



Central Marin Police Authority
Staff Report

TO: Central Marin Police Council

FROM: Management Committee, Central Marin Police Authority Council

DATE: May 3, 2018

RE: AUTHORIZE THE MANAGEMENT COMMITTEE TO RECRUIT AND EMPLOY A HUMAN RESOURCES MANAGER

ACTION REQUESTED

That the Council approve the attached resolution.

REFERENCE

HR Manager Job Specification.

FISCAL IMPACT

Total employment costs for this position are anticipated to be \$129,000 to \$159,000 in Fiscal Year 2018-19, depending on the initial starting salary and benefit elections. The Authority will recoup 75% of these costs from Central Marin Fire, the Town of Corte Madera, and the City of Larkspur.

In recent years, the Authority has spent less than \$20,000 on direct costs associated with personnel costs. Much, if not all, of this cost should be eliminated by this position. Unknown is the savings realized through proactive management of personnel issues, which does not occur in the Authority's current model.

BACKGROUND AND ANALYSIS

The Town of Corte Madera, the City of Larkspur, the Central Marin Police Authority (CMPA), and the Central Marin Fire all currently rely on consultant and legal support to provide Human Resources services. While this approach has sufficed, it has not always been ideal. Consultants, while cost effective, have commitments to multiple clients and their attention to issues is often limited due to time constraints. In addition, experience suggests consultants may be better



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suiting to specialized tasks and projects than to providing regular “management level” oversight of personnel matters.

Recent discussions between Corte Madera Town Manager Todd Cusimano and Larkspur City Manager Dan Schwarz have resulted in a proposal to redirect funds currently being spent on consultant and legal support into the funding of a shared “Central Marin Agencies Human Resources Manager.” The managers believe that hiring an individual focused on managing the issues of the four agencies will produce faster and better results on personnel matters. It will also provide employees with someone present in the Twin Cities and ready to help them every day.

The managers recognize that one employee may find it difficult to provide sufficient support to all four agencies without some resources at the incumbent’s disposal. It is anticipated that the HR Manager will be able to retain support from consultants for special projects on an as-needed basis with the approval of the Town and City Managers.

The draft job specification for this position is attached. The incumbent in the position will be an employee of CMPA. Each year, CMPA will collect from the participating agencies a fee equivalent to a proportional share (25% in the first year) of the cost of employment from the other agencies for use of the HR Manager’s services. As an employee of CMPA, the HR Manager will report to the CMPA Management Committee (Corte Madera Town Manager, Larkspur City Manager, and San Anselmo Town Manager).

San Anselmo is currently assessing its administrative needs with respect to human resources. Placing the position in CMPA makes it easy for San Anselmo to join the program in a later point, if it wishes.

The proposed salary range for this position is \$92,500 to \$138,817.60. This range is competitive with similar positions in Sausalito and Novato, but below the director level positions in San Rafael and the County of Marin. To control the fiscal impact for the Central Marin agencies, the Management Committee will be authorized to recruit to no more than the midpoint of the salary range.

STAFF RECOMMENDATION

Staff recommends Council adopt Resolution No. 2018/12.



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Respectfully submitted,

Dave Donery
Management Committee

Daniel Schwarz
Management Committee

Todd Cusimano
Management Committee

Attachments:

1. Memorandum of Understanding
2. Resolution No. 2018/12



CENTRAL MARIN HUMAN RESOURCES MANAGER

DEFINITION

Under general direction, manage the Human Resources programs for the City of Larkspur, the Town of Corte Madera, the Central Marin Police Authority, and the Central Marin Fire Department. Provide the support necessary to plan, develop, and implement human resources programs and services. This position leads major projects and conducts assignments with agency-wide impact.

DISTINGUISHING CHARACTERISTICS

The Human Resources Manager shall be an employee of the Central Marin Police Authority, which, by agreements, will charge the other participating Central Marin agencies for the incumbent's services. Under general direction of the Corte Madera Town Manager and the Larkspur City Manager, this position is responsible for the Human Resources administration of the participating agencies. This position performs administrative duties related to developing, directing, and implementing programs and services to agency departments in a variety of human resources areas, including recruitment, examination, classification, salary and benefits administration, facilitation, mediation, equal employment opportunity and administration, training, and organizational development. This position is a member of the Authority's management team and participates in organizational, operational, and budgetary planning meetings related to the human resources functions of the Authority and the other Central Marin agencies.

SUPERVISION RECEIVED AND EXERCISED

The Human Resources Manager reports to the Corte Madera Town Manager and the Larkspur City Manager and provides direct supervision to assigned staff. At times, the Human Resources Manager may provide functional input to professional, technical, and clerical staff members in other departments and to consultants retained by the one or more of the Central Marin agencies.

ESSENTIAL DUTIES AND RESPONSIBILITIES *(include but are not limited to the following)*

- Coordinate labor relations activities and assist with the resolution of employee relations problems, including proper processing of grievances.
- Supervise and participate in recruitment activities, conducting high-level or difficult recruitment as assigned.
- Administer risk, liability, and workers compensation insurance programs. Administer DOT random drug testing program.
- Interpret and administer local, State, and Federal personnel rules and regulations.
- Develop and validate selection instruments and examination methods.
- Supervise and conduct salary and analyze data and make recommendations.

