

**SUBMITTAL TO THE BOARD OF SUPERVISORS
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**



ITEM: 3.18
(ID # 14786)

MEETING DATE:
Tuesday, April 13, 2021

FROM: HUMAN RESOURCES:

SUBJECT: HUMAN RESOURCES: Classification and Compensation recommendation to adjust the salary of the Business Process Manager job classification; and amend Ordinance No. 440 Pursuant to Resolution No. 440-9188. [District – All] [\$187,983; 100% Department Budget]

RECOMMENDED MOTION: That the Board of Supervisors:

1. Approve the recommendation to adjust the salary of the Business Process Manager classification.
2. Amend Ordinance No. 440 pursuant to Resolution No. 440-9188.

ACTION: Policy

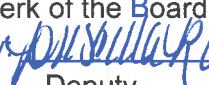


Brenda Diederichs, Assistant CEO / Human Resources Director 3/22/2021

MINUTES OF THE BOARD OF SUPERVISORS

On motion of Supervisor Jeffries, seconded by Supervisor Perez and duly carried by unanimous vote, IT WAS ORDERED that the above matter is approved as recommended, and that Resolution 440-9188 is adopted as recommended.

Ayes: Jeffries, Spiegel, Washington, Perez, and Hewitt
Nays: None
Absent: None
Date: April 13, 2021
xc: HR

Kecia R. Harper
Clerk of the Board
By: 
Deputy

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FINANCIAL DATA	Current Fiscal Year:	Next Fiscal Year:	Total Cost:	Ongoing Cost
COST	\$ 12,971	\$ 175,012	\$ 187,983	\$ 175,012
NET COUNTY COST	\$ 0	\$ 0	\$ 0	\$ 0
SOURCE OF FUNDS: Departmental Budget			Budget Adjustment:	No
			For Fiscal Year:	21/22

C.E.O. RECOMMENDATION: Approve

BACKGROUND:

Summary

In 2018, a Business Process Analyst (BPA) III job classification was created which “reports to an administrative or business process manager.” At the time, it was determined that the BPA III salary would be benchmarked to the IT Business Systems Analyst (BSA) III due to the similarities between the two classifications, and to ensure internal parity and alignment among the job classes. In doing so, it inadvertently created a compaction issue where the Business Process Manager’s (BPM) maximum base salary was lower than the maximum base salary of the subordinate BPA III. At the time the compaction was discovered, the BPA III was not utilized in the County, and the issue was to be reviewed and addressed later.

Recently, the Classification and Compensation Unit received a request from the Assessor-County Clerk-Recorder’s (ACCR) Office to conduct a salary review of the BPM and BPA III job classifications. The results of the review confirmed that there is compaction between the BPM and BPA III classification. The BPM’s maximum base salary is \$107,726/annually compared to the BPA III’s maximum base salary of \$114,405/annually. External market research was conducted on the BPM, and the results highlight that the classification is below the market average by 9.49% at the maximum of the range and below the market average by 22.52% at the minimum of the range.

Based upon review of the internal compaction analysis and external market data, it is recommend that the salary range of the BPM be adjusted in order to correct the compaction issue and ensure the minimum and maximum salary is brought up to market.

Salary Adjustment:

Business Process Manager: It is recommended to adjust the salary plan/grade from MRP 222 (\$66,916 - \$107,727 annually) to MRP 383 (\$81,492 - \$120,698 annually). There are currently three incumbents in the BPM classification who are within the Performance Recognition Plan (PRP) range.

Impact on Residents and Businesses

The proposed compaction fix will have no impact on Residents or Businesses.

Additional Fiscal Information

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Adjustment of the BPM salary range will have no upfront costs to the departments as all current incumbents are within the PRP of the salary range. However, the difference in costs between the previous maximum salary and the new maximum salary is approximately \$12,971. The future potential costs for adding and recruiting for additional positions will result in an approximate cost of \$120,698, when budgeting at the maximum of the salary range, plus an additional \$54,314 in employee benefits. This totals out to approximately \$175,012.

The Departments have stated the additional costs for adjusting the salary will be absorbed through the Department's budgets and does not require a budget adjustment.

