



**EXECUTIVE COMMITTEE  
MEETING AGENDA**

**TIME:** 9:00 a.m.

**DATE:** Wednesday, March 12, 2025

**LOCATION:** **MARCH FIELD CONFERENCE ROOM**  
County of Riverside Administrative Center  
4080 Lemon Street, Third Floor, Riverside, California 92501

**🌀 COMMITTEE MEMBERS 🌀**

Karen Spiegel, County of Riverside, District 2 – Chair  
Raymond Gregory, City of Cathedral City – Vice Chair  
Jeremy Smith, City of Canyon Lake – Second Vice Chair  
Lloyd White, City of Beaumont – Past Chair  
Wes Speake, City of Corona  
Linda Krupa, City of Hemet  
Brian Berkson, City of Jurupa Valley  
Jan Harnik, City of Palm Desert  
Chuck Washington, County of Riverside, District 3  
V. Manuel Perez, County of Riverside, District 4  
Yxstian Gutierrez, County of Riverside, District 5

**🌀 AREAS OF RESPONSIBILITY 🌀**

Reviews and makes final decisions on personnel issues  
and office operational matters.

*Comments are welcomed by the Committee. If you wish to provide comments to the Committee,  
please complete and submit a Speaker Card to the Clerk of the Board.*



# **RIVERSIDE COUNTY TRANSPORTATION COMMISSION**

## **EXECUTIVE COMMITTEE MEETING AGENDA**

**9:00 A.M.**

**WEDNESDAY, MARCH 12, 2025**

**County of Riverside Administrative Center  
March Field Conference Room  
4080 Lemon Street, Third Floor, Riverside, California 92501**

*In compliance with the Brown Act and Government Code Section 54957.5, agenda materials distributed 72 hours prior to the meeting, which are public records relating to open session agenda items, will be available for inspection by members of the public prior to the meeting at the Commission office, 4080 Lemon Street, Third Floor, Riverside, CA, and on the Commission's website, [www.rctc.org](http://www.rctc.org).*

*In compliance with the Americans with Disabilities Act and Government Code Section 54954.2, if you need special assistance to participate in an Executive Committee meeting, please contact the Clerk of the Board at (951) 787-7141. Notification of at least 48 hours prior to meeting will assist staff in assuring that reasonable arrangements can be made to provide accessibility at the meeting.*

- 1. CALL TO ORDER**
- 2. ROLL CALL**
- 3. PLEDGE OF ALLEGIANCE**
- 4. PUBLIC COMMENTS** - *Under the Brown Act, the Board should not take action on or discuss matters raised during public comment portion of the agenda which are not listed on the agenda. Board members may refer such matters to staff for factual information or to be placed on the subsequent agenda for consideration. Each individual speaker is limited to speak three (3) continuous minutes or less.*
- 5. ADDITIONS/REVISIONS** – *The Committee may add an item to the Agenda after making a finding that there is a need to take immediate action on the item and that the item came to the attention of the Committee subsequent to the posting of the agenda. An action adding an item to the agenda requires 2/3 vote of the Committee. If there are less than 2/3 of the Committee members present, adding an item to the agenda requires a unanimous vote. Added items will be placed for discussion at the end of the agenda.*
- 6. APPROVAL OF THE MINUTES – JANUARY 8, 2025**

**7. FISCAL YEAR 2025/26 ORGANIZATION RECOMMENDATIONS**

*Page 3*

***Overview***

This item is for the Committee to:

- 1) Reclassify the Human Resources Assistant classification range 17 (\$5,045- \$6,811 per month) to Human Resources Specialist range 28 (\$6,620- \$8,937 per month) and approve associated changes on the Fiscal Year 2025/26 organization chart and salary range schedule;
- 2) Approve the addition of a Planning and Programming Manager range 51 (\$11,682- \$15,770 per month) to the FY 2025/26 organization chart;
- 3) Approve a 4 percent merit increase pool for FY 2025/26;
- 4) Apply a 3 percent annual CPI salary range adjustment to FY 2025/26 salary ranges;
- 5) Approve the FY 2025/26 organization chart; and
- 6) Forward the FY 2025/26 Salary Ranges schedule to the Commission for final adoption.

