June 19, 1979

Board of Trustees
Santa Barbara Community College District
721 Cliff Drive
Santa Barbara, CA  93109

Attention:  Mr. Daniel Oroz, Director of Personnel

Honorable Trustees:

Thank you for requesting Employee Management Services to submit a proposal for a classification survey.

Enclosed please find a copy of a proposed contract for a classification study of all classified employees designated by the Santa Barbara Community College District. We feel that the contract, as proposed, will fulfill the needs of the District for an up-to-date classification system accomplishing the goals and principles of an affirmative action program and the Federal Fair Labor Standards Act, as amended. If you should select Employee Management Services, we will make every effort to develop a program which is equitable for the classified employees and the District as well.

We have attached several addenda to the contract which we feel may be helpful to you in making your decision.

Addendum A  Specifications for the classification study
Addendum B  List of Employee Management Services' analysts and their credentials
Addendum C  List of references of schools where Employee Management Services has completed, or is working on, classification and/or salary surveys
Addendum D  Tentative schedule for the completion of the classification study
Addendum E  Contact with classified employees
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We feel that the price quoted in the proposed contract is competitive and will provide a completed study of the caliber you desire. We also feel there are several points which make our proposal particularly strong.

1. Our contract price is all-inclusive and the District will not be faced with additional per diem and travel expenses.

2. The proposal does not end with recommendations but carries the study through the implementation stage.

3. All of our analysts have many years of experience in classification, pay, and organizational studies and are familiar with the problems and classes unique to school districts.

4. The methodology calls for 40% job audits of all classified positions, an appeals procedure, and considerable contact with classified employees as specified in Addendum E.

5. The methodology, as outlined, is helpful in gaining acceptance by the classified employees, supervision, and administration prior to the time that final recommendations are presented to the Board of Trustees.

If Employee Management Services is chosen, and the District wishes to add to, or delete, any portion of the contract, we will be glad to discuss this with you.

Employee Management Services is pleased to have this opportunity to present this proposal. Thank you for your consideration.

Sincerely,

EMPLOYEE MANAGEMENT SERVICES

[Signature]
David L. Creighton, President

DLC: jc

Enclosures
CONTRACT FOR CONSULTING SERVICES

THIS AGREEMENT, entered into as of this _____ day of ____________,
1979, by and between the Santa Barbara Community College District, herein-
after referred to as the "District," and Employee Management Services,
hereinafter referred to as the "Contractor." The District and the Contractor
do mutually agree as follows:

1. The contractor will perform a classification study under the specifica-
tions as shown in Addendum A.

2. The District agrees to pay the Contractor the sum of Seven Thousand
Two Hundred Fifty Four Dollars ($7,254.00) for completion of the study
as specified under Addendum A in the following manner:
   20% upon inception of the study
   20% upon completion of the job audits
   30% upon delivery of the preliminary report
   30% upon acceptance of the final report by
     the District as meeting the conditions
     of the contract.

3. The Contractor will begin the study within ten (10) working days of
the tentative schedule, and will have the final report to the District
within thirty (30) days of the time shown in the tentative schedule,
Addendum D, unless mutually agreed upon by both signatories.

4. The Contractor will provide up to 50 copies of the preliminary and
final reports. Additional copies of the report may be purchased at
an additional cost of Twenty Dollars ($20.00) per copy.
5. The contract price is all-inclusive for all services specified up to classification of 190 positions and rewriting and development of 95 class specifications. Additional positions above 190 will be charged for at the rate of Twenty Dollars ($20.00) per position, and additional class specifications above 95 at the rate of Twenty-Five Dollars ($25.00) per class specification.

6. The Contractor will add a 2% charge to the invoice amount for any invoice which must be resubmitted after 30 days from the invoice date.

7. If the district desires to utilize a different set of specifications, or to change the bid procedures, the Contractor reserves the right to make a subsequent bid and proposal.

8. If the District has not taken action to approve this contract prior to August 31, 1979, the Contractor reserves the right to establish new terms and a new proposal.

