

## POLICE DEPARTMENT TECHNICAL SERVICES DEPARTMENT STUDY SUMMARY REPORT

### RECOMMENDATION:

As a result of the classification and compensation analysis of two positions in the Technical Services Division of the Costa Mesa Police Department, the following recommendations are made:

- Establish a new class of Police Records Administrator.
- Reclassify the existing class of Police Training Supervisor to Police Training Administrator.
- Allocate the class of Police Records Administrator to a salary range that is approximately five percent above the level of Police Records Bureau Supervisor on the basis of internal relationships.
- Compensate the class of Police Training Administrator at the level of the Police Records Administrator class.

### BACKGROUND:

The City engaged the National Center for Education Research and Technology, Inc. to conduct a classification and compensation study of two Technical Services Division one-position classes. The scope of work was to determine whether the concept and essential functions of the classes, as documented in the class specifications, are consistent with the work assigned to the positions, and if not, to determine the appropriate classification for each position. The consultant was to determine the appropriate salary level of the classes based upon internal salary relationships and available local labor market compensation data.

The following classes were included in the study:

<b>CURRENT POSITION CLASSIFICATION</b>	<b>INCUMBENT</b>
- Police Information Systems Administrator	- Vacant
- Police Training Supervisor	- Hugh Tate

### METHODOLOGY:

Our methodology in the conduct of this study was as follows:

- The consultant discussed background information and planned the study design, scope of work and methodologies with Mr. Lance Nakomoto in the Personnel Division.
- A Job Analysis Questionnaire was completed by each incumbent and reviewed by Ms. Scheralee Ford, Technical Services Commander. In the case of the vacant Police Information Systems Administrator position, the consultant reviewed the questionnaire completed by the position's last incumbent, Mr. Stanley Borek. Mr. Lance Nakamoto, representing Human Resources, forwarded each questionnaire to the consultant.
- The consultant met with Ms. Ford to discuss the assigned duties and responsibilities of the Police Information Systems Administrator and Police Training Supervisor positions. Ms. Ford discussed the changes to the Police Information Systems Administrator position and how the position would be used

when filled. Ms. Ford provided the consultant an updated organizational chart and written comments on the Job Analysis Questionnaires.

- The consultant met with Mr. Tate to discuss his current classification, duties and responsibilities. The consultant reviewed the Job Analysis Questionnaire with Mr. Tate, discussed each answer on the Job Analysis Questionnaire, listened to explanations of the information, and gave him the opportunity to make any changes. Mr. Tate identified an error on his Job Analysis Questionnaire, stating that the supervision described as "Lead" should have been entered under the "Direct" section. Ms. Ford confirmed that Mr. Tate's supervision of the employees listed on page 10 of his Job Analysis Questionnaire is properly described as direct (full first-level) supervision.
- Class specifications were reviewed and Ms. Ford suggested some edits to each class specification.
- The consultant met with Mr. John Hensley, Police Chief, and discussed the general functions of the Technical Services Department. Mr. Hensley discussed the internal relationships between the two positions and his view of their place in the organizational structure of the Police Department.
- All interested parties agreed that comparable positions to the Police Training Supervisor would not be found in the above labor market and thus no data was collected for that position.
- The consultant surveyed each of the organizations listed below and approved by the City to collect salary data for police records manager classes. The consultant followed up the survey with teleconferences with human resources personnel and police department personnel.

City of Fountain Valley  
City of Newport Beach

City of Huntington Beach  
City of Santa Ana

City of Irvine  
Orange County Sheriff

- The consultant met with Mr. Nakamoto to report preliminary findings and recommendations of the study.
- A draft report was prepared and submitted to human resources for review and comment.
- A final report, including new class specifications, was submitted to human resources.

**Police Information Systems Administrator Class (Vacant):**

The City recently removed the independent Management Information Systems (MIS) function of the Police Department and merged those functions, and positions, into a City-wide MIS function. While the physical location of the former Police Department computer function remains within the walls of the Police Department, the Police Department has neither administrative nor technical responsibility for the MIS function. Prior to this change, the program management responsibility for records and the program management responsibility for the public safety computer system resided in the single position of Police Information Systems Administrator. While the Police Department no longer has a need for the MIS portion of the position, the records portion still plays a valuable role in the department.