**8. DISCUSSION REGARDING REVIEW OF TOTAL EMPLOYEE COMPENSATION**

**9. ADJOURNMENT**

# **AGENDA ITEM 6**

## **MINUTES**



# **RIVERSIDE COUNTY TRANSPORTATION COMMISSION**

## **MINUTES EXECUTIVE COMMITTEE MEETING WEDNESDAY, JANUARY 8, 2025**

### **1. CALL TO ORDER**

Chair Lloyd White called the meeting of the Executive Committee to order at 9:02 a.m. in the March Field Conference Room, 4080 Lemon Street, 3<sup>rd</sup> Floor, Riverside, CA 92501.

### **2. ROLL CALL**

#### **Members/Alternates Present**

Brian Berkson  
Raymond Gregory  
Yxstian Gutierrez  
Jan Harnik  
Linda Krupa  
Jeremy Smith  
Karen Spiegel  
Lloyd White

#### **Members Absent**

V. Manuel Perez  
Wes Speake  
Chuck Washington

### **3. PLEDGE OF ALLEGIANCE**

Chair White led the pledge of allegiance.

### **4. PUBLIC COMMENTS**

There were no requests to speak from the public.

### **5. ADDITIONS/REVISIONS**

There were no additions or revisions to the agenda.

### **6. APPROVAL OF THE MINUTES – DECEMBER 11, 2024, SPECIAL MEETING**

**M/S/C (Smith/Harnik) to approve the special minutes of December 11, 2024, as submitted.**

**7. LEASE AMENDMENT FOR ADDITIONAL OFFICE SUITE**

Lisa Mobley, Administrative Services Director/Clerk of the Board, presented an overview for the agreement with the County of Riverside (County) for the occupancy of the office suite located at 4080 Lemon Street, 11<sup>th</sup> Floor, Riverside, California 92501.

**M/S/C (Krupa/Harnik) to:**

- 1) Authorize the Executive Director, pursuant to legal counsel review, to finalize and execute Agreement No. 03-12-018-03, with the County of Riverside (County) for the occupancy of the office suite located at 4080 Lemon Street, 11<sup>th</sup> Floor, Riverside, California 92501 in a monthly amount of \$109,322 with an annual increase of three percent and estimated one-time tenant improvement cost of \$533,026.**

**8. ADJOURNMENT**

There being no other items to be considered, the Executive Committee meeting adjourned at 9:14 a.m.

Respectfully submitted,



Lisa Mobley  
Administrative Services Director/  
Clerk of the Board



# **AGENDA ITEM 7**



<b>RIVERSIDE COUNTY TRANSPORTATION COMMISSION</b>	
<b>DATE:</b>	March 12, 2025
<b>TO:</b>	Executive Committee
<b>FROM:</b>	Pamela Velez-Renteria, Human Resources Manager
<b>THROUGH:</b>	Aaron Hake, Executive Director
<b>SUBJECT:</b>	Fiscal Year 2025/26 Organization Recommendations

**STAFF RECOMMENDATION:**

This item is for the Committee to:

- 1) Reclassify the Human Resources Assistant classification range 17 (\$5,045- \$6,811 per month) to Human Resources Specialist range 28 (\$6,620- \$8,937 per month) and approve associated changes on the Fiscal Year 2025/26 organization chart and salary range schedule;
- 2) Approve the addition of a Planning and Programming Manager range 51 (\$11,682- \$15,770 per month) to the FY 2025/26 organization chart;
- 3) Approve a 4 percent merit increase pool for FY 2025/26;
- 4) Apply a 3 percent annual CPI salary range adjustment to FY 2025/26 salary ranges;
- 5) Approve the FY 2025/26 organization chart; and
- 6) Forward the FY 2025/26 Salary Ranges schedule to the Commission for final adoption.

