

Multnomah County
Classification and Compensation Study

Desktop Support Specialist Senior
Desktop Support Specialist
Systems Operator Senior
Systems Operator
Network Administrator

FY 2009/2010

DRAFT REPORT

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Desktop and Systems Support Classification & Compensation Study FY 2009/2010

Background/Purpose:

This report summarizes the findings and recommendations of a classification and compensation study conducted for Local 88 positions allocated to the following Information Technology (IT) Infrastructure job classifications: Desktop Support Specialist Senior, Desktop Support Specialist, Systems Operator Senior, Systems Operator, and Network Administrator. Network Administrator (NA) was added at the request of employees and managers, since many NA employees in Central IT were no longer primarily supporting network functions. Network Administrator Senior was not included in this study. The majority of positions studied were in Central IT with smaller teams of employees in department-centric IT groups located in the District Attorney's Office and the Multnomah County Sheriff's Office.

Initially these IT Infrastructure job classes were selected for review by the former joint management labor committee using the study process established by Local 88 in the late 1990s. However, in January, 2009, Local 88 members voted to abandon this process. This particular study had already been launched by the Class Comp team in November 2008, and completed position descriptions had been collected in the following months. In early 2009, CIO Sherry Swackhamer requested Class Comp complete the work as a management sponsored study. An Advisory Team of IT managers and IT employees was formed in late April 2009, and desk audits were conducted in May. The study was placed on hold in June by the CIO as Central IT underwent major restructuring that Summer; in early 2010 the study resumed. At that time, employees and supervisors were given the opportunity to update their position descriptions if desired to reflect any changes in work assignments brought about from the restructuring of Central IT.

This study encompassed 40 positions located in Central Information Technology (IT), the District Attorney's Office (DA) and the Sheriff's Office (MCSO). Below is the distribution of positions once the study resumed in FY 2009/2010 under sponsorship of the CIO.

Classification & JCN	Number of Positions
Systems Operator (6401)	6
Systems Operator Senior (6402)	2
Desktop Support Specialist (6403)	7
Desktop Support Specialist Senior (6404)	14
Network Administrator (6409)	11
Total	40

Following Class Comp's standard practices, the team launched the study by meeting with all employees classified in these job classes, their direct managers, and Department HR representatives. The study purpose and process were explained, questions fielded, and the importance of accurately completed position descriptions was discussed. In addition, the team's general study steps/practices and timelines, including a schedule, were shared and training in how to complete a position description was provided to interested attendees. As a management sponsored study, everyone was informed there would be no retroactive effective date, and the study was slated for completion in the Spring of 2010. This effective date for the study's result is May 1, 2010.

Basic Study Methodology & Process:

The study consisted of the following steps:

1. The purpose of the study was communicated to employees and their managers in group meetings facilitated by Class Comp with Department HR staff in attendance.
2. An Advisory Team was established with members representing the classifications and management. Advisory Team members for this study were:

Name	Department	Classification
Boeglin, Muriel	Central IT	Systems Operator
Boylan, Tim	Central IT	IT Manager 2
Convery, Ken	Central IT	Desktop Support Specialist Senior
Cranor, Rebecca	MCSO	Human Resources Analyst 2
Erickson, Jodi	DA	Program Manager 2
Gorton, Dan	Central IT	IT Manager 2
Gualotunia, Dorian	DCM	Human Resources Analyst Senior
Honda, Rodney	Central IT	Network Administrator
Johnson, Stanley	Central IT	IT Manager 2
Kosydar, Karl	DA	IT Manager 1
Potter, Andy	MCSO	IT Manager 1
Jack Walker	MCSO	Desktop Support Specialist Senior

Department key = Multnomah County Sheriff's Office (MCSO); District Attorney's Office (DA); Dept. of Central Information Technology (IT)

