



Agenda Item			
Information/Action	Commission Meeting Date	Regular/Executive Meeting	Agenda Item No.
Action	11.1.10	Regular	10.4

SUBJECT

Reclassification of Central Library Manager

RECOMMENDED ACTION

APPROVE reclassification with salary

DRAFT MOTION

I MOVE THAT THE SONOMA COUNTY LIBRARY COMMISSION APPROVE the reclassification of the Central Library Manager’s position contingent upon the outcome of the “meet & confer” process with SEIU.

BACKGROUND

With assistance from Momentum Consulting, management reviewed the current branch manager classification, scope of responsibility for the 11 branch manager positions, and salaries for the branch managers.

In May 2008, the previous branch manager classifications and salaries were collapsed into a single classification with a single salary range. The result is that 8 of the 10 branch managers are at the top of the range.

After reviewing this and other background information, Carol Felch of Momentum Consulting recommended that, as a first step, the Library create a classification titled Central Library Manager with a salary scale at the next step up from that of the other Branch Managers. Her recommendation is based on the fact that the scope of responsibilities of the Central Library Manager is significantly different from that of the other branch managers.

Felch’s recommendation, a matrix comparing branch managers’ scope of responsibility, and a copy of the current salary schedule are attached. A new class specification for the Central Library Manager is being developed at this time.

Library management agrees with Felch’s recommendation that a more in-depth classification study is needed in the future to look more closely at the entire Branch manager group’s classification and pay. Such a review should probably be done as part of a comprehensive classification study when the Library’s fiscal situation improves.

FUTURE BOARD ACTIONS

None.

continued



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FISCAL IMPACT

Increases Central Library Manager's salary range; if we hire from within, the increased expenditures would be approximately 5%, or approximately \$4,000.

POLICY ISSUES

None

ATTACHMENTS

- Document #10.4.1. – Momentum Consulting Memo with Recommendations
- Document #10.4.2 - Matrix on Branch Managers's scope of responsibility
- Document #10.4.3 - Current Salary Schedule with Branch Manager and new Central Library Manager salary ranges highlighted in yellow.
- Document #10.4.4 – Information on Momentum Consulting

MOMENTUM CONSULTING

October 27, 2010

To: Sandy Copper, Director, and Sonoma County Library
From: Carol Felch, HR Consultant, Momentum Consulting
Re: Analysis of Branch Manager Position/ Central Library Manager

I have taken the following steps in reviewing the Central Library Manager's classification:

- Reviewed salaries for similar classifications at other public libraries in the Bay Area using readily available information.
- Compared the information to Sonoma County Library as far as size and salary structure. Sonoma County Library's salaries appear to be competitive with those of other Bay Area Libraries.
- Reviewed the scope of responsibility for each branch manager. (See chart attached)
- I believe there should be more than one classification to recognize the wide range of responsibilities that the Library Branch Managers are required to perform on a daily basis.

Recommendation:

My recommendation is to create a new classification, Central Library Manager, for the Central Library position. The core job responsibilities are similar to the Library Branch Managers but there are significant differences between the size and scope of the various libraries as well as unique challenges of managing an urban facility that serves as a county resource.

This position requires the incumbent to:

- Manage a larger, complex facility with an in-depth collection of 241, 886 which is one and a half times the size of the next largest collection;
- Manage an annual circulation of 611,974 which is 35% more than other branches;
- Manage a budget that is double the budget of other branches;
- Manage more than 25 employees, double the number of staff at other branches
- Provide backup reference services and other library services to other branches throughout the county system.

I have attached a draft of a new class specification for the Central Branch Manager.¹ I recommend creating a new salary range for the Central Library Manager (see attached) in recognition of the greater scope of responsibility for that position in comparison to the other branch managers.

¹ Class specification still under review.

