

# County of Santa Clara

## Employee Services Agency

### Human Resources

County Government Center, East Wing

70 West Hedding Street, 8<sup>th</sup> Floor

San Jose, California 95110



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## Classification Report

Date: January 29, 2024

To: County Employees Management Association (CEMA)  
1654 The Alameda, Suite 110  
San Jose, CA 95126

From: Sean McGowan, Human Resources Analyst  
Employee Services Agency-Human Resources

Reviewed by: Salina Vavia-Johnson, Human Resources Manager

Subject: Classification Report – Program Manager II – BU 0415

### **Background**

During the 2023 County Employees Management Association (CEMA) Classification Study Window, the incumbent submitted a request for a classification study to determine if the employee is appropriately classified as a Program Manager II (PMII). In accordance with the Memorandum of Understanding between the County and CEMA, the labor management committee accepted the request, and Employee Services Agency – Human Resources (ESA-HR) conducted the classification study.

The incumbent’s position resides in the Behavioral Health Services Department, in the Prevention Services division, reporting to the Director of Access and Unplanned Services. The incumbent currently supervises Substances Use Prevention Services (Program Manager II), Suicide Prevention (Program Manager I), Communications (Program Manager I), and School-based Prevention (Program Manager I), in addition to a Community Outreach Specialist and two Prevention Program Analysts.

### **Findings / Analysis**

ESA-HR reviewed the position classification questionnaire (PCQ) and conducted a desk audit of the incumbent. The information from the PCQ and desk audit was compared to the incumbent’s current classification of PM II.

The definition of Program Manager II is, “Under general direction, to plan, organize, direct and control the activities and/or staff of a County program.”

Originally, the incumbent was hired as a PM I to direct the suicide prevention program. Then, with the departure of another program manager, the incumbent was promoted to PM II and asked to assume responsibility for both suicide prevention and substance use prevention services as a

**Board of Supervisors:** Sylvia Arenas, Cindy Chavez, Otto Lee, Susan Ellenberg, S. Joseph Simitian  
**County Executive:** James R. Williams

newly formed division of prevention services. In this capacity, the incumbent works with other division directors, agencies, and community groups, bringing together diverse groups to develop new prevention systems and initiatives. In one example, the incumbent initiated an inter-agency agreement with Public Health, setting a policy agenda for the County in addressing cannabis and alcohol use. In another example, the incumbent has taken a charge to prevent Fetal Alcohol Spectrum Disorders (FASD) and brought this from concept to full program implementation. The incumbent brought in additional funding, supplementing nine (9) contracts, and creating four (4) new agreements to increase BHSD's primary prevention efforts in response to the COVID-19 pandemic. As such, these duties of planning, administering, and evaluating a division of multiple programs are outside the scope of a Program Manager II.

The Program Manager III (PM III) and Behavioral Health Division Director were evaluated to determine if the incumbent's responsibilities aligned with these classifications. Similar to the incumbent's current classification, the definition of a PM III is to direct a large County program. The allocation factors for a PM III position describe the program, "as being very large in size, of major complexity and responsibility require multi-disciplinary, multi-departmental coordination, and/or have major impact on a department or the County as a whole. The program may provide either a very large, comprehensive service or a wide variety of related services of a highly sensitive nature serving a client population with very diverse interests." While the incumbent does oversee a suite of large County programs, the incumbent is also responsible for developing new strategic initiatives and cultivating partnerships across Behavioral Health divisions, agencies, and community organizations to advance new County initiatives. For this reason, the duties of the PM III class do not align with the incumbent's current responsibilities.

The Behavioral Health Division Director classification is distinguished by, "Positions in this classification oversee a designated Behavioral Health Program Division, such as children, youth, and family services; adult/older adult services; criminal justice services; addiction medicine; quality improvement; or other service and administrative functions. The Behavioral Health Division Director plans, administers, evaluates, and makes decisions and recommendations on programs based upon knowledge of behavioral health theories and practices. Behavioral Health Division Directors are also assigned management and administrative responsibilities, program planning and evaluation, and contract support functions."

Sixty-five percent (65%) of the incumbent's time is dedicated to a wide variety of administrative responsibilities related to the management of a behavioral health division. Specifically, the incumbent is developing cross-cutting behavioral health systems, working in partnership with other Behavioral Health Division Directors, securing and administering large streams of funding, developing and overseeing an expanding set of contracts, and developing policy agenda for the County's prevention division.

Lastly, thirty-five percent (35%) of the incumbent's time is dedicated to managing staff and programs, including the organization, implementation, and coordination of prevention services, as well as the oversight of division communication strategies and community public awareness campaigns which are also described within the Behavioral Health Division Director classification.

The scope of the incumbent's position is in alignment with the Behavioral Health Division Director classification, and it is recommended to reclassify the incumbent to Behavioral Health

Division Director. Upon implementation, the incumbent will begin a probationary period as indicated by Merit Systems Rule A25-103 and step placement will be in accordance with Personnel Practices A25-661.

The recommended action does not create compaction.

**Recommendations**

- Add one (1) Behavioral Health Division Director, BU 0415
- Reclassify one (1) Program Manager II to Behavioral Health Division Director in BU 0415
- Delete one (1) Program Manager II, BU 0415

**Fiscal Implications**

The recommended reclassification would result in an annualized cost of approximately \$40,171, and the cost for the remainder of the fiscal year would be approximately \$23,433.