

# South Bay Cities Council of Governments

April 23, 2026

TO: SBCCOG Board of Directors

FROM: SBCCOG Steering Committee

SUBJECT: Proposed Revised Classification Specifications

## OVERVIEW

- Recommendations for new and revised position descriptions and related salary schedule to meet current and future program needs
- Proposed revisions do not:
  - allow or require automatic promotions or salary increases
  - increase the number of staff

## BACKGROUND

The South Bay Cities Council of Governments (SBCCOG) contracted with CPS HR Consulting Services (CPS) to conduct an agency-wide classification study to help ensure that incumbents are properly classified, update classification specifications, and evaluate salary ranges. CPS also reviewed reporting relationships and the organization's structure. Their full assessment included reviewing existing classification specifications, conducting position description questionnaires and interviews with employee incumbents, and collecting management input. The assessment did not review benefits.

Prior to this work, in 2014, the SBCCOG developed comprehensive job descriptions and revised compensation levels under the guidance of a consultant. Between that time and now, revisions to descriptions and compensation have been primarily done to meet new state laws or evolving programs. Two positions were recently developed and approved by the Board – Analyst/Senior Analyst and Financial Analyst. These positions were developed in coordination with CPS HR.

## ANALYSIS

The purpose of the assessment was to help ensure that the SBCCOG has a classification system that meets the current and mid-term future needs of the organization. It primarily captured the essential nature of positions that are expected to continue at a single point in time. Therefore, recommendations are not based upon all possible future changes, particularly with an organization such as the SBCCOG where organizational needs, technologies, and skill requirements are continuously evolving due to new programs and grants. The recommended updated classification system is meant to provide the organization with the tools to successfully administer recruitment, performance management, compensation, and succession planning as well as effectively support systems of administrative and fiscal control.

### *Classification Specifications*

CPS developed classification specifications that are legally defensible and reviewed existing staff to help ensure that individuals were appropriately assigned within the recommended classification structure. All existing position descriptions were updated, and new positions were added to address current and mid-term future needs. Summary of notable revisions include:

- Program Manager and Sr. Program Manager titles were changed to Department Manager and Department Director respectively to better describe the position and reduce confusion between positions with similar titles
- Administrative Officer position was separated into two separate functions 1) Administrative Manager and 2) Finance Manager to address growing needs and complexity of the organization
- Account Clerk position was added to support increased finance function
- Accountant position was removed and responsibilities were separated between other finance positions
- Senior Project Coordinator position was added to address growing mid-level responsibilities

Proposed positions are listed below:

<b>Current Positions</b>	<b>Recommend Position</b>	<b>Notes</b>
Accountant	Remove	Remove
Administrative Assistant	Administrative Assistant	
Administrative Officer	Administrative Manager	Separated HR from Finance
	Finance Manager	
Analyst/Senior Analyst	Analyst/Senior Analyst	
N/A	Account Clerk	New Position
Deputy Executive Director	Deputy Executive Director	
Executive Director	Executive Director	
Financial Analyst	Financial Analyst	
Intern	Intern	
Project Assistant	Project Assistant	
Project Coordinator	Project Coordinator	
N/A	Senior Project Coordinator	New Position
Project Manager	Project Manager	
Sr. Project Manager	Sr. Project Manager	
Program Manager	Department Manager	Revised title
Sr. Program Manager	Department Director	Revised title

It is important to note that if approved, some current employees will have new job titles such as Administrative Manager and Finance Manager – as indicated in the chart above.

Revised positions along with a list of terms and definitions are listed on the attachment A.

