

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



ITEM: 3.15  
(ID # 17483)

**MEETING DATE:**  
Tuesday, November 02, 2021

**FROM :** HUMAN RESOURCES:

**SUBJECT:** Human Resources recommendation to adjust the salary of the Director, Clinical Laboratory classification and establish a new Assistant Director, Clinical Laboratory classification; and amend Ordinance No. 440 Pursuant to Resolution No. 440-9228, All Districts. [\$0]

**RECOMMENDED MOTION:** That the Board of Supervisors:

1. Approve the salary adjustment of the Director, Clinical Laboratory classification.
2. Approve the creation of the Assistant Director, Clinical Laboratory classification.
3. Amend Ordinance No. 440 pursuant to Resolution No. 440-9228.

**ACTION:**Policy

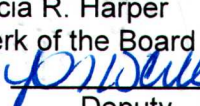
  
Brenda Diederichs, Assistant CEO / Human Resources Director 10/27/2021

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**MINUTES OF THE BOARD OF SUPERVISORS**

On motion of Supervisor Jeffries, seconded by Supervisor Hewitt and duly carried by unanimous vote, IT WAS ORDERED that the above matter is approved as recommended and that Resolution 440-9228 is adopted as recommended.

Ayes: Jeffries, Spiegel, Washington, Perez and Hewitt  
Nays: None  
Absent: None  
Date: November 2, 2021  
xc: HR

Kecia R. Harper  
Clerk of the Board  
By:   
Deputy

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

<b>FINANCIAL DATA</b>	<b>Current Fiscal Year:</b>	<b>Next Fiscal Year:</b>	<b>Total Cost:</b>	<b>Ongoing Cost</b>
<b>COST</b>	\$ 162,233	\$ 248,121	\$ 410,354	\$ 248,121
<b>NET COUNTY COST</b>	\$ N/A	\$ N/A	\$ N/A	\$ N/A
<b>SOURCE OF FUNDS:</b> Department Budget			<b>Budget Adjustment:</b> No	
			<b>For Fiscal Year:</b> 21/22	

**C.E.O. RECOMMENDATION:** Approve

**BACKGROUND:**

**Summary**

The Riverside University Health System (RUHS) includes a 439-bed Medical Center in Moreno Valley, Community Health Centers (CHC), Correctional Health Systems (CHS), several primary and specialty clinics throughout Riverside County, and the Departments of Behavioral Health and Public Health. RUHS is comprised of approximately 6,000 team members, and has been the foundation of health care, community wellness, and medical education in Riverside for more than 100 years.

The Classification and Compensation Unit (Class and Comp) received a Classification Study Request from RUHS to conduct a market review on the Director, Clinical Laboratory job classification. Since August 2020, the County of Riverside has attempted to fill the Director, Clinical Laboratory position utilizing County recruitment resources and an executive recruiting firm. Both sources have determined that the current salary has been a significant deterrent in filling this position. As such, RUHS has requested a review of the Director, Clinical Laboratory's salary range to ensure that it is within market.

An external market survey was conducted on the five surrounding counties (San Bernardino, Orange, Los Angeles, Ventura, and San Diego) for comparable positions to the Director, Clinical Laboratory job classification. The market results yielded that the Counties of Los Angeles, San Bernardino, and Ventura have comparable classifications, while the Counties of Orange and San Diego do not operate hospitals nor utilize clinical laboratory classifications. Additionally, data collected from the 2021 Hospital Association of Southern California (HASC), Inland Empire Region (18 facilities), was included in this study. The market results yielded that the Director, Clinical Laboratory is below market by 3.43% and 13.30% at the minimum and maximum ends of the salary range, respectively (**Attachment 2**). Based upon the findings, it is recommended that the Director, Clinical Laboratory receive a salary adjustment in order to bring the salary up to the current market average.

Additionally, with the continued growth of RUHS and their respective laboratory's goal of developing into an Academic Reference Laboratory, the Department has identified a need for a more coordinated effort of laboratory leadership roles to oversee the growing staff and scope of testing. As such, the Assistant Director, Clinical Laboratory classification is being requested to help guide the expansion of the respective departments within the laboratory and develop an education program where RUHS can help mentor and train the next generation of Clinical



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Laboratory Specialist (CLS) personnel. The position will also be directly responsible for overseeing the day-to-day activities and provide support to the Director, Clinical Laboratory in managing and coordinating the medical and pathology laboratories, recognizing results or problems that require intervention from the pathologists, and ensuring competency of all subordinate supervisors and laboratory/pathology personnel. This management-level position will also assist the Director, Clinical Laboratory in overseeing the department's professional partnerships and academic affiliation agreements.