COMPARISONS - BRANCH MANAGER SCOPE OF RESPONSIBILITY

Branches	FTE	Service Hours per Week	Sq Footage	Collection	Materials Budget Allocation	Annual Circulation	Registered Borrowers
CENTRAL	24.4 (2)	56	30,000	241,886	\$97,442	611,974	57,248
PETALUMA	12.07 (1)	54	25,781	99,720	\$53,541	482,297	35,255
ROHNERT PARK	9.95	54	24,000	90,662	\$46,686	436,214	30,575
SEBASTOPOL	7.67 (1)	54	10,000	54,717	\$32,524	411,909	18,521
RINCON VALLEY	7.5	54	15,000	51,330	\$31,230	364,641	18,615
NORTHWEST	7.06	54	7,840	39,031	\$23,037	273,825	22,584
HEALDSBURG	6.85	54	11,400	51,196	\$20,511	178,400	11,490
SONOMA	6.12 (1)	54	10,000	53,324	\$26,862	262,440	19,956
WINDSOR	6 (1)	54	7,600	37,541	\$19,130	232,181	15,326
GUERNEVILLE	4.75	50	6,237	26,784	\$12,628	116,073	5,906
CLOVERDALE	3.85	42	7,200	26,728	\$10,998	89,429	5,794
ANNEX ¹	1.5	32	4,288	See Central	See Central	151	N/A
OCCIDENTAL ²	0.41	15	332	3,206	\$1,618	12,878	397
FORESTVILLE ²	0.4	14	924	4,796	\$1,960	14,259	582

Note: Number in parenthesis reflect positions vacated by retirement.

¹ History & Genealogy would report to the Central Library Manager if the position is reclassified.

² The Guerneville Regional Library Manager supervises the Occidental and Forestville Rural Stations

2010-2011

Schedule 2 - (Permanent Part-Time & Full-Time Staff)