Ms. Ford advised the consultant that the newly structured position, while no longer responsible for MIS professional functions, will still function as a "technology liaison" between the Police Department and the MIS Division of the Administrative Services Department. The new incumbent will also be expected to assist upper management in the Police Department on other technology decisions. A 2001 study termed the "Costa Mesa Police Department Information Technology Review and Assessment" was cited as an example of ongoing efforts to increase the level of technology in the Police Department. Additionally, Ms. Ford and Mr. Hensley both articulated the looming problem of insufficient floor space in the Department that will likely force a records technology upgrade.

The records position may be asked to play a role in technology related communication, planning and research, but as an end user and not as a developer or technical decision-maker. While the Police Department may designate this position to be the spokesperson for the Department to articulate needs or express concerns, the Police Department is in the role of an MIS customer. It is the MIS Division that will be held accountable for effectively translating the customer's operational and program needs, requirements and parameters into technology solutions and alternatives for decision-makers in the Police Department to consider. MIS is responsible for implementing technology decisions and providing information technology to the Police Department. Effectively communicating and liaising in the technology arena is not a primary function of the class and does not require an MIS professional level of skill, knowledge or ability. Ultimately, the primary function of the position is now that of a section supervisor and program manager of the records bureau of the Technical Services Division of the Police Department.

The position supervises one Police Records Bureau Supervisor (second-level supervisor), three Police Records Shift Supervisors (first-level supervisor), eighteen Senior Police Records Technicians, one part-time Accounting Specialist and two part-time Police Records Technicians. The records bureau, as currently staffed, has five supervisory positions and twenty-one non-supervisory positions or a supervisor to non supervisor ratio of 1:4.2. By removing the MIS functions from the position under study, the City in effect increased the amount of supervisory and program management resources in the Police Records Bureau by more than one-half of one position. The consultant recognizes the need for a program administrator in the Police Records Bureau and understands the twenty-four hour operation, but encourages the City to analyze the number of supervisory positions required, at an appropriate time.

Labor market data is an important consideration in establishing compensation rates, provided there is sufficient comparable data in the labor market. Labor market data assists the organization in establishing compensation levels designed to attract and retain employees, while also guiding the organization in the prudent use of public funds. The market data reported for this position had some non-comparable classes due to several factors. Factors that removed a reported class from comparison included that class being

sworn and/or the class having significant program responsibilities in addition to police records. After removing the non-comparable data there was insufficient data available within the approved sample to consider this class a benchmark. The small sample of remaining market data, if used, would place this position at or close to the current salary level of the Police Records Bureau Supervisor.

It is a well established principle of human resources management that internal salary relationships are more important to employee moral and an equitable compensation than labor market data. Internal salary relationship analysis is the accepted method for establishing the salary level of non benchmark classes. An equitable internal salary relationship for the position, vis-à-vis the Police Records Bureau Supervisor it supervises, requires that the position be assigned a salary range that is most likely above that of the labor market. The smallest equitable differential that can reasonably be assigned is five percent. Five percent would place the position at the exact maximum salary of a sworn Police Sergeant. Ten to fifteen percent between supervisory levels is a more typical differential, but would result in other inequities by placing the class above several City classes that have a higher responsibility level. For example, even a ten percent differential would create an inequity by placing the position above that of Senior Engineer, a professional licensed engineering class responsible for decision-making on multi-million dollar projects, a consequence of error that ranges from loss of life to serious financial harm, and the supervision of professional engineering supervisors and staff. It was suggested to the consultant that the compensation for this class should be between five percent below and equal to a sworn Police Lieutenant. The suggestion was based upon organizational structure considerations that ignore other compensation considerations for the class of sworn Police Lieutenant. While a Police Lieutenant may rotate into and out of an administrative section head position in the same department, that Police Lieutenant is paid at a level based upon the full scope of the class including sworn responsibilities.

