

# **CITY OF HAYWARD**

Hayward City Hall  
777 B Street  
Hayward, CA 94541  
[www.Hayward-CA.gov](http://www.Hayward-CA.gov)



CITY OF  
**HAYWARD**  
HEART OF THE BAY

## **Agenda**

**Thursday, March 8, 2018**

**5:30 PM**

**City Hall, Conference Room 2A**

## **Personnel Commission**

**CALL TO ORDER****PLEDGE OF ALLEGIANCE****PUBLIC COMMENTS:**

*The Public Comment section provides an opportunity to address the Oversight Board on items not listed on the agenda. The Board welcomes your comments and requests that speakers present their remarks in a respectful manner, within established time limits, and focus on issues which directly affect the Board or are within the jurisdiction of the Board as the Board is prohibited by State law from discussing items not listed on the agenda, your item will be taken under consideration and may be referred to staff.*

**MINUTES**

1. [MIN 18-021](#) Approval of Minutes for Regular Meeting January 11, 2018

**Attachments:** [Attachment I Minutes](#)

**REPORTS**

City Council Liaison (Information)

Director of Human Resources (Information)

**ACTION ITEMS**

2. [ACT 18-011](#) Revised Job Description for Fire Captain

**Attachments:** [Attachment I Staff Report](#)  
[Attachment II Fire Captain Job Description](#)  
[Attachment III Fire Department Org Chart](#)

3. [ACT 18-010](#) Personnel Commission Final Draft FY 2018/2019 Scope and Goals

**Attachments:** [Attachment I Staff Report](#)  
[Attachment II Final Draft Personnel Commission FY 2018/2019 Scope and Goals](#)

**RECRUITMENT DIVERSITY REPORT (ORAL REPORT)****COMMITTEE MEMBER/STAFF ANNOUNCEMENTS AND REFERRALS****ADJOURNMENT**

**NEXT REGULAR MEETING – May 10, 2018**

*Assistance will be provided to those requiring accommodations for disabilities in compliance with the Americans Disabilities Act of 1990. Interested persons must request the accommodation at least 48 hours in advance of the meeting by contacting the City Manager at (510) 583-4300 or TDD (510) 247-3340.*



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**File #:** MIN 18-021

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**DATE:** March 8, 2018

**TO:** Personnel Commission

**FROM:** Director of Human Resources

**SUBJECT**

Approval of Minutes for Regular Meeting January 11, 2018

**RECOMMENDATION**

That the Personnel Commission reviews and approves the meeting minutes from the regular meeting held on January 11, 2018.

**ATTACHMENTS**

Attachment I Minutes



**CITY OF HAYWARD  
PERSONNEL COMMISSION  
DRAFT MINUTES  
Regular Meeting  
Thursday, January 11, 2018  
Conference Room 2A**

A regular meeting of the City of Hayward Personnel Commission was called to order at 5:37 p.m. on Thursday, January 11, 2018, at Hayward City Hall, Conference Room 2A.

**HUMAN RESOURCES DEPARTMENT STAFF**

Nina Collins, Director of Human Resources  
Farbod Pirouzmand, Deputy Director of Human Resources  
Vanessa Lopez, Senior Human Resources Analyst  
Lisette Del Pino, Human Resources Analyst II  
Anthony Phillip, Human Resources Analyst II

**OTHERS PRESENT**

Marvin Peixoto, Council Member

<b>Attendance</b>	<b><u>REGULAR MEETINGS</u></b>			<b><u>SPECIAL MEETINGS</u></b>	
	<b>Present 1.11.2018 Regular Meeting</b>	<b>Present to Date This Fiscal Yr.</b>	<b>Absent to Date This Fiscal Yr.</b>	<b>Present to Date This Fiscal Yr.</b>	<b>Absent to Date This Fiscal Yr.</b>
Doris Yates	X	3	0	0	1
Elecia Garrett	X	2	1	0	1
V. Toni Adams	O	0	3	0	1
Jose Guadamuz	X	2	1	1	0
*Rachel Lucas	X	3	0	1	0
Giancarlo Scalise	X	2	1	1	0
Allen Zargar	O	1	2	1	0

X = present    O = absent

\* Chair Person

**PUBLIC COMMENTS**

None.

## **APPROVAL OF MINUTES**

1. Approval of November 16, 2017 Meeting Minutes (Action)

(M/S/P) (Yates/Scalise) Approved.