### *Compensation*

The purpose of the compensation study was to determine the competitiveness of the SBCCOG's salaries in the labor market and compliance with State law to attract and retain talent as well as promote internal equity. CPS utilized a whole job analysis methodology to determine whether a match from a labor market agency was comparable to SBCCOG's classifications. This commonly used methodology analyzes the job as a whole, rather than by individual factors, by evaluating the core duties and responsibilities, the nature and level of work performed, and the minimum qualifications to determine whether the classification is comparable enough to be utilized as a match. Matches are based on the class specifications (not just titles). The methodology recognizes slight differences in duties assigned to matches from other labor market agencies which do not impact the type, nature, and level of work performed. Matches used are not so broad that they include classifications performing dissimilar work, or work done at a higher or lower level. They are also not so narrow that they exclude matches doing comparable work with slight differences so as not to change the level and nature of work. In order for a classification to be considered a match, upwards of 70% of the job description should be similar. The median for comparable agencies is used to help balance any lows or highs. When a minimum of three comparisons is not identified for a given class, internal alignment is applied. This methodology does not adjust based on the size of an organization.

The following agencies were determined to be the labor market in which the SBCCOG completes for talent for compensation:

- City of El Segundo
- City of Gardena
- City of Lomita
- City of Rolling Hills Estates
- Gateway City Council of Governments
- Los Angeles County
- San Gabriel Valley Cities Council of Governments
- Southern California Association of Governments
- Western Riverside Cities Council of Governments

The SBCCOG staff recently received the recommendations from CPS for compensation ranges and will need time to review and analyze the impact as well as considerations for the financial climate, internal compensation structure, changes to that structure, sustainability of salary increases, budget, and contracts. Other factors need to be considered such as cost of salary increases and other fiscal impacts to the organization to prevent financial hardship or unintended consequences such as the need for future layoffs. Staff anticipate that options and recommendations will be presented to the Steering Committee and Board in May so that Board direction can then be incorporated into the FY2026-27 proposed budget.

### RECOMMENDATION

Board approve revised Classification Specifications.

**Terms & Definitions:**

***Classification of the Position, Not the Employee*** – Position classifications should be consistent regardless of who holds the position. As such, a classification study process classifies positions, not individual employees. Furthermore, classification does not consider the capabilities of individual employees or the efficiency and effectiveness of an incumbent. It is not a measure of how well an individual employee performs, but of the actual duties assigned to the employee. Thus, classification is not a tool to reward individual achievement, nor should classifications be created simply to reward length of service. Employees, supervisors, and managers often view job content through employee performance characteristics which are unrelated to the classification concept of evaluating the work which the organization has determined should be assigned to a specific position, irrespective of how well an employee performs that work.

***Classification Versus Allocation*** – Classification is the process of identifying and describing the various kinds of work in an organization and grouping similar positions together based on job family, classification series, and classification distinctions. Allocation is more specifically tied to the placement and/or budgeting of positions within an organization. Thus, agencies may allocate a position within an organization based on the results of the classification analysis for that position.

***Classification Supervision Level Definitions*** –

- **Under close supervision** – Work is performed under direct and frequent supervision. Tasks are clearly defined, and methods and procedures are prescribed. Supervisor closely reviews work in progress and upon completion and provides regular instruction and feedback.
- **Under General Supervision** – Work is performed with established objectives and procedures. The supervisor outlines expected results, but employees independently plan and carry out assignments. Work is reviewed periodically rather than continuously.
- **Under General Direction** – Work is performed with broad supervisory guidance. The employee is given overall objectives and expected results, but determines methods and processes independently. Work is reviewed primarily for results and compliance with policy rather than for technique or daily activity.
- **Under Minimal Direction** – Work is performed with very limited supervision. The employee is responsible for planning and organizing work, setting priorities, and resolving problems independently. Review is infrequent and focused on outcomes rather than on how the work is performed.
- **Under Administrative Direction** – Work is performed under broad policy and administrative guidance from executive or department-level leadership. The employee

has substantial autonomy in managing programs or functions and is accountable for achieving organizational goals within established policies and legal requirements.

- **Under Policy Direction** – Work is guided by organizational policy rather than day-to-day supervision. The employee provides leadership over major programs or functional areas and exercises authority to interpret, develop, and implement policy consistent with governing body or executive direction.