ATTACHMENTS:

- A. Resolution No. 440-9188
- B. Business Process Analyst III Job Description
- C. Compaction Analysis Table
- D. External Market Research


Douglas Cordonez Jr.




4/5/2021

ATTACHMENT A

RESOLUTION NO. 440-9188

BE IT RESOLVED by the Board of Supervisors of the County of Riverside, State of California, in regular session assembled on April 13, 2021, that pursuant to Section 8(c) of Ordinance No. 440, the Assistant County Executive Officer/Human Resources Director is authorized to amend the Class and Salary Listing of Ordinance No. 440, operative the beginning of the pay period following approval, as follows:

<u>Job Code</u>	<u>Class Title</u>	<u>From Salary Plan/Grade</u>	<u>To Salary Plan/Grade</u>
86118	Business Process Manager	MRP 222	MRP 383

ROLL CALL:

Ayes: Spiegel, Jeffries, Washington, Perez and Hewitt
Nays: None
Absent: None
Abstained:

The foregoing is certified to be a true copy of a resolution duly adopted by said Board of Supervisors on the date therein set forth.

Kecia R. Harper, Clerk of said Board

By 
Deputy

ATTACHMENT B



BUSINESS PROCESS ANALYST III

Class Code:
85197

Bargaining Unit: SEIU - Professional

COUNTY OF RIVERSIDE
Established Date: Dec 6, 2018
Revision Date: Dec 6, 2018

SALARY RANGE

\$37.14 - \$55.00 Hourly
\$6,436.94 - \$9,533.80 Monthly
\$77,243.30 - \$114,405.62 Annually

CLASS CONCEPT:

Under direction, performs highly complex analysis, design, development, maintenance, and troubleshooting activities in support of management systems; and performs other related duties as required.

The Business Process Analyst III is the lead level classification in the Business Process Analyst series and reports to an administrative or business process manager. Incumbents in this class exercise a high degree of independent judgment, provide project oversight to subordinate staff, and perform the most complex assignments that require extensive knowledge and proficiency. The main objective of this class is to provide analysis of complex studies and projects that require extensive research to implement business process solutions to systems. Incumbents may provide oversight to staff of an assigned unit.

REPRESENTATION UNIT:

SEIU - Professional

EXAMPLES OF ESSENTIAL DUTIES:

(Depending on the area of assignment, duties may include, but are not limited to, the following)

- Act as project lead on all business process resources involving support, maintenance, enhancement, and upgrade of the County's integrated enterprise systems; provide expertise to the analysis and design specifications to programming staff.
- Conduct complex system analysis and design of business process involving evaluation of current and proposed information; determine available and emerging technology hardware and software; provide cost and benefits analysis.
- Develop and document user requirements for new and existing systems, processes, and applications; prepare and maintain project documents, requirements, reports, feasibility

studies, and quality assurance for controls standards.

- Select and recommend software based on systems analysis, evaluation of products, and vendors; create requests for proposals (RFPs) or requirement specifications.
- Provide project oversight and assistance to subordinate staff; serve as business process resource on all matters involving the support of integrated enterprise systems; provide functional support, analysis, and design specification to programming staff.
- Design, implement, and maintain complex system set-up tables and parameters to ensure compliance with state and federal requirements; interpret and analyze new or updated regulations to identify needed system changes; provide subordinate staff with guidance on new or updated regulations.
- Coordinate with business process managers and departmental staff to adopt system changes needed for new/modified public programs and services; test all changes prior to final implementation to ensure appropriate results.
- Assign and review the work of subordinate staff; identify and resolve production problem areas and correct system set-up when production errors are identified in staff work.
- Work directly with vendors for resolution of underlying system program problems; search corporate websites for posted resolutions and fixes to resolve identified problems
- Coordinate and implement system security; coordinate network security and installation requirements.
- Plan, organize, and provide supervision to staff involved in conducting studies and business process projects; instruct and train staff; evaluate recommendations of staff to ensure appropriate solutions to business process issues.