A similar external market survey was conducted for comparable positions to an Assistant Director, Clinical Laboratory job classification (**Attachment 3**). The County of Ventura and the 2021 HASC, Inland Empire Region (6 facilities), were included in this study; the remaining surrounding counties do not have a management-level classification that assists a Director-level classification within a clinical laboratory setting. Based upon the market survey, the market mean indicates a salary of \$98,349 - \$146,046/year. However, it should be noted that there is an \$18,567/year difference in the maximum salaries between the County of Ventura and HASC's survey. Due to the wide range in salary and limited market data, an alternative method was used by conducting an external market survey for comparable positions to a Supervising Clinical Laboratory Scientist, which indicates a minimum base salary of \$92,969/year and maximum base salary of \$128,657/year (**Attachment 4**). Based upon the market data of the Supervising Clinical Laboratory Scientist's and Director, Clinical Laboratory's respective minimum/maximum salary, the Assistant Director, Clinical Laboratory's salary range is directly between these two classifications, while maintaining an equal percentage spread between classifications (please see the diagram below).

<b>Classification</b>	<b>Minimum Salary</b>		<b>Maximum Salary</b>	
Supervising Clinical Laboratory Scientist	\$92,969.12		\$128,657.33	
Difference (% and \$)	<b>11.80%</b>	\$10,970.35	<b>15.32%</b>	\$19,710
<b>Assistant Director, Clinical Laboratory</b>	<b>\$103,939.48</b>		<b>\$148,367.63</b>	
Difference (% and \$)	<b>11.80%</b>	\$12,271.78	<b>15.32%</b>	\$22,740.06
Director, Clinical Laboratory	\$116,211.26		\$171,107.69	

By using this method, the Assistant Director, Clinical Laboratory's salary range is \$103,939.48 - \$148,367.63/year. This ensures an adequate growth progression at each level and ensures that the Assistant Director, Clinical Laboratory's salary will not be compacted by the potential creation of a Supervising CLS, which is currently being examined by Human Resources.

**Salary Adjustment:**

**Director, Clinical Laboratory:** It is recommended to adjust the salary plan/grade from MRP 615 (\$112,230 - \$148,357) to MRP 637 (\$116,211 - \$171,108).

**Classification Addition:**

**Assistant Director, Clinical Laboratory:** It is recommended to add this classification to the

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Class and Salary Listing at salary plan/grade MRP 550 (\$103,939 - \$148,368). This request is also to add one position for the Department to recruit and fill. The new class specification is attached (**Attachment 5**).

**At-Will Designation:**

**Assistant Director, Clinical Laboratory:** It is recommended that this classification be designated At-Will in accordance with the provisions provided under Article 6, Section 601E (8) of the County Management Resolution and serves at the pleasure of the Agency/Department Head. There is no financial impact to implement this change.

**Impact on Residents and Businesses**

There is no impact on Residents or Businesses. Approval of the proposed Assistant Director, Clinical Laboratory classification will result in a more coordinated effort of laboratory leadership roles to oversee the growing staff and scope of testing.

**Additional Fiscal Information**

Adjustment of the Director, Clinical Laboratory salary range will have no immediate upfront costs to the Department since this position currently remains vacant (pending the position being filled through an open recruitment). However, the difference in costs between the previous maximum salary and the new maximum salary is approximately \$22,751, plus an approximate \$10,238 in benefits, for a total of \$55,740. The Assistant Director, Clinical Laboratory will cost \$148,367 per year, plus an approximate \$66,765 in benefits, for a total of \$215,132 to add to the Department.

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

**ATTACHMENTS:**

1. Resolution No. 440-9228
2. External Market Review for the Director, Clinical Laboratory
3. External Market Review for the Assistant Director, Clinical Laboratory
4. External Market Review for the Supervising Clinical Laboratory Scientist
5. Assistant Director, Clinical Laboratory Class Specification

