



February 19, 2026

Board of Directors
Ventura Regional Sanitation District
Ventura, California

APPROVE AND ADOPT 2025 VENTURA REGIONAL SANITATION DISTRICT CLASSIFICATION AND BASE SALARY STUDY REPORTS

RECOMMENDED ACTIONS:

- a) Approve and adopt the Classification and Base Salary Study reports completed by CPS HR Consulting.
- b) Implement reclassification of positions as recommended in the Base Salary Study Report.
- c) Implement, base compensation adjustments for all non-represented employees and vacant positions with increased maximum salaries effective February 22, 2026, as recommended in the Base Salary Study Report.
- d) Implement base compensation adjustments for all union represented employees and vacant represented positions with increase maximum salaries effective February 22, 2026, as recommended in the Base Salary Study Report contingent on the approval of the corresponding employees' union without opening up the existing Board-approved Memoranda of Understanding or union contracts for negotiations, at this time.
- e) Forego Y-Rating base compensation for all current employees with decreasing maximum salaries recommended in CPS HR Consulting's Classification and Compensation Study.
- f) Authorize District staff to make the necessary budget adjustments for Fiscal Years 2026 and 2027 for the foregoing compensation related actions based on the Fiscal Impact section below.

FISCAL IMPACT

Fiscal Year (FY) 2026 implementation costs for all current employees and vacant positions are approximately \$155,000 with an ongoing annual cost thereafter of approximately \$464,000.

Budget adjustments are necessary to the Adopted Budget for Fiscal Years 2026 and 2027. Those adjustments can be absorbed by a combination the higher than anticipated ending fund balances for Fiscal Year 2025 and reductions in budgeted Public Agency Retirement System (PARS) contributions for fiscal years 2026 and 2027. Table A below shows the fiscal impact of salary recommendations from the Base Salary Study Report through the adopted budget cycle of June 30, 2027.

	Higher than Projected FY 25 Balance	FY26 Budget Adjustments	Projected PARS Contributions	Projected Rebates	Base Salary Study Report Recommendations	Balance
Water/WW	\$ 627,671	\$ (29,428)	\$ 397,099	\$ (433,422)	\$ (323,830)	\$ 238,090
Solid Waste	\$ 1,143,020	\$ (411,592)	\$ 27,717		\$ (298,146)	\$ 463,998
Total	\$ 1,770,691	\$ (441,020)	\$ 424,816	\$ 433,422)	\$ (618,776)	\$ 702,089

Please note that the Water/Wastewater fund is projected to end FY 2027 better off by \$238,090 than anticipated in the FY 2027 budget, while the Solid Waste fund is projected to be better off by approximately \$463,998 over the same period.

BACKGROUND/ANALYSIS

The previously adopted and approved Ventura Regional Sanitation District (VRSD) Classification and Compensation Study report was completed in 2016 (“2016 Study”). On May 1, 2025, the Board approved a contract with CPS HR Consulting to assist District staff for the preparation and completion of a long-delayed and deferred classification and compensation study for VRSD. The purpose of these reports is to ensure that VRSD: (a) job specifications reflect current job duties; (b) salary ranges are competitive with comparable jobs and special districts; and (c) has a pathway for potential career growth at VRSD.

In order to ensure fair, transparent, independently developed, fact-based recommendations in Base Salary Study Report, the following safeguards were put in place:

- a) The list of comparable labor market agencies was determined prior to the gathering of any classification and compensation data. The list was derived by

narrowing down the 2016 Study's list of comparable labor market agencies by geographical area.

- b) The proposed comparable labor market agencies list was presented to and discussed with labor union representatives for both unions affiliated with the VRSD (IUOE on March 27, 2025 and SEIU on April 2, 2025). Both unions were provided over 30-days to provide input or recommended changes to the comparable labor market agencies proposed. The District received verbal confirmation from the IUOE representative that the proposed comparable labor market agencies were acceptable. No additional input or recommended changes were received from SEIU by the May 7, 2025 deadline.
- c) The VRSD Board approved the comparable labor market agencies on May 15, 2025.
- d) The benchmark positions were determined prior to the gathering of any classification and compensation data. The benchmark positions remained unchanged from the 2016 Study.
- e) The proposed benchmark positions were presented to and discussed with labor union representatives for both unions affiliated with the VRSD (IUOE on March 27, 2025 and SEIU on April 2, 2025). Both unions were provided over 30-days to provide input or recommended changes to the benchmark positions proposed. The District received verbal confirmation from the IUOE representative that the proposed benchmark positions were acceptable. No additional input or recommended changes were received from SEIU by the May 7, 2025 deadline.
- f) On June 19, 2025, the VRSD Board approved a compensation philosophy (Agenda Item #6) which included its desire to set salaries using the median method of market surveys.
- g) The consultants were given full rein and responsibility for the study recommendations. The only guidance provided by staff was that the studies be conducted in accordance with the Board approved direction and where discretionary input is required, to maintain consistency with the 2016 Study and to standardize salary spreads within multi-level positions (e.g. Assistant, Regular, Senior).

CPS HR Consulting has now completed all tasks associated with the classification and compensation studies, has provided the reports here presented as Attachments 1 and 2. VRSD executive staff has received and thoroughly examined the completed reports from CPS HR Consulting. VRSD executive staff found the reports to be both accurate and complete.

In the Classification Study Report, CPS HR Consulting recommends the reclassification of several positions identified as Attachment A of that report.

The Base Salary Study Report includes recommended maximum salary increases for eleven (11) non-represented, seven (7) International Union of Operating Engineers (IUOE) represented, and two (2) Service Employees International Union (SEIU) active positions. Additionally, there is a recommendation to increase the salary schedule for two positions not currently budgeted or filled. Those recommendations are identified in Attachment B of the Base Salary Study.

Since, the current Memorandums of Understanding (MOUs) between VRSD and public employee labor unions IUOE and SEIU are both scheduled to expire on June 30, 2027, VRSD staff does not recommend that these MOUs be subject to meet and confer obligations regarding wages with the respective labor unions pursuant to the Meyers Milias Brown Act.

CPS HR Consulting has prepared a presentation of their findings and recommendations for the Board. Staff has prepared a presentation regarding the process undertaken to perform the study and the financial impacts and funding options for the implementation of the recommendations.

PROPOSAL

Because VRSD has sufficient funds in its current and future budgets, Staff recommends implementation of base compensation increase recommendations for all current employees, including unrepresented, IUOE and SEIU represented employees, and vacant positions with increasing maximum salaries recommended in the Base Salary Study Report. These adjustments are necessary to make VRSD a competitive and desirable public agency employer as well as providing VRSD with the tools to be able to attract and retain the workforce it needs to continue diligently serving the residents of Ventura County.

The compensation adjustments for represented employees or vacant positions should be contingent on the corresponding public employee union agreeing to the adjustment without opening up the existing MOU/contract for negotiations.

Staff recommends foregoing the Y-Rating of all position with salaries exceeding market rates identified in the report. Y-rating is a practice that generally reflects a position has been reclassified to a lower level, however the incumbent continues to receive their current salary. Y-rating is generally recommended, opposed to decreasing salaries, for current employees. However, given the challenges recruiting for some of the positions identified as over-market as well as the importance of those positions in the District's operations, staff believes the District is better served maintaining the existing compensation structure.

This letter has been reviewed by Legal Counsel as to form.

If you should have any questions or need additional information, please contact me by phone at (805) 658-4648 or via email at ericzetz@vrsd.com.

APPROVED FOR FISCAL IMPACT: 
Alvertina Rivera, Director of Finance

APPROVED FOR AGENDA: 
Eric Zetz, General Manager

Attachments:

1. Base Salary Study Report
2. Classification Study Report

February 6, 2026

Private and Confidential

Ventura Regional Sanitation District REVISED Base Salary Study Final Report

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I. Executive Summary

Introduction

Ventura Regional Sanitation District (VRSD) retained CPS HR Consulting (CPS HR) to conduct a base compensation study. The objective of the study was to collect and analyze base salary data for selected study classifications from comparable labor market agencies to determine the competitiveness of VRSD's base salaries and provide a final report. CPS HR completed a classification study covering (12) classifications and delivered the final report to VRSD on October 3, 2025.

This report provides documentation of the methodologies used in the data collection, analysis, and development of base compensation-related findings. Our findings yield valuable information as to how the agency can best combine external competitiveness factors with the internal value of jobs.

This report is accompanied by the following supplemental attachments:

- **Attachment A:** Salary Summary and Individual Datasheets with specific job matches for each of the (21) benchmark classifications (*previously sent to VRSD on December 17, 2025*)
- **Attachment B:** Salary Recommendations

Project Scope

The scope of work included a total of (21) benchmark classifications, (9) comparable labor market agencies for all benchmarks, and (4) comparable labor markets for matching only (5) solid waste classifications.

The data for this report was gathered between August 2025 through November 2025. To ensure consistency in labor market comparisons, all base salary figures are presented as effective July 1, 2025. As such, this analysis provides a snapshot of how VRSD's compensation for benchmark classifications aligned with the labor market at that specific time. CPS HR used the statistical median (50th percentile) as a main control point of the survey data to identify VRSD's position against market trends. Depending on the control point used as a reference (min, mid, max), above/below market variance category can vary for an individual benchmark.

Per the approved project parameters memorandum and contract, CPS HR reported minimum and maximum monthly salaries for VRSD benchmark classifications and comparable labor market job matches. All data in the final deliverables are presented as monthly salary figures, not hourly figures. CPS HR utilized the VRSD Classification Plan FY 2026 provided by VRSD to CPS HR on September 23, 2026 for all benchmark classifications min/max salaries represented in Attachment A: Salary Summary and Individual Datasheets.

