

CITY OF OAKLAND FILED
OFFICE OF THE CITY CLERK
OAKLAND
AGENDA REPORT

2007 DEC 26 AM 10:19

TO: Office of the City Administrator
ATTN: Deborah A. Edgerly
FROM: Finance and Management Agency
DATE: December 11, 2007

RE: **Supplemental Report to October 23, 2007 Bi-Annual Vacancy Report**

SUMMARY

This is a supplemental report to address the Finance and Management Committee's follow up questions to the October 23, 2007 Bi-annual Vacancy Report. The Committee requested answers to the following questions:

1. What is the status of the 11 FTE (10 FTE Police Service Technicians II (PST II), and 1 FTE nuisance abatement position), added by City Council to the baseline budget for 2007-2008?
2. What is the status of all positions added to the 2007-2008 FY Adopted Budget Baseline?
3. What is the Office of Personnel Resource Management's strategy to lower the current vacancy rate and maintain it at the budgeted 4% assumption?

FISCAL IMPACT

This is an informational report and therefore fiscal impacts are not included.

KEY ISSUES AND IMPACTS

Question 1: What is the status of the 11 FTE (10 FTE Police Service Technicians II (PST II), and 1 FTE nuisance abatement position), added by City Council to the baseline budget for 2007-2008?

Ten FTE Police Service Technician II's were added to the 2007-08 OPD baseline to serve as field investigators. OPD requisitioned and exhausted the existing eligibility list, resulting in 6 FTE hired. As discussed at the October 23, 2007 Finance and Management Committee, a new PST II recruitment was initiated to fill the remaining vacancies. OPRM will have the new PST II eligible list ready to certify to OPD on November 30, 2007 and OPD will then select from the certified eligible list and proceed with their background investigations and oral interviews.

One FTE nuisance abatement position was added to the 2007-08 City Administrator's baseline to accomplish both code enforcement and nuisance abatement. This position would primarily address nuisance and blight on private property and use code enforcement as a tool to

Item: _____
Finance and Management Committee
December 11, 2007

accomplish the position's core function of addressing serious neighborhood blight. City Administrator staff has received the certified eligible list and conducted a first round of interviews without finding the necessary skill set. Staff is currently conducting the second round of interviews for this unique position and may require a new recruitment to identify the knowledge, skills and abilities necessary to deliver this service.

Question 2: What is the status of all positions added to the 2007-2008 FY Adopted Budget Baseline?

A total of 93.1 FTE were added to the 2007-2008 Adopted Budget. In addition, 16.75 FTE were deleted, for a net increase of 76.35 FTE. Attachment A describes the net changes in authorized positions from the FY 2006-2007 to the FY 2007-2008 Adopted Budget. Attachment B provides the status of the 93.1 authorized vacancies. Approximately 32% of the positions are filled; 24% are in varying stages of the recruitment process; 26% have lists (Police Service Technicians II by November 30); 2% are at-will positions; and the remaining 16% have not been forwarded to OPRM or require additional processing such as revision to the class specification or inclusion in the Salary Ordinance.

Question 3: What is the Office of Personnel Resource Management's strategy to lower the current vacancy rate and maintain it at the budgeted 4% assumption?

OPRM has been actively engaged in a labor and time intensive effort to fix the structural basics of the City's personnel system. To date, staff has succeeded in a complete revision of the Civil Service Rules. The Civil Service Board had its final deliberations on the revised rules at its meeting of November 8, 2007. OPRM has also revised virtually all the Administrative Instructions in the 500/Personnel series and expects that project to be done by January 1, 2008, in time for the start of negotiation for the master Memorandums of Understanding (MOU's) in eight separate bargaining units. The service delivery issue that underlies all these efforts requires that OPRM implement a multi-part strategy to maintain the vacancy rate at 4%, in order to assure that the services budgeted are in fact delivered to the citizens of Oakland. As previously noted, staff believes an analyst can conduct 20 exams of varying dimensions per year. OPRM hopes to increase exam output by 35 to 40 exams this FY. However staff is mindful that retirements rose 35% from FYs 04-05 to 05-06. If that increase of 35% continues this FY an intensive exam load (see Exhibit A) is projected, due to the fact that many of the projected retirements are in single or very small incumbent classifications at high levels in the City.