9. The contract provides for the following number of trips to be made to District facilities:

1. Orientation 1 trip (one day)
2. Audits 3 trips (three days)
3. Preliminary Report 1 trip (one-half day)
4. Appeals 2 trips (two days)
5. Final Report to the Board of Trustees 1 trip (one-half day)

Additional trips requested by the District will be charged at the rate of Ninety Dollars ($90.00) per trip, Forty Dollars ($40.00) per analyst hour, plus any expenses charged at the actual rate.
Contract for Consulting Services
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Santa Barbara Community College District
District

By: ____________________________
Title: __________________________
Attest: _________________________

Employee Management Services
Contractor

By: ____________________________
Title: __________________________
Attest: _________________________
ADDENDUM A

SPECIFICATIONS FOR A
CLASSIFICATION STUDY

A. **Scope**

1. Includes all classified positions specified by the Santa Barbara Community College District.

2. Establishes job classifications for all positions.

3. Develops class specifications for all job classes with minimum qualifications which avoid artificial hiring and training barriers and with appropriate titles for duties performed.

4. Provides recommendations as to proper class for all positions.

5. Develops lines of promotion throughout the classified service.

6. Develops an implementation plan and assists with putting the plan into effect.

B. **Methodology**

1. Meet with the Classification Study Committee to review areas of concern.

2. Pre-study orientation for all classified employees, supervision, and management.

3. Classification questionnaires filled out by all positions involved, checked by supervision, and reviewed by department heads.

4. Desk or job audits of 40% of all classified positions. (Large classes to be audited in groups at representative samplings of work facility locations.)

5. Post-audits meeting with the Committee, supervision, and administration to discuss areas of concern, if necessary.

6. Opportunity for written and oral appeals to preliminary recommendations.

7. Presentation of final recommendations to the Board of Trustees.

8. Assist the District with implementation of the recommendations as adopted by the Board of Trustees.
ADDENDUM B

EMPLOYEE MANAGEMENT SERVICES' ANALYSTS

The job audits of the classified positions will be conducted by a team of analysts headed by the survey director. The team will conduct job audits as laid out in the specifications under Addendum A.

Survey Director

David Creighton  -  B.A. Social Science, M.A. Political Science with major emphasis in Public Administration; Departmental Personnel Officer, Santa Clara County 5 years; Employee Relations Manager, Valley Nitrogen Producers 5 years; Management Consultant 7 years; Board of Trustees, State Center Community College District 9 years.

Survey Analysts

Virginia Kelley  -  B.A. Social Science; Secretary 4 years; Thesis Editor 4 years; Management Consultant 6 years.

Gail Austin  -  B.A. Political Science with major emphasis in Public Administration; Classification Chief, Fresno County 2 years; Training Coordinator, Fresno County 1 year; Executive Secretary 13 years; Management Consultant 1 year.
ADDENDUM C

EMPLOYEE MANAGEMENT SERVICES' REFERENCES

Classification and Salary Surveys Completed:

Alameda County Superintendent of Schools
  Mr. Robert Coney, Deputy Superintendent of Schools
  Mrs. Maebell Moffitt, Classified Personnel Director

Berkeley Unified School District (partial study)
  Dr. Harold Maves, Assistant Superintendent, Administration

Cabrillo Community College District
  Dr. Cliff Nichols, Assistant Superintendent - Business Services

Castro Valley Unified School District
  Mr. William Young, Classified Personnel Director

Citrus Community College District
  Mr. Mel Ross, Assistant Superintendent - Business

Clovis Unified School District
  Mr. David Cook, Assistant Superintendent

Coast Community College District
  Dr. Max Russell, Vice Chancellor

Grossmont Community College District
  Mr. Stanley Fandi, Personnel Director

Hanford Elementary School District
  Dr. Vincent Correll, Superintendent

Hayward Unified School District
  Mrs. Eleanor Parker, Classified Personnel Director

Jefferson Elementary School District
  Refer to Mr. William Young, Classified Personnel Director,
  Castro Valley Unified School District

Lakeside Union Elementary School District
  Mr. John Luthy, Superintendent

Lodi Unified School District
  Mr. Leroy Hogue, Director of Personnel

Merced Community College District
  Dr. Lowell Barker, Superintendent/President

North Orange County Community College District
  Mr. Walter Pray, Vice Chancellor

