of job knowledge and skill, including those attained by formal education, technical training, on-the job experience, and required certification or professional registration. The varying levels are as follows:

A. The basic or entry-level into any occupational field



This entry-level knowledge may be attained by obtaining a high school diploma, completing specific technical course work, or obtaining a four-year or advanced college or university degree.

B. The experienced or journey-level in any occupational field

This knowledge and skill level recognizes a class that is expected to perform the day-to-day functions of the work independently, but with guidelines (written or oral) and supervisory assistance available. This level of knowledge is sufficient to provide on-the-job instruction to a fellow employee or an assistant when functioning in a lead capacity. Certifications may be required for demonstrating possession of the required knowledge and skills.

C. The advanced level in any occupational field

This knowledge and skill level is applied in situations where an employee is required to perform or deal with virtually any job situation that may be encountered. Guidelines may be limited and creative problem solving may be involved. Supervisory knowledge and skills are considered in a separate factor and should not influence any assessment of this factor.

D. Total mastery of one or more occupational fields

This level normally requires an advanced level of college or university education and is normally found in a research, educational, or product development situation.

2. Supervisory/Management Responsibility

This factor defines the supervisory and managerial responsibility, including short and long-range planning, budget development and administration, resource allocation, policy and procedure development, and direction of staff.

A. No ongoing direction of programs or staff

The employee is responsible for the performance of his or her own work and may provide side-by-side instruction to a co-worker.

B. Lead direction of staff or program coordination

The employee plans, assigns, directs, and reviews the work of staff performing similar work to that performed by the employee on a day-to-day basis. Training in work procedures is normally involved. If staff direction is not involved, the employee must have responsibility for independently coordinating one or more programs or projects on a regular basis.

C. Full first-line supervisor

The employee performs the supervisory duties listed above, and, in addition, makes effective recommendation and/or carries out selection, performance evaluation, and disciplinary procedures. If staff supervision is not involved, the employee must have programmatic responsibility, including development and implementing goals, objectives, policies and procedures, and budget development and administration.

D. First full managerial level

The employee is considered mid-management, often supervising through subordinate levels of supervision. In addition to the responsibilities outlined above, responsibilities include allocating



staff and budget resources among competing demands and performing significant program and service delivery planning and evaluation. Normally, this level would be titled a program or division manager.

E. Department managerial level

The employee is the director of a specified department, normally reporting to the Chief Executive Officer (i.e. CAO).

F. Chief Executive Officer level

The employee has total administrative responsibility for the City.

3. Supervision Received

A. Direct Supervision

Direct supervision is usually received by entry-level employees and trainees, i.e., employees who are new to the organization and/or position they are filling. Initially under close supervision, incumbents with basic related experience learn to perform the routine tasks and activities of the assigned classification. As experience is gained, assignments become more varied and are performed with greater independence. Positions receiving direct supervision usually perform most of the duties required of the positions at the next higher level (i.e., the journey-level in a class series), but are not expected to function at the same skill level and usually exercise less independent discretion and judgment in matters related to work procedures and methods. Work is usually supervised while in progress and fits an established structure or pattern. Exceptions or changes in procedures are explained in detail as they arise. Since this class is often used as a training class, employees may have only limited or no directly related work experience.

B. General Supervision

General supervision is usually received by journey-level and experienced employees, i.e., employees who have been in a position for a period of time and have had the opportunity to be trained and learn most, if not all, duties and responsibilities of the assigned classification. Incumbents are cross-trained to perform the full range of technical work in all of the areas of assignment. Positions at this level are distinguished from the next lower level (i.e., the entry-level in a class series) by the performance of the full range of duties as assigned, working independently, and exercising judgment and initiative. Positions at this level receive only occasional instruction or assistance as new or unusual situations arise and are fully aware of the operating procedures and policies of the work unit.

C. General Direction

General direction is usually received by supervisory or managerial employees, or employees who are highly specialized and/or subject matter experts in a certain field, function, or program. Responsibilities include performing diverse, specialized, and complex work involving significant accountability and decision-making responsibility. The incumbent organizes and oversees day-to-day activities of a work unit, division, function, and/or program and is responsible for providing professional-level support to the next higher classification level (often a Department Head or other executive manager) in a variety of areas. Successful performance of the work



requires an extensive professional background as well as skill in coordinating the assigned work with other functional areas, work units, divisions, departments, and/or outside agencies. This class is often distinguished from the next higher classification level in that the latter has overall responsibility for all functions of the assigned department or division and for developing, implementing, and interpreting public policy.