  
Meghan Hahn, Senior Management Analyst 10/21/2021

# Attachment 1



**(INSERT completed Resolution No. 440-XXX)**

# Attachment 2

# External Market Survey Data

## Director, Clinical Laboratory

Riv Co Class Code: 98714

Jurisdiction	Title	Job Code	Min Salary	Max Salary	Spread
Los Angeles County	Regional Director, Clinical Laboratory	4910	\$135,642.48	\$210,951.60	55.52%
Orange County	No comparable class	N/A	N/A	N/A	N/A
San Bernardino County	Clinical Laboratory Services Manager	12018	\$96,408.00	\$132,932.80	37.89%
San Diego County	No comparable class	N/A	N/A	N/A	N/A
Ventura County	Director Laboratory Services	1029	\$119,804.54	\$167,726.35	40.00%
HASC	Head of Laboratory*	N/A	\$112,990.00	\$172,820.00	52.95%
County Mean:			\$116,211.26	\$171,107.69	47.24%
County Median:			\$119,804.54	\$167,726.35	40.00%
Riverside County	Director, Clinical Laboratory	98714	\$112,230.14	\$148,356.83	32.19%
Dollar difference from Mean:			-\$3,981.12	-\$22,750.86	
Percentage difference from mean:			-3.43%	-13.30%	
Dollar difference from median:			-\$7,574.40	-\$19,369.52	
Percentage difference from median:			-6.32%	-11.55%	

Notes: The Counties of Orange and San Diego do not operate hospitals/clinical laboratories.

LA County's Regional Director, Clinical Laboratory (2 allocated positions) oversees and manages multiple laboratories within a geographical location (currently 27 laboratories countywide).

HASC 2021 Inland Empire data is based on 18 facilities that participated in the survey.

Run Date:

Date Prepared/Revised: 9/28/2021

By: BLee



# Attachment 3

# External Market Survey Data

## Assistant Clinical Laboratory Director

Riv Co Class Code: N/A

Jurisdiction	Title	Job Code	Min Salary	Max Salary	Spread
Los Angeles County	N/A	N/A	N/A	N/A	N/A
Orange County	N/A	N/A	N/A	N/A	N/A
San Bernardino County	N/A	N/A	N/A	N/A	N/A
San Diego County	N/A	N/A	N/A	N/A	N/A
Ventura County	Manager - Laboratory Services	1256	\$97,688.41	\$136,763.77	40.00%
HASC	Laboratory Manager*	N/A	\$99,010.00	\$155,330.00	56.88%
County Mean:			\$98,349.21	\$146,046.89	48.50%
County Median:			\$98,349.21	\$146,046.89	48.50%
Riverside County	Assistant Clinical Laboratory Director	N/A	N/A	N/A	N/A
Dollar difference from Mean:			N/A	N/A	
Percentage difference from mean:			N/A	N/A	
Dollar difference from median:			N/A	N/A	
Percentage difference from median:			N/A	N/A	

Notes: The Counties of Orange and San Diego do not operate hospitals/clinical laboratories.

**Ventura County - Manager-Laboratory Services:** "...plan and supervise the activities of the VCMC clinical laboratory by assigning, reviewing and participating in the work of a group of medical technologists engaged in performing a variety of chemical, microscopic and bacteriological tests; and to do related work as required."

HASC 2021 Inland Empire data is based on 6 facilities that participated in the survey.

Run Date:

Date Prepared/Revised: 9/28/2021

By: Brandon Lee

# Attachment 4



# External Market Survey Data

## Supervising Clinical Laboratory Scientist

Riv Co Class Code: N/A

Jurisdiction	Title	Job Code	Min Salary	Max Salary	Spread
Los Angeles County	Supervising Clinical Laboratory Scientist I	4903	\$87,303.36	\$117,649.20	34.76%
Los Angeles County	Supervising Clinical Laboratory Scientist II	4904	\$96,353.52	\$129,847.68	34.76%
Los Angeles County	Supervising Clinical Laboratory Scientist III	4905	\$101,716.32	\$137,078.16	34.77%
Orange County	No comparable class	N/A	N/A	N/A	N/A
San Bernardino County	Supervising Clinical Laboratory Scientist	19860	\$85,342.40	\$117,561.60	37.75%
San Diego County	No comparable class	N/A	N/A	N/A	N/A
Ventura County	No comparable class	N/A	N/A	N/A	N/A
HASC	Laboratory Supervisor*		\$94,130.00	\$141,150.00	49.95%
County Mean:			\$92,969.12	\$128,657.33	38.39%
County Median:			\$94,130.00	\$129,847.68	37.95%
Riverside County	Supervising Clinical Laboratory Scientist	N/A	N/A	N/A	N/A
Dollar difference from Mean:			N/A	N/A	
Percentage difference from mean:			N/A	N/A	
Dollar difference from median:			N/A	N/A	
Percentage difference from median:			N/A	N/A	

Notes: The Counties of Orange and San Diego do not operate hospitals/clinical laboratories.