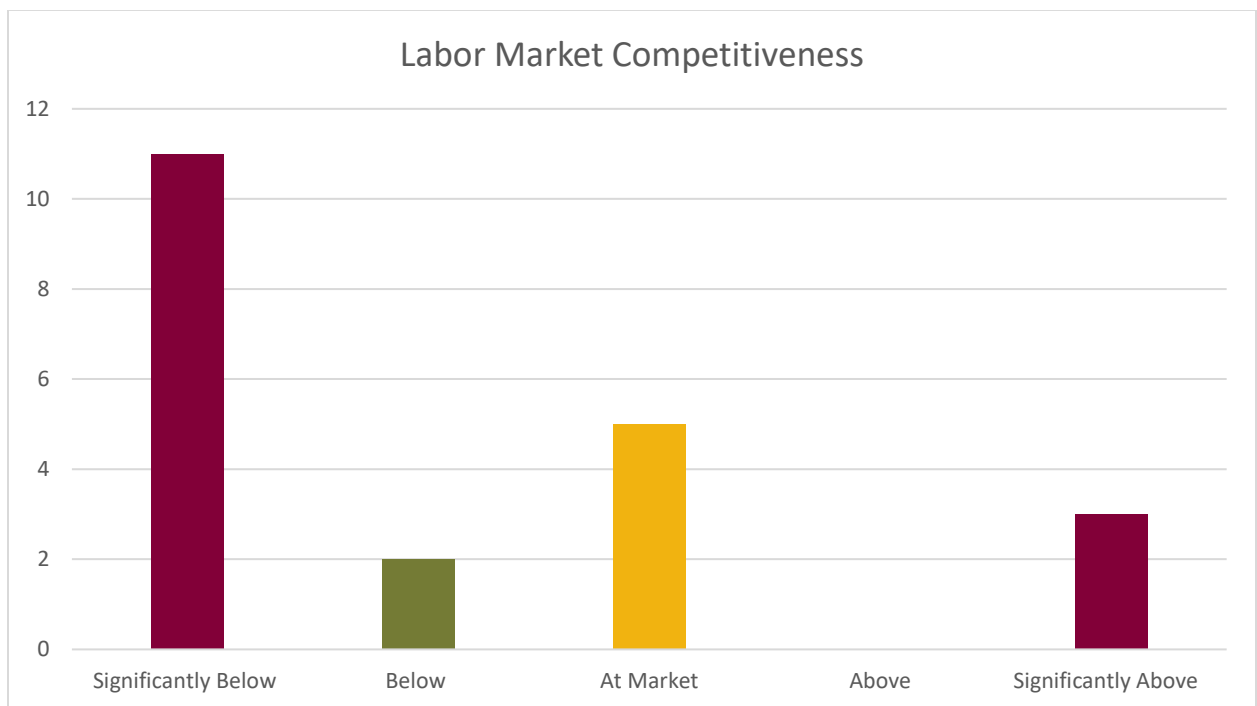
Summary of Findings

The overall findings of this study based on Attachment A: Salary Summary and Individual Datasheets can be summarized as follows:

Labor Market Competitiveness: A review of all benchmark classifications shows that VRSD salaries are generally lower than those found in the broader labor market, especially when compared to the maximum salary medians as reflected below.

- (5) benchmark classifications are aligned/at market (+/-5%)
- (2) benchmark classifications are below market (between -5.01 to -9.99%)
- (11) benchmark classifications are significantly below market (-10% and below)
- (0) benchmark classifications are above market (between 5.01 to 9.99%)
- (3) benchmark classifications are significantly above market (10% and up)

Table 1: Number of Benchmark Classifications by Labor Market Competitiveness Category



II. Project Parameters and Methodology

The initial step in conducting a base compensation study is to determine the basic parameters for the study, which include:

- Selection of comparable labor market agencies
- Identification of benchmark classifications
- Confirmation of desired labor market position

There are multiple options of the base compensation study that depend on project objectives and specific market conditions, such as data availability, influences of local private and nonprofit sectors, or differentiations based on geographic location or industry standards. The typical options are: 1) The client selects comparable labor market agencies, 2) CPS HR researches and provides recommendations for comparable labor market agencies, 3) use of published salary surveys, or 4) a combination of the sources.

Selection of Comparable Labor Market Agencies

For this study, VRSD selected the comparable labor market agencies listed below. Consistent with the contracted scope and approved project parameters, CPS HR conducted job matching for all twenty-one (21) benchmark classifications across nine (9) final labor market agencies, with exclusive matching of five (5) Solid Waste benchmarks to four (4) labor markets: the City of San Diego, County of Orange, County of Riverside, and Sunshine Canyon Landfill.

Final Labor Market Agencies

1. City of Camarillo
2. City of Oxnard
3. City of Simi Valley
4. City of Thousand Oaks
5. City of Ventura
6. County of Ventura
7. Las Virgenes Municipal Water District
8. Ojai Valley Sanitation District
9. Triunfo Water & Sanitation District

Final Labor Market Agencies Solid Waste Only

1. City of San Diego
2. County of Orange
3. County of Riverside
4. Sunshine Canyon Landfill*

*CPS HR was able to obtain data from all labor market agencies *except* Sunshine Canyon Landfill that was unresponsive to multiple outreach efforts by CPS HR and VRSD for data.

Key criteria for identifying the relevant labor market typically include the following:

- **Agency Size** – In general, agencies that employ relatively similar numbers of employees may have similar economic demographics. Since it is rare to find agencies that are exactly the same size, the goal is to provide a balanced mix of larger and smaller agencies, thereby minimizing the “skewing” effect when either of these are used exclusively.
- **Organizational Metrics** – i.e., revenue/budget, number of employees, enrollment figures, size of service area, population size, etc.
- **Geographic Proximity** – When considering selection of a labor market, it is important to consider the geographic proximity of potential agencies since they may be competitors in the recruitment market. If there are not enough agencies within the local market to conduct a study, then the geographic area may be expanded to include agencies in other closer areas, which are similar in other aspects.
- **Industry** – In general, agencies that provide similar services are more likely to have similar job classifications and recruit from the same labor pool.

- **Competing Organizations** – Organizations or agencies VRSD has lost employees to or recruited employees from are also useful for selecting labor market agencies.
- **Transparency and Availability of Data** – Lack of availability of data or inability for an agency to participate in the study may disqualify a potential comparator agency from the viable list.
- **Past Labor Market Agency Selection Practices** – History of using certain agencies which staff expect to use again for consistency.
- **Cost of Wages/Cost of Living** – Cost of Wages includes year over year increases in employment cost for compensation, benefits, and payroll taxes paid by an employer. The Cost of Living is based on the Consumer Price Index which is the increase in prices for goods and services over a one-year period. The Cost of Living is often used to compare how expensive it is to live in one city versus another.

Identification of Benchmark Classifications

A benchmark is a selected job classification that is common across other comparator agencies and/or labor markets. Benchmark job classifications are typically selected collaboratively with the client’s HR department and/or leadership and are subsequently matched to similar jobs in the comparator agencies classification systems.

For this project, VRSD provided CPS HR with the specific benchmark classifications based on the client’s business practices and/or specific conditions, and a principle of adequate representation of various occupational groups, job families, and levels within job series.

CPS HR developed and uploaded a comprehensive benchmark summary to the collaborative Microsoft Teams site, incorporating updated VRSD job information for each benchmark classification. This resource supported the CPS HR consultants in the job matching process. Although this base compensation study included (21) benchmark classifications, only (12) of these classifications were reviewed in the prior 2025 classification study.

Final Benchmark Classifications

1. Accountant
2. Administrative Assistant
3. Director of Finance/Administrative Services
4. Director of Operations
5. Electrical/Instrumentation Control Supervisor
6. Environmental Technician
7. Environmental Resource Analyst
8. General Manager
9. Human Resource Analyst
10. Instrumentation Technician
11. Management Analyst
12. Environmental Compliance Officer
13. Solid Waste Equipment Mechanic
14. Solid Waste Equipment Operator
15. Solid Waste Operations Superintendent
16. Solid Waste Operations Supervisor

17. Solid Waste Worker I/II
18. Water/Wastewater Operations Superintendent
19. Water/Wastewater Operations Supervisor
20. Water/Wastewater Treatment Operator II
21. Water/Wastewater Worker

Confirmation of the Desired Labor Market Position

The labor market position allows VRSD to set salary ranges at the desired point in the labor market. Ultimately, VRSD selected the desired labor market position based on affordability, recruitment and retention goals, and business strategy.

Common labor market position options:

1. **Lead the market** - positioning pay parameters higher than the market (i.e., 60th or 70th percentile)
2. **Meet the market** - positioning pay parameters at the median of the market (i.e., exactly at the 50th percentile)
3. **Lag the market** - positioning pay parameters below the market (i.e., 40th percentile or lower)

Because labor market job values vary by job classifications and/or job families, some situations require use of a “mixed” labor market position option where lead the market strategies are used for hard to fill job classifications while for other job classifications a “match to market” approach can be used.

Determination of the Appropriate Statistical Techniques

For this study, CPS HR provided labor market data analysis based on the **median of the market**. The labor market median is the value separating the higher half of the data sample (in this case, salaries) from the lower half of the data sample. It may be thought of as the middle value of the market in a compensation study.

While both the mean and the median can be useful statistical tools to describe where the center of a data set is located, the median does a better job than the mean of capturing a “typical” value. This is because the median is not as heavily influenced by skewed data or data with outliers. Since many labor market pools are normally based on a relatively small number of data, skewing and outliers are a common phenomenon.

Please note that the “mean” (average) calculation was included in Attachment A on the individual datasheets, but not in the salary summary, to provide a more comprehensive view and facilitate comparisons. The mean is a commonly used statistical measure, and some clients prefer to have both the median and mean displayed on the individual datasheets. However, CPS HR recommends using the median as it more accurately represents the central tendency of VRSD’s workforce compensation.

Benchmark Classification Matching Process

This study aims to identify market trends by evaluating job duties, responsibilities, and required qualifications to determine comparability. While some matched roles may differ slightly in scope, whole job analysis ensures the overall balance of responsibilities across the labor market.

CPS HR ensured job matches were not based solely on titles or classification specifications but also considered supporting documents, classification specifications, and operational context to accurately identify comparable positions.

Required Number of Comparable Classifications

CPS HR's standard practice is to require *at least three comparable job matches* for each benchmark position before making a salary recommendation based on labor market data. It is common in most studies to encounter some positions for which limited market data is available. There are many reasons a benchmark class may not have enough comparable data including:

- Differences in the delivery of services
- Differences in span of authority
- Differences in organizational structure
- Differences in operational size
- The benchmark classification is not commonly found in other agencies
- The labor market agency does not provide that service

All (21) benchmark classifications in this study met the CPS HR minimum requirement of at least three comparable job matches. If fewer matches are available in future studies, we advise placing greater emphasis on internal equity when making salary recommendations.

Base Salary Data Collected

CPS HR collected base salary data from the labor market to generate the minimum, midpoint, and maximum salaries within the labor market. When analyzing the labor market, the goal is to identify the VRSD competitive position within the labor market to attract, develop, motivate, and retain talent.