Care must be taken to appropriately place the salary for this class so as to maintain equitable relationships between sworn classes and police civilian classes, and between this class and other supervisory and section manager classes across the City salary structure. Internal salary equity is best served by placing the new class at five percent above Police Records Bureau Supervisor, with a maximum salary of \$7,273. The consultant recognizes that the recommended salary is lower than the salary of the current Public Information Systems Administrator class. The current salary for the class was driven in large part by the market for MIS professionals, which is no longer appropriate.

While Records Manager is the most commonly used title in the labor market, the City reserves the use of the designation of "Manager" to Division Heads. The consultant recommends that a new class of Police Records Administrator be created to replace that of Police Information Systems Administrator as the section manager for the records bureau.

#### **Police Training Supervisor Class (Hugh Tate):**

The incumbent has held this position since approximately August of 1995 after being reclassified from Administrative Assistant/Training Coordinator, a position he held for approximately four years. The class is currently at the level of the Records Bureau Supervisor. During the interview with Mr. Tate and the discussions with Ms. Ford and Mr. Hensley, it was proposed to the consultant that the position has continued to evolve in importance, independence, depth and responsibility. Further, this evolution justifies reclassification of his current position to recognize his role as a program manager on par with the records management responsibility.

The position's primary responsibility is the development, coordination and execution of a wide range of training programs for the Police Department. The position is the full first-level supervisor for one Senior Police Officer, one Police Training Assistant, one Range Master, and one part-time Office Specialist. Additionally, the position regularly provides functional supervision to different levels of sworn officers on assignment for training purposes (as many as six Sergeants, twelve Officers and one Lieutenant at a time).

The position is responsible for predicting the needs of the Department vis-à-vis training, developing an appropriate budget, and identifying and obtaining funding from outside sources, such as federal grants. In fact, Mr. Tate prepares a three-year budget projection in order to better identify needs and resources while reducing costs to the City.

It is important to note that the training program in the Costa Mesa Police Department may have a more prominent role in the success of the mission than in other police agencies. The City Police Department does not pursue lateral hires of sworn officers; this is a change in policy that occurred approximately ten years ago. The change was suggested by Mr. Tate as a solution to the recurring problem of losing officers to other departments. In the last ten years, only two officers have left the City for another department as a lateral hire. The consultant was advised that there has been a marked improvement in loyalty to the department and commitment to the community.

According to Mr. Tate the training program attempts to provide "A" level training for a "C" level price tag by providing as much in-house training as possible. Despite the additional training requirements associated with employing all pre-police academy hires, the Police Department insists that the training program be proactive by anticipating the future and training now for what may currently be considered unlikely events. For example, prior to the disaster of September 11th, the Police Department had initiated "Weapons of Mass Destruction" training. Currently, the Department is conducting training in conjunction with another police agency to better coordinate response and support during large disasters or public disturbances.

In addition to responsibility for the training program, the position is responsible for background checks, and reports directly to the Police Chief on these sensitive issues. The position has full access to departmental personnel files. The position also has a significant role in developing Police Department policy regarding safety, the use of equipment, hiring, and the entire training program. The incumbent is expected to attend local, regional and state-wide meetings representing the Costa Mesa Police Department where other representatives are typically sworn captains and chiefs. The position is responsible for much of the recruitment and promotion process by defining tests (the Department does not simply use standardized state tests), coordinating attendance at job fairs, conducting oral interviews and evaluating candidates. The position is expected to attend executive staff meetings, write staff reports and set guidelines in many areas.

Since viable civilian labor market data is not available for the Police Training Supervisor class, it is appropriate to base the compensation level of the class on internal salary relationship analysis. The most significant internal salary relationship is to other civilian Police Department program manager classes. The classes in this study each manage an operational section of the division, have responsibility for administration of an important Police Department program, manage the assigned program with a high level of independence and supervise staff. Both classes are one-position classes assigned to the Technical Services Division of the Police Department. The training program is a more dynamic program that requires a higher level of planning, development, creativity and interpersonal relationship activity. The records bureau position has a larger staff and is responsible for a twenty-four hour a day, 365 day per year operation. The consultant agrees with Mr. Hensley's expressed view that the classes are at an equivalent

level organizationally and that compensating them at the same level best serves the needs of the Department. The consultant recommends that the current class of Police Training Supervisor be reclassified to Police Training Administrator with a maximum salary of \$7,273.