To achieve and maintain a 4% vacancy factor staff recommends additional efforts that must be funded and supported, in order to fix the structural basics of the City personnel system. They include:

- a) Employing a registry system to initially hire into entry level classifications, for example the "Big Six" classifications. These six City-wide classifications: Administrative Assistant I, Accountant I, Public Service Representative, Micro Computer Specialist, Payroll Personnel Clerk II and Account Clerk I have been identified by OPRM as those most frequently requested by agencies and

departments. They are also essential to meeting the City's needs as we address vacancy and succession planning issues are addressed. An analyst will be assigned to develop and administer these examinations.

At its meeting of November 8, 2007 the Civil Service Board did not approve revised Civil Service Rule 5.03, Expanded Certification, which authorizes establishing an expanded certification process. Pursuant to Section 2.08.030 of the Oakland Municipal Code and Section III.A.4. of Ordinance No. 11777 C.M.S., in January 2008, the City Administrator will bring forward an appeal to City Council of the Civil Service Board's decision not to adopt the expanded certification rule.

- b) A classification specification revision project to review, modify, update and deactivate where applicable, virtually all of the 960 current classification descriptions in the City. This has not been done in 15 years.
- c) Establish a "Certification Desk" to achieve active enforcement. This proactive enforcement would allow OPRM to use the position control system to pursue requisitions to fill vacant positions.

The baseline contains a number of basic assumptions regarding the vacancy factor. This factor has traditionally been 4% (although it was increased to 6% in the FY03-05 budget cycle to reflect a large number of retirements). Though the discount is not explicitly noted in the adopted budget document, it was discussed during the budget hearing process. The 4% discount has also been frequently discussed in Quarterly Revenue and Expenditure (R&E) Reports – most recently in the First Quarter R&E Report, dated January 10, 2006. The operative vacancy assumption is a 4% vacancy factor in all departments except Mayor, City Council, City Clerk, City Attorney, City Auditor, City Administrator, and sworn positions only in Police and Fire. The excluded departments account for 1,310 budgeted sworn FTE and 246.65 FTE's non-sworn. Thus, of the 4,401.38 budgeted FTE citywide, a total of 2,844.73 FTE are subject to discount and 4% of that number is 113.78 FTE. To explain the methodology, the table below details the expected vacancies resulting from the 4% vacancy factor: Additionally a conservative discount factor of 2.5% was employed to reflect that the City does not budget step or merit increases. Finally deduction was made for the 28 temporary employees currently working for the City and 20 seasonal and project positions that are expected to be unoccupied at this time in the fiscal cycle:

Expected Vacancies	FTE's
4% vacancy discount	113.78
Discount no step/merit increase	<u>71.11</u>
Expected Vacancies	184.89
Actual Vacancies	FTE's
Vacancies (subject to discount)	283.73
Less:	
Temp Agency Staff	28

Seasonal/Project positions	<u>20</u>
Net Actual Vacancies	235.78

PROJECT DESCRIPTION

Over the course of the past few years, staff in OPRM has developed the evolving strategies noted above to address the citywide vacancy rate and prepare for increased projected retirements that likely will increase the number of exams needed to fill emerging vacancies in the City. Additional information on these strategies is provided below:

Immediate Certification of Entry Level New Hires: OPRM is prepared to use a registry system to initially hire at the entry level into the “Big Six” classifications. The “Big Six” classifications are: Administrative Assistant I, Accountant I, Public Service Representative, Micro Computer Specialist, Payroll Personnel Clerk II and Account Clerk I. This registry would translate into allowing an applicant to submit their application, and if they meet the minimum qualification, take the appropriate exam and if a passing grade is achieved, immediately be placed on the eligible list on the same day they file their application for a “Big Six” classification. Proceeding this way would allow departments to always have a current active list of eligible people to hire and fill entry level jobs as they become vacant. However, this registry would require one FTE Human Resources Analyst added to baseline to staff and conduct the registry “Big Six” exams on a daily basis.