III. Project Tasks Completed

To carry out the base compensation study, CPS HR performed the following actions:

- Provided VRSD with a list of required documents to initiate the study on May 15, 2025.
- Reviewed VRSD's background materials, including classification specifications, salary schedules, and organizational charts.
- Facilitated a virtual formal project kick-off meeting with stakeholders to discuss the study scope, methodology, timeline, and next steps for the study on June 9, 2025.
- Sent a project parameters letter on July 15, 2025 which was subsequently approved by VRSD on July 23, 2025; a revised project parameters memo was approved by the new General Manager VRSD on September 30, 2025.
- Researched and collected salary data from the identified labor market agencies, including salary schedules, classification specifications, budgets, position control documents, and other available sources.

- Designed and implemented a structured data collection method and approach.
- Developed a SharePoint job matching online platform that helped CPS HR consultants and VRSD organize, compare, and match job classifications across different organizations or labor market agencies.
- Streamlined the process of identifying comparable job positions, facilitating data collection, and supporting job matching decisions by providing centralized access to relevant information and resources.
- Communicated directly with comparator agencies to obtain additional information and clarify job matching and data collection details.
- Conducted a virtual client job matching training on November 7, 2025 to explain the SharePoint job matching online platform and client review/match approval process.
- Incorporated VRSD feedback and revised certain job matches accordingly and documented all rationale for changes.
- Delivered a draft report to VRSD on December 17, 2025, which included the Attachment A: Salary Summary and Individual Datasheets. The draft report did not include Attachment B: Salary Recommendations.
- Met with VRSD internal team virtually on December 18, 2025 to discuss the final base compensation report.
- Developed the initial Attachment B: Salary Recommendations and sent to VRSD on January 27, 2026 for review and feedback.
- Met with VRSD internal team virtually on January 30, 2026 to discuss client feedback on Attachment B: salary recommendations.
- Delivered this revised final report to VRSD on February 6, 2026, including the revised Attachment B: Salary Recommendations.
- An in-person final presentation to the VRSD board is scheduled for February 19, 2026.

IV. Study Results

CPS HR completed job matching for all (21) benchmark classifications across the (9) final labor market agencies. Additionally, exclusive job matching was performed for (5) Solid Waste benchmarks within (4) specific labor markets: City of San Diego, County of Orange, County of Riverside, and Sunshine Canyon Landfill.

Please note that the term “No Comparable Class” (NCC) is used if CPS HR did not find a comparable classification within an agency to a specific benchmark classification. The term “Data Not Available” (DNA) is used when CPS HR could not obtain the required data from an agency after numerous attempts.

In Table 2 below, we have provided a summary of the VRSD position within the labor market by classification. It illustrates the following information for each benchmark classification:

- VRSD classification title
- The number of comparable classifications found in the labor market
- The control points of current monthly salary (minimum, midpoint, maximum) for the study classifications
- The labor market median of the control points which is calculated using the same control point for each of the comparable classes; that range of data is then computed to provide the median amount.

Overall Summary of Labor Market Position

Table 2: Salary Summary which is also included in Attachment A compares VRSD salaries to the labor market using minimum, midpoint, and maximum values. CPS HR relied on market medians for stability.

Please note, a negative (-) number in market variance columns indicates VRSD is below the market, and an addition of that percentage would result in meeting the labor market.

A positive (+) number in market variance columns indicates VRSD is above the market. *VRSD base salaries are excluded from median and mean calculations.* The above/below market category may vary by benchmark and control point depending on whether the minimum, midpoint, or maximum salaries are compared.

Table 2: VRSD Salary Summary

Classification Title	# of Matches	Client - Salary Data			Labor Market - Salary Data			Salary Variance from Market		
		Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	LM Base Salary Minimum	LM Base Salary Midpoint	LM Base Salary Maximum	Mkt Variance from Min	Mkt Variance from Mid	Mkt Variance from Max
Accountant	7	\$7,340.67	\$8,148.40	\$8,956.13	\$7,180.45	\$8,820.31	\$10,334.85	2.18%	-8.25%	-15.39%
Administrative Assistant	7	\$4,472.00	\$4,966.00	\$5,460.00	\$5,102.29	\$5,997.61	\$7,002.44	-14.09%	-20.77%	-28.25%
Director of Finance/Administrative Services	9	\$14,858.13	\$16,493.53	\$18,128.93	\$15,249.87	\$18,568.12	\$21,370.58	-2.64%	-12.58%	-17.88%
Director of Operations	8	\$14,625.87	\$16,237.00	\$17,848.13	\$15,001.09	\$18,175.18	\$21,349.28	-2.57%	-11.94%	-19.62%
Electrical/Instrumentation Control Supervisor	5	\$8,105.07	\$8,998.60	\$9,892.13	\$8,748.64	\$9,864.92	\$10,885.28	-7.94%	-9.63%	-10.04%
Environmental Compliance Officer	4	\$8,971.73	\$9,959.73	\$10,947.73	\$7,741.95	\$9,270.87	\$10,950.70	13.71%	6.92%	-0.03%
Environmental Resource Analyst	4	\$7,340.67	\$8,148.40	\$8,956.13	\$7,078.89	\$8,113.55	\$9,182.04	3.57%	0.43%	-2.52%
Environmental Technician	5	\$5,804.93	\$6,444.53	\$7,084.13	\$5,543.37	\$6,685.71	\$7,828.04	4.51%	-3.74%	-10.50%
General Manager	4	\$19,669.00	\$21,834.37	\$23,999.73	\$20,823.60	\$22,397.16	\$24,747.96	-5.87%	-2.58%	-3.12%
Human Resource Analyst/Clerk of the Board	7	\$7,340.67	\$8,148.40	\$8,956.13	\$7,803.73	\$9,314.07	\$10,866.86	-6.31%	-14.31%	-21.33%
Instrumentation Technician	5	\$6,794.67	\$7,699.47	\$8,604.27	\$6,757.38	\$7,485.51	\$8,536.70	0.55%	2.78%	0.79%
Management Analyst	7	\$7,340.67	\$8,148.40	\$8,956.13	\$7,180.45	\$8,401.13	\$10,369.84	2.18%	-3.10%	-15.78%
Solid Waste Equipment Mechanic	8	\$5,997.33	\$6,845.80	\$7,694.27	\$6,053.55	\$7,102.33	\$8,235.23	-0.94%	-3.75%	-7.03%
Solid Waste Equipment Operator	7	\$5,487.73	\$6,261.67	\$7,035.60	\$5,557.00	\$6,324.50	\$7,092.00	-1.26%	-1.00%	-0.80%
Solid Waste Operations Superintendent	3	\$10,571.60	\$11,737.27	\$12,902.93	\$7,676.93	\$9,012.47	\$10,348.00	27.38%	23.21%	19.80%
Solid Waste Operations Supervisor	4	\$8,105.07	\$8,998.60	\$9,892.13	\$6,629.14	\$7,550.47	\$8,897.00	18.21%	16.09%	10.06%
Solid Waste Worker I/II	4	\$4,234.53	\$4,830.80	\$5,427.07	\$3,669.37	\$4,251.77	\$4,762.70	13.35%	11.99%	12.24%
Water/Wastewater Operations Superintendent	7	\$9,320.13	\$10,348.87	\$11,377.60	\$8,829.20	\$11,036.51	\$13,243.81	5.27%	-6.64%	-16.40%
Water/Wastewater Operations Supervisor	5	\$8,105.07	\$8,998.60	\$9,892.13	\$7,701.16	\$9,048.86	\$10,396.56	4.98%	-0.56%	-5.10%
Water/Wastewater Treatment Operator II	8	\$5,907.20	\$6,708.87	\$7,510.53	\$6,300.50	\$7,418.40	\$8,343.15	-6.66%	-10.58%	-11.09%
Water/Wastewater Worker	8	\$4,716.40	\$5,541.47	\$6,366.53	\$5,642.78	\$6,368.12	\$7,207.61	-19.64%	-14.92%	-13.21%

V. Salary Recommendations

Salary Range Recommendation Guiding Principles

Salary recommendations for benchmark classifications were developed using a combination of labor market data and internal job relationship analysis. Adjustments to individual classifications were assessed for their impact on related positions within the same job family or functional area to maintain internal equity and structural alignment.

Salary Placement Recommendations

When the pay range of VRSD benchmark job classification is found to be above the relevant labor market range, CPS HR generally does not recommend reducing the current pay ranges.

CPS HR considers benchmark classifications falling within 5% above or 5% below the labor market to be competitive for salary study purposes because of the differences in compensation policy and actual scope of work and position requirements. *However, VRSD can adopt a closer standard.*

The initial salary recommendations delivered to VRSD on January 27, 2026 encompassed all classifications included on the VRSD Classification Plan FY 2026. Following further review, VRSD requested that the final salary recommendations be refined to include only classifications projected to be utilized in the near future.

Please note that the minimum and maximum monthly salaries shown in Attachment B: Salary Recommendations reflect the most current VRSD salary information provided to CPS HR in January 2026, based on the District's 21-step salary structure. These figures may differ from the minimum and maximum salaries presented in Attachment A, which were developed earlier using the VRSD Classification Plan FY 2026 for market comparison purposes. Any differences are the result of updated salary structure information provided after the market analysis was completed.

Final salary recommendations were developed based on each classification's position within the current salary range, relative to either the maximum of the applicable labor market median or in relation to an internal anchor job. For benchmark classifications, recommendations were anchored at 100% of the maximum of the labor market median. Current VRSD alignment was also considered, with supporting rationale provided for both benchmark and non-benchmark classifications. In cases where neither a market comparator nor an internal anchor job was available, no salary adjustment was recommended.

The salary recommendations will allow VRSD to effectively recruit, retain, and reward talent and remain competitive in the established labor market. Other factors to consider include the cost of salary increases, compounded labor costs, and the fiscal impact to prevent financial hardship or unintended consequences such as the need for future layoffs. Implementation of salary recommendations is highly dependent on further discussion internally by VRSD about the organization's financial climate and the sustainability of salary increases.

Some factors to consider are compounded labor costs associated with benefits plans and employer contributions, initial placement of employees within revised salary ranges, a written policy for movement of employees through the salary ranges over time (e.g., annual performance evaluations and percentage of increase), and overall fiscal

impact of implementation today and in the future. With respect to the implementation of a salary recommendation program, we believe it is important to consider the impact of salary range changes both on VRSD financial resources and the well-being of employees.

To help minimize the impact, we recommend the following actions.