**Level and Not Volume of Work** – Position classification reflects the level of work performed by an employee and is generally independent of volume. For example, if one employee processes double the work of another, yet the percentages of time spent on those tasks and other duties are comparable, a single classification should be appropriate for both positions. In fact, study questionnaires do not ask for, and we do not consider, the relative productivity of employees when evaluating positions. Likewise, classifications are not distinguished by the amount of time spent by incumbents on tasks or the volume of work assigned to positions since problems of excessive workload are properly solved by redistributing work or adding employees, not by creating new classifications.

**Point in Time Analysis** – A classification study primarily captures the essential nature of positions that are expected to continue at a single point in time. Therefore, recommendations cannot be based upon all possible future changes, particularly in a rapidly changing environment where organizational needs, technologies, and skill requirements are continuously evolving. This classification study uses the point in time immediately prior to the submission of the PDQ and does not reflect prospective duties or changes in duties after the PDQ was submitted. It should be noted that at the request of Executive Management, additional classes were developed for future use, but this does not change the point in time analysis for existing positions. The new classes included Financial Analyst and Analyst.

**Position Versus Classification** – Position and classification are two words that are often thought of as interchangeable, but in fact, have very different meanings. In a position plan, a position is an assigned group of duties and responsibilities performed by one person. Sometimes the word “job” is appropriately used in the place of position. In contrast, a classification may contain only one position or may consist of several positions. When there are several positions assigned to one classification, it means that the same title is appropriate for each position because the scope, level, duties, and responsibilities of each position assigned to the classification are sufficiently similar (but not necessarily identical); the same core knowledge, skills, and other requirements are appropriate for all positions, and the same salary range is equitable for all positions.

**Preponderant Duties** – Classification studies often find that positions are assigned a wide range of duties and that incumbents have various levels of responsibility at any one time; therefore, the positions must be analyzed based on their preponderant duties. Preponderance is a measure of importance, and the most preponderant duties of a position are those that support the primary

purpose of the position. Sometimes the most time-consuming duties of a position are preponderant; however, consideration must sometimes be given to the responsibility and complexity of certain duties that do not occupy most of the incumbent's time. Overall, the determination of preponderance is a judgment call based on a consistent set of factors.

# South Bay Cities Council of Governments

## **ADDENDUM**

April 23, 2026

TO: SBCCOG Board of Directors

FROM: Jacki Bacharach, Executive Director

SUBJECT: Proposed Revised Classification Specifications

At the April 13, 2026, South Bay Cities Council of Governments (SBCCOG) Steering Committee there was discussion regarding the selection of the labor market used in the classification and salary schedule analysis as well as a specific question about the titles Department Manager and Account Clerk. We consulted CPS for their response which is as follows:

Regarding the labor market selection, the SBCCOG provided a list of ten labor market agencies to CPS HR Consulting Services (CPS) for their review. CPS determined that the agencies represent an appropriate and well-balanced comparison group for the purposes of the study. The selected agencies reflect a mix of geographically proximate jurisdictions within the South Bay and greater Los Angeles region, using cities such as City of El Segundo, City of Gardena, City of Lomita, and City of Rolling Hills Estates, which share similar economic conditions, labor pools, and service delivery environments. The inclusion of regional and functionally comparable organizations, such as Clean Power Alliance (which did not respond to multiple requests), Gateway Cities Council of Governments, Southern California Association of Governments, San Gabriel Valley Council of Governments, and Western Riverside Council of Governments, ensures alignment with agencies that operate under a similar council of governments structure, governance model, and programmatic scope. Additionally, the inclusion of Los Angeles County provides a broader labor market anchor, capturing regional compensation trends and competition for professional and technical talent. Collectively, this group reflects a thoughtful balance of size, organizational type, geographic relevance, and functional comparability, and is consistent with best practices for establishing a representative and defensible labor market for a council of governments such as the South Bay Cities Council of Governments.

Specifically, regarding the proposed titles, CPS recommends leaving the title as proposed for Department Manager and revising the title of Account Clerk to Finance Assistant.

### RECOMMENDATION

SBCCOG staff recommends that the Account Clerk title be changed to Finance Assistant.