SALARY SCHEDULE-COLA 0%

with a 4.5 FURLOUGH DAY REDUCTION

Effective August 29, 2010 - July 2, 2011

9/3/10	Step1	Bi-weekly	Monthly	Annual	Step2	Bi-weekly	Monthly	Annual	Step3	Bi-weekly	Monthly	Annual	Step4	Bi-weekly	Monthly	Annual	Step5	Bi-weekly	Monthly	Annual
Director																	71.02	5,681.60	12,310.13	147,721.60
Div Mgr: Admin Svc	39.46	3,156.80	6,839.73	82,076.80	41.43	3,314.40	7,181.20	86,174.40	43.50	3,480.00	7,540.00	90,480.00	45.68	3,654.40	7,917.87	95,014.40	47.96	3,836.80	8,313.07	99,756.80
Div Mgr: Mat. Mgt.	39.46	3,156.80	6,839.73	82,076.80	41.43	3,314.40	7,181.20	86,174.40	43.50	3,480.00	7,540.00	90,480.00	45.68	3,654.40	7,917.87	95,014.40	47.96	3,836.80	8,313.07	99,756.80
Div Mgr: Pub. Svc.	39.46	3,156.80	6,839.73	82,076.80	41.43	3,314.40	7,181.20	86,174.40	43.50	3,480.00	7,540.00	90,480.00	45.68	3,654.40	7,917.87	95,014.40	47.96	3,836.80	8,313.07	99,756.80
Lib.IV	38.69	3,095.20	6,706.27	80,475.20	40.62	3,249.60	7,040.80	84,489.60	42.65	3,412.00	7,392.67	88,712.00	44.78	3,582.40	7,761.87	93,142.40	47.02	3,761.60	8,150.13	97,801.60
Facility Mgr	37.58	3,006.40	6,513.87	78,166.40	39.46	3,156.80	6,839.73	82,076.80	41.43	3,314.40	7,181.20	86,174.40	43.50	3,480.00	7,540.00	90,480.00	45.68	3,654.40	7,917.87	95,014.40
Human Res Mgr	37.58	3,006.40	6,513.87	78,166.40	39.46	3,156.80	6,839.73	82,076.80	41.43	3,314.40	7,181.20	86,174.40	43.50	3,480.00	7,540.00	90,480.00	45.68	3,654.40	7,917.87	95,014.40
Central Library Mgr	37.58	3,006.40	6,513.87	78,166.40	39.46	3,156.80	6,839.73	82,076.80	41.43	3,314.40	7,181.20	86,174.40	43.50	3,480.00	7,540.00	90,480.00	45.68	3,654.40	7,917.87	95,014.40
Branch Manager	32.84	2,627.20	5,692.27	68,307.20	34.48	2,758.40	5,976.53	71,718.40	36.20	2,896.00	6,274.67	75,296.00	38.01	3,040.80	6,588.40	79,060.80	39.91	3,192.80	6,917.73	83,012.80
Lib.III+2.5% (IT Co-Lead)	31.31	2,504.80	5,427.07	65,124.80	32.88	2,630.40	5,699.20	68,390.40	34.52	2,761.60	5,983.47	71,801.60	36.25	2,900.00	6,283.33	75,400.00	38.06	3,044.80	6,597.07	79,164.80
Lib.III	30.55	2,444.00	5,295.33	63,544.00	32.08	2,566.40	5,560.53	66,726.40	33.68	2,694.40	5,837.87	70,054.40	35.36	2,828.80	6,129.07	73,548.80	37.13	2,970.40	6,435.87	77,230.40
Sr Inf Tec Spec	30.55	2,444.00	5,295.33	63,544.00	32.08	2,566.40	5,560.53	66,726.40	33.68	2,694.40	5,837.87	70,054.40	35.36	2,828.80	6,129.07	73,548.80	37.13	2,970.40	6,435.87	77,230.40
TSS II+ 5% (IT Co-Lead)	28.81	2,304.80	4,993.73	59,924.80	30.25	2,420.00	5,243.33	62,920.00	31.76	2,540.80	5,505.07	66,060.80	33.35	2,668.00	5,780.67	69,368.00	35.02	2,801.60	6,070.13	72,841.60
Bldg.Mch.II - Lead	28.19	2,255.20	4,886.27	58,635.20	29.60	2,368.00	5,130.67	61,568.00	31.08	2,486.40	5,387.20	64,646.40	32.63	2,610.40	5,655.87	67,870.40	34.26	2,740.80	5,938.40	71,260.80
Tec Sup Spec II	27.44	2,195.20	4,756.27	57,075.20	28.81	2,304.80	4,993.73	59,924.80	30.25	2,420.00	5,243.33	62,920.00	31.76	2,540.80	5,505.07	66,060.80	33.35	2,668.00	5,780.67	69,368.00
Lib. II - BiLing	27.42	2,193.60	4,752.80	57,033.60	28.74	2,299.20	4,981.60	59,779.20	30.13	2,410.40	5,222.53	62,670.40	31.59	2,527.20	5,475.60	65,707.20	33.12	2,649.60	5,740.80	68,889.60
Lib. II+2.5%	27.08	2,166.40	4,693.87	56,326.40	28.43	2,274.40	4,927.87	59,134.40	29.85	2,388.00	5,174.00	62,088.00	31.34	2,507.20	5,432.27	65,187.20	32.91	2,632.80	5,704.40	68,452.80
Bldg.Mch.II	26.85	2,148.00	4,654.00	55,848.00	28.19	2,255.20	4,886.27	58,635.20	29.60	2,368.00	5,130.67	61,568.00	31.08	2,486.40	5,387.20	64,646.40	32.63	2,610.40	5,655.87	67,870.40
Lib. II	26.42	2,113.60	4,579.47	54,953.60	27.74	2,219.20	4,808.27	57,699.20	29.13	2,330.40	5,049.20	60,590.40	30.59	2,447.20	5,302.27	63,627.20	32.12	2,569.60	5,567.47	66,809.60