- Consider a phased implementation plan over several years for classifications with pay rates significantly below the labor market. This approach, commonly used in the public sector, helps distribute financial impact and prioritizes adjustments for roles most behind market rates, based on the study's findings.
- CPS HR recommends first applying market adjustments to all employees, if feasible. Next, align each employee's pay rate to the closest step within the new pay structure. Finally, review and address pay rates that remain significantly below the labor market in future budget cycles.

CPS HR generally does not recommend lowering salary ranges, even if market data suggests it. If VRSD opts to reduce salary ranges, the Y-Rating approach commonly used in the public sector can be applied. Under Y-Rating, employees whose pay exceeds the new range maximum have their salaries frozen until the range catches up. Modified Y-Rating options may provide partial increases as lump sum payments, extending the adjustment period while offering some salary growth.

VI. Internal Equity Analysis

Internal Equity Concept

While market studies determine how VRSD jobs compare externally, internal equity analysis is essential for establishing fair pay relationships within the organization. CPS HR emphasizes balancing market-based recommendations with existing internal job hierarchies to ensure both competitiveness and equity.

Internal Equity Analysis Methodology

Our internal equity analysis process includes reviewing salary grade structure using statistical parameters such as midpoint separations and grade overlaps. Multiple evaluation methods including whole job ranking, classification, factor comparison, and point-factor can be selected based on VRSD's needs. This approach ensures appropriate job relationships and helps level job families to address pay compression and dispersion.

At VRSD's request, and in consideration of applicable Memoranda of Understanding (MOU) provisions for select classifications with active Senior and Regular levels, CPS HR incorporated structured pay differentials into the salary recommendation methodology. Specifically, a 15% differential was applied between Senior classifications and their corresponding Regular classifications within the series. In addition, a 10% differential was applied between Assistant classifications and their corresponding Regular classifications within the same job series to maintain internal alignment and support established classification hierarchies.

VII. Contact Information

It has been a pleasure collaborating with Ventura Regional Sanitation District on this project. Our CPS HR team will be available to address any questions regarding the data and findings within this report for four (4) weeks following its delivery. After this four-week period, the project will be officially concluded, the project will be closed, and all deliverables considered final. Any questions and comments with respect to this report should be directed to Suzanne Ansari - Senior HR Consultant at sansari@cpshr.us.

Current Class Code	Classification Title	# of Matches or Non-Bench mark	Base Salary Minimum Monthly	Base Salary Midpoint Monthly	Base Salary Maximum Monthly	Client Bandwidth	Labor Market Base Salary Minimum Monthly	Labor Market Base Salary Midpoint Monthly	Labor Market Base Salary Maximum Monthly	Market Variance from Min	Market Variance from Mid	Market Variance from Max	Proposed Monthly Minimum	Proposed Monthly Maximum	% Range Spread	Proposed Annual Minimum	Proposed Annual Maximum	% Diff from Anchor or Bench mark	Anchor	CPS HR Salary Recommendation Rationale	Final Proposed Annual Minimum	Final Proposed Annual Maximum	Adjusted for Rounding to Cents
607-0	Accountant	7	\$7,360.67	\$8,148.40	\$8,956.13	0.2201	\$7,180.45	\$8,220.31	\$10,334.85	2.18%	-8.25%	-15.39%	\$10,334.85	\$10,334.85	22.01%	\$10,648	\$124,018	0%	Labor Market	Aligned with 100% of the maximum of the median of the labor market.	\$10,650	\$124,010	\$10,650
207-0	Administrative Assistant	7	\$4,472.00	\$4,965.00	\$5,460.00	0.2209	\$5,102.29	\$5,997.61	\$7,002.44	-14.09%	-20.77%	-28.25%	\$7,002.44	\$7,002.44	22.09%	\$6,824	\$84,029	0%	Labor Market	Aligned with 100% of the maximum of the median of the labor market.	\$6,890	\$84,032	\$6,890
606-0	Assistant Accountant	NB	\$6,673.33	\$7,408.27	\$8,143.20	0.2203	N/A	N/A	N/A	N/A	N/A	N/A	\$9,293	\$12,744	22.03%	\$9,293	\$12,744	-9%	Accountant	Internal equity 10% below the Accountant.	\$9,252	\$12,736	\$9,252
451-0	Assistant Environmental Resource Analyst	NB	\$6,673.33	\$7,408.27	\$8,143.20	0.2203	N/A	N/A	N/A	N/A	N/A	N/A	\$8,080	\$9,718	22.03%	\$8,080	\$9,718	-9%	Environmental Resource Analyst	Maintain current at 10% below anchor's (less than current salary). Anchor is 9.08% higher than Assistant Analyst.	\$8,080	\$9,718	\$8,080
108-0	Assistant Management Analyst	NB	\$6,673.33	\$7,408.27	\$8,143.20	0.2203	N/A	N/A	N/A	N/A	N/A	N/A	\$9,206	\$13,226	22.03%	\$9,206	\$13,226	-9%	Management Analyst	Maintain internal equity with 10% below Management Analyst.	\$9,276	\$13,131	\$9,276
502-1	Director of Finance/Administrative Services Director	9	\$14,858.13	\$16,493.53	\$18,128.93	0.2201	\$15,249.87	\$18,586.12	\$21,370.58	-2.64%	-12.88%	-17.88%	\$21,370.58	\$21,370.58	22.01%	\$21,079	\$256,447	0%	Labor Market	Aligned with 100% of the maximum of the median of the labor market.	\$21,034	\$256,443	\$21,034
506-0	Director of Operations	8	\$14,625.87	\$16,237.00	\$17,848.13	0.2203	\$15,001.09	\$18,175.18	\$21,349.28	-2.50%	-10.66%	-16.40%	\$21,349.28	\$21,349.28	22.03%	\$21,049	\$256,447	0%	Director of Finance/Administrative Services Director	Aligned with anchor.	\$21,084	\$256,443	\$21,084
915-0	Electrical/Instrumentation Control Supervisor	5	\$8,105.07	\$8,998.60	\$9,892.13	0.2205	\$8,746.64	\$9,864.92	\$10,885.28	-7.94%	-9.63%	-10.04%	\$10,885.28	\$10,885.28	22.05%	\$10,028	\$130,023	0%	Labor Market	Aligned with 100% of the maximum of the median of the labor market.	\$10,058	\$130,024	\$10,058
315-0	Environmental Compliance Officer (formerly Senior Environmental Resource Analyst)	4	\$8,971.73	\$9,959.73	\$10,947.73	0.2202	\$7,744.95	\$9,270.87	\$10,950.70	13.71%	6.92%	-0.03%	\$10,947.73	\$10,947.73	22.02%	\$10,661	\$131,373	N/A	Maintain Current	Maintain current salary, labor market is lower than current salary.	\$10,682	\$131,373	\$10,682
450-0	Environmental Technician (formerly Engineering Technician)	4	\$7,360.67	\$8,148.40	\$8,956.13	0.2201	\$7,078.89	\$8,133.55	\$9,182.04	0.43%	0.43%	-2.52%	\$8,956.13	\$8,956.13	22.01%	\$8,888	\$107,474	N/A	Maintain Current	Maintain the current at market.	\$8,807	\$107,474	\$8,807
314-0	Environmental Technician (formerly Engineering Technician)	5	\$5,894.93	\$6,444.53	\$7,084.13	0.2204	\$5,548.37	\$6,485.71	\$7,428.04	4.51%	-3.74%	-10.50%	\$7,428.04	\$7,428.04	22.04%	\$7,674	\$93,936	0%	Labor Market	Aligned with 100% of the maximum of the median of the labor market.	\$7,691	\$93,933	\$7,691
715-0	Fleet Mechanic and Maintenance Supervisor	NB	\$8,105.07	\$8,998.60	\$9,892.13	0.2205	N/A	N/A	N/A	N/A	N/A	N/A	\$10,046.98	\$12,364	22.05%	\$9,883	\$120,364	22%	Solid Waste Equipment Mechanic	Maintain the current internal alignment 22% above anchor.	\$9,821	\$120,357	\$9,821
501-1	General Manager	4	\$16,689.87	\$21,834.80	\$23,999.73	0.2201	\$20,823.60	\$22,897.16	\$24,747.96	-5.87%	-2.88%	-3.12%	\$24,747.96	\$24,747.96	22.01%	\$24,397	\$296,976	0%	Labor Market	Aligned with 100% of the maximum of the median of the labor market.	\$24,381	\$296,982	\$24,381
107-0	Human Resources Analyst/Chief of the Board	7	\$7,360.67	\$8,148.40	\$8,956.13	0.2201	\$7,808.73	\$9,314.07	\$10,866.86	-6.31%	-14.31%	-21.33%	\$10,866.86	\$10,866.86	22.01%	\$10,681	\$130,402	0%	Labor Market	Aligned with 100% of the maximum of the median of the labor market.	\$10,691	\$130,395	\$10,691
110-0	Human Resources Technician	NB	\$5,071.73	\$5,630.73	\$6,189.73	0.2204	N/A	N/A	N/A	N/A	N/A	N/A	\$7,620.4	\$9,145	22.04%	\$7,621	\$93,145	-29%	Human Resource Analyst/Chief of the Board	Aligned 40% below anchor.	\$7,636	\$93,142	\$7,636
901-0	Instrumentation Technician	5	\$6,794.67	\$7,344.33	\$7,894.00	0.2207	\$6,759.38	\$7,485.51	\$8,156.70	0.35%	2.78%	0.79%	\$7,894.00	\$7,894.00	22.07%	\$8,156	\$99,528	N/A	Maintain Current	Maintain the current at market.	\$8,1578	\$99,528	\$8,1578
103-0	Management Analyst	7	\$7,360.67	\$8,148.40	\$8,956.13	0.2201	\$7,180.45	\$8,401.13	\$10,369.84	2.18%	-3.10%	-15.78%	\$10,369.84	\$10,369.84	22.01%	\$10,993	\$124,438	0%	Labor Market	Aligned with 100% of the maximum of the median of the labor market.	\$10,962	\$124,446	\$10,962
805-0	Mechanic Assistant	NB	\$4,667.87	\$5,180.93	\$5,694.00	0.2198	N/A	N/A	N/A	N/A	N/A	N/A	\$7,486.57	\$9,839	21.98%	\$7,849	\$99,839	-9%	Solid Waste Equipment Mechanic	Maintain current internal alignment 10% below Solid Waste Equipment Mechanic.	\$7,832	\$99,835	\$7,832
112-0	Safety Officer	NB	\$8,866.00	\$9,844.47	\$10,822.93	0.2207	N/A	N/A	N/A	N/A	N/A	N/A	\$10,822.93	\$12,975	22.07%	\$10,639	\$129,975	N/A	Maintain Current	Maintain current. No data to recommend change.	\$10,634	\$129,975	\$10,634
608-0	Senior Accountant	NB	\$8,448.80	\$9,374.73	\$10,304.67	0.2202	N/A	N/A	N/A	N/A	N/A	N/A	\$11,885.08	\$16,880	22.02%	\$11,880	\$146,880	15%	Accountant	Align 15% above the anchor.	\$11,696	\$146,626	\$11,696
452-0	Senior Environmental Resource Analyst	NB	\$8,077.33	\$8,865.67	\$9,654.00	0.2200	N/A	N/A	N/A	N/A	N/A	N/A	\$10,299.55	\$12,395	22.00%	\$10,311	\$123,395	15%	Environmental Resource Analyst	Maintain current alignment with 15% above anchor.	\$10,125	\$123,394	\$10,125
806-0	Senior Solid Waste Equipment Operator	NB	\$5,997.33	\$6,659.47	\$7,321.60	0.2208	N/A	N/A	N/A	N/A	N/A	N/A	\$7,702.24	\$9,427	22.08%	\$7,510	\$92,427	15%	Solid Waste Equipment Operator	Maintain current alignment with 15% above anchor.	\$7,545	\$92,435	\$7,545
819-0	Solid Waste Equipment Mechanic	8	\$5,997.33	\$6,659.47	\$7,321.60	0.2208	\$6,059.55	\$7,402.33	\$8,235.23	-0.94%	-3.75%	-7.03%	\$8,235.23	\$8,235.23	22.08%	\$8,049	\$98,823	0%	Labor Market	Aligned with 100% of the maximum of the median of the labor market.	\$8,074	\$98,821	\$8,074
820-0	Solid Waste Equipment Operator	7	\$5,487.73	\$6,092.67	\$6,697.60	0.2205	\$5,157.00	\$6,244.50	\$7,092.00	-1.26%	-1.00%	-0.80%	\$6,697.60	\$6,697.60	22.05%	\$6,853	\$80,371	N/A	Maintain Current	Maintain the current salary, at market.	\$6,853	\$80,371	\$6,853
716-0	Solid Waste Operations Superintendent	3	\$10,571.60	\$11,737.27	\$12,902.93	0.2205	\$7,676.93	\$9,032.47	\$10,348.00	27.38%	23.21%	19.80%	\$12,902.93	\$12,902.93	22.05%	\$12,859	\$154,855	N/A	Maintain Current	Maintain the current salary due to labor market data resulting in lower salary vs. current.	\$12,690	\$154,835	\$12,690
823-0	Solid Waste Operations Supervisor	4	\$8,105.07	\$8,998.60	\$9,892.13	0.2205	\$6,629.14	\$7,550.47	\$8,487.00	18.21%	16.09%	10.06%	\$9,892.13	\$9,892.13	22.05%	\$9,761	\$118,706	N/A	Maintain Current	Maintain the current salary due to labor market data resulting in lower salary vs. current.	\$9,726	\$118,706	\$9,726
821-0	Solid Waste Worker (I)	4	\$4,234.53	\$4,699.93	\$5,165.33	0.2198	\$3,660.37	\$4,251.77	\$4,762.70	13.35%	11.89%	12.24%	\$5,165.33	\$5,165.33	21.98%	\$5,014	\$61,984	N/A	Maintain Current	Maintain the current alignment with 15% above anchor.	\$5,074	\$61,984	\$5,074
911-0	Water/Wastewater Electrical Mechanical Worker	NB	\$5,884.67	\$6,334.67	\$7,184.67	0.2209	N/A	N/A	N/A	N/A	N/A	N/A	\$7,212.17	\$9,086	22.09%	\$7,086	\$86,546	-13%	Instrumentation Technician	Maintain the current alignment 13% below anchor.	\$7,049	\$86,549	\$7,049
723-0	Water/Wastewater Operations Superintendent	7	\$9,320.13	\$10,348.87	\$11,377.60	0.2208	\$8,829.20	\$11,036.51	\$12,243.81	5.27%	-6.64%	-16.40%	\$12,243.81	\$12,243.81	22.08%	\$13,186	\$158,226	0%	Labor Market	Aligned with 100% of the maximum of the median of the labor market.	\$13,020	\$158,933	\$13,020
720-0	Water/Wastewater Operations Supervisor	5	\$8,105.07	\$8,998.60	\$9,892.13	0.2205	\$7,701.16	\$9,048.86	\$10,396.56	4.98%	-0.66%	-5.10%	\$10,396.56	\$10,396.56	22.05%	\$10,220	\$124,759	0%	Labor Market	Aligned with 100% of the maximum of the median of the labor market.	\$10,232	\$124,758	\$10,232
905-0	Water/Wastewater Treatment Operator I	NB	\$5,328.27	\$5,915.00	\$6,501.73	0.2202	N/A	N/A	N/A	N/A	N/A	N/A	\$7,589	\$9,106	22.02%	\$7,589	\$91,016	-9%	Water/Wastewater Treatment Operator II	Maintain the current aligned to 10% below anchor.	\$7,460	\$91,021	\$7,460
906-0	Water/Wastewater Treatment Operator II	8	\$5,907.20	\$6,555.47	\$7,203.73	0.2195	\$6,309.50	\$7,138.40	\$8,343.15	-6.65%	-10.88%	-11.09%	\$8,343.15	\$8,343.15	21.95%	\$8,298	\$100,118	0%	Labor Market	Aligned with 100% of the maximum of the median of the labor market.	\$8,206	\$100,110	\$8,206
910-0	Water/Wastewater Treatment Operator III	NB	\$6,517.33	\$7,234.93	\$7,952.53	0.2202	N/A	N/A	N/A	N/A	N/A	N/A	\$9,254	\$10,130	22.02%	\$9,254	\$110,130	10%	Water/Wastewater Treatment Operator II	Maintain the current aligned to 10% above anchor.	\$9,293	\$110,136	\$9,293
913-0	Water/Wastewater Treatment Operator IV	NB	\$7,184.67	\$7,974.20	\$8,763.73	0.2198	N/A	N/A	N/A	N/A	N/A	N/A	\$9,915	\$12,142	21.98%	\$9,915	\$121,142	10%	Water/Wastewater Treatment Operator III	Maintain the current aligned to 10% above anchor.	\$9,928	\$121,139	\$9,928
914-0	Water/Wastewater Treatment Operator V	NB	\$7,370.13	\$8,180.47	\$9,090.80	0.2199	N/A	N/A	N/A	N/A	N/A	N/A	\$10,926	\$13,257	21.99%	\$10,926	\$133,257	10%	Water/Wastewater Treatment Operator IV	Maintain the current aligned to 10% above anchor.	\$10,920	\$133,266	\$10,920
916-0	Water/Wastewater Treatment Operator-in-Training	NB	\$5,071.73	\$5,630.73	\$6,189.73	0.2204	N/A	N/A	N/A	N/A	N/A	N/A	\$7,025	\$8,682	22.04%	\$7,025	\$86,682	-5%	Water/Wastewater Treatment Operator I	Maintain the current internal alignment 5% below anchor.	\$7,053	\$86,674	\$7,053