## **REPORTS**

### City Council Liaison (Information)

Council Member Peixoto stated that Council recently approved a project at the old Dirty Bird site located on Mission Boulevard. The project consists of 200 condominiums for ages 55 and up at market rate. He also mentioned that there are several developments happening in the Downtown area, with the old Mervyn's building and the Green Shutter project. With these new developments comes increased revenue, and in turn, an increase in service demand.

### Director of Human Resources (Information)

Director Collins stated that the City will launch its second Employee Engagement Survey the first week of February, with the results to be available the first week of March. She also updated the Commission on the result of the first survey: based on employee feedback from the survey the City Manager instituted office hours, directors have begun to meet with their entire team on a regular basis, there has been an increase in interdepartmental projects, and the Executive Team hosted a Pancake Breakfast. Director Collins also informed the Commission that department directors will review the results of the survey and commit to engaging employees so that they feel their concerns were taken seriously by the City's leadership team. Additionally, under the leadership of the City Manager, new Organizational Values were developed, with feedback from City employees, including the SEIU bargaining unit members and representatives. The final draft of the Organizational Values reflected many of the suggestions from City staff and other stake holders. Director Collins mentioned the results of the second survey will be used to assist department directors in setting performance goals and metrics that take employee engagement into account.

Lastly, Director Collins reminded the Commission that the Human Resources Open House and Years of Service Awards event are forthcoming. Typically, this annual event is held on Valentine's Day, however, this year, it may be two separate events as the City Manager will be out of town during that week. Once the dates are finalized, HR Administrative Assistant Candi Jackson will distribute the flyer and invite the Personnel Commission to attend.

### FY 2018 Scope and Goals (Discussion Continued)

Director Collins reminded the Personnel Commission of the Scope and Goals that were previously discussed and approved at the October 26<sup>th</sup> meeting, and continued the



discussion with Goals #3 and 4. Below are proposed draft goals that were discussed and either approved as is or required further discussion:

- 1) Review and revise the City's Classification Plan as necessary to support staffing reorganizations and updating of job specifications to align with the Classification Plan.
  - Review of job specifications is limited to substantive changes in the areas of experience and education for existing specifications and new job specifications only.
- 2) Review and recommend approval of the City's Salary Plan for the classified service as necessary to support organizational changes and needs related to staffing, recruitment and retention of highly qualified candidates.
- 3) Review and make recommendations related to candidate pool diversity and outreach efforts to attract a highly qualified and diverse pool of candidates for City of Hayward jobs.
  - Participate in at least two (2) community events to introduce attendees to public service and advertise current openings.
  - Assist with the City's Career Fair.
  - Review and discuss recruitment statistics and make recommendations to improve process.
- 4) Complete phase one review and recommendation of amendments to the Personnel Rules of the multi-phase project.
  - Redline and recommend changes to Sections 2, 3, 6, 7, 8, and 9 of the City of Hayward's Personnel Rules.

Director Collins stated that Goals #1 and #2 were approved as is at the October 26<sup>th</sup> meeting. Director Collins reiterated to the Commission that Goal #3 would be changed to add the City's Career Fair and oral board panels as part of the participation in community events. She also stated that the requirement of the number of events commissioners need to attend will be removed.

Deputy Director Pirouzmand gave an overview of Goal #4. He stated that this goal would consist of bringing proposed changes of the Personnel Rules to the Commission for review and feedback, incorporating any proposed changes by the Commission, then proposing those changes to the unions for the meet and confer process. He also added, that if the unions propose changes, those changes would be brought back to the Commission for consideration. Deputy Director Pirouzmand continued with the list of Sections that Goal #4 would cover:

- Section 2 – Personnel board meetings and rule of order
- Section 3 – Classification of positions, preparation of classifications
- Section 6 – Announcements for examinations, forms, disqualifications, age limits
- Section 7 – Types of examinations – other practical exams, such as computer
- Section 8 – Eligibility lists – how do we establish, extend, and hire from

## Section 9 – Filling vacancies – how to fill regular, provisional, temporary, part-time appointments

Director Collins stated that once the Scope and Goals are done, the final draft will be brought to the next Commission meeting. She also stated that staff will check with the City Attorney's Office on the legality of sending the redline version of the Personnel Rules to the Commission.