**BACKGROUND INFORMATION:**

Each year, in accordance with the Administrative Code and as part of the budget process, the Executive Committee considers organization recommendations including staff classifications and compensation. Budget-related decisions are included in the annual budget for consideration and approval by the full Commission.

**Fiscal Year 2025/26 Organization Recommendations**

Earlier this year, RCTC contracted with Gallagher’s Human Resources & Compensation Consulting (formerly known as Koff & Associates) to conduct a classification study for the Commission’s Human Resources Department. When positions are classified, the focus is on assigned job duties and the job-related requirements for successful performance, not on individual employee capabilities or volume of work performed. Positions are thus evaluated and classified on the basis of such factors as the nature and level of work performed, the complexity of the work, the authority delegated to make decisions and take action, the responsibility for the work of others and/or for budgeted expenditures, contacts with others (both inside and outside of the

organization), the impact of the position on the organization, and the knowledge, skills, and abilities required to perform the work.

The proposed reclassification is as follows:

- **Human Resources Assistant to Human Resources Specialist** — In March 2022, the Human Resources Assistant position was approved and established to ensure timely and accurate administration of employee personnel related actions. The prior staffing of one position in Human Resources was insufficient for the workload and created vulnerability for the organization. Since then, the Human Resources Assistant scope of work has evolved necessitating the need for a classification assessment of the position. Gallagher’s Human Resources & Compensation Consulting determined that the majority of duties and responsibilities of this position are not accurately captured in the Human Resources Assistant job classification. Employees working “out-of-class” must be reclassified and compensated accordingly or remain in classification with workload reassigned. Given the Commission’s minimal staffing levels, reassignment of workload or hiring additional staff to accommodate workload are not practical or cost-effective options. Human Resources Specialists typically perform a variety of technical duties in support of administering assigned human resources management programs and initiatives, whereas Human Resources Assistants typically perform a variety of responsible technical and office administrative human resources support functions.

To accommodate changes in organizational structure and an increase in business operations, one (1) additional position is recommended for the Planning and Programming Department.

- **Planning & Programming Manager**— This additional position is recommended to distribute increased workload as a result of managing and administering an increasing number of competitive and formulaic funds at the state and regional levels, and as a result of monitoring and responding to new federal, state, and regional policies affecting fund administration. This additional position will result in the Planning & Programming Department having two managers which are envisioned to have duties distributed between Federal/Regional matters and State/Local matters. Each manager will be assigned one Senior Management Analyst to supervise; the two Senior Management Analyst positions are existing and are currently filled.

### **Fiscal Year 2025/26 Budget Assumptions**

Commission policy annually allows for an annual Consumer Price Index (CPI) adjustment to the salary range table. The adjustment is predicated on the percentage change in the Consumer Price Index-All Urban Wage Earners, covering Riverside-San Bernardino-Ontario, for the 12-month period ending December 31, rounded to the nearest half a percent, with a maximum adjustment of 4 percent. **The adjustment is not automatically applied to current employees’ salaries, and it is important to note that this will not result in an immediate salary increase for staff. Only those employees currently at the minimum salary of the range, will receive automatic**

**adjustments beginning on July 10, 2025.** In the 12-month period ending December 31, 2024, the CPI for Riverside-San Bernardino-Ontario was 2.6 percent (3 percent rounded). It is recommended that a revised Salary Range table including a 3 percent CPI adjustment be approved for FY 2025/26, per policy. At this time, automatic adjustments between 0-3 percent will be applied to approximately 1 employee's salary in order to compensate them within the classification's new salary range with an estimated cost of \$5,300. The proposed FY 2025/26 Salary Range Schedule is attached.

The Commission shall continue to follow its current compensation structure, including merit-based salary adjustments. This method utilizes a merit-based evaluation process to individually determine if annual salary adjustments are warranted based on an employee's performance. Any merit-based salary adjustments are made on a sliding scale up to the maximum percentage determined by the Commission in its annual budget adoption. It is recommended that the Commission include funds for up to 4 percent merit-based increases for FY 2025/26. Merit increases will remain based upon job performance and based on the budget approved by the Commission each year.