Creation of an end dated Classification Specification Revision Project: At City Council’s request, and as previously reported, OPRM has made significant inroads in reducing the number of classifications in the Salary Ordinance. This work has included deactivating classes that are not currently funded or filled. To meet the needs of the City to maintain a contemporary personnel system, the specifications or descriptions of the remaining classifications need to be reviewed, modified, updated and/or deactivated to reflect new and evolving professional standards and practices. Pursuant to the both the Charter and the Civil Service rules, revisions and modifications need to be brought to the Civil Service Board for approval. This process has not been performed for approximately 15 years.

This systemic weakness of inaccurate class specifications contributes significantly to the time it takes to conduct recruitments and identify and hire individuals possessing the necessary knowledge, skills and ability, who demonstrate the minimum qualifications required to perform the essential functions required to meet the service delivery needs of the City.

Establish a control function Certification Desk to achieve active enforcement capacity. This function would allow OPRM to use the position control system currently in place to pursue timely requisitions to fill vacant positions. The desk would allow for active enforcement of an Agency’s selection of the hire within three weeks from receipt of the OPRM certified eligible list.

SUSTAINABLE OPPORTUNITIES

Social Equity: In order for the City to timely deliver services and reflect the diversity of the community municipal employees serve, programmatic and structural changes are required to meet the enormous employment demands of the upcoming years. Programs must be created to identify and grow Oakland, as well as implement the most nimble and modern methods for hiring and maintaining the City workforce.

DISABILITY AND SENIOR CITIZEN ACCESS

There are no disability or senior citizen access issues associated with this report.

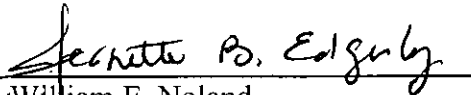
RECOMMENDATION(S) AND RATIONALE

Staff recommends that Council accept this supplemental report and support implementation of the recommendations.

ACTION REQUESTED OF THE CITY COUNCIL

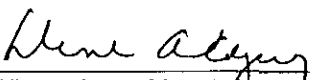
Staff requests that Council accept this supplemental report.

Respectfully submitted,


for William E. Noland
Finance and Management Agency

Prepared by: Marcia L. Meyers
Director
Office of Personnel Resource Management
Finance and Management Agency

APPROVED AND FORWARDED TO THE
FINANCE AND MANAGEMENT COMMITTEE:


Office of the City Administrator

Item: _____
Finance and Management Committee
December 11, 2007

Net Changes in Authorized Positions

Agency / Department	2006-07	2007-08	Change *
	Midcycle	Adopted	
Mayor	16.00	24.00	8.00
City Council	31.50	35.50	4.00
City Administrator	93.80	84.80	3.00
City Clerk	12.00	13.00	1.00
City Attorney	78.65	79.35	0.70
City Auditor	10.00	10.00	-
Contracting & Purchasing	-	28.00	5.00
Information Technology	-	100.00	5.00
Finance & Management	373.05	294.05	10.00
Police Services	1,162.13	1,180.13	18.00
Fire Services	588.00	596.00	8.00
Public Works	852.81	686.81	(1.90)
Parks & Recreation	211.83	241.32	25.49
Library Services	249.06	232.24	(14.76)
Museum	51.92	51.83	(0.09)
Human Services	289.56	286.63	1.41
Community & Economic Development	304.72	457.72	3.50
Total	4,325.03	4,401.38	76.35

* Net Changes, excluding transfers.

76.35

**FY 2007-08 Adopted
FTE's Changes**

Classification	Code	General Purpose Fund	Non-GPF	Total	Filled	Vacant*	*Recruitment Status for Vacant FTE
----------------	------	----------------------	---------	-------	--------	---------	------------------------------------

City Administrator's Office

Part-time Management Intern	MA133	0.50		0.50		0.50	Administrator at-will position
Complaint Investigator II	AP146	1.00		1.00		1.00	Spec Revision to CSB - 12/13
Program Analyst III	SC204	1.00		1.00		1.00	In Progress
Program Analyst II, PPT	AP293		0.50	0.50		0.50	In Progress

City Attorney's Office

Deputy City Attorney II	AL021	0.70	-	0.70	0.70		
-------------------------	-------	------	---	------	------	--	--