Lastly, Director Collins stated that while there's a need to update the Personnel Rules, in municipalities, if a provision conflicts with a provision in a Memorandum of Understanding (MOU), the provision in the MOU supersedes the Personnel Rules. Commissioner Lucas asked if changes will be noted that are superseded by MOUs. Director Collins answered that some proposed changes to the Personnel Rules will be presented at the negotiations table, however, the Personnel Rules still govern unrepresented employees.

### Organizational Values (Discussion)

Director Collins revisited and discussed the Organizational Values document, which started as a result of the first Employee Engagement Survey, as stated in her report earlier. Close to 100 ideas and sentiments were considered by the Executive Team, which was narrowed down to the following three key values:

- CARING
  - We are caring by questioning everything we do as civil servants and working to find innovative solutions for improving our work and the lives of our residents.
  - We care for one another by being supportive, compassionate, kind, connected, and respecting of other's diverse perspectives.
  - We are caring for ourselves by maintaining and respecting a healthy work-life balance.
- OPENNESS
  - We are open to trying to new things, working together and asking tough questions.
  - We are open in our communication with one another by providing and receiving honest and constructive feedback and praise.
  - We are open to asking for what we need as individuals.
- INTEGRITY
  - We have integrity by ensuring high standards in our work.
  - We have integrity in our interactions with each other by remaining honest and transparent in our communication and decisions.
  - We have integrity by taking ownership and accountability for our work and its impact on others.



### **Recruitment Diversity Report (Oral Report)**

Deputy Director Pirouzmand provided a diversity report on recruitments completed since our last meeting on November 16, 2017. The report was on the following fifteen (15) recruitments:

- Administrative Assistant I (Secretary)
- Administrative Assistant III (Administrative Secretary)
- Airport Operations Supervisor
- Communications Operator Lateral
- Electrician I/II
- Facilities Carpenter
- Hazardous Materials Inspector
- Librarian I (PT)
- Library Page
- Management Analyst I/II
- Senior Equipment Mechanic
- Senior Transportation Engineer
- Supervising Permit Technician
- Sustainability Specialist
- Police Records Clerk

### **COMMITTEE MEMBER/STAFF ANNOUNCEMENTS AND REFERRALS**

#### **ADJOURNMENT**

Meeting was adjourned at 6:28 p.m.

  
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Nina S. Collins, Director of Human Resources



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**File #:** ACT 18-011

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**DATE:** March 8, 2018

**TO:** Personnel Commission

**FROM:** Director of Human Resources

**SUBJECT**

Revised Job Description for Fire Captain

**RECOMMENDATION**

That the Personnel Commission reviews and comments on the revised job description for the position of Fire Captain to ensure that employment standards are job-related. Job-related standards address all aspects of the job description, including supervision exercised, education, special requirements, and experience.

**ATTACHMENTS**

Attachment I	Staff Report
Attachment II	Revised Job Description for Fire Captain
Attachment III	Fire Department Organizational Chart



DATE: March 8, 2018

TO: Personnel Commission

FROM: Director of Human Resources

SUBJECT: Revised Job Description for Fire Captain

#### RECOMMENDATION

That the Personnel Commission reviews and comments on the revised job description for the position of Fire Captain to ensure that employment standards are job-related. Job-related standards address all aspects of the job description, including supervision exercised, education, special requirements, and experience.

#### BACKGROUND/DISCUSSION

In addition to adoption and approval of the City's Classification Plan, the Personnel Commission reviews job descriptions to ensure that employment standards are job-related. The City utilizes a standard format when creating and revising job descriptions. Human Resources staff reviews all job descriptions with the respective departments and updates each to align the job description with the City's Classification Plan. In addition, prior to initiating a recruitment process, Human Resources staff makes necessary adjustments to the job requirements to ensure that the needs of the department will be met.