Attachment B Salary Recommendations (REVISED)

908-0	Water/Wastewater Worker	8	\$4,716.40	\$5,234.67	\$5,752.93	0.2198	\$5,896.27	\$6,183.88	\$6,771.48	-19.64%	-14.92%	-13.21%	\$5,351.43	\$6,771.48	21.98%	\$6,637	\$81,258	-11%	Labor Market	Aligned with 100% of maximum of the median of the labor market.	\$66,602	\$81,266
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Private and Confidential

VENTURA REGIONAL SANITATION DISTRICT
Classification Study

SUBMITTED BY:
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Background

CPS HR Consulting (CPS HR) was retained by the Ventura Regional Sanitation District (VRSD) to conduct a classification study that included up to (12) classifications with (15) incumbents. The purpose of the study was to review the current classification structure and related concepts; provide appropriate classification recommendations reflective of the work performed; update up to (12) existing classification specifications and the creation of up to (2) new classification specifications, as needed; and to ensure that all positions are appropriately allocated within the newly proposed classification structure.

This classification study report is designed to provide an overview of study tasks; a conceptual framework for the analysis; a recommended classification structure; specific allocation analyses and recommendations for each of the positions encompassed in this study; and the next steps in the study.

The overall study participation rate was 83%. The Classification Study report reflects classifications for an allocation structure that includes (12) classifications due to elimination of classifications, retitles/additions in class series, and creation of new classes.

The VRSD Classification Study project teams consisted of VRSD Executive Management/HR and the CPS HR project team as noted below.

VRSD Executive Management/HR

- Eric Zetz, General Manager
- Tina Rivera, Director of Finance
- Mayra Rodriguez, Human Resources Analyst

CPS HR Project Team

- Suzanne Ansari, Project Manager/Senior HR Consultant
- Manpreet Kaur, Associate HR Consultant
- Joe Lopez, Associate HR Consultant

Classifications included in this study (12 Total)

1. Accountant
2. Administrative Assistant
3. Director of Finance
4. Electrical and Instrumentation Control Supervisor
5. Engineering Technician
6. Fiscal Assistant
7. Human Resource Analyst
8. Senior Accountant
9. Senior Engineer
10. Solid Waste Helper (*now Solid Waste Worker*)
11. Solid Waste Worker
12. Water/Wastewater Operations Supervisor

Overview of Study Tasks

In conducting the study, CPS HR completed the following tasks:

- Reviewed background materials sent by VRSD, including the existing job descriptions (classification specifications) for the (12) classifications studied, an incumbent roster, and relevant documents or materials.
- Conducted a kick-off meeting with VRSD on June 9, 2025 to ensure a comprehensive understanding of the study goals and objectives and to receive their comments and feedback concerning the study and the process.
- Facilitated (1) virtual study orientation on June 17, 2025 to provide employees and supervisors with an overview of the study process, incumbent/supervisor roles, and instructions regarding completion of the PDQ and important deadlines.
- Distributed an online Position Description Questionnaire (PDQ) to study incumbents with a one-level supervisor review process on June 17, 2025.
- Scheduled and conducted virtual classification interviews from July 2025 through August 2025, with incumbents and supervisors, to obtain a more comprehensive overview of the work performed by each position. This timeframe includes the alternate interview dates provided for rescheduled interviews. All interviews were conducted virtually via Microsoft Teams.
- Analyzed all information gathered via the PDQs and the interviews to identify the scope and level of work performed by each incumbent, the typical duties, and the requisite knowledge, skills, abilities, and other job-related characteristics required to perform the work assigned to each position.
- Provided a classification structure crosswalk and initial classification recommendations on September 19, 2025 based on classification concepts, structure, PDQ content, and interviews for each identified classification for review and feedback from VRSD.
- Developed updated/new classification specifications supporting the classification structure recommendations using a classification specification template and format approved by VRSD. All revised classification specifications with track changes are posted on the Microsoft Teams Collaboration site in the [Final Deliverables](#) folder.
- Provided this final classification study report to VRSD on October 3, 2025.