City Clerk

Admin Analyst I	AP103	1.00	-	1.00	1.00		
-----------------	-------	------	---	------	------	--	--

City Council

Senior Council Policy Analyst	AP387	4.00	-	4.00	4.00		
-------------------------------	-------	------	---	------	------	--	--

Community & Economic Development Agency

Public Services Representative	SS169		2.00	2.00	2.00		
Program Analyst II	AP293		1.00	1.00		1.00	In Progress
City Council PSE 14, PPT	SS112	0.50		0.50		0.50	At-will

Contracting & Purchasing

Job Developer	AP211	1.00		1.00		1.00	In Progress
Contract Compliance Office, Senior	AP369	1.00		1.00	1.00		
Contract Compliance Officer	AP153	1.00		1.00		1.00	No Requisition
Contract Compliance Field Tech	AP359	2.00		2.00		2.00	In Progress

Finance & Management Agency

Accountant III	AF031	1.00		1.00		1.00	List established
Accounting Supervisor	SC101	1.00		1.00		1.00	In Progress
Accounting Technician	AF049	1.00		1.00		1.00	In Progress

**FY 2007-08 Adopted
FTE's Changes**

Classification	Code	General Purpose Fund	Non-GPF	Total	Filled	Vacant*	*Recruitment Status for Vacant FTE
Deputy City Auditor I	AP391	1.00		1.00	1.00		
Project Manager II	EM211	1.00		1.00	1.00		

Finance & Management Agency continued

Human Resource Analyst	AP203	2.00		2.00		2.00	List established
Human Resource Clerk	SS129	1.00		1.00		1.00	List established
Benefits Representative	AP112	1.00		1.00	1.00		
Human Resources Manager	EM186	1.00		1.00		1.00	In Progress

Fire Services

Civilian Fire Prevention Bureau Inspectors	PS142	2.00		2.00	2.00		
Office Assistant II	SS153	1.00		1.00	1.00		
Emergency Medical Services Coordinator	AP179		1.00	1.00		1.00	No Requisition
Fire Communications Dispatcher	PS123		2.00	2.00		2.00	List established
Assistant Fire Chief	EM113		1.00	1.00		1.00	At will
Program Analyst I	AP292		1.00	1.00		1.00	No Requisition

Information Technology

System Programmer Analyst III	AP336	1.00		1.00		1.00	In progress
Microsystems Specialist II	AP243	2.00		2.00		2.00	List established
Microsystems Specialist I	AP242	1.00		1.00	1.00		
System Programmer Analyst III	AP336		1.00	1.00		1.00	In progress

Mayor's Office

Mayor's PSE 14	SS143	4.00		4.00	4.00		
Project Mgr III	EM212	1.50	0.50	2.00	2.00		
Project Mgr II	EM211	2.00		2.00	2.00		

Dept of Human Services

**FY 2007-08 Adopted
FTE's Changes**

Classification	Code	General Purpose Fund	Non-GPF	Total	Filled	Vacant*	*Recruitment Status for Vacant FTE
Case Manager I	AP126	0.52		0.52		0.52	Creating PPT classification in Salary Ordinance.
Food Service Worker	TR137	0.89		0.89		0.89	No Requisition

Office of Parks & Recreation

Recreation Leader II PPT	PP133	15.75		15.75	6.50	9.25	In Progress
Recreation Leader I, PT	PP132	1.26		1.26		1.26	These are Spring vacancies. OPRM will hold OPR focused job fair(s) in February and
Recreation Leader II, PT	PP134	7.08		7.08		7.08	
Recreation Specialist I, PT	PP137	0.51		0.51		0.51	
Sports Official, PT	PP160	0.89		0.89		0.89	In Progress

Police Services

Administrative Analyst I	AP103	1.00		1.00		1.00	No Requisition
Criminalist II	PS112	1.00		1.00		1.00	In Progress
Criminalist II (DNA)	PS112	1.00		1.00		1.00	Dept Hold
Police Services Technician II	PS173	15.00		15.00		15.00	List by November 30, 2007