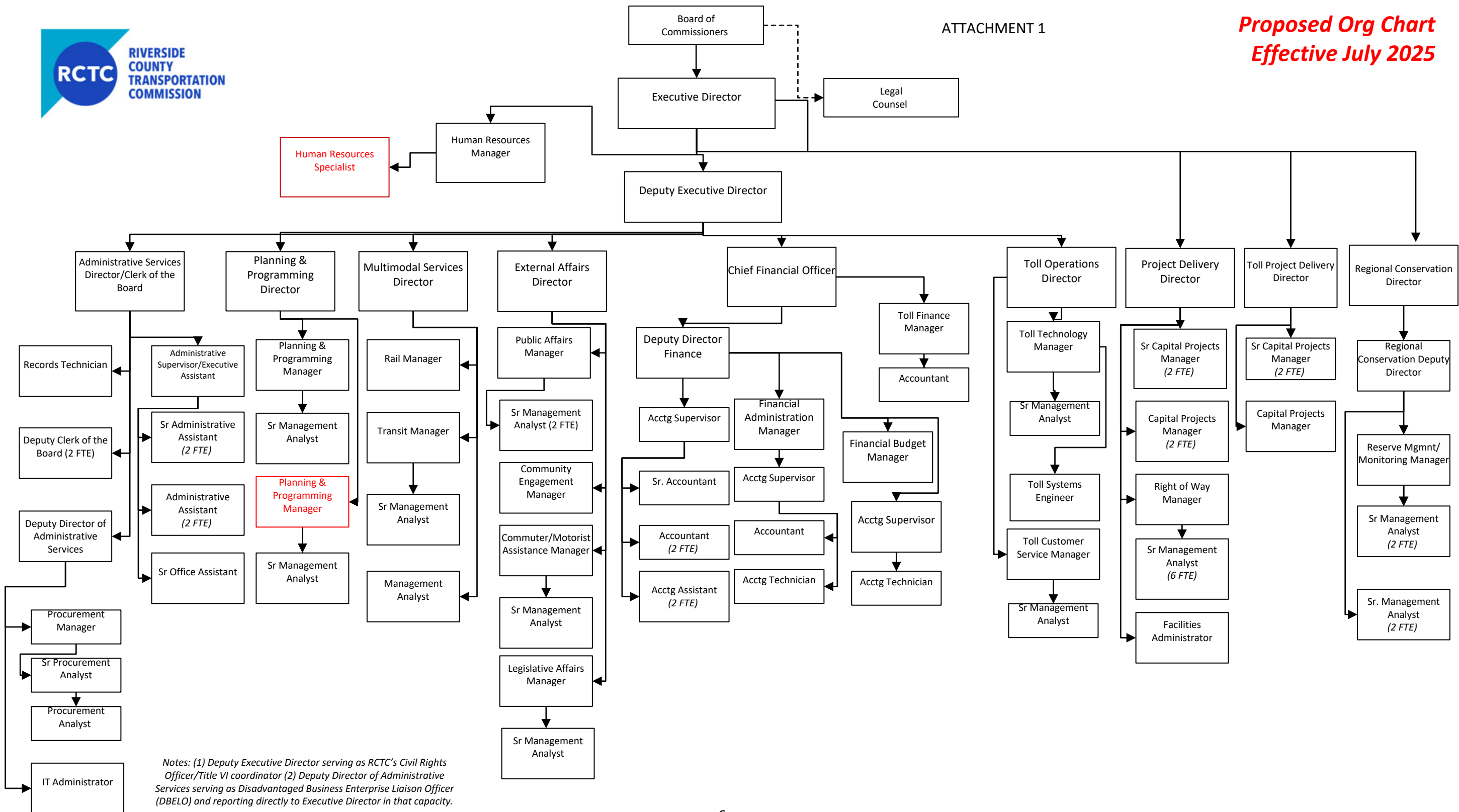
### **Organizational Change Implementation**

