

Alameda/Contra Costa
Transit District

Summary Report
Organization and Classification Audit

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This is a summary report abstracted from the Organization and Classification Audit report submitted to the District in 1976. The final report includes: a summary of recommended changes; individual reports by department covering both organizational and classification issues; a draft District salary plan; and draft job description.

The basis of the report was position description questionnaire. In addition, personal interviews were conducted by E/R staff with nearly 500 employees of the District, far more than originally planned. The primary function of these interviews was to verify and complete the information in the written questionnaire. The data gathered was focused on the specific work performed by incumbents - its volume, variety, and significance. Second, other observations dealing with work flow were gathered from all interviewees and incorporated into the departmental reports as appropriate.

Each position in the District allocation of classified positions has been allocated to its proper class, with few exceptions. The proposed allocation of each position is based on the duties the incumbent was found to be performing at the time of the study and on the service level expected from the position in those cases where such information was available. In certain cases, no change in classification is proposed. In other cases, a title change is recommended to more clearly reflect the duties of the classification. In some cases, new or modified classifications are proposed, particularly as related to the establishment of generic series of classifications.

The recommendations made as a result of the study can be summarized in three general areas: organizational; classification; and equal pay for equal work.

The organizational recommendations are based upon two primary concerns: increased clarity and increased consistency. In several instances closely related functions are unrelated organizationally, creating a number of possible problems. A similar problem occurs when the organization establishes a position with a mixture of duties differing greatly in their level of responsibility and complexity. Also similar in cause is the major change in duties of a position occasioned by a change of departmental management or other key personnel. Greater attention to organizational clarity would minimize the occurrences of these classification problems.

The lack of sufficient administrative staff was discovered in many departments, and the reports show recommendations for enlarging the District's administrative capacity. In general, the District is understaffed at the managerial and administrative levels, relative to its size and complexity and relative to comparable public transportation

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agencies. The staff increase recommendations contained in the departmental reports are considered by E/R to be the minimum necessary for efficient current operation.

The classification recommendations detailed in the following reports are based primarily on concern for equal pay for equal work, in accordance with existing federal and case law. The primary recommendation in the overall classification recommendation is to make increasing use of "generic" job classifications.

Generic classifications are used in modern classification systems to gather a number of equivalent (rather than identical) jobs with similar job elements. Generic classes equate the jobs within the class within the class with respect to salary, level of responsibility and minimum employment standards. This method of classification permits an employer to acknowledge a wide variety of differences in individual positions (using working titles) while establishing a common level of responsibility, accountability, and value to the employer. Generic classifications also provide several important types of flexibility.

The specific recommendations relative to the equal pay for equal work issue pertain primarily to positions covered by the existing labor agreement. Those, of course, are subject to negotiation. The financial impact of those relating to nonunion positions is relatively minor.

One of the most troublesome areas with respect to equal pay for equal work is the clerical classifications. An example of the problem in the bargaining units is the position of senior clerk. This position is included in each of the three bargaining units, and in each of the three cases it is paid at a different rate. The clerical classifications district-wide are treated as a supplement to the departmental reports in the final report.

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