Total Positions				93.10	30.20	62.90	
PWA				-1.9			
Library				-14.76			
Museum				-0.09			
Total				76.35			

Exams Complete
7/1/06 - 6/30/07

Exhibit A

<u>Title</u>	<u>List Date</u>
Account Clerk III	3/16/2007
Accountant II	10/5/2006
Accountant III	11/29/2006
Administrative Analyst II	10/11/2006
Administrative Assistant I	7/24/2006
Administrative Assistant II	10/10/2006
Animal Control Supervisor	12/18/2006
Architectural Associate (Field)	7/10/2006
Assistant Criminalist	11/21/2006
Assistant Engineer I (Field)	3/5/2007
Assistant Engineer II (Field)	3/5/2007
Associate Curator of History	2/5/2007
Associate Curator of Photography	11/14/2006
Automotive Equipment Service Worker	4/27/2007
Benefits Representative	6/28/2007
Budget & Operations Analyst III	6/26/2007
Capital Improvement Project Coordinator	8/15/2006
Captain of Police (Promotional)	3/7/2007
Carpenter	2/6/2007
Cashier	6/8/2007
Chief Stationary Engineer	7/3/2006
Civil Engineer (Office)	4/17/2007
Claims and Risk Manager	6/5/2007
Clean Community Supervisor	9/8/2006
Complaint Investigator II	8/1/2006
Criminalist II	1/19/2007
Custodial Services Supervisor I	1/25/2007
Custodian Supervisor	4/3/2007
Deputy City Auditor I	1/11/2007
Deputy City Auditor III	1/11/2007
Development Specialist III	5/4/2007
Development/Redevelopment Program Manager	11/3/2006
Development/Redevelopment Program Manager	4/6/2007
Early Childhood Instructor	12/5/2006
Electrician	10/13/2006
Electronics Supervisor (Restricted)	11/14/2006
Electronics Technician	12/26/2006
Emergency Planning Coordinator	9/29/2006
Emergency Serv. Manager, Assistant	11/3/2006
Equipment Parts Technician	1/22/2007
Exec. Assistant to Agency Director (OPD)	12/15/2006
Facilities / Complex Manager	11/10/2006
Financial Analyst	9/19/2006
Financial Analyst	1/16/2007
Fire Prevention Bureau Inspector (Civilian)	6/21/2007
Fire Safety Education Coordinator	2/26/2007
Grants Coordinator	11/20/2006
Head Start Program Coordinator (Selective)	2/7/2007
Head Start Supervisor	3/20/2007
Health & Human Services Program Planner	9/6/2006
Hearing Officer	7/28/2006
Heavy Equipment Supervisor (Restricted)	10/13/2006
Housing Development Coordinator IV	1/25/2007
Human Resource Technician	12/28/2006

<u>Title</u>	<u>List Date</u>
Latent Print Examiner II	5/22/2007
Legislative Recorder	7/20/2006
Legislative Recorder	12/19/2006
Loan Servicing Specialist	6/6/2007
Maintenance Mechanic	4/3/2007
Management Assistant	3/16/2007
Microcomputer Systems Specialist II	9/1/2006
Museum Curatorial Specialist, PPT	10/19/2006
Museum Guard	4/6/2007
Neighborhood Services Coordinator	3/8/2007
Neighborhood Services Supervisor (Prog. Analyst III) Promotional	5/17/2007
Office Manager	12/15/2006
Painter	11/21/2006
Park Attendant, PT	5/25/2007
Park Supervisor I (Restricted)	1/2/2007
Pavement Management Supervisor	12/8/2006
Planner I	10/13/2006
Planner II	10/13/2006
Planner II (Strategic Planning)	6/8/2007
Planner III	10/18/2006
Planner IV	11/14/2006
Planner V	3/5/2007
Police Communications Supervisor (Promotional)	9/29/2006
Police Property Specialist	7/21/2006
Pool Manager, PT	4/27/2007
Principal Civil Engineer	6/28/2007
Principal Human Resource Analyst	3/15/2007
Program Analyst I (Grant Monitor)	8/15/2006
Program Analyst II (Employment & Training)	8/15/2006
Program Analyst II (Youth Programs)	5/1/2007
Public Service Representative, Sr.	9/21/2006
Public Works Maintenance Worker	10/5/2006
Recreation Center Director	6/21/2007
Recreation General Supervisor	1/8/2007
Recreation Program Director	11/14/2006
Recreation Specialist II, PPT (Aquatics)	5/4/2007
Recycling Specialist	5/22/2007
Reproduction Offset Operator	11/16/2006
Revenue Assistant	9/29/2006
Senior Construction Inspector (Office)	12/1/2006
Senior Drafting/Design Technician	7/31/2006
Senior Fire Communications Dispatcher	12/5/2006
Senior Human Resource Analyst	2/15/2007
Senior Services Supervisor	9/21/2006
Senior Specialty Combination Inspector	6/28/2007
Sewer Maintenance Leader (Promotional)	4/4/2007
Sewer Maintenance Worker	10/5/2006
Sign Maintenance Worker	10/4/2006
Special Events Coordinator	11/16/2006
Sr. Human Resource Operations Technician	9/18/2006
Sr. Human Resource Systems Analyst	9/28/2006
Street Maintenance Leader (Promotional)	4/4/2007
Systems Programmer III	3/8/2007
Telephone Services Specialist	5/10/2007