Upon Executive Committee approval of these recommendations, the changes will be incorporated into the draft FY 2025/26 budget for review by the Commission. It is estimated that the recommended changes to the organization and salary range schedule coverage will result in an approximate 3.3 percent or \$670,000 thousand increase in total salary expenses and 85 full-time equivalent positions. The budget and the FY 2025/26 Salary Range Schedule will be included in the Commission's FY 2025/26 budget for adoption at its June meeting. All changes will be effective on July 10, 2025.

#### Attachments:

- 1) FY 2025/26 Organization Chart
- 2) FY 2025/26 Salary Range Schedule
- 3) Gallagher Study Report





Notes: (1) Deputy Executive Director serving as RCTC's Civil Rights Officer/Title VI coordinator (2) Deputy Director of Administrative Services serving as Disadvantaged Business Enterprise Liaison Officer (DBELO) and reporting directly to Executive Director in that capacity.





Riverside County Transportation Commission					
Salary Range by Class Title					
FY 2025/26 - Effective July 10, 2025					
Salary Range	Class Title	Rate Type	Range Minimum <sup>(1)</sup>	Control Point <sup>(1)</sup>	Range Maximum <sup>(1)</sup>
35	Accountant	Monthly	\$7,869	\$9,657	\$10,623
17	Accounting Assistant	Monthly	\$5,045	\$6,192	\$6,811
45	Accounting Supervisor	Monthly	\$10,073	\$12,361	\$13,599
25	Accounting Technician	Monthly	\$6,147	\$7,544	\$8,299
17	Administrative Assistant	Monthly	\$5,045	\$6,192	\$6,811
63	Administrative Services Director/Clerk of the Board	Monthly	\$15,711	\$19,280	\$21,210
33	Administrative Supervisor/Executive Assistant	Monthly	\$7,490	\$9,191	\$10,112
55	Capital Projects Manager	Monthly	\$12,895	\$15,824	\$17,408
67	Chief Financial Officer	Monthly	\$17,342	\$21,281	\$23,411
45	Clerk of the Board	Monthly	\$10,073	\$12,361	\$13,599
51	Community Engagement Manager	Monthly	\$11,682	\$14,336	\$15,770
51	Commuter/Motorist Assistance Manager	Monthly	\$11,682	\$14,336	\$15,770
33	Deputy Clerk of the Board	Monthly	\$7,490	\$9,191	\$10,112
57	Deputy Director of Administrative Services	Monthly	\$13,547	\$16,625	\$18,289
57	Deputy Director of Finance	Monthly	\$13,547	\$16,625	\$18,289
75	Deputy Executive Director	Monthly	\$21,129	\$25,929	\$28,525
83	Executive Director	Monthly	\$25,744	\$31,592	\$34,754
63	External Affairs Director	Monthly	\$15,711	\$19,280	\$21,210
45	Facilities Administrator	Monthly	\$10,073	\$12,361	\$13,599
53	Financial Administration Manager	Monthly	\$12,273	\$15,061	\$16,569
51	Financial Budget Manager	Monthly	\$11,682	\$14,336	\$15,770
28	Human Resources Specialist	Monthly	\$6,620	\$8,124	\$8,937
53	Human Resources Manager	Monthly	\$12,273	\$15,061	\$16,569
45	IT Administrator	Monthly	\$10,073	\$12,361	\$13,599
51	Legislative Affairs Manager	Monthly	\$11,682	\$14,336	\$15,770
35	Management Analyst	Monthly	\$7,869	\$9,657	\$10,623
63	Multimodal Services Director	Monthly	\$15,711	\$19,280	\$21,210
63	Planning and Programming Director	Monthly	\$15,711	\$19,280	\$21,210
51	Planning and Programming Manager	Monthly	\$11,682	\$14,336	\$15,770
35	Procurement Analyst	Monthly	\$7,869	\$9,657	\$10,623
53	Procurement Manager	Monthly	\$12,273	\$15,061	\$16,569
71	Project Delivery Director	Monthly	\$19,142	\$23,490	\$25,842
51	Public Affairs Manager	Monthly	\$11,682	\$14,336	\$15,770
51	Rail Manager	Monthly	\$11,682	\$14,336	\$15,770
17	Records Technician	Monthly	\$5,045	\$6,192	\$6,811
57	Regional Conservation Deputy Director	Monthly	\$13,547	\$16,625	\$18,289
67	Regional Conservation Director	Monthly	\$17,342	\$21,281	\$23,411
53	Reserve Management/Monitoring Manager	Monthly	\$12,273	\$15,061	\$16,569
57	Right of Way Manager	Monthly	\$13,547	\$16,625	\$18,289
39	Senior Accountant	Monthly	\$8,686	\$10,659	\$11,726
25	Senior Administrative Assistant	Monthly	\$6,147	\$7,544	\$8,299
65	Senior Capital Projects Manager	Monthly	\$16,506	\$20,256	\$22,283
43	Senior Management Analyst	Monthly	\$9,588	\$11,766	\$12,944
13	Senior Office Assistant	Monthly	\$4,571	\$5,609	\$6,171
43	Senior Procurement Analyst	Monthly	\$9,588	\$11,766	\$12,944
67	Toll Operations Director	Monthly	\$17,342	\$21,281	\$23,411
53	Toll Customer Service Manager	Monthly	\$12,273	\$15,061	\$16,569
51	Toll Finance Manager	Monthly	\$11,682	\$14,336	\$15,770
71	Toll Project Delivery Director	Monthly	\$19,142	\$23,490	\$25,842
45	Toll Systems Engineer	Monthly	\$10,073	\$12,361	\$13,599
53	Toll Technology Manager	Monthly	\$12,273	\$15,061	\$16,569
51	Transit Manager	Monthly	\$11,682	\$14,336	\$15,770