Guidelines and Definitions

Standard Classification Factors

To develop classification and allocation recommendations, each position was evaluated based on the nature of the work. The 'nature of work' refers to the occupation, profession, or field of expertise that each position falls under. Positions are initially categorized by the broad scope of their functions, responsibilities, employment requirements, and their overall purpose. Positions performing similar work are grouped into the same 'job family.' Within each job family, the level of a position is determined by evaluating it against the following factors:

- **Decision Making** - This consists of the decision-making responsibility and degree of independence or latitude that is inherent in the position, and the impact of the decisions (i.e., within their department and/or agency-wide).
- **Scope and Complexity** - This defines the breadth and difficulty of the assigned function or program responsibility inherent in the classification.
- **Contact with Others Required by the Job** - This measures the types of contacts, and the purpose of the contacts.
- **Supervision Received and Exercised** - This describes the level of supervision received from others and the nature of supervision provided to other workers. It relates to the independence of action inherent in a position.
- **Knowledge, Skills, and Abilities** - This defines the knowledge, skills, and abilities necessary to successfully perform assigned job duties.

These factors were applied consistently and thoughtfully during the analysis of each position within the scope of the study. While not every factor is relevant to all positions, each factor is evaluated based on its significance to the specific nature of the job being analyzed.

Whole-Job Analysis

For this study, CPS HR employed a whole-job analysis approach. This method examines the entire classification, considering factors such as the required skills, decision-making authority, scope, work magnitude, and accountability for results. It then compares these elements to other positions based on an overall assessment of difficulty and performance.

Broad and Narrow Classifications

A key element of a classification structure is the careful use of both broad and narrow classification concepts. While it is easy to place positions in the same classification when their duties are identical, in practice, positions with differing duties and responsibilities can still fall under the same classification. Classification plans typically group positions based on a determination of 'sufficient similarity.' Within an organization, this similarity can be defined in a way that aligns with the organization's goals and philosophy. For example, a broad interpretation may group positions that share core classification factors but allow for considerable variation in assignments within the same classification. On the other hand, a narrower interpretation may create distinct classifications to address these variations.

Point in Time Analysis

A classification study captures the essential nature of positions at a specific point in time. As a result, recommendations cannot fully anticipate all potential future changes, particularly in a rapidly evolving environment where organizational needs, technologies, and skill requirements are in constant flux. However, the proposed classification structure, work levels, and identified functional areas should provide a solid foundation for addressing VRSD future classification needs.

Preponderance of Duties

Classification studies often reveal that positions involve a wide range of duties and that incumbents carry varying levels of responsibility at any given time. As a result, positions must be analyzed based on their predominant duties. Predominance refers to the importance of those duties, with the most predominant duties supporting the primary purpose of the position. While the most time-consuming duties (e.g., those that take up 51% or more of the time) may be considered predominant, it is important to also consider the responsibility and complexity of other duties, even if they do not take up the majority of an incumbent's time. Ultimately, determining predominance requires judgment, applying a consistent set of factors fairly and equitably across the classification structure.

Level of Work, Not Volume of Work

Position classification reflects the level of work performed by an incumbent and is generally independent of workload volume. For example, if one incumbent handles a larger quantity of customer inquiries than another but both allocate a similar amount of time to their tasks and responsibilities, they would both fall under the same classification. In fact, study questionnaires do not inquire about, nor do CPS HR consultants consider the relative productivity of incumbents when evaluating positions. Similarly, classifications are not based on the amount of time incumbents spend on tasks or the volume of work assigned. Issues related to excessive workload should be addressed through work redistribution or adding incumbents, rather than creating new classifications.

Classification of the Position, Not the Incumbent

Position classifications should remain consistent regardless of the individual holding the position. Therefore, a classification study should focus on classifying the positions themselves, not the incumbents in those roles. A classification system should not take into account the skills or performance efficiency of individual incumbents. Instead, it should assess the duties and responsibilities assigned to the position. As such, classification is not intended to reward individual performance or achievements, nor should it be used to create classifications solely based on an incumbent's length of service.

Position versus Classification

While the terms 'position' and 'classification' are often used interchangeably, they actually have distinct meanings. In a classification plan, a position refers to the set of duties and responsibilities performed by a single individual. The term 'job' is sometimes used in place of 'position.' On the other hand, a classification can apply to one position or several. When multiple positions fall under the same classification, it indicates that the title is appropriate for each, as the scope, level, duties, and responsibilities are sufficiently similar (though not necessarily identical). Additionally, the same core knowledge, skills, abilities, and other requirements are applicable to all positions, and a single salary range is equitable for each position within the classification.

Classification versus Allocation

Classification is the process of identifying and describing the different types of work within an organization, grouping similar positions together by job family, classification series, and classification distinctions. Allocation, on the other hand, is more specifically related to the placement and budgeting of positions within the organization. As a result, agencies may allocate a position based on the outcomes of the classification analysis for that position.

Job Category

The overall nature of the work performed serves as the foundation for establishing job families, grouping positions based on their core functions and responsibilities. Classifications within a job family typically share similar employment requirements, which can support career progression. However, positions within the same job family may still differ in terms of education, experience, skill, effort, or responsibility. The job category, along with other factors, helps define the scope of work and position within the job family. For example, a financial job family might include classifications such as clerical/administrative, technical, professional, and supervisory.

Classification Levels

Within each classification series, a classification may exist at every level or only at selected levels. The levels within a job family reflect the structure of the organization and should be customized to align with your organization's needs and priorities. The following are the typically recommended categories:

- **Entry-level** classifications are intended to offer on-the-job training for incumbents with limited or no related work experience, and who are not yet performing the full range of duties assigned to the journey-level class. In some cases, positions with limited scope or basic duties may be permanently allocated to the entry level
- **Journey-level** classifications apply to positions that perform the full range of tasks typically assigned within a job family. Incumbents in journey-level positions are expected to be fully competent in carrying out their assigned duties.
- **Advanced/Lead-level**
 - **Advanced-level** classifications are assigned significant responsibilities beyond the journey level or require specialized technical or functional expertise. Individuals in these roles possess advanced knowledge and skills, exercise independent judgment, and may provide technical, functional, or lead supervision to lower-level staff.
 - **Lead-level** classifications describe positions assigned significant lead responsibility over journey-level positions that may or may not possess a specialized technical or functional expertise. The position exists to provide daily direction, training, coaching, and oversight that does not include full supervisory responsibility for discipline and performance evaluation. They may require specialized knowledge, abilities, skills, and experience and exercise independent judgment in the performance of their duties. The designation of "Senior" is often used for this level of classification. These positions often involve independent judgment, and the ability to guide or mentor less experienced staff.
- **Supervisor-level** classifications apply to full, first-line supervisory positions responsible for planning, assigning, supervising, and formally reviewing the work of subordinates. Supervisors assist in program development and management and handle various personnel actions, including performance evaluations, training, selection, transfers, leave approvals, and recommending disciplinary measures. They may also assist with budget development and administration for assigned functions or programs. Most 'working' supervisors spend a significant portion of their time performing the more challenging and complex tasks within their section or unit.

Classification Titling Conventions/Job Series

Classification titles and levels should be determined based on the specific needs of the organization. However, there are common standardized conventions for titling and leveling that are often followed when creating classification plans. A classification series may be formed when two or more roles are related in a linear or other manner. Typically, roles are grouped into a series when the tasks performed are similar in nature but vary in level, and when the duties at the lower-level position help build the knowledge, skills, and abilities necessary for higher-level work.

While titles alone do not define a position, consistent titling conventions can help create a clear and organized classification system. When used appropriately, these titles offer a quick and visual method to identify both the type and level of a classification. As titles are often seen as a reflection of status, they can become a sensitive matter within an organization. Consequently, employees are typically very interested in their job titles. Ideally, job titles should accurately reflect the nature of the work being performed. Some examples include the following:

- **Clerk/Assistant:** This entry-level position handles routine administrative tasks in an office setting, applying basic principles to complete assignments. Incumbents focus on determining what, when, where, and how tasks should be done. They provide support to an office or department.
- **Technician:** A journey-level technical position that requires applying policies, methods, and procedures, often with prior training. In administrative settings, technicians interpret specialized laws to guide actions and apply independent judgment to unfamiliar situations.
- **Specialist:** Used within a job family to identify a higher-level position responsible for specialized tasks beyond the scope of a journey-level role. It's often applied to the most advanced work within a series.
- **Lead/Senior:** These positions guide and direct others, ensuring tasks meet standards and providing training. Lead employees still perform the work but oversee others' progress. They typically don't have formal supervisory duties but may help provide input with evaluations.
- **Coordinator:** A broad title for non-supervisory roles focused on coordinating a program or function, ensuring alignment with policies and practices. The role involves significant independence and program responsibility.
- **Analyst:** Professionals responsible for breaking down complex problems, conducting research, and developing solutions. Analyst roles typically require a college degree and involve administrative, policy, and program evaluation duties.
- **Supervisor:** Supervisors manage subordinates, handle personnel actions, and may perform some of the same work as their team. They are responsible for overseeing schedules, performance, and discipline.
- **Manager:** Oversee major programs or divisions, supervise teams, and are responsible for strategic planning, organizational leadership, budget management, and staffing decisions. The designation of "Manager," or "Superintendent" been used for this level classification.
- **Director:** Directors are responsible for all departmental resources, activities, and results, ensuring efficient integration across functions. They oversee staffing, management, and strategic planning, and collaborate with other departments to coordinate and deliver services effectively and for participating in organizational performance assessments and continuing improvements.

Flexible Staffing Practice: Under this concept, VRSD may flexibly staff positions within a classification series at either the entry or journey level, based on candidate qualifications and organizational needs. Typically, journey-level positions are filled at the entry level when vacant, unless immediate journey-level expertise is required. Advancement from entry to journey level is determined by management, using performance criteria to assess readiness. Progression to senior-level roles is achieved through competitive selection rather than routine promotion.