Lib. I - BiLing	26.18	2,094.40	4,537.87	54,454.40	27.44	2,195.20	4,756.27	57,075.20	28.76	2,300.80	4,985.07	59,820.80	30.15	2,412.00	5,226.00	62,712.00	31.61	2,528.80	5,479.07	65,748.80
Business Analyst	25.18	2,014.40	4,364.53	52,374.40	26.44	2,115.20	4,582.93	54,995.20	27.76	2,220.80	4,811.73	57,740.80	29.15	2,332.00	5,052.67	60,632.00	30.61	2,448.80	5,305.73	63,668.80
Lib.I	25.18	2,014.40	4,364.53	52,374.40	26.44	2,115.20	4,582.93	54,995.20	27.76	2,220.80	4,811.73	57,740.80	29.15	2,332.00	5,052.67	60,632.00	30.61	2,448.80	5,305.73	63,668.80
Tec Sup Spec I	23.37	1,869.60	4,050.80	48,609.60	24.54	1,963.20	4,253.60	51,043.20	25.77	2,061.60	4,466.80	53,601.60	27.06	2,164.80	4,690.40	56,284.80	28.41	2,272.80	4,924.40	59,092.80
Graphic Artist	23.31	1,864.80	4,040.40	48,484.80	24.48	1,958.40	4,243.20	50,918.40	25.70	2,056.00	4,454.67	53,456.00	26.99	2,159.20	4,678.27	56,139.20	28.34	2,267.20	4,912.27	58,947.20
Adm Aide	22.95	1,836.00	3,978.00	47,736.00	24.10	1,928.00	4,177.33	50,128.00	25.31	2,024.80	4,387.07	52,644.80	26.58	2,126.40	4,607.20	55,286.40	27.91	2,232.80	4,837.73	58,052.80
Accting Asst	22.95	1,836.00	3,978.00	47,736.00	24.10	1,928.00	4,177.33	50,128.00	25.31	2,024.80	4,387.07	52,644.80	26.58	2,126.40	4,607.20	55,286.40	27.91	2,232.80	4,837.73	58,052.80
Bldg.Mch.I	22.45	1,796.00	3,891.33	46,696.00	23.57	1,885.60	4,085.47	49,025.60	24.75	1,980.00	4,290.00	51,480.00	25.99	2,079.20	4,504.93	54,059.20	27.29	2,183.20	4,730.27	56,763.20
Supv Lib Tech	22.45	1,796.00	3,891.33	46,696.00	23.57	1,885.60	4,085.47	49,025.60	24.75	1,980.00	4,290.00	51,480.00	25.99	2,079.20	4,504.93	54,059.20	27.29	2,183.20	4,730.27	56,763.20
Acct.Clerk III	21.37	1,709.60	3,704.13	44,449.60	22.44	1,795.20	3,889.60	46,675.20	23.56	1,884.80	4,083.73	49,004.80	24.74	1,979.20	4,288.27	51,459.20	25.98	2,078.40	4,503.20	54,038.40
Lib. Assoc.	20.28	1,622.40	3,515.20	42,182.40	21.29	1,703.20	3,690.27	44,283.20	22.35	1,788.00	3,874.00	46,488.00	23.47	1,877.60	4,068.13	48,817.60	24.64	1,971.20	4,270.93	51,251.20
Lib.Tech.III-BiLing	18.23	1,458.40	3,159.87	37,918.40	19.09	1,527.20	3,308.93	39,707.20	19.99	1,599.20	3,464.93	41,579.20	20.94	1,675.20	3,629.60	43,555.20	21.94	1,755.20	3,802.93	45,635.20
Acct.Clerk II	17.85	1,428.00	3,094.00	37,128.00	18.74	1,499.20	3,248.27	38,979.20	19.68	1,574.40	3,411.20	40,934.40	20.66	1,652.80	3,581.07	42,972.80	21.69	1,735.20	3,759.60	45,115.20
Delivery Person	17.85	1,428.00	3,094.00	37,128.00	18.74	1,499.20	3,248.27	38,979.20	19.68	1,574.40	3,411.20	40,934.40	20.66	1,652.80	3,581.07	42,972.80	21.69	1,735.20	3,759.60	45,115.20
Lib Svcs Specialist	17.85	1,428.00	3,094.00	37,128.00	18.74	1,499.20	3,248.27	38,979.20	19.68	1,574.40	3,411.20	40,934.40	20.66	1,652.80	3,581.07	42,972.80	21.69	1,735.20	3,759.60	45,115.20
RFID Lead Tagger	17.85	1,428.00	3,094.00	37,128.00	18.74	1,499.20	3,248.27	38,979.20	19.68	1,574.40	3,411.20	40,934.40	20.66	1,652.80	3,581.07	42,972.80	21.69	1,735.20	3,759.60	45,115.20
Lib.Tech.III	17.23	1,378.40	2,986.53	35,838.40	18.09	1,447.20	3,135.60	37,627.20	18.99	1,519.20	3,291.60	39,499.20	19.94	1,595.20	3,456.27	41,475.20	20.94	1,675.20	3,629.60	43,555.20
Lib.Tech.II-BiLing	15.47	1,237.60	2,681.47	32,177.60	16.19	1,295.20	2,806.27	33,675.20	16.95	1,356.00	2,938.00	35,256.00	17.75	1,420.00	3,076.67	36,920.00	18.59	1,487.20	3,222.27	38,667.20
Lib. Tech. II	14.47	1,157.60	2,508.13	30,097.60	15.19	1,215.20	2,632.93	31,595.20	15.95	1,276.00	2,764.67	33,176.00	16.75	1,340.00	2,903.33	34,840.00	17.59	1,407.20	3,048.93	36,587.20
1% Additional Reduction Applied to Library Director Position																				
Elissa\Payroll\SalarySchedules2010-11 Bi-Lingual Pay Premium \$1.00/Hour																				