(1) Salary Ranges may be adjusted, as approved by the Commission

Revised as of xx/xx/xxxx and adopted by the Commission as of xx/xx/xxxx



February 2025

# CLASSIFICATION STUDY REPORT – HUMAN RESOURCES ASSISTANT, VERONICA PADILLA

Riverside County Transportation Commission



**Gallagher**

Insurance | Risk Management | Consulting



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## Executive Summary

### Background

In January 2025, Riverside County Transportation Commission (“Riverside CTC”) contracted with Gallagher to conduct a classification study for a Human Resources Assistant position encumbered by Veronica Padilla. The classification study findings and recommendations are included in this report.

This position review process was precipitated by the incumbent’s assertion that the duties and responsibilities performed are not aligned with the current classification allocation of Human Resources Assistant, and therefore the incumbent requested that the position be studied.

The goals of the study were to:

- Obtain detailed information about the position encumbered by Ms. Padilla through a variety of techniques, including a written Position Description Questionnaire (PDQ) as well as interviews with the incumbent and her supervisor, Ms. Pamela Velez-Renteria, Human Resources Manager;
- Analyze the work assigned to the position to identify the major duties and responsibilities;
- Analyze Riverside CTC’s current description for Human Resources Assistant; and
- Make a recommendation regarding the appropriateness of the current classification allocation of the position relative to the duties performed by the incumbent.