3. Individual position descriptions (PDs) were completed describing the duties performed, signed by employees, and underwent the following reviews:
 - The position descriptions were reviewed by the employees' managers for accuracy of work assignments, primary focus, and purpose of the work.
 - The position descriptions were then reviewed by Department HR for consistency and completeness.
 - Class Comp reviewed the position descriptions in depth to gain an understanding of the work, ensure all supporting documents were completed, and to identify potential employees and positions to audit/interview.
4. Class Comp met with the Advisory Team to select employees/positions to audit (interview). As a normal practice, Class Comp typically audits 30% of all positions within a job class that is being formally studied.
5. Desk audits/job interviews with employees and meetings with their managers were conducted by Class Comp to better understand the work. Five Desktop Support Specialists (71%), six Desktop Support Specialist Seniors (43%), two Systems Operators (33%), one Systems Operator Senior (50%) and six Network Administrators (55%) participated in desk audits/interviews. In total, 50% of all positions were audited for this study.
6. Due to this study's suspensions, in early January 2010 employees were offered the opportunity to review and update their position descriptions and submit supplemental information regarding their decision making and relevant education, training and experience before Class Comp moved on to the next step.

7. The information and data gathered from the updated position descriptions, supplemental information and interviews were used to develop a matrix outlining the characteristics, purpose, functions and qualifications for the classifications in the study. As a management sponsored study, this project focused on creating a new broader, generic IT family of job classes addressing customer support in functional areas. The matrices were reviewed by the managers during several working sessions as well as by Advisory Team members via email. Based on the matrix, Class Comp determined the work could be described in a new, 3-tiered Information Specialist series.
8. Class Comp developed the three Information Specialist job classes based on the matrix with additional review/input by AT members. Compensation was researched and assigned to the new, 3-tiered Information Specialist series utilizing similar class specifications from other local government jurisdictions. The following jurisdictions were determined to have comparable program functions:
 - City of Portland
 - Clackamas County
 - Clark County
 - Lane County
 - Washington County
 - State of Oregon
9. Position descriptions were reviewed and positions were allocated to existing or the new classifications based on the matrix and the intent of the new series.
10. Consistent with the County's compensation philosophy, local governmental jurisdictions were surveyed for comparable classifications. The average of the midpoints of job matches for each classification was used to determine the pay grade with the closest midpoint for each classification.

Summary of Market Findings:

This new 3-tiered series defines infrastructure services as providing customer support in: voice and data communications; software (products such as Microsoft Office which cannot be altered); internal applications (applications such as eSWIS, CRIMES, Millennium or Raintree which can be customized); hardware; and operations. Work assignments are performed by staff that install or configure new and/or enhance existing systems, and who also perform a wide variety of IT maintenance and support duties. The IS series differs from other professional, higher level IT job classes in that the latter are responsible for designing and developing applications and databases, or designing complex computer networks that include management and administration of enterprise systems.

It should be noted when using the State of Oregon for comparing job content, the State's Information Systems Specialist series is very large with IT specialties often embedded in different levels. The County's new IS series is focused on versatile skills and knowledge with the ability to effectively work between multiple infrastructure functions; subsequently, more than one State of Oregon level Information Systems Specialist job class was often used to match the County's broader levels in its new IS series.

Information Specialist 1 (6415) --This is the first experienced level in the series where work assignments are performed under general supervision and follow existing standards, known solutions, policies and procedures. Incumbents at this level are expected to be proficient in performing one or two infrastructure functions providing customer support in voice and data communications, software, internal applications, hardware, or operations.

Based on the matrix and class specification the Class/Comp team developed, the following comparable matches were shared with and supported by the Advisory Team:

- Clackamas County – Microcomputer Specialist I is a match because it is responsible for the installation, maintenance, and minor repair of less complex hardware and software systems. Incumbents diagnose routine computer problems. The knowledge requirements, skills and abilities needed for this job class are similar in scope.
- Lane County – Information Services Technician is a match because it provides internal/external customer support; troubleshoots and performs routine diagnosis and resolution of hardware and software problems supporting personal computers, peripherals and users; the qualifications for this job class are similar to the new IS 1.
- Washington County – Help Desk Technician is a match; it coordinates a variety of help desk client services related to the identification and resolution of operational issues and problems; and the qualifications are similar.
- State of Oregon – Information Systems Specialist 2 is a match because it has daily contact with users to answer questions, solve problems and clarify instructions. ISS 2 uses precedents to guide work assignments and basic troubleshooting techniques; it also does installations following established procedures, and the required qualifications are similar.
- State of Oregon – Information Systems Specialist 3 also matches because it provides customer assistance and operations support for larger less routine projects; typically deals with problems caused by software rather than operator error; and the qualifications are similar to the new IS 1.