In recent years, the City of Hayward, like other jurisdictions has hired lateral firefighters. These lateral firefighters have started their careers with other agencies and bring a level of experience, beyond that of the basic trainee. To make sure that the City of Hayward has the most qualified employees performing the duties of a Fire Captain, the Hayward Fire Department (HFD) has proposed to modify the current language for minimum qualifications in this job description. Currently, the requirement is that a Firefighter needs four years of experience, which arguably could be obtained at any agency, to qualify to sit for the Fire Captain exam. This language is vague and it is difficult for HFD to fully assess the comparability of other Fire departments. It is essential that Fire Captains in Hayward have extensive knowledge of our policies and practices. Although all are generally acceptable, there are various approaches to the delivery of services including first aid and medical emergency, commercial and residential structural fires, and training programs for maintaining professional proficiency of staff. Given the City of Hayward's topography, socio-economic and cultural makeup, it will be difficult for HFD assessors to truly identify comparable Fire departments, either locally or nationally, and easily assess the readiness of potential recruits for this position. Therefore, to make sure Fire Captains have the requisite

knowledge, skills, and abilities to perform this extremely important public safety job to HFD standards, HFD has proposed the elimination the current language that describes the criteria in assessing experience in comparable Fire departments and instead requires all potential candidates for the Fire Captain position to have four years of experience as a Firefighter at HFD.

The changes to Fire Captain job description were shared with and agreed to by representatives of Local 1909, the union that represents Firefighters and Captains, and the job description was revised to update experience requirements. The changes to the job description are as follows:

### Experience and Education

#### Experience:

Removed: "or a fire department which is similar to HFD. An evaluation of previous experience from other departments for this purpose shall be made by the Fire Chief according to the following criteria: (I) the previously employing department has response requirements similar to the Hayward Fire Department including first aid and medical emergency responses, and structural fire responses including commercial and industrial occupancies; and, (ii) the previously employing department has an in-service training program to maintain the proficiency of its employees."

### FISCAL IMPACT

There is no fiscal impact to the budget as a result of the above proposed changes to this job description.

Prepared by: Farbod Pirouzmand, Deputy Director of Human Resources

Recommended by: Nina S. Collins, Director of Human Resources

Approved by:



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Kelly McAdoor, City Manager

CITY OF HAYWARD

FIRE CAPTAIN

DEFINITION

To command personnel assigned to a specific shift at a fire station and to supervise firefighters and others while engaged in fighting fires.

SUPERVISION RECEIVED AND EXERCISED

Direction is provided by higher level command officers.

Responsibilities include direct supervision of fires suppression and prevention personnel.

EXAMPLES OF DUTIES

Depending upon assignment, duties may include but are not limited to the following:

1. Responds to alarms and directs the activities of subordinate personnel in responding to alarms.
2. Directs and participates in the use of fire apparatus and equipment.
3. Instructs subordinates in the fire prevention methods and practices, and assures a proper state of readiness by supervisory drills and training of personnel.
4. Prepares reports concerning emergency and non-emergency situations.
5. Plans, directs, supervised and coordinates the work of all assigned subordinates, and maintains discipline on call and in station quarters.
6. Supervises and insures the maintenance of station quarters and equipment.
7. Supervises test of water service.
8. Conducts line up for change of shifts, gives orders for the day and distributes any new information.
9. Supervises the completion of special assignments.



## QUALIFICATIONS

### Knowledge, Abilities and Skills

- A. Ability to become familiar with district streets, water supplies, building occupancy and contents, alarm boxes, hydrants, public buildings, non-ambulatory citizens and other district features and hazards relating to fire safety.
- B. Ability to plan and direct the work of a small group of firefighting personnel. Refers to planning, organizing and carrying out related activities, instructing and training personnel, and in some instances performing subordinates' tasks, understanding capacities and limitations of personnel and equipment and understanding effective supervisory and administrative techniques.
- C. Ability to make both emergency and non-emergency decisions and to maintain composure in stress situations.
- D. Ability to work effectively with subordinates and supervisors and to maintain good public relations.
- E. Ability write reports, recommendations, performance ratings, memoranda and keep simple records.
- F. Ability to follow and written directions.
- G. Knowledge of detailed modern firefighting procedures and equipment.
- H. Knowledge of fire behavior, fire protection systems and advanced first aid.

### EXPERIENCE AND EDUCATION

Any combination equivalent to experience and education that could likely provide the required knowledge and abilities would be qualifying. A typical way to obtain the knowledge and abilities would be:

Experience: Must be presently employed as a Firefighter, Apparatus Operator or Fire Prevention Inspector in the Hayward Fire Department having passed the probationary period for any one of these classifications.

Must have four years full time, paid firefighting experience in the Hayward Fire Department.

EXPERIENCE AND EDUCATION (continued):

Experience (continued):

Accredited Fire Science coursework may be substituted for experience at the rate of three (3) semester units for one (1) month up to a maximum of 12 months.