"Providing human resource strategies and tools for results oriented businesses"

MOMENTUM Consulting offers human resources management and training & development services to businesses and non-profit organizations throughout Northern California.

As a full service human resources consulting firm, MOMENTUM works with organizations to assess the effectiveness of their business systems and provides coaching for effective solutions to these organizational issues. Areas of focus are: Supervisory and Management Skill Development, Strategic Planning, Developing Human Resources Systems, Enhancing Performance Management, Communications and Conflict Resolution.

Carol Felch, Principal, held management positions at several Fortune 500 companies including Ingersoll Rand, Del Monte Corporation and Johnson Controls Inc. For nine years, she has provided human resources leadership for local companies such as Kendall Jackson Winery and Mendocino Forest Products and has been consulting with local companies for the last several years.

Achieving quality results with professional experience is a great reason to use MOMENTUM

SERVICE OFFERINGS

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These are just a few of the ways MOMENTUM Consulting can assist you in managing your business successfully and profitably.



CAROL FELCH

CAROL FELCH is the principal of MOMENTUM Consulting, a firm offering Human Resources management, training and development services to organizations throughout California. As a professional with twenty years of experience, Carol held management positions in several Fortune 500 companies including Ingersoll Rand, Del Monte Corporation and Johnson Controls Inc. For nine years, she has provided human resources leadership for local companies such as Kendall Jackson Winery and Mendocino Forest Products and has been consulting with local companies for several years.

Carol has focused on developing strategic company-wide programs such as selection and retention plans, management development programs for leadership teams, employee training and development initiatives and internal career management services.

As a HR Consultant, Carol is continuously transferring “people management” knowledge and skills to business owners and organizational leaders. Helping supervisors understand their management style and its impact while at the same time enhancing their leadership skills ensures that their business units run more effectively. Providing managers and supervisors with key skills enables them to manage situations more effectively and confidently. It allows them to avoid “departmental drama” and stay focused on accomplishing their strategic plans, which directly impact the bottom line.

Some training topics regularly requested are: Enhancing Communication Skills, Succeeding as a New Supervisor, Developing Collaborative Work Relationships, Managing Teams, Developing Your Coaching Skills as a Manager, Managing Conflict and a Performance Management System that Works!

Carol’s clients include Kendall-Jackson Winery, St Francis Winery, Queen of the Valley Hospital, Humboldt General Hospital, Hospice of Napa Valley, Sonoma County, Grove Street Winery, Hennessy Advisors, KnowledgePoint, Wells Fargo Center for the Arts and Goodwill Industries., Boracchia + Associates, Hennessy Advisors, REACH Air Medical Services and Halem & Co.

Carol received her training in organizational development and communications from San Francisco State University. She participated in leadership workshops at the Center for Creative Leadership and is a certified trainer for Achieve Global management training programs. In 2003, she became a certified trainer for The Center for Collaborative Solutions in Sacramento. She has been on the Board of Directors of The Professional Association of Sonoma County for Human Resources (PASCO) for four years, an active member of Northern California Human Resource Association (NCHRA), The American Society of Training and Development (ASTD) and The Bay Area Organizational Development Network, (BAODN).