Classification Series: A classification series consists of two or more related job classes within a family, distinguished by the level of responsibility, duties, and independence. These series are organized by factors, such as scope of responsibility, required training and experience, and the nature of supervision. Titles such as I, II, III, or Senior are used to define levels within the series.

Career Ladders: Career ladders are designed to help employees advance to higher job levels. To be effective, VRSD must have a need for higher-level roles and prioritize developing and retaining employees over hiring externally. Employees must be interested in and capable of progressing to these higher responsibilities.

VRSD support of career progression, through employer-paid training, educational reimbursement, and incentives, plays a key role in employee growth. Position classification is an ongoing process that must adapt to the evolving needs of the organization. Regular reviews are necessary to ensure the classification plan aligns with changes in goals, structure, policies, technology, and workforce characteristics. Once in place, the classification plan should be consistently applied, and any inconsistencies between employment decisions and the plan should be addressed.

Typical Classification Study Results

Classification studies are used to determine classifications and levels of positions. This may result in a variety of outcomes as listed below:

- No position change – position appropriately classified, and classification specification is accurate, and/or minor updates have been made.
- Reclassification/reallocation of positions – assignment to a different classification or category to an entirely new classification, an existing lower classification, an existing lateral classification, or an existing higher classification that more accurately reflects the required duties and level of responsibilities.
- Change in the title of positions – updating the job title as needed to reflect modern industry standards and/or organizational structures.
- Revision of the classification specifications – updating the classification specifications to reflect the current scope of work, duties, knowledge, skills, abilities, education, experience, licenses, certifications, required training, etc.
- Consolidation of classifications – combining two or more classifications into a single or fewer classifications.
- Deletion of obsolete classifications – removal of classifications that are outdated or inactive.
- Creation of new classifications – developing additional classifications to accurately reflect changes in functions, duties, scope, and/or level of work being performed.

Classification Study Methodology

CPS HR employed a three-step approach to collect the necessary information for the classification study: reviewing VRSD's background materials, analyzing Position Description Questionnaires (PDQs), and conducting interviews with incumbents and supervisors. The methodologies used during each phase of data collection are outlined below.

Review of Client Materials

CPS HR Consultants reviewed background material to become more familiar with VRSD organizational structure and culture including classification specifications, classification structure, incumbent roster, and other relevant documents. These materials helped to provide a framework for understanding VRSD operations.

Position Description Questionnaires (PDQs)

To evaluate each individual position, CPS HR used a Position Description Questionnaire (PDQ) process to collect information from incumbents. The PDQ is a questionnaire that gathers information on the following:

- Essential job functions
- Percentage of time spent on job duties
- Budgetary responsibility
- Supervision given and received
- Decision making responsibility
- Knowledge, skills, and abilities
- Minimum education, experience, and certifications or specialized training requirements
- Services provided, and work products produced

To ensure the integrity of the classification process and validate the responses, the PDQ submission process typically follows a tiered approach to data collection, involving input from both incumbents and supervisors. First, incumbents completed the PDQ. Once submitted, CPS HR forwarded the incumbent's PDQ to the relevant supervisor, who reviewed it and completed the Supervisor PDQ Feedback form to confirm that all relevant information was accurately captured. Supervisors could provide comments on the content without altering the incumbent's responses.

CPS HR Consultants carefully reviewed each of the incumbent PDQs and supervisor PDQ feedback forms to gain a clear understanding of the duties and responsibilities associated with each position. The overall participation rate for non-vacant classifications was 83%. All identified study incumbents were sent an online PDQ and encouraged to participate. Since there were some vacant classifications, the PDQs were sent to the assigned supervisor for completion. Additionally, CPS HR Consultants compared the information from the PDQs to the position's classification specifications to identify any incumbents who may be working outside their assigned classification.

Interviews of Incumbents and Supervisors

CPS HR staff conducted interviews with VRSD incumbents and supervisors over a (5) week period, from June-July 2025. All interviews were held virtually via Microsoft Teams and were structured to fit within a 45-minute

timeframe. CPS HR scheduled (15) interviews with incumbents and supervisors, completing (9) incumbent interviews and (6) supervisor interviews. This timeframe included alternate dates for rescheduled interviews.

The purpose of the interviews was to gather additional insights into the interviewee’s job duties and responsibilities, the sequencing of tasks, job requirements, and the nature of their interactions with coworkers, external clients, and the public. The interviews also served to clarify any information provided by the interviewee on the PDQ.

Classification Data Analysis and Recommendations

The information provided from the PDQs, and interviews were utilized to determine the degree to which VRSD’s current classification specifications describe the actual work being performed by the incumbents. The information was also used to develop new or revised draft proposed classification specifications and to properly allocate positions based on a proposed classification structure. Incumbents were allocated to the appropriate classification based on the point-in-time that the data was collected, and any subsequent changes in staffing will not be reflected. CPS HR used the information to identify broad job families as appropriate.

Classification Outcomes, Analysis and Recommended Allocations

Each classification included in this study was analyzed based on the information provided in the PDQs, the data collected during interviews, and any additional information supplied by the incumbent and/or their supervisor. CPS HR also reviewed the existing job descriptions (classification specifications) for the positions under study. The recommended classification structure supports the current needs of the organization and includes changing the classification concepts as needed, providing appropriate and consistent titles that represent the body of work/function. The proposed classification structure:

- Consolidates classifications where the duties and responsibilities of the work assigned are sufficiently similar in scope and complexity.
- Creates new classifications where the duties and responsibilities are sufficiently unique in scope and complexity.
- Provides more defined distinctions among the different classifications.

Additional levels (e.g., I, II, III) are added to represent the complexity of the work function. As programs are added or changed, positions may be added or changed to maintain consistency and to support VRSD initiatives. Table 2 below summarizes the proposed classification allocation recommendations.

Table 2: Summary of Recommended Classification Allocations

	Current Title	Proposed Title
	Accountant	(SAME) Accountant
	Administrative Assistant	(SAME) Administrative Assistant
	Administrative Assistant	(SAME) Administrative Assistant
	Administrative Assistant	(SAME) Administrative Assistant
	Director of Finance	(NEW) Director of Finance/Administrative Services

	Electrical & Instrumentation Control Supervisor	(SAME) Electrical & Instrumentation Control Supervisor
	Engineering Technician	(NEW) Environmental Technician
	Human Resource Analyst	(SAME) Human Resource Analyst
	Senior Accountant	(SAME) Senior Accountant
	Senior Engineer	(NEW) Environmental Compliance Officer
	<i>Was Solid Waste Helper/Now Solid Waste Worker</i>	(NEW) Solid Waste Worker I
	<i>Was Solid Waste Helper/Now Solid Waste Worker</i>	(NEW) Solid Waste Worker I
	<i>Was Solid Waste Helper/Now Solid Waste Worker</i>	(NEW) Solid Waste Worker I
	<i>Was Solid Waste Helper/Now Solid Waste Worker</i>	(NEW) Solid Waste Worker II
	<i>Was Solid Waste Helper/Now Solid Waste Worker</i>	(NEW) Solid Waste Worker I
	<i>Was Solid Waste Helper/Now Solid Waste Worker</i>	(NEW) Solid Waste Worker I
	<i>Was Solid Waste Helper/Now Solid Waste Worker</i>	(NEW) Solid Waste Worker I
	Solid Waste Worker	(NEW) Solid Waste Worker II
	Solid Waste Worker	(NEW) Solid Waste Worker II
	Solid Waste Worker	(NEW) Solid Waste Worker II
	Solid Waste Worker	(NEW) Solid Waste Worker II
	Solid Waste Worker	(NEW) Solid Waste Worker II
	Water/Wastewater Operations Supervisor	(SAME) Water/Wastewater Operations Supervisor

CPS HR Contact Information

It has been a pleasure collaborating with VRSD on this classification study. The CPS HR Consulting team will be available to address any questions regarding the data and findings within this classification report for (2) weeks following its delivery. After this two-week period, the classification study project will be officially concluded, the project will be closed, and all deliverables considered final. A separate VRSD base compensation study will follow the classification study. Any questions and comments with respect to this report should be directed to Suzanne Ansari-Senior HR Consultant at sansari@cprhr.us.

Guide to the report attachments

Included as attachments to this classification study report are several documents that summarize the findings and recommendations of this classification study.

- **Attachment A:** Provides the recommended allocation structure, which provides a “crosswalk” to show the relationship between current and proposed classification titles and provides brief summary comments about changes to the classification specifications
- **Attachment B:** Due to size of the file, the revised classification specifications with “track changes” been uploaded to the Microsoft Teams Collaboration site as separate documents
- **Attachment C:** Provides a copy of the Position Description Questionnaire (PDQ) used in the study.

Ventura Regional Sanitation District
 Recommended Title Allocations
 Cross Walk (Attachment A)