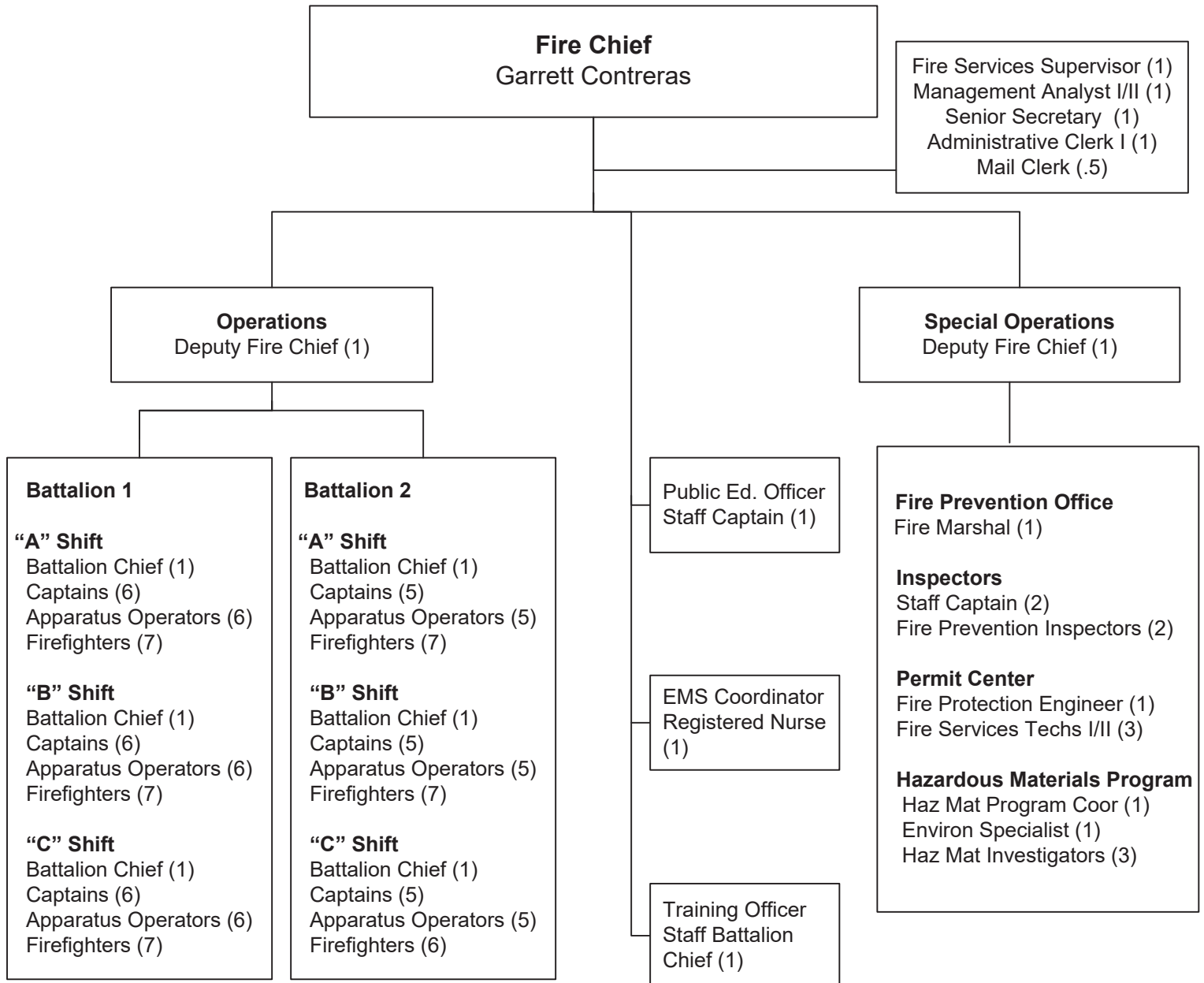
Education: Equivalent to completion of the twelfth grade.

License: Possession of a valid California Class II Driver's License.

PROBATIONARY PERIOD: One year  
F240/F245 (40 hours/week; 56 hours/week)  
September 1970  
Revised 1978  
Revised 1983  
Revised 2018  
AAP GROUP: 12  
FLSA STATUS: Non-Exempt

## FY 2018 STAFFING 137.5 FTE

### Fire Department





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**File #:** ACT 18-010

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**DATE:** March 8, 2018

**TO:** Personnel Commission

**FROM:** Director of Human Resources

**SUBJECT**

Personnel Commission Final Draft FY 2018/2019 Scope and Goals

**RECOMMENDATION**

That the Personnel Commission reviews and adopts the revised scope and goals proposed by the Director of Human Resources for Fiscal Years 2018 and 2019.