Pay Midpoints of Comparable Matches:

Information Specialist 1	Clackamas County	Lane County*	Washington County	State of Oregon*	State of Oregon*	Average
Midpoint	\$25.11	\$23.88	\$22.60	\$20.55	\$23.91	\$23.21

*Note: The midpoints shown for jurisdictions with employees outside of the Portland metropolitan area have a geographic equalizer applied to adjust pay rates to the Portland metropolitan area.

Analysis/Recommendation:

Multnomah County's Information Specialist 1 will be placed in pay grade 21, which contains the closest grade midpoint to the simple market average of the comparable matches.

JCN	Title of Job	PS Group	Step 1	Step 2	Step 3	Step 4	Mid-point	Step 5	Step 6	Step 7	Step 8
6415	Information Specialist 1	Average of Market Matches					23.21				
		Proposed – 21	20.56	21.19	21.81	22.46	22.93	23.16	23.81	24.56	25.29

Information Specialist 2 (6416) --This is the fully proficient journey level and is assigned work that requires more versatility in technical skills and knowledge than IS 1. IS 2 demonstrates versatile

technical skills and knowledge by effectively working across/between three or more infrastructure functional areas (voice and data communications, software, internal applications, hardware, or operations).

Based on the matrix and class specification the Class/Comp team developed, the following comparable matches were shared with and supported by the Advisory Team:

- City of Portland – Information Systems Technician II is a match. It is the full journey level class assigned to maintain City networks, install and configure various software applications, and provide technical support to computer or telecommunication systems users; the required knowledge, skills and abilities are similar to the County's new IS 2 job class.
- Clackamas County – Microcomputer Specialist II is a match because it installs, tests, diagnoses and repairs microcomputer hardware and software systems of various complexities and moderately complex LAN hardware problems. Positions at this level assist in planning, analyzing and implementing computer requirements and objectives, and oversee maintenance of computer equipment inventory. The required knowledge, skills and abilities are similar to IS 2.
- Clackamas County – Support Center Analyst is a match; this journey level class provides support assistance for users on software and hardware problems and is the contact for technical computer support resolving software and networking issues. The required knowledge, skills and abilities are similar to the new IS 2.
- Clark County – Technical Support Specialist 2 (TSS 2) is a match because it performs specialized technical support for client personal computers, LANs and other computer related equipment by phone and email; TSS 2 installs and configures new software, removes software, troubleshoots and corrects systems problems. The qualifications are also similar.
- Lane County – Information Services Analyst matched because it performs analysis, design, implementation and system management duties in a complex computer network environment; and it assumes responsibility for the operation of existing systems. This job class installs and configures computer hardware and software to implement systems; and the qualifications are similar.
- Washington County – Client Services Technician II matched. It provides a variety of specialized customer service functions related to the operation and maintenance of personal and networked computer hardware and software applications. This technician class installs, maintains, and troubleshoots operational issues with employees or networked pc workstations, printers, software applications; provides audio/video support. The required knowledge, skills and abilities for this job class are similar to the County's new IS 2 job class.
- State of Oregon – Information Systems Specialist 4 is a match. As a specialist it typically spends 70+% on 1 or 2 infrastructure functions; as a generalist typically divides work time more or less evenly among 3 or 4 infrastructure functions predominately in customer assistance and operations where it interacts with a wide range of users to provide technical information and solve problems. Qualifications required for this professional level are similar to the new IS 2.

Pay Midpoints of Comparable Matches:

Information Specialist 2	City of Portland	Clackamas County	Clackamas County	Clark County	Lane County*	Washington County	State of Oregon*	Average
Midpoint	\$27.20	\$28.92	\$28.92	\$26.70	\$28.81	\$27.53	\$25.40	\$27.64

*Note: The midpoints shown for jurisdictions with employees outside of the Portland metropolitan area have a geographic equalizer applied to adjust pay rates to the Portland metropolitan area.