Placer Union High School District
  Mr. William O. Francis, Business Manager
Porterville Public Schools
   Dr. Jacob Rankin, Superintendent

Rio Hondo Community College District
   Dr. Joseph Michaels, Director of Personnel

Sanger Unified School District
   Dr. Donald Dorough, Superintendent

San Benito County Office of Education
   Mr. Robert Bouchard, County Superintendent of Schools

San Luis Obispo County
   Mr. Jerry Haughey, Assistant Administrative Officer

Santa Barbara Community College District
   Dr. Glenn Gooder, Superintendent - President

Santa Clara County Superintendent of Schools
   Mr. Alan Orr, Personnel Director

Santa Cruz City Schools
   Dr. Mark Lewis, Superintendent

Santa Maria School District (Elementary)
   Mr. Paul Major, Director of Personnel

Sequoia Joint Junior College District
   Dr. Ivan Crookshanks, Superintendent

Sequoia Union High School District
   Mrs. Marion McDowell, Assistant Superintendent - Personnel Services

Sierra Joint Community College District (management study)
   Mr. Peter Kolster, Director of Personnel

Sierra Sands Unified School District
   Dr. Marvin Heinsohn, Assistant Superintendent

Tranquillity Union High School District
   Mr. Jack Evans, Superintendent

Tulare County Superintendent of Schools
   Dr. John Sparks, Personnel Director

Tulare Union High School District
   Dr. Keith Waite, Superintendent

West Hills Community College District
   Dr. Robert Annand, Superintendent
Addendum C: Employee Management
Services' References
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Yosemite Junior College District
Dr. Thomas VanGroningen, Superintendent

Yosemite Junior College District (management study)
Dr. Thomas VanGroningen, Superintendent

Classification and Salary Surveys Underway:

Clovis Unified School District
Mr. David Cook, Assistant Superintendent

Santa Clara County Office of Education - RECAP
Mr. Alan Orr, Personnel Director
ADDENDUM D

TENTATIVE SCHEDULE FOR THE COMPLETION OF THE CLASSIFICATION STUDY

The dates shown below are tentative and based on the premise that the Board of Trustees will sign the contract prior to September 30, 1979.

1. October 12, 1979
   Orientation meetings held for all classified employees, supervisors, and administrators. (The number of meetings to be worked out later.)

2. October 19, 1979
   Classification questionnaires filled out by classified employees and returned to department heads.

3. October 26, 1979
   Classification questionnaires reviewed by department heads.

4. October 31, 1979
   Classification questionnaires returned to the District Office.

5. November 2, 1979
   Classification questionnaires returned to Employee Management Services.

6. November 5-8, 1979
   Classification questionnaires reviewed by Employee Management Services.

7. November 9, 1979
   Job audits scheduled by the District Office.

   Job audits conducted at the District Office and work facility locations.

   Preparation of the preliminary report.

10. December 7, 1979
    Presentation of the preliminary report to administration and the Classification Study Committee.

11. December 7, 1979 - December 14, 1979
    Review of preliminary report by classified employees, supervisors, and administrators.

12. December 17-18, 1979
    Appeals meetings with individuals or groups.

    Preparation of final report.

    Presentation of the final report.

15. Implementation of recommendations approved by the Board of Trustees.
ADDENDUM E
CONTACT WITH CLASSIFIED EMPLOYEES

Shown below is the contact the Consultant would have with classified employees.

1. **Classification Study Committee**

   Suggested Composition:
   (Representatives from the recognized organizations, supervision, management, and classified representatives elected at large by employees outside of any organization; should cover all major departments and divisions; maximum number suggested - 11.)

   a. Presentation of proposal.

   b. Overview of survey; discussion of problems.

   c. Presentation and discussion of preliminary report.

   d. Appeals after the preliminary report.

2. **Recognized Organizations**

   a. Represented on the Committee (above).

   b. Appeals after the preliminary report.

3. **Individual Classified Employees**

   a. Represented on the Committee (above).

   b. Orientation.

   c. Job audit.

   d. Review of the preliminary report.

   e. Appeals after the preliminary report.