**ATTACHMENTS**

Attachment I	Staff Report
Attachment II	Final Draft FY 2018/2019 Scope and Goals



DATE: March 8, 2018

TO: Personnel Commission

FROM: Director of Human Resources

SUBJECT: Personnel Commission Final Draft FY 2018/2019 Scope and Goals

#### RECOMMENDATION

That the Personnel Commission reviews and adopts the revised scope and goals proposed by the Director of Human Resources for Fiscal Years 2018 and 2019.

#### BACKGROUND/DISCUSSION

In 2016, the Hayward City Council considered a request to fill four vacancies on the Personnel Commission and supported revising the scope of the Commission to provide a more meaningful role to those serving on the Commission and to provide greater benefit to the community. The Municipal Code, Chapter 2, Article 3, outlines the powers and duties of the Personnel Commission. The Commission meets quarterly and serves in an advisory capacity for a variety of matters related to personnel administration. The Commission participated in a series of public discussions to realign its scope and create meaningful goals for fiscal years 2018 and 2019.

Along with the regular duties associated with the review of the City's Salary and Classification Plan for the classified service, another important role for the Commission is to recommend to the City Council, after a public hearing thereon, the adoption, amendment, or repeal of the Personnel Rules. The Personnel Rules have not been updated since July 19, 1977. A comprehensive update is overdue and necessary to support the changes in applicable laws as well as organizational growth and change that have occurred over the last thirty years.

The Personnel Rules consist of a comprehensive document that currently addresses matters related to general personnel administration. Any updates require careful legal review and also should include incorporation of best management practices, which support high morale and efficiency of employees. Due to the size and scope of the project, a complete update of the rules will need to be accomplished in phases. Staff recommends the first phase address personnel matters generally related to the personnel board, classification, applications and applicants, examinations, eligible registers, and the method of filling vacancies.

The following goals are proposed for FY 2018/2019:



- 1) Review and revise the City's Classification Plan as necessary to support staffing reorganizations and updating of job specifications to align with the Classification Plan.
  - Review of job specifications is limited to substantive changes in the areas of experience and education for existing specifications and new job specifications only.
- 2) Review and recommend approval of the City's Salary Plan for the classified service as necessary to support organizational changes and needs related to staffing, recruitment and retention of highly qualified candidates.
- 3) Review and make recommendations related to candidate pool diversity and outreach efforts to attract a highly qualified and diverse pool of candidates for City of Hayward jobs.
  - Participate in community events, including the City's Career Fair and oral board panels, to introduce attendees to public service and advertise current openings.
  - Review and discuss recruitment statistics and make recommendations to improve process.
- 4) Complete phase one review of the multi-phase project and recommend amendments to the Personnel Rules.
  - Redline and recommend changes to Sections 2, 3, 6, 7, 8, and 9 of the City of Hayward's Personnel Rules.

Prepared and Recommended by: Nina S. Collins, Director of Human Resources

Approved by:



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Kelly McAdoo, City Manager

**City of Hayward Personnel Commission  
Final Draft 2018 and 2019 Goals**

- 1. Review and revise the City's Classification Plan as necessary to support staffing reorganizations and updating of job specifications to align with the Classification Plan.**
  - Review of job specifications is limited to substantive changes in the areas of experience and education for existing specifications and new job specifications only.
- 2. Review and recommend approval of the City's Salary Plan for the classified service as necessary to support organizational changes and needs related to staffing, recruitment and retention of highly qualified candidates.**
- 3. Review and make recommendations related to candidate pool diversity and outreach efforts to attract a highly qualified and diverse pool of candidates for City of Hayward jobs.**
  - Participate in community events to introduce attendees to public service and advertise current openings, including the City's Career Fair and oral board panels.
  - Review and discuss recruitment statistics and make recommendations to improve processes.
- 4. Complete phase one review of the multi-phase project and recommend amendments to the Personnel Rules.**
  - Redline and recommend changes to Sections 2, 3, 6, 7, 8, and 9 of the City of Hayward's Personnel Rules.