D. Administrative Direction

Administrative direction is usually received by department heads or other executive management classifications. The class' work provides for a wide variety of independent decision-making, within legal and general policy and regulatory guidelines. The class itself often exercises general direction and supervision over other management, supervisory, professional, technical, and administrative support staff through subordinate levels of supervision and oversees, directs, and participates in all activities of the assigned department or work section, including short- and long-term planning, development, and administration. This class often provides assistance to the chief executive officer of the organization in a variety of administrative, coordinative, analytical, and liaison capacities. Successful performance of the work requires knowledge of public policy, municipal functions and activities, including the role of the elected governing body, and the ability to develop, oversee, and implement projects and programs in a variety of areas. Responsibilities include coordinating the activities of the assigned department or work section with those of other departments and outside agencies and managing and overseeing the complex and varied functions of the department. The incumbent is accountable for accomplishing departmental planning and operational goals and objectives and for furthering organizational goals and objectives within general policy guidelines.

E. Policy Direction

Policy direction is received by the organization's chief executive officer (CAO) who is accountable to the governing body and responsible for enforcement of all codes and regulations, the conduct of all financial activities, and the efficient and economical performance of the organization's operations.

4. Problem Solving

This factor involves analyzing, evaluating, reasoning and creative thinking requirements. In a work environment, not only the breadth and variety of problems are considered, but also guidelines, such as supervision, policies, procedures, laws, regulations, and standards available to the employee.

A. Structured problem solving

Work situations normally involve making choices among a limited number of alternatives that are clearly defined by policies and procedures. Supervision, either on-site or through a radio or telephone, is readily available.

B. Independent, guided problem solving

Work situations require making decisions among a variety of alternatives; however, policies, procedures, standards, and regulations guide the majority of the work. Supervision is generally available in unusual situations.



C. Application of discriminating choices

Work situations require searching for solutions and independently making choices among a wide variety of policies, procedures, laws, regulations, and standards. Interpretation and evaluation of the situation and available guidelines are required.

D. Creative, evaluative, or analytical thinking

Work situations require the analysis and application of organizational policies and goals, complex laws, and/or general business or ethical considerations.

5. Authority for Making Decisions and Taking Action

This factor describes the degree to which employees have the freedom to take action within their job. The variety and frequency of action and decisions, the availability of policies, procedures, laws, and supervisory or managerial guidance, and the consequence or impact of such decisions are considered within this factor.

A. Direct, limited work responsibility

The employee is responsible for the successful performance of his or her own work with little latitude for discretion or decision-making. Direct supervision is readily available.

B. Decision-making within guidelines

The employee is responsible for the successful performance of their own work, but able to prioritize and determine methods of work performance within general guidelines. Supervision is available, although the employee is expected to perform independently on a day-to-day basis. Emergency or unusual situations may occur, but are handled within procedures and rules. Impact of decisions is normally limited to the department or function to which assigned.

C. Independent action with focus on work achieved

The employee receives assignments in terms of long-term objectives, rather than day-to-day or weekly timeframes. Broad policies and procedures are provided, but the employee has latitude for choosing techniques and deploying staff and material resources. Impact of decisions may have significant department or City wide service delivery and/or budgetary impact.

D. Decisions made within general policy or elected official guidance

The employee is subject only to the policy guidance of elected officials and/or broad regulatory or legal constraints. The ultimate authority for achieving the goals and objectives of the City are with this employee.

6. Interaction with Others

This factor includes the nature and purpose of contacts with others, from simple exchanges of factual information to the negotiation of difficult issues. It also considers with whom the contacts are made, from co-workers and the public to elected or appointed public officials.

A. Exchange of factual information



The employee is expected to use ordinary business courtesy to exchange factual information with co-workers and the public. Strained situations may occasionally occur, but the responsibilities are normally not confrontational.

B. Interpretation and explanation of policies and procedures

The employee is required to interpret policies and procedures, apply and explain them and influence the public or others to abide by them. Problems may need to be defined and clarified and individuals contacted may be upset or unreasonable. Contacts may also be made with individuals at all levels throughout the City.

C. Influencing individuals or groups

The employee is required to interpret laws, policies, and procedures to individuals who may be confrontational or to deal with members of professional, business, community, or other groups or regulatory agencies as a representative of the City.

D. Negotiation with organizations from a position of authority

The employee often deals with public officials, members of boards, councils, commissions, and others to provide policy direction, explain agency missions, and/or negotiate solutions to difficult problems.

7. Working Conditions/Physical Demands

This factor includes specific physical, situational, and other factors that influence the employee's working situation.

