



24-2069-01

**DATE:** February 27, 2024 (Item No. 75)  
**TO:** Board of Supervisors  
**FROM:** Daniel Little, Director, Social Services Agency  
**SUBJECT:** Salary Ordinance to Delete Administrative Assistant and Add Alternately Staffed Management Analyst in CQI

### **RECOMMENDED ACTION**

Final adoption of Salary Ordinance No. NS-5.24.50, an Ordinance amending Santa Clara County Salary Ordinance No. NS-5.24 relating to compensation of employees deleting one Administrative Assistant position and adding one Management Analyst or Associate Management Analyst position in the Social Services Agency.

### **FISCAL IMPLICATIONS**

In Fiscal Year (FY) 2023-2024, the cost of the Administrative Assistant (AA) position to be deleted is \$84,425, with \$33,770 in Federal and State revenue, and \$50,655 in net County cost. The cost of the Associate Management Analyst (AMA) position to be added is \$110,187 with \$44,075 in Federal and State revenue and \$66,112 in net County cost. The combined fiscal impact to the County General Fund is a net cost of \$15,457 in ongoing costs and will be funded within the Social Services Agency's (SSA) existing appropriation. In FY 2024-2025, the cost of the AA position to be deleted is \$122,041, with \$48,816 in Federal and State revenue, and \$73,225 in net County cost. The cost of the AMA position to be added is \$157,760 with \$63,104 in Federal and State revenue and \$99,704 in net County cost. The combined fiscal impact to the County General Fund is a net cost of \$21,431 in ongoing costs, which will be offset by a reduction in Object 2 Services and Supplies.

Current FY and ongoing costs related to the Recommended Action will be absorbed within the SSA adopted budget appropriation. No additional expenditure appropriation is requested.

### **REASONS FOR RECOMMENDATION AND BACKGROUND**

Since 2017, as a key strategic focus, SSA has made Continuous Quality Improvement (CQI) central to its operational framework as a learning organization. Promoting and supporting staff participation in the improvement process is central to SSA achieving the goal of becoming a learning organization. To better support this work across all staff that make up SSA requires the skills and support that can be more appropriately provided by an alternately staffed AMA/Management Analyst (MA), than by the vacant Administrative Assistant. The

duties of the AA have been absorbed by the management staff in that they schedule their own meetings.

The CQI team supports SSA's Agency-wide CQI practice model, similar to Unit Based Teams, through coaching various staff in CQI principles, tools, and processes; and enhancing existing project management skills. The tasks for this work require modelling process improvement and project management skills; providing needed support CQI with data analysis, report writing, maintenance of project records; and scheduling project teams; these duties are well suited for the AMA/MA classification.

The alternately staffed AMA/MA would more fully support SSA's focus on defining and reporting out on key performance indicators (KPI), which require the KPI dashboards and reports. This requested position will also provide vital support to SSA's employee engagement and well-being efforts to build a sustainable infrastructure of soliciting staff input for: 1) ideas of areas needing improvement, 2) recommendations for improvement, 3) elevating common problems/questions that have an agency-wide impact, and 4) providing a centralized community forum for leadership to post replies to these submissions for staff to reference. The new position would provide needed administrative support to managing the database that captures the improvement ideas submitted, communicating with the staff, and maintaining of an intranet site dedicated to this; promote awareness of the new initiative, moderate the staff inputs, analyze trends and key issues, and coordinate leadership response, as well as coordinate messaging to the agency.

The AMA/MA will support both departmental and project defined SSA improvement initiatives and developing internal CQI competencies and infrastructure. This role would interface with staff across the agency, multiple levels of leadership, as well as Technology Services and Solutions, which broadly supports many of the CQI functions.

SEIU 521 concurs with the recommended action and the Employee Services Agency supports the agency's recommendations.

### **CHILD IMPACT**

The recommended action will have no/neutral impact on children and youth.

### **SENIOR IMPACT**

The recommended action will have no/neutral impact on seniors.

### **SUSTAINABILITY IMPLICATIONS**

The recommended action will have no/neutral sustainability implications.

### **CONSEQUENCES OF NEGATIVE ACTION**

Negative action will result in delays to responding to requests for SSA CQI projects and other employee and customer service initiatives.

## **STEPS FOLLOWING APPROVAL**

The Clerk of the Board of Supervisors is requested to notify Staci Bjerk, Jennifer Paredes-Fricano, and Zullay Rodriguez of Employee Services Agency, Human Resources Department of completed processing.

## **ATTACHMENTS:**

- NS-5.24.50 - SSA - Deleting one Admin Assistant and adding one MA or AMA