**LA County - Supervising CLS I:** "...first-line supervisory authority in both technical and administrative matters over a group of Clinical Laboratory Scientists and auxiliary personnel assigned to an in-hospital laboratory unit or to an ambulatory care facility laboratory on a single shift."

**LA County - Supervising CLS II:** "...provide technical and administrative supervision over: (1) a single clinical laboratory unit in a hospital or in the Twin Towers Detention Facility operating three shifts a day on a 24-hour basis directly supervising all laboratory scientists and auxiliary personnel assigned to the laboratory or (2) two or more clinical laboratory units performing standardized tests within a specialty operating on a single shift providing technical and administrative direction through subordinate supervisors responsible for the operation of individual laboratory units."

**LA County - Supervising CLS III:** "...function as second-level supervisors over three or more subordinate supervisory laboratory scientists in either of two clinical laboratory settings: (1) a large, specialized clinical laboratory with several units, at least one of which operates on a multiple-shift basis, or (2) a clinical laboratory with several specialized laboratory units operating on the day shift and providing general emergency laboratory service on the evening and night shifts."

**Ventura County does not have a classification equivalent to a Supervising CLS**

**Ventura County - Manager-Laboratory Services:** "...plan and supervise the activities of the VCMC clinical laboratory by assigning, reviewing and participating in the work of a group of medical technologists engaged in performing a variety of chemical, microscopic and bacteriological tests; and to do related work as required."

**Ventura County - CLS III (\$64,951.92 - \$91,089.06/yr):** perform a variety of standardized chemical, microscopic, bacteriological and other technical analyses within the clinical laboratory; to be primarily responsible for one of the specialty areas of analyses, Chemistry, Hematology, Bacteriology, Blood bank, or overall supervision on the P.M. shift; and to perform related duties as required.

HASC 2021 Inland Empire data is based on 12 facilities that participated in the survey.

Run Date:

Date Prepared/Revised: 9/28/2021

By: Brandon Lee

# Attachment 5





# **ASSISTANT DIRECTOR, CLINICAL LABORATORY**

Class Code:98717

Bargaining Unit: Management Resolution -  
Management

COUNTY OF RIVERSIDE  
Established Date: November 4, 2021  
Revision Date: November 4, 2021

## **SALARY RANGE**

\$49.97 - \$71.33 Hourly  
\$8,661.62 - \$12,367.60 Monthly  
\$103,939.48 - \$148,367.63 Annually

## **CLASS CONCEPT:**

Under general direction, assist in the planning, organizing, and directing of the laboratory operations of the Riverside University Health System-Medical Center's (RUHS-MC) Clinical Laboratory, Community Health Centers (CHC) and Correctional Health Services (CHS); advises the Director, Clinical Laboratory of a wide range of Department-related activities and initiatives; provides oversight for division activities and services; acts for the Director during absences or as assigned; and performs other related duties as required.

The Assistant Director, Clinical Laboratory is a single-position management level classification and reports directly to the Director, Clinical Laboratory. This classification is characterized by the daily responsibility of managing, through subordinate staff, the Department's functional divisions, which include the Clinical Laboratory and Laboratory services within RUHS-MC, CHC and CHS. Responsibilities include supporting the Director, Clinical Laboratory in managing and coordinating the medical and pathology laboratories, recognizing results or problems that require intervention from the Pathologists, and ensuring competency of all subordinate supervisors and laboratory/pathology personnel. Additional responsibilities include assisting the Director in managing the department's professional partnerships and academic affiliation agreements. The incumbent is expected to perform the full scope of assignments with a significant degree of independence in attaining program objectives within broad policy guidelines established by the medical staff and administration.

This class has been designated At-Will by the Board of Supervisors, in accordance with the provisions provided under Article 6, Section 601E (8) of the County Management Resolution and services at the pleasure of the Hospital Administrator.

This class has been deemed eligible for the Performance Recognition Plan as set forth under Article 3, Section 311(C) of the County Management Resolution. Program eligibility requires employees to be in a leadership position, manage other employees or programs, and have significant influence on the achievement of organizational objectives.