RECRUITING GUIDELINES:

Education: Graduation from an accredited college or university with a bachelor's degree in public or business administration, human resources, finance, computer science, information systems, or a related field to the assignment. (Additional qualifying experience in a functional support area may substitute for the education on the basis of 30 semester or 45 quarter units equaling one year of full-time experience.)

Experience: Three years of professional level experience, one year of which was in a journey level capacity working with business systems, information technology, program applications, business processes and procedures, financial reporting and data, or other accounting experience.

Knowledge of: Principles and practices of financial, human resources, and/or other enterprise functions; project specifications development; application design; data modeling techniques; application of industry/corporate standards and conventions for systems analysis and quality assurance; installation, testing and migration process and techniques; quality and version control processes; use of packaged/off-the-shelf and third party application software, including office automation tools; public assistance programs and C-IV application maintenance for positions within Social Services.

Ability to: Write/modify technical and user documentation; prepare flow process diagrams and other design graphics; use basic principles and practices and functional activities for the maintenance and enhancement of enterprise systems components; gather and analyze data; reason logically, draw valid conclusions, and make appropriate recommendations; speak and

write effectively; read, interpret and apply laws, rules, regulations, standards, and procedures; establish and maintain effective working relationships with others and gain their cooperation.

OTHER REQUIREMENTS:

License: Possession of a valid California Driver's License may be required.

PRE-EMPLOYMENT:

All employment offers are contingent upon successful completion of both a pre-employment physical exam, including a drug/alcohol test, and a criminal background investigation, which involves fingerprinting. (A felony or misdemeanor conviction may disqualify the applicant from County employment.)

PROBATIONARY PERIOD:

As an Approved Local Merit System, all County of Riverside employees, except those serving "At Will," are subject to the probationary period provisions as specified in the applicable Memorandum of Understanding, County Resolution, or Salary Ordinance. Temporary and Per Diem employees serve at the pleasure of the agency/department head.

ATTACHMENT C

Compaction Analysis Table

Job Classification	Min Salary Hourly	Max Salary Hourly	Min Salary Yearly	Max Salary Yearly	% Difference between Class at Min	% Difference between Class at Max
<i>Business Process Manager</i>	\$32.17	\$51.79	\$66,916	\$107,727	-13.37%	-5.84%
Business Process Analyst III	\$37.14	\$55.00	\$77,243	\$114,406	16.04%	15.53%
Business Process Analyst II	\$32.00	\$46.46	\$66,569	\$96,636	16.33%	11.91%
Business Process Analyst I	\$27.51	\$40.93	\$57,226	\$85,129	-	-

ATTACHMENT D

External Market Survey Data

Business Process Manager

Riv Co Class Code: 86118

Jurisdiction	Title	Job Code	Min Salary	Max Salary	Spread
Los Angeles County	No comparable class				
Orange County	No comparable class				
San Bernardino County	Business Applications Manager	01680	\$86,362	\$119,018	37.81%
San Diego County	Business Process Program Coordinator, Performance and Analytics Department*	2282-36			
Ventura County	No comparable class				
	County Mean:		\$86,362	\$119,018	37.81%
	County Median:		\$86,362	\$119,018	37.81%
Riverside County	Business Process Manager	86118	\$66,916	\$107,727	60.99%
	Dollar difference from Mean:		-\$19,446	-\$11,291	
	Percentage difference from mean:		-22.52%	-9.49%	
	Dollar difference from median:		-\$19,446	-\$11,291	
	Percentage difference from median:		-22.52%	-9.49%	

Notes: **Orange County:** Utilizes general class of Admin Mgr I (\$59K-\$4117K).

San Diego: San Diego only uses the title Program Coordinator on transparent California. They have 24 incumbents listed from 2019, that range from 96k to 106k in annual salary. This provides a clearer picture for the Business Process Program Coordinator, Performance and Analytics Department classification, tapering the spread from the nearly 500% shown on their job description. I believe this should be taken into consideration but not included with the market analysis as it misrepresent where the BPM role stands compared to our competitive markets.

Run Date: 1/19/2021

Date Prepared/Revised: 1/20/2021 By: CAMyers