- Supervise and participate in organization and staffing studies in departments in all participating Central Marin agencies.
- Investigate and attempt to resolve complaints regarding Human Resources Division actions or interpretations.
- Provide support for negotiations with labor organizations. Administers and interprets labor agreements.
- Consult with the Town Manager and City Manager, department heads, employee representatives, and others on matters related to policy interpretation, discipline, grievances, and other personnel practices and matters.
- Administer and maintain the agencies' classification, compensation, and benefit programs.
- Keep the Town Manager and City Manager properly informed of activities and issues.
- Prepare for and makes presentations to staff and the various agency councils, as necessary.
- Oversees salary and benefits surveys. Makes pay and benefit recommendations.
- Interacts with and counsels employees on job related problems, appeals and grievance rights, and other issues of general concern.
- Hires, trains, motivates, and evaluates staff in consultation with the Town Manager and the City Manager.
- Assigns work activities, projects, and programs.

REQUIREMENTS

Knowledge of

- Principles and practices of public administration and personnel management.
- Principles and practices of public human resources administration, training, performance measurement and evaluation, and discipline.
- Statistical concepts and methods.
- Considerable expertise in areas of position classification, wage and salary administration, recruitment and examination, equal employment opportunity, and analytical procedures.
- Federal, State, and local laws and regulations affecting public human resources management.
- Principles and practices of supervision and training.
- Budgeting procedures and techniques.
- Conflict resolution and negotiation techniques.

Ability to

- Plan, organize, and direct multiple personnel programs and activities.
- Interpret and apply personnel rules and regulations, labor agreements, and administrative policies.
- Lead and train professional and technical staff in the conduct of their work.
- Prepare studies and reports concerning complex matters and situations.
- Identify problem areas, collect and analyze data, draw valid conclusions from available information, and project consequences of decisions and recommendations.
- Set priorities and meet deadlines.
- Prepare and present oral and written reports.
- Counsel employees and resolve conflicts.
- Develop and administer a budget.
- Select, train, supervise, and evaluate staff.
- Establish and maintain effective working relationships with those contacted in the course of work.

- Communicate clearly and concisely orally and in writing.

EDUCATION AND/OR EXPERIENCE

Any combination of experience and training that would likely provide the required knowledge and abilities is qualifying. A typical way of obtaining the required qualifications is:

- Five years of increasingly responsible public personnel experience in the following areas: recruitment and selection; employee relations and employer-employee negotiations, pay, and classification; benefits administration.
- Training and experience equivalent to a bachelor’s degree from an accredited college or university with major course work in public or business administration, personnel administration, human resources, organizational development, or a related field.
- A master’s degree and additional management and leadership training is desired.
- At least two years of supervisory experience is required.

In addition, qualified candidates must:

- Possess a valid Class C California Driver’s License by date of appointment.
- Be willing to work occasional evenings, including attending meetings outside of normal working hours.

PHYSICAL WORKING CONDITIONS:

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- Position requires prolonged sitting, standing, walking; and occasional kneeling, squatting and stooping in the performance of daily activities.
- While performing the duties of this job, the employee is regularly exposed to video display terminals.
- The position requires repetitive hand movement and fine coordination in data entry and preparing reports using a computer keyboard.
- Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and ability to adjust focus.
- Acute hearing is required when providing phone and personal service.
- The employee must regularly lift and/or move up to 10 pounds and occasionally lift and/or move up to 35 pounds.
- The noise level in the work environment is generally moderate.

OTHER:

FLSA Status: *Exempt- Executive*
 Bargaining Unit: *Unrepresented Management*
 Established: *xxx, 2018*
 Revised: *xxx, 2018*

**CENTRAL MARIN POLICE AUTHORITY
RESOLUTION NO. 2018/12**

**A RESOLUTION OF THE CENTRAL MARIN POLICE COUNCIL OF THE CENTRAL
MARIN POLICE AUTHORITY AUTHORIZING THE MANAGEMENT COMMITTEE
TO RECRUIT AND EMPLOY A HUMAN RESOURCES MANAGER**

WHEREAS, the Management Committee believes the Authority would benefit operationally and financially through the employment of a human resources manager; and

WHEREAS, the Authority does not require a full-time human resources manager; and

WHEREAS, Central Marin Fire, the Town of Corte Madera, and the City of Larkspur are interested in obtaining similar services.

NOW, THEREFORE, IT IS HEREBY RESOLVED, that the Central Marin Police Council approve the attached job specification, Exhibit A, and authorizes the Management Committee to recruit for a human resources manager.

IT IS FURTHER RESOLVED, that the Central Marin Police Council authorizes the Management Committee to employ a human resources manager for a starting salary up to the midpoint of the range indicated in the attached Exhibit B upon execution of agreements with Central Marin Fire, the Town of Corte Madera, and the City of Larkspur to share proportionately in the cost of the position.

IT IS HEREBY CERTIFIED, that the forgoing resolution was duly introduced and adopted at a public meeting of the Central Marin Police Council of the Central Marin Police Authority held on the 3rd day of May 2018 by the following vote, to wit:

AYES: COUNCILMEMBERS:
NOES: COUNCILMEMBERS:
ABSENT: COUNCILMEMBERS:
ABSTAIN: COUNCILMEMBERS:
ATTEST:

Zaneta Feleo, Authority Clerk
Central Marin Police Authority

John Wright, Council Chair
Central Marin Police Authority

CENTRAL MARIN POLICE AUTHORITY

EXHIBIT A

Salary and Compensation

Salary Range

Central Marin Human Resources Manager	\$92,500 to \$138,817.60
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Benefits will be consistent with those benefits provided to the Authority's represented miscellaneous employees.

Administrative Leave will be provided to the position consistent with the Administrative Leave provided to sworn management positions.