

EXHIBIT 4-A



October, 24, 2008

To: Rick Dickhaut, Administrative Services Manager/CFO
Monterey Peninsula Water Management District

From: Sheila Forsberg, Principal Consultant
Johnson & Associates

Subject: Cynthia Schmidlin, Human Resources Analyst

At the District's request, *Johnson & Associates* has conducted an analysis of Cynthia Schmidlin's position of Human Resources Analyst. As part of this review, Ms. Schmidlin completed a Job Analysis Questionnaire and telephone interviews were conducted with Cynthia Schmidlin and you, as her immediate supervisor. Additionally, job descriptions for other administrative classifications were evaluated for comparability in terms of level of responsibility, complexity of assigned duties, and qualifications. The following presents an overview and analysis of this position and the resulting recommendation.

Overview and Analysis – The Human Resources Analyst is responsible for performing a wide range of professional and administrative human resources functions. It is a single incumbent classification that works under the general direction of the Administrative Services Manager/Chief Financial Officer. The position was last evaluated in 2001 when the District underwent a comprehensive classification and compensation study. Through this process, the salary was aligned with the Executive Assistant at Range 25.

Since this position was last evaluated, there has been an accretion of duties as well as responsibilities. Specific expansion of duties include serving with the Chief Financial Officer and the Labor Attorney as a District Bargaining Representative during negotiations; conducting benchmark surveys and preparing cost analyses; and analyzing and making recommendations regarding reclassification requests. Responsibilities have also been enhanced as demonstrated by increased involvement in making presentations to the Board, greater involvement in risk management, and continued interaction with employees to respond to and resolve various personnel related issues and concerns.

The Human Resources Analyst is defined as a professional level, requiring knowledge, skills and abilities typically obtained through a 4-year degree program and 3 years of related job experience. The incumbent works under general direction, with the overall intent of assisting the Administrative Services Manager/Chief Financial Officer in all matters pertaining to personnel administration. This requires that the incumbent have broad knowledge of human resources laws, regulations, policies and practices. While Ms. Schmidlin does not have authority to make final decisions, she is responsible for making recommendations specific to her area of responsibility.

In comparison, the Executive Assistant works under direction of the General Manager to provide highly responsible, confidential and complex administrative and secretarial support to the General Manager and the Board of Directors. The position requires

significant experience in dealing with sensitive issues and must have a good understanding of District policies and procedures as well as laws and regulations governing the District. Assigned duties and responsibilities require knowledge, skills and abilities typically obtained through several years of experience supplemented by specialized training. These qualifications are not comparable to the Human Resources Analyst and, further, the Executive Assistant does not have the same type or level of responsibility for a defined service or program area. Therefore, the internal salary relationship is not valid.

In the absence of market data, it is important to establish salaries internally based on comparability of factors such as nature of the work, complexity of the job, level of responsibility, and qualifications required to perform the job. Given the size of the District, there are relatively few internal comparisons; however, the Accountant is a reasonable classification to consider. The Accountant also works under general direction from the Chief Financial Officer and is responsible for performing professional accounting duties. The duties and responsibilities require knowledge, skills and abilities at a level typically obtained through a 4-year degree and 2 years of responsible professional accounting experience. Just as the Human Resources Analyst is required to have a strong understanding of public sector personnel practices and provide recommendations within this area of responsibility, the Accountant is required to have knowledge of government or fund-based accounting. Both serve as a resource to the Administrative Services Manager/Chief Financial Officer and provide guidance and assistance to other departments relative to their professional area.

With respect to the current title, although the duties and responsibilities have expanded and the position does have day to day responsibility for the human resources function, it would not be appropriate to change the title of the position to Human Resources Manager or Human Resources Officer. The Human Resources Analyst reports to a "Manager/Officer" and a title change of this type would imply the position has full responsibility for the function at a higher level of authority within the organization.

Findings and Recommendation – Ms. Schmidlin, under the general direction of the Administrative Services Manager/Chief Financial Officer, is responsible for the District's human resources functions. The duties have expanded since the position was last evaluated in 2001 and the level of responsibility has also increased. Based on the changes, and an internal comparison to other administrative classifications with the District, the current salary relationship is not considered valid.

Based on these findings, *Johnson & Associates* recommends that the title of Ms. Schmidlin's classification remain Human Resources Analyst but that the salary be aligned internally with the Accountant at range 30.



If you have any questions or would like to discuss further, please do not hesitate to call me at (916) 630-1990.