## Classification Findings and Recommendations

### Findings

When positions are classified, the focus is on assigned job duties and the job-related requirements for successful performance, not on individual employee capabilities or volume of work performed. Positions are thus evaluated and classified on the basis of such factors as the nature and level of work performed, the complexity of the work, the authority delegated to make decisions and take action, the responsibility for the work of others and/or for budget expenditures, contacts with others (both inside and outside of the organization), the impact of the position on the organization, and the knowledge, skills, and abilities required to perform the work. Narrative on some of these factors is presented below:

#### Major duties and responsibilities

- Participates in and implements the daily functions, operations, and activities of several human resources programs, including recruitment and selection, benefits administration, organization and employee training and development, and personnel administration.
  - Recruitment and Selection: Participates in internal and external recruitment, testing, and selection processes, including preparing advertisements and recruitment job flyers, tracking applicant paperwork, preparing interview materials and packets, scheduling and coordinating interviews and written performance tests, and sending out notifications; supports compliance with RCTC’s equal employment opportunity and affirmative action programs.
  - Leave of Absence Administration: Interprets Riverside CTC policies and procedures, and local, state, and federal laws with regards to benefit and paid and unpaid time off options for employees; educates employees and managers on policy and legal compliance regarding leaves of absence; processes insurance claims

submitted; monitors accepted claims prior to closure; provides information to claimants and workers' compensation carrier; and assists employees in resolving issues related to workers' compensation.

- Organization and Employee Training and Development: Ensures compliance with regulatory and mandatory training requirements. Reviews performance evaluations for consistency and makes recommendations; works closely with management on issues that require resolution or clarification.
- Benefits Administration: Conducts open enrollment for benefits; prepares open enrollment benefit materials and literature; schedules and conducts new employee orientations; informs new employees of benefit programs, policies, and related enrollment information; enrolls employees into Riverside CTC's benefits program; and enters enrollment and changes into related databases.
- Personnel Administration: Prepares and processes personnel transactions involving employment changes such as, but not limited to, new hires, terminations, resignations, position and payroll changes, promotions, and retirements.
- Implements human resources policies and procedures to ensure compliance with applicable Federal and State laws and regulations.
- Attends to a variety of office administrative details, such as keeping informed of human resources programmatic activities, payroll data entry, transmitting reports and information, creation of quarterly HR newsletter and employee communications, attending meetings, and serving on committees.
  - Provides general administrative support including ordering supplies, billing, coordinating office equipment maintenance and repair, and opening, sorting, screening, and distributing mail.
  - Verifies and reviews forms and reports for completeness and conformance with established standards and procedures; applies RCTC policies and procedures in determining completeness of applications, records, and files.
  - Organizes and maintains accurate and detailed databases, files, and records; generates reports; verifies accuracy of information, researches discrepancies, and records information; coordinates and ensures compliance with established records retention schedules.
  - Receives and screens visitors, telephone calls, and emails, providing a high level of customer service to both external and internal customers; responds to employee and retiree questions and complaints; interfaces with insurance providers and representatives; provides information to Riverside CTC staff, other organizations, and the public.
  - Conducts a variety of organizational and operational studies, investigations, and special projects.

#### Decision-making and problem-solving

Per the incumbent, the position is responsible for independently performing a variety of duties in support of Riverside CTC's human resource management programs and initiatives. The position exercises judgment and initiative in prioritizing and performing assigned tasks, receives only occasional instruction or assistance as new or unusual situations arise, and is fully aware of the operating procedures and policies of the work unit.

#### Supervisor feedback

Per Ms. Pamela Velez-Renteria, Human Resources Manager, the position's responsibilities have and will continue to change in that the position is no longer primarily providing support for the implementation of human resources programs. Rather the position is spending more time administering assigned programs with increased independence and decision-making, as well as increased participation in program development and compliance.



## Recommendation

When evaluating the allocation of a position, it is necessary to: (i) identify the duties that the incumbent is currently being required to perform; (ii) determine if those duties are captured in the current job description; and (iii) identify the percentage of duties being performed, if any, which are outside of the current classification. The test is not whether or not the current incumbent possesses the knowledge, skills, and qualifications for a given classification. Rather, the test is determining the duties performed and the level and scope of responsibility of the position itself regardless of who encumbers it.