Current Title	Department	Proposed Title	Rationale
Accountant	Central Administration/Ballard	(SAME) Accountant	Incumbent is performing work that aligns with the class specification and is appropriately allocated within the current classification.
Administrative Assistant	Operations: Solid Waste/Toland	(SAME) Administrative Assistant	Incumbent is performing work that aligns with the class specification and is appropriately allocated within the current classification.
Administrative Assistant	Operations: Water Wastewater/Ballard	(SAME) Administrative Assistant	Incumbent is performing work that aligns with the class specification and is appropriately allocated within the current classification.
Administrative Assistant	Central Administration/Ballard	(SAME) Administrative Assistant	At the time of this study, this Administrative Assistant position was vacant though two other AA positions were filled.
Director of Finance	Central Administration/Ballard	(NEW) Director of Finance/Administrative Services	Recommend reclassification from 'Director of Finance' to 'Director of Finance/Administrative Services' to reflect the significant expansion of duties. The role now encompasses a broader range of responsibilities than those outlined in the current 'Director of Finance' classification. Over the past four years, the position has evolved to include oversight of Human Resources, Information Technology, Risk Management, and Grant Administration, alongside the continued leadership of all Finance Department activities and operations. A new classification specification that accurately captures these expanded duties is proposed for development.
Electrical & Instrumentation Control Supervisor	Operations: Water Wastewater/Ballard	Electrical & Instrumentation Control Supervisor	In addition to managing electrical and instrumentation systems, this incumbent also supervises the daily operations of the wastewater collection system crews, ensuring effective line cleaning, CCTV inspection, and maintenance programs. CPS HR recommends using broader terminology in the class specification, updating specific program names like HACH and Lucidy to more general terms such as 'associated programming' to keep the job description relevant despite changes in software. The current reporting relationship should be revised from Operations Manager to Director of Operations. Additionally, certifications like CWEA's instrumentation technician certificate and mechanical technologist certificate should be included as desirable qualifications. It is important to emphasize that this role is a working supervisor position, involving fieldwork and direct involvement in operations.
Engineering Technician	Operations: Solid Waste/Toland	(NEW) Environmental Technician	Recommend reclassification from 'Engineering Technician' to 'Environmental Technician'. The primary duties of this classification involve monitoring and maintaining landfill gas systems, including checking on flares at both active and inactive sites, rather than traditional engineering technician duties. Based on interviews with the incumbent and management, VRSD relies on consultants for the majority of its engineering needs. Additional tasks include stormwater sampling and inspections. This classification does not supervise or evaluate staff but may provide guidance to solid waste workers in the field to ensure tasks are correctly performed and environmental compliance is maintained. New classification specification is proposed to be developed.
Human Resource Analyst	Central Administration/Ballard	(SAME) Human Resource Analyst	The incumbent is appropriately allocated within the current classification. However, this role also serves as Clerk of the Board for two boards which is not common for a typical HR Analyst job. The clerk of the board duties are considered permanent, and new duties have been added to a revised job description that has not yet been board approved. Though not part of this class study current scope of work, the former GM recommended this role's FLSA status should be reviewed.
Senior Accountant	Central Administration/Ballard	(SAME) Senior Accountant	Incumbent is performing work that aligns with the class specification and is appropriately allocated within the current classification; recommend minor edits to classification specification.
Senior Engineer	Operations: Solid Waste/Toland	(NEW) Environmental Compliance Officer	Recommend reclassification from 'Senior Engineer' to 'Environmental Compliance Officer' or 'Environmental Compliance Manager', as the role focuses on environmental regulations, permits, and compliance rather than traditional engineering or construction oversight. Based on interviews with the incumbent and management, VRSD relies on consultants for the majority of its engineering needs. New classification specification is proposed to be developed.
Was Solid Waste Helper/Now Solid Waste Worker	Operations: Solid Waste/Toland	(NEW) Solid Waste Worker I	Recommend establishing a career ladder for Solid Waste Worker /I/ and revising the current title from 'Solid Waste Worker' to 'Solid Waste Worker I'. This is a proposed entry level classification. Additionally, include a distinguishing characteristics section to describe the differences between the jobs in the /I/ series. This will help clarify role expectations, highlight differences between job levels, and enable clearer career progression and fair promotion decisions.
Was Solid Waste Helper/Now Solid Waste Worker	Operations: Solid Waste/Toland	(NEW) Solid Waste Worker I	Recommend establishing a career ladder for Solid Waste Worker /I/ and revising the current title from 'Solid Waste Worker' to 'Solid Waste Worker I'. This is a proposed entry level classification. Additionally, include a distinguishing characteristics section to describe the differences between the jobs in the /I/ series. This will help clarify role expectations, highlight differences between job levels, and enable clearer career progression and fair promotion decisions.
Was Solid Waste Helper/Now Solid Waste Worker	Operations: Solid Waste/Toland	(NEW) Solid Waste Worker I	Recommend establishing a career ladder for Solid Waste Worker /I/ and revising the current title from 'Solid Waste Worker' to 'Solid Waste Worker I'. This is a proposed entry level classification. Additionally, include a distinguishing characteristics section to describe the differences between the jobs in the /I/ series. This will help clarify role expectations, highlight differences between job levels, and enable clearer career progression and fair promotion decisions.
Was Solid Waste Helper/Now Solid Waste Worker	Operations: Solid Waste/Toland	(NEW) Solid Waste Worker II	Recommend establishing a career ladder for Solid Waste Worker /I/ and revising the current title from 'Solid Waste Worker' to 'Solid Waste Worker II'. This is a proposed journey level classification in the job series. Additionally, include a distinguishing characteristics section to describe the differences between the jobs in the /I/ series. This will help clarify role expectations, highlight differences between job levels, and enable clearer career progression and fair promotion decisions. Supervisor noted that incumbent (Sean) has since been promoted from Solid Waste Helper to the Solid Waste Worker class.

Ventura Regional Sanitation District
Recommended Title Allocations
Cross Walk (Attachment A)

Was Solid Waste Helper/Now Solid Waste Worker	Operations: Solid Waste/Toland	(NEW) Solid Waste Worker I	Recommend establishing a career ladder for Solid Waste Worker I/II and revising the current title from 'Solid Waste Worker' to 'Solid Waste Worker I'. This is a proposed entry level classification. Additionally, include a distinguishing characteristics section to describe the differences between the jobs in the series. This will help clarify role expectations, highlight differences between job levels, and enable clearer career progression and fair promotion decisions.
Was Solid Waste Helper/Now Solid Waste Worker	Operations: Solid Waste/Toland	(NEW) Solid Waste Worker I	Recommend establishing a career ladder for Solid Waste Worker I/II and revising the current title from 'Solid Waste Worker' to 'Solid Waste Worker I'. This is a proposed entry level classification. Additionally, include a distinguishing characteristics section to describe the differences between the jobs in the series. This will help clarify role expectations, highlight differences between job levels, and enable clearer career progression and fair promotion decisions.
Was Solid Waste Helper/Now Solid Waste Worker	Operations: Solid Waste/Toland	(NEW) Solid Waste Worker I	At the time of this study, this position was vacant; recommend establishing a career ladder for Solid Waste Worker I/II and revising the current title from 'Solid Waste Worker' to 'Solid Waste Worker I'. This is a proposed entry level classification. Additionally, include a distinguishing characteristics section to describe the differences between the jobs in the series. This will help clarify role expectations, highlight differences between job levels, and enable clearer career progression and fair promotion decisions.
Solid Waste Worker	Operations: Solid Waste/Toland	(NEW) Solid Waste Worker II	Recommend establishing a career ladder for Solid Waste Worker I/II and revising the current title from 'Solid Waste Worker' to 'Solid Waste Worker II'. This is a proposed journey level classification. Additionally, include a distinguishing characteristics section to describe the differences between the jobs in the I/II series. This will help clarify role expectations, highlight differences between job levels, and enable clearer career progression and fair promotion decisions. Incumbent states majority of work performed is done on pipe/gas system, but there's no gas crew designation. Per interview with Management, all Solid Waste Workers should be trained and expected to perform gas and pipe duties as part of their progression, not as a separate designation. CPS HR concurs with not creating a separate designation or classification. Recommended expanding the class specification to include pipe fusion and gas system maintenance, to the Solid Waste Worker II job description as these gas and pipe duties, as they are significant for some workers.
Solid Waste Worker	Operations: Solid Waste/Toland	(NEW) Solid Waste Worker II	Recommend establishing a career ladder for Solid Waste Worker I/II and revising the current title from 'Solid Waste Worker' to 'Solid Waste Worker II'. This is a proposed journey level classification. Additionally, include a distinguishing characteristics section to describe the differences between the jobs in the I/II series. This will help clarify role expectations, highlight differences between job levels, and enable clearer career progression and fair promotion decisions.
Solid Waste Worker	Operations: Solid Waste/Toland	(NEW) Solid Waste Worker II	At the time of this study, this position was vacant. Recommend establishing a career ladder for Solid Waste Worker I/II and revising the current title from 'Solid Waste Worker' to 'Solid Waste Worker II'. This is a proposed journey level classification. Additionally, include a distinguishing characteristics section to describe the differences between the jobs in the I/II series. This will help clarify role expectations, highlight differences between job levels, and enable clearer career progression and fair promotion decisions.
Solid Waste Worker	Operations: Solid Waste/Toland	(NEW) Solid Waste Worker II	At the time of this study, this position was vacant. Recommend establishing a career ladder for Solid Waste Worker I/II and revising the current title from 'Solid Waste Worker' to 'Solid Waste Worker II'. This is a proposed journey level classification. Additionally, include a distinguishing characteristics section to describe the differences between the jobs in the I/II series. This will help clarify role expectations, highlight differences between job levels, and enable clearer career progression and fair promotion decisions.
Solid Waste Worker	Operations: Solid Waste/Toland	(NEW) Solid Waste Worker II	Recommend establishing a career ladder for Solid Waste Worker I/II and revising the current title from 'Solid Waste Worker' to 'Solid Waste Worker II'. This is a proposed journey level classification. Additionally, include a distinguishing characteristics section to describe the differences between the jobs in the I/II series. This will help clarify role expectations, highlight differences between job levels, and enable clearer career progression and fair promotion decisions.
Water/Wastewater Operations Supervisor	Operations: Water/Wastewater/Ballard	(SAME) Water/Wastewater Operations Supervisor	At the time of this study, this position was vacant; a PDQ was submitted by the Water/Wastewater Superintendent Peter Chartier who indicated that the Water/Wastewater Operations Supervisor job title and description generally reflect the main responsibilities, such as planning, organizing, and supervising water and wastewater services, but noted that due to staff reductions, supervisors now also perform the work of the operators, making it more of a "working supervisor" role. Peter confirmed that the job description's summary still matches the core duties, but the role has expanded to include more hands-on operational tasks because of reduced staffing.

STANDARD PDQ: C&C Online PDQ Template 2022

Introduction

1. Supporting Document #1

Browse...

2. Supporting Document #2

Browse...

3. Supporting Document #3

Browse...

4. Supporting Document #4

Browse...

5. Supporting Document #5

Browse...

BACKGROUND INFORMATION

6. Contact Information *

First Name

Last Name

Preferred
Name/Nickname

Please include your preferred pronouns (Ex: he/him/his, she/her/hers, they/them/theirs, prefer not to indicate, etc.)

Work Email Address

7. Please complete the information below *

Information

Class Title

Organization

Department

Location

Item# 8
Work Schedule

Total Hours Per Day

Is the position Fulltime (FT), Part-time (PT), or Intermittent (I)

Approximate length of time in present position (in years and months)

Last previous position within the organization (if applicable)

Work Phone Number

Supervisor Name

Supervisor Title

Supervisor Email

Manager Name

Manager Title

Manager Email

8. Does your current class title accurately describe your position?

- Yes
- No

9. Does your current classification specification accurately describe your duties?

- Yes
- No

10. If you responded “no” for either of the previous 2 questions, please summarize your concerns. Discuss any changes in the scope of work (e.g., what new duties are you performing or old duties that you are no longer performing).

JOB SUMMARY

11. Please summarize the major purpose of your job:

SPECIFIC DUTIES AND RESPONSIBILITIES