<u>Title</u>	<u>List Date</u>	
Training & Public Services Administrator	10/25/2006	
Transportation Engineer	2/16/2007	
Treasury Analyst	7/13/2006	
Treasury Analyst	5/29/2007	
Tree Trimmer	2/8/2007	
Urban Economic Analyst II (Restricted)	1/19/2007	
Urban Economic Analyst III	7/5/2006	
Urban Economic Coordinator	7/6/2006	
Veterinarian	9/21/2006	
Sub-total Non-Sworn		117
Librarian I (Continuous)	12/14/2006	
Librarian I (Continuous)	3/21/2007	
Librarian I (Continuous)	5/25/2007	
Sub-total Continuous Testing		3
LifeGuard, PT	7/3/2006	
Lifeguard, PT	4/26/2007	
Recreation Aide, PT	6/7/2007	
Recreation Aide, PT	6/26/2007	
Recreation Attendant I, PT	3/27/2007	
Recreation Attendant II, PT	11/14/2006	
Recreation Attendant II, PT	4/26/2007	
Recreation Leader I, PT	1/9/2007	
Recreation Leader II, PPT	10/4/2006	
Recreation Leader II, PT	1/9/2007	
Recreation Specialist I, PT	1/9/2007	
Recreation Specialist II, PT	1/9/2007	
Water Safety Instructor, PT	2/5/2007	
Water Safety Instructor, PT	4/26/2007	
Sports Official, PT	9/7/2006	
Sports Official, PT	4/23/2007	
Sub-total Part-Time Rec		16
TOTAL NON-SWORN EXAMS CONDUCTED FY 2006-07		136
Sworn Exam Promotional/Open		
Engineer of Fire (Promotional)	2/6/2007	
Fire Fighter Paramedic (Lateral)	7/21/2006	
Fire Fighter Trainee	9/7/2006	
Fire Investigator	7/20/2006	
Fire Protection Engineer	6/5/2007	
Police Officer Lateral	12/19/2006	
Police Officer Trainee	7/24/2006	
Police Officer Trainee	8/28/2006	
Police Officer Trainee	12/8/2006	
Police Officer Trainee	12/8/2006	
Police Officer Trainee	12/5/2006	
Police Officer Trainee	12/19/2006	
Police Officer Trainee	12/21/2006	
Police Officer Trainee	1/31/2007	
Police Officer Trainee	3/8/2007	
Police Officer Trainee	4/3/2007	
Police Officer Trainee	5/10/2007	
Police Officer Trainee	5/23/2007	

Exams Complete
7/1/06 - 6/30/07

Exhibit A

<u>Title</u>	<u>List Date</u>	
Police Officer Trainee	6/28/2007	
Police Officer Trainee	6/12/2007	
Ranger	5/1/2007	
TOTAL SWORN EXAMS CONDUCTED FY 2006-07		21
GRAND TOTAL EXAMS CONDUCTED FY 2006-07		157