A. Normal office or similar setting

The work is performed in a normal office or similar setting during regular office hours (occasional overtime may be required, but compensated for). Responsibilities include meeting standard deadlines, using office and related equipment, lifting materials weighing up to 25 pounds, and communicating with others in a generally non-stressful manner.

B. Varied working conditions with some physical or emotional demands

The work is normally performed indoors, but may have some exposure to noise, heat, weather, or other uncomfortable conditions. Stand-by, call back, or regular overtime may be required. The employee may have to meet frequent deadlines, work extended hours, and maintain attention to detail at a computer or other machinery, deal with difficult people, or regularly perform moderate physical activity.

C. Difficult working conditions and/or physical demands

The work has distinct and regular difficult demands. Shift work (24-7 or rotating) may be required; there may be exposure to hazardous materials or conditions; the employee may be subject to regular emergency callback and extended shifts; and/or the work may require extraordinary physical demands.

Based on the above factors, in the maintenance of the classification plan when an employee is assigned an additional duty or responsibility and requests a change in classification, it is reasonable to ask:



- What additional knowledge and skills are required to perform the duty?
- How does one gain this additional knowledge and skills – through extended training, through a short-term seminar, through on-the-job experience?
- Does this duty or responsibility require new or additional supervisory responsibilities?
- Is there a greater variety of or are there more complex problems that need to be solved as a result of the new duty?
- Does the employee have to make a greater variety of or more difficult decisions as a result of this new duty?
- Are the impacts of decisions greater because of this new duty (effects on staff, budget, department or City-wide activities, and/or relations with other agencies)?
- Are guidelines, policies, and/or procedures provided to the employee for the performance of this new duty?
- Is the employee interacting with City workers, the public, or others differently as a result of this new assignment?
- Have the working or physical conditions of the job changed as a result of this new assignment?

Application of these factors by asking the appropriate questions will enable the City to maintain the classification and compensation system in a timely and consistent manner.

Again, we want to thank the City for its time and cooperation in bringing this study to a successful conclusion. It has been a pleasure working with the City of Cupertino on this critical project. Please do not hesitate to contact us if we can provide any additional information or clarification regarding this report.

Respectfully Submitted,

A handwritten signature in purple ink, appearing to read 'Katie Kaneko'.