Based on the review of Ms. Padilla's position, it is our assessment that the preponderance of duties and responsibilities of this position are not accurately captured in the Human Resources Assistant classification. The preponderance of duties as described by Ms. Padilla in the PDQ form and interview are better reflected in a Human Resources Specialist classification. Human Resources Specialists typically perform a variety of technical duties in support of administering assigned human resources management programs and initiatives, whereas Human Resources Assistants typically perform a variety of responsible technical and office administrative human resources support functions. The proposed Human Resources Specialist classification description is attached to the report.

**Recommendation:** Change in classification for Ms. Padilla from a Human Resources Assistant to a Human Resources Specialist.

## Compensation Findings and Recommendations

### Comparator Agencies

The agencies included in the compensation review are the same 12 agencies used in agency-wide total compensation studies:

1. Alameda County Transportation Commission
2. CalTrans
3. Contra Costa Transportation Authority
4. County of Riverside
5. Los Angeles County Metropolitan Transportation Authority
6. Orange County Transportation Authority
7. Riverside Transit Agency
8. San Bernardino County Transportation Authority
9. San Diego Association of Governments
10. Southern California Association of Governments



11. Southern California Regional Rail Authority

12. Transportation Corridor Agencies

## Data Collection and Analysis

Data was collected in February 2025, through comparator agency websites, conversations with human resources, accounting, and/or finance personnel, and careful review of agency documentation such as classification descriptions, memoranda of understanding, organization charts, and other documents.

Gallagher relied on the new Human Resources Specialist classification description as the foundation for comparison.

When Gallagher researches and collects data from the comparator agencies to identify possible matches for each of the benchmark classifications, there is an assumption that comparable matches may not be made that are 100% equivalent to the classifications at Riverside CTC. Therefore, Gallagher does not match based upon job titles, which can often be misleading, but rather analyze class descriptions before a comparable match is determined.

Gallagher's methodology is to analyze each class description and the whole position by evaluating factors such as:

- Definition and typical job functions;
- Distinguishing characteristics;
- Level within a class series (i.e., entry, experienced, journey, specialist, lead, etc.);
- Reporting relationship structure (for example, manages through lower-level staff);
- Education and experience requirements;
- Knowledge, abilities, and skills required to perform the work;
- The scope and complexity of the work;
- Independence of action/responsibility;
- The authority delegated to make decisions and take action;
- The responsibility for the work of others, program administration, and for budget dollars;
- Problem solving/ingenuity;
- Contacts with others (both inside and outside of the organization);
- Consequences of action and decisions; and
- Working conditions.

Furthermore, organizational size differences have an impact on identification of a comparable match. For technical job classifications organizational size is not critical. The difference in size of an organization becomes more important when comparing management classes. Factors such as management of a large staff, consequence of error, the political nature of the job, and its visibility all increase with organizational size.

In order for a match to be included, Gallagher requires that a classification's "likeness" be at approximately 70% of the matched classification.

When an appropriate match is not identified for one classification, Gallagher often uses "hybrids" which can be functional or represent a span in scope of responsibility. A functional hybrid means that the job of one classification at Riverside CTC is performed by two or more classifications at a comparator agency. A "hybrid" representing a span in





scope means that the comparator agency has one class that is “bigger” in scope and responsibility and one class that is “smaller,” where Riverside CTC’s class falls in the middle.

If an appropriate match could not be found, then no match was reported as a non-comparable (N/C).

## Compensation Findings and Recommendation

The market data results in a market median of \$8,670 per month for the Human Resources Specialist.

**Recommendation:** Place the Human Resources Specialist in salary range 28 based on market (assuming 2.5% between ranges which is approximately 7.5% above salary range 25).

## Conclusion

This report presents the findings and recommendation with respect to the Human Resources Assistant position encumbered by Veronica Padilla.

It has been a pleasure working with Riverside CTC on this critical project. Please do not hesitate to contact us if we can provide any additional information or clarification regarding this report.

Respectfully submitted by,

**Gallagher, Formerly Koff & Associates**

*Alyssa Thompson*

Alyssa Thompson  
Senior Consultant

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**AGENDA ITEM 8**

**PRESENTATION**