Analysis/Recommendation:

Multnomah County's Information Specialist 2 will be placed in pay grade 27, which contains the closest grade midpoint to the simple market average of the comparable matches.

JCN	Title of Job	PS Group	Step 1	Step 2	Step 3	Step 4	Mid-point	Step 5	Step 6	Step 7	Step 8
6416	Information Specialist 2	Average of Market Matches					27.64				
		Proposed – 27	24.56	25.29	26.05	26.82	27.37	27.62	28.47	29.30	30.17

Information Specialist 3 (6417) --This is the advanced technical level job class that analyzes, plans, develops, implements and coordinates/integrates projects and activities that support operations, maintenance, installation and configuration of information systems. Assignments involve establishing processes and procedures for use by others and consulting with and advising other IS staff and clients regarding the resolution of critical and difficult problems.

Based on the matrix and class specification the Class/Comp team developed, the following comparable matches were shared with and supported by the Advisory Team:

- City of Portland – Information Systems Technician III is a match because it is the advanced journey level assigned the most difficult and responsible types of duties including providing advanced technical support to computer or telecommunication system users. The required knowledge, skills and abilities are similar to the new IS 3 job class.
- Clark County – Technical Support Specialist 3 is a match; it provides advanced troubleshooting and support for end-users and LANs. This level works independently and participates as a team member on IT projects, may act as a project lead, and the qualifications are similar to the County's new IS 3 job class.
- Lane County – Senior Information Services Analyst matches. It performs advanced analysis, design, implementation, and systems management duties for complex computer and network systems; coordinates projects; plans, organizes and oversees the production of technical documentation and procedures. The qualifications required for this level are similar to IS 3.
- State of Oregon – Information Systems Specialist 6 is a senior professional level in the State's series and matches the County's new IS 3. As a specialist, this level typically spends 70+% on 1 or 2 major/key infrastructure functions; as a generalist, this job class typically divides work time more or less evenly among 3 or 4 infrastructure functions. The position may have strategic planning responsibilities; is assigned projects to introduce new technology and/or establish processes. It interacts with multiple vendors, facilitates intra-jurisdictional cooperation agreements, and has similar qualifications to the County's new IS 3.

Pay Midpoints of Comparable Matches:

Information Specialist 3	City of Portland	Clark County	Lane County*	State of Oregon*	Average
Midpoint	\$30.32	\$29.44	\$33.20	\$30.78	\$30.94

*Note: The midpoints shown for jurisdictions with employees outside of the Portland metropolitan area have a geographic equalizer applied to adjust pay rates to the Portland metropolitan area.

Analysis/Recommendation:

Multnomah County's Information Specialist 3 will be placed in pay grade 31, which contains the closest grade midpoint to the simple market average of the comparable matches.

JCN	Title of Job	PS Group	Step 1	Step 2	Step 3	Step 4	Mid-point	Step 5	Step 6	Step 7	Step 8
6417	Information Specialist 3	Average of Market Matches					30.94				
		Proposed – 31	27.62	28.47	29.30	30.17	30.81	31.11	32.04	33.01	34.00

Allocation Guidelines:

The classification of positions (allocations) is based on the position descriptions (PDs) submitted as part of this study as well as additional information documented and provided by managers during the course of the study. PDs document each job's levels and versatility of knowledge/skills, supervision received/exercised, complexity of work, major responsibilities and accountability assigned, scope/impact, and qualifications needed to perform the work. Positions were allocated to classifications utilizing the following criteria:

- **Information Specialist 1 (6415)** -- Positions assigned to this classification are those where work assignments are performed under general supervision and follow existing standards, known solutions, policies and procedures. Incumbents at this level are expected to be proficient in performing one or two infrastructure functions, providing customer support in voice and data communications, software, internal applications, hardware, or operations. Minimum qualifications are equivalent to an Associate's Degree in computer science or related field, AND one year of experience in direct customer support of voice and data communications, software, internal applications, hardware or operations that includes providing support in the operation, maintenance and installation of computer systems.
- **Information Specialist 2 (6416)** – Positions assigned to this classification independently operate, maintain, and install information systems; configure new software systems; modify and enhance existing computer-based systems used to transmit, gather and analyze information; and perform a wide variety of maintenance and support duties. Incumbents at this level effectively work across/between 3 or more infrastructure functions, which include voice and data communications, software, internal applications, hardware, and operations. Minimum qualifications are equivalent to an Associate's Degree in computer science or related field, with a Bachelor's Degree in computer science or related technical discipline preferred. Additionally, four (4) years progressively responsible information systems work experience are required providing user support in several infrastructure areas (voice and data communications, software, internal applications, hardware, and operations). Past work assignments include progressively difficult and challenging troubleshooting, maintaining, installing and analyzing information systems. Current certifications or specific training may be required for some positions.
- **Information Specialist 3 (6417)** -- Positions assigned to this classification analyze, plan, develop, implement and coordinate/integrate projects and activities that support operations, maintenance, installation and configuration of information systems. Incumbents at this level establish processes and procedures for use by others; consult with customers to resolve issues, advise other IS staff, and deal with critical and difficult problems. Assignments and projects frequently involve introduction of new technology and address new business IT requirements, multiple

- Systems Administrator (6414) – Positions assigned to this classification provide systems administration and programming support for stand-alone, Department-centric system infrastructure applications, utilities and programs that manage hardware and software resources. In Central IT, this class is used to provide IT support for County enterprise systems and infrastructure functions that manage hardware and software resources. Incumbents at this level apply professional/journey level knowledge of systems administration to determine optimal system software configuration, hardware/software compatibility, operating system software and enhancements for client-server computing systems. Positions are responsible for system diagnostics, disaster recovery, virtual private networks, configuration and maintenance of routers and switches, data circuit monitoring, and change control management of enterprise-wide computer systems. Minimum qualifications are equivalent to a Bachelor's degree in computer science or related field, AND five (5) years of technical experience.
- Program Communication and Web Specialist (6178) – Positions assigned to this classification assist customers by producing web and media based materials to execute public communications plans; support the public relations function as media liaison; write and edit materials to inform employees and the public; and design/maintain web page content. Incumbents receive general supervision from assigned supervisor and may exercise functional/technical supervision of clerical/technical staff, volunteers, or interns. Minimum qualifications are a Bachelor's Degree in communications, computer science or computer engineering, graphic design, web page development/design, journalism or a closely related field, AND two years of responsible relevant experience.

Summary of Allocations

Pre-Study Job Class Title/Number	Central IT	DA's Office	MCSO
Desktop Support Specialist Sr. (6404)	11	1	2
Desktop Support Specialist (6403)	7		
Systems Operator Senior (6402)	2		
Systems Operator (6401)	6		
Network Administrator (6409)	9	2	
Total	35	3	2

Post -Study Job Class Title/Number	Central IT	DA's Office	MCSO
Information Specialist 1 (6415)	7		
Information Specialist 2 (6416)	24	1	
Information Specialist 3 (6417)	3	1	
Systems Administrator (6414)		1	1
Program Communication and Web Specialist (6178)			1
One Central IT position eliminated	-1		
Total	34	3	2

Following Class Comp's standard practice, copies of this study report, revised class specifications, and individual allocation notices were sent to employees, managers, and Department HR staff explaining the effective dates, implications of reclassification actions, and the employees' appeal rights. Given the focus of this new series wherein versatility of skills and knowledge are emphasized, and there was a complete overhaul/upgrading of education and training requirements for IS 1, 2, and 3, the Class Comp team determined there was no job class equivalencies when examining the old job classes against the new series.

Class Comp would like to thank the Advisory Team, the CIO, IT managers, employees, the Department HR teams, and other members of Central Human Resources who participated in our review process. Their assistance and contributions of time and expertise were invaluable as we worked through this study.

Position descriptions, interview notes, allocation notice information, copies of classification matches, and updated job class specifications are on file for this study in Central HR and available upon request.