Katie Kaneko
President



Appendix I

Recommended Employee Allocations

Appendix I
City of Cupertino
Employee Allocation
November 2015

First Name	Last Name	Current Title	Proposed Title	Action	Supervisor	Title
Julia	Kinst	Administrative Assistant	Management Analyst	Reclassification	Aarti Shrivastava	Assistant City Manager
Chylene	Osborne	Administrative Assistant	Administrative Assistant	No Change	Chris Mertens	Service Center Superintendent
Liz	Nunez	Administrative Assistant	Administrative Assistant	No Change	Carol Atwood	Director of Recreation & Comm Svcs
Bethany	Ebben	Administrative Clerk	Administrative Assistant	Reclassification	Julia Kinst	Administrative Assistant
Susan	Winslow	Administrative Clerk	Administrative Assistant	Reclassification	Julia Kinst	Administrative Assistant
Roger	Lee	Assistant Director of Public Works - Engineering	Assistant Director of Public Works	Title Change	Timm Borden	Director of Public Works
Katie	Groeneweg	Assistant Planner	Assistant Planner	No Change	Gary Chao	Assistant Director of Community Development
Gian	Paolo Martire	Assistant Planner	Assistant Planner	No Change	Gary Chao	Assistant Director of Community Development
Erick	Serrano	Assistant Planner	Assistant Planner	No Change	Gary Chao	Assistant Director of Community Development
Ellen	Yau	Assistant Planner Limited Term	Assistant Planner	No Change	Gary Chao	Assistant Director of Community Development
Tiffany	Brown	Associate Planner	Associate Planner	No Change	Gary Chao	Assistant Director of Community Development
Albert	Salvador	Building Official	Building Official	No Change	Aarti Shrivastava	Assistant City Manager
Gulu	Sakhrani	Code Enforcement Officer	Code Enforcement Officer	No Change	Carol Atwood	Director of Recreation and Community Services
Jeffrey	Trybus	Code Enforcement Officer	Code Enforcement Officer	No Change	Carol Atwood	Director of Recreation and Community Services
Adam	Araza	Engineering (GIS) Technician	GIS Technician	New Class	Teri Gerhardt	Senior Management Analyst
Cheri	Donnelly	Environmental Programs Manager	Environmental Programs Manager	No Change	Roger Lee	Assistant Director of Public Works
VACANT		Executive Assistant to the CM	Executive Assistant to the CM	No Change	David Brandt	City Manager
Ronald	Bullock	Facility Attendant	Facility Attendant	No Change	Thomas Walters	Senior Recreation Supervisor
Jason	Bisely	Facility Attendant	Facility Attendant	No Change	Thomas Walters	Senior Recreation Supervisor
Lisa	Taitano	Finance Manager	Finance Manager	No Change	Kristina Alfaro	Director of Administrative Services
Mariyah	Serratos	Information Technology Manager	Information Technology Manager	No Change	Rick Kitson	Public Affairs Director
Cheryl	Mannix-Smith	Legal Services Manager	Legal Services Manager	No Change	Carol Korade	City Attorney
Manuel	Barragan	Maintenance Worker I/II	Technician	Reclassification	Alex Wykoff	Environmental Programs Specialist
Ty	Bloomquist	Maintenance Worker III	Lead Maintenance Worker	Title Change	Chris Orr	Facilities Supervisor
Shawn	Tognetti	Maintenance Worker III	Lead Maintenance Worker	Title Change	Brad Alexander	Street Supervisor
VACANT		Maintenance Worker III	Lead Maintenance Worker	Title Change	John Bisely	Retired
Rudy	Lomas	Maintenance Worker III	Lead Maintenance Worker	Title Change	Chris Orr	Facilities Supervisor
James	Steed	Maintenance Worker III	Lead Maintenance Worker	Title Change	Jonathan Ferrante	Public Works Supervisor
Jason	Fauth	Maintenance Worker III	Lead Maintenance Worker	Title Change	Jonathan Ferrante	Public Works Supervisor
Ryan	Roman	Management Analyst	Management Analyst	No Change	Timm Borden	Director of Public Works
Peter	Coglianesse	Media Coordinator	Multimedia Communication Specialist	Title Change	Rick Kitson	Public Affairs Director
Reinaldo	Delgado	Media Coordinator	Multimedia Communication Specialist	Title Change	Rick Kitson	Public Affairs Director
Robert	Kim	Media Coordinator	Multimedia Communication Specialist	Title Change	Rick Kitson	Public Affairs Director
Lisa	Maletis-Massey	Office Assistant	Administrative Assistant	Reclassification	Rick Kitson	Director of Public Affairs
Kevin	Khuu	Office Assistant	Office Assistant	No Change	Thomas Walters	Senior Recreation Supervisor
Lisa	Atwood	Office Assistant	Senior Office Assistant	Reclassification	Julia Lamy	Senior Recreation Supervisor
Patricia	Garcia	Office Assistant	Office Assistant	No Change		
Colleen	Lettire	Office Assistant	Community Outreach Specialist I	Reclassification	Rick Kitson	Public Affairs Director

Appendix I
City of Cupertino
Employee Allocation
November 2015

First Name	Last Name	Current Title	Proposed Title	Action	Supervisor	Title
Chris	Orr	PW Supervisor	Maintenance Supervisor	Title Change	Chris Mertens	Service Center Superintendent
Jonathan	Ferrante	PW Supervisor	Maintenance Supervisor	Title Change	Chris Mertens	Service Center Superintendent
Brian	Gathers	PW Supervisor	Maintenance Supervisor	Title Change		
Chrystina	Gomez	Recreation Assistant	Office Assistant	Reclassification	Colleen Ferris	Recreation Coordinator
Alex	Wykoff	Senior Code Enforcement Officer	Environmental Programs Specialist	Reclassification	Cheri Donnelly	Environmental Programs Manager
Teri	Gerhardt	Senior Management Analyst	GIS Program Manager	New Class	Rick Kitson / Mariyah Serratos	Public Affairs Director / IT Manager
Ruben	Rodriguez	Senior Office Assistant	(Interim) Senior Office Assistant	No Change	Thomas Walters	Senior Recreation Supervisor
Rebecca	Shaffer	Senior Office Assistant	Administrative Assistant	Reclassification	Thomas Walters	Senior Recreation Supervisor
Tiffanie	Cardenas	Senior Office Assistant	Administrative Assistant	Reclassification	Ryan Roman	Management Analyst
Piu	Gosh	Senior Planner	Senior Planner	No Change	Gary Chao	Assistant Director of Community Development
Chris	Mertens	Service Center Superintendent	Maintenance Superintendent	Title Change	Roger Lee	Assistant Director of Public Works
Nidhi	Mathur	Web Specialist	Business Systems Analyst/Project Manager	Reclassification	Rick Kitson	Director of Public Affairs
Gary	Chao	Assistant Director of Community Development	Assistant Director of Community Development	No Change	Aarti Shrivastava	Assistant City Manager