

**REPORT****DATE ISSUED:** March 8, 2010**REPORT NO:** HCR 10-032**ATTENTION:** Chair and Members of the Housing Commission  
For the Agenda of March 19, 2010**SUBJECT:** Classification and Title Changes FY 2011**REQUESTED ACTION:** That the Housing Commission approve and recommend that the Housing Authority accept the proposed classification and title changes.**STAFF RECOMMENDATION:**

1. Accept the classification and title changes without implementing the recommendations of the recent Classification and Compensation Study.
2. Recommend that the Housing Authority accept and approve the classification changes.
3. Authorize President and Chief Executive Officer or designee to take appropriate actions to implement recommendations.

**BACKGROUND:**

Following a public Request for Proposal (RFP) process, and subsequent contract award, a comprehensive classification and compensation study was conducted in 2009 by Koff and Associates. The goals of the study were to: 1) assist in identifying and addressing potential recruitment and retention issues; 2) create a comprehensive and objective approach for classification analysis; 3) assist in the creation of career development ladders; and 4) identify internal/external salary inequity issues.

As a result of the study, Koff and Associates (Koff) provided the San Diego Housing Commission (SDHC) with recommendations accompanied by an implementation plan that consisted of new classifications, titles, and salary ranges for the represented and un-represented positions at the SDHC.

**DISCUSSION:**

After more extensive review of the recommendations from Koff, the President and Chief Executive Officer (CEO) has determined it would not be feasible to implement the recommendations at this time. Alternatively, the revised business goal is to design and seek future approval of a comprehensive pay-for-performance philosophy and model that rewards and appropriately distinguishes between individual levels of performance and best supports the mission of the agency. The pay-for-performance model will require a shift from the current performance evaluation system and provide greater alignment of goals among all staff, rather than limiting achievement of performance goals to supervisory staff. This new model will require increased focus on core competencies and continued skill development.

In the interim, due to the business needs of the agency, the need to recruit and retain qualified staff, and to begin to align positions similar to the private sector, some changes to the current classification and salary schedule are timely. The following recommendations will be included in the proposed FY11 budget:

### **Retitled and Reclassified Positions**

Retitled or reclassified positions will not result in salary increases beyond normal step increases, if available, under the current salary schedule. Reclassified positions are those that were approved by the Housing Commission in prior years. However, changes in programs, responsibilities, and/or business requirements have resulted in the need to reclassify these existing positions:

1. *Real Estate Department* - Two (2) Project Managers (S41) retitled as Real Estate Managers (S41)
2. *Community Relations* - One (1) Community Relations Specialist (S37) retitled as Communications Writer/Website Coordinator (S37)
3. *Board & Executive Department* - One (1) Executive Vice President and Chief Operating Officer reclassified to salary range (M50)
4. *Board & Executive Department* - One (1) Senior Administrative Assistant (S32) reclassified as Director (M44)
5. *Real Estate Department* - Three (3) Supervising Project Managers (S42) reclassified as Director (M49)
6. *Business Services, Community Relations, Financial Services, Rental Assistance, & Special Housing Initiatives Departments* - Five (5) Directors (M44) reclassified as Vice Presidents (M47); One (1) Director of Facilities reclassified as Director of Property Management (M44).

Note: "M" Category positions are currently under a "pay-for-performance" model. No salary increases are being proposed for these positions in FY2011.

### **New Classifications**

- 1) *Real Estate Department* - One (1) Senior Vice President of Real Estate (M49)
- 2) *Real Estate Department* - One Financial Analyst (S36)
- 3) *Real Estate Department* - Two (2) Assistant Real Estate Managers (S39; proposed in FY 2011 budget.)

The President and Chief Executive Officer is a contract employee; thus the classification will be removed from the Classification and Pay Plan. The Senior Vice President position will be placed in the newly established range of (M49).

### **FISCAL CONSIDERATIONS:**

No salary impact will result from these actions.

### **ENVIRONMENTAL REVIEW:**

This activity is not a project within the meaning of the California Environmental Quality Act (CEQA) pursuant to Section 15060 of the state CEQA guidelines, and it is exempt from the National Environmental Policy pursuant to 24 CFR Section 58.34 (a)(3).

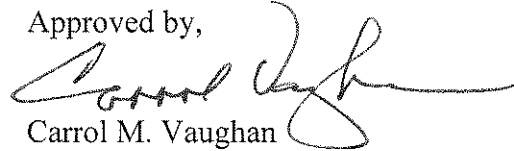
March 8, 2010  
Classification Changes  
Page 3

Respectfully submitted,



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Human Resources Officer

Approved by,



Carrol M. Vaughan  
Executive Vice President &  
Chief Operating Officer

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