## **REPRESENTATION UNIT:**

Management Resolution – Management

## **EXAMPLES OF ESSENTIAL DUTIES:**

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

- Assist the Director, Clinical Laboratory in developing and implementing the strategic plan, including the assessment of new technology, staffing, space, and capital needs.
- Assist the Director, Clinical Laboratory in the overall management of the Clinical Laboratory Improvement Amendments (CLIA) including administrative, financial, compliance, quality improvement, technical, and personnel activities in accordance with established policies and standards.
- Plan, assign, supervise, and evaluate the work of all technical and non-technical laboratory personnel within the MC, CHC and CHS, ensuring compliance with all local, state and federal regulations, as well as oversee the day-to-day activities of the laboratories.
- Assist staff in meeting workload demands and any necessary minor adjustments or repairs on instruments and equipment; evaluate staffing levels to ensure maximum productivity as workload fluctuates.
- Perform the most complex analytical tests and/or procedures, recognize deviation from expected results, and take appropriate action to maintain accuracy and precision
- Assist in developing and ensuring documentation of Quality Assurance/Quality Control program compliance with regulatory standards.
- Evaluate problems related to collection and processing of specimens for analysis, including answering questions about specific factors that can influence test results
- Oversee the preparation and maintenance of records, reports and correspondences; assist in preparing departmental budget including personnel, operational, and capital equipment costs.
- Develop and recommend policies and procedures; develop written procedures to clarify or describe standard practices; coordinate the publication and dissemination of procedures.
- Assist in determining the need, suitability, and cost of instruments, equipment, clinical testing, and supplies.
- Evaluate new techniques and procedures in terms of space and personal requirement, method comparison, cost analysis, and the establishment of reference intervals
- Develop and manage the Clinical Laboratory's student training program; manage existing affiliation agreements and build academic partnerships to attain new relationships and agreements with educational organizations.
- Oversee the maintenance of the laboratory information system software and/or database.



- Monitor equipment service contracts and compliance with laboratory safety policies.
- Collaborate with other departments, community hospitals, medical staff, and Pathologists as appropriate, in patient care and performance improvement activities; communicate appropriately and clearly to physicians, staff, and administration.
- Promotes standardization and optimization throughout the laboratory system.

## **RECRUITING GUIDELINES:**

**Education:** Graduation from an accredited college or university with a Bachelor's degree in medical technology, biological, or physical science, or a closely related field to the assignment.

**Experience:** Three years of experience performing a wide range of clinical laboratory testing using standardized procedures, one year of which must have been in a lead or supervisory role within a medical laboratory.

**Knowledge of:** Chemistry, bacteriology, serology, hematology, and parasitology; principles, techniques, equipment, and terminology used in the laboratory diagnosis of disease and abnormal condition; common causes of disease and the methods of transmission and control of communicable diseases; principles of effective supervision.

**Ability to:** Perform the more difficult laboratory tests and analyses; supervise and train laboratory personnel; analyze situations accurately and take effective action; prepare reports; maintain cooperative working relationships with staff and others.

## **OTHER REQUIREMENTS:**

**License:** Possession of a valid license as a Clinical Laboratory Scientist (CLS) issued by the State of California Department of Health Services.

## **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.



RESOLUTION NO. 440-9228

BE IT RESOLVED by the Board of Supervisors of the County of Riverside, State of California, in regular session assembled on November 2, 2021, that pursuant to Section 3(a)(iv) 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>+/-</u>	<u>Class Title</u>	<u>Salary Plan/Grade</u>
98717	+	Assistant Director, Clinical Laboratory	MRP 550

BE IT FURTHER RESOLVED that pursuant to Section 4(a)(ii) of Ordinance No. 440, the Assistant County Executive Officer/Human Resources Director is authorized to make the following listed change(s), operative the beginning of the pay period following approval, as follows:

<u>Job Code</u>	<u>+/-</u>	<u>Department ID</u>	<u>Class Title</u>
98717	+ 1	4300175000	Assistant Director, Clinical Laboratory

BE IT FURTHER RESOLVED 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>
98714	Director, Clinical Laboratory	MRP 615	MRP 637

1 BE IT FURTHER RESOLVED that pursuant to Section 3(c)(ii) of Ordinance No. 440, the Assistant  
2 County Executive Officer/Human Resources Director is authorized to add the following classification(s) to  
3 Appendix II, operative the beginning of the pay period following approval, as follows:

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<u>Job</u>		
<u>Code</u>	<u>+/-</u>	<u>Class Title</u>
98714	+	Director, Clinical Laboratory

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7  
8 ROLL CALL:

9 Ayes: Spiegel, Jeffries, Washington, Perez and Hewitt

10 Nays: None

11 Absent: None

12 Abstained:

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

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Kecia R. Harper, Clerk of said Board

By 

Deputy

/kc

10/14/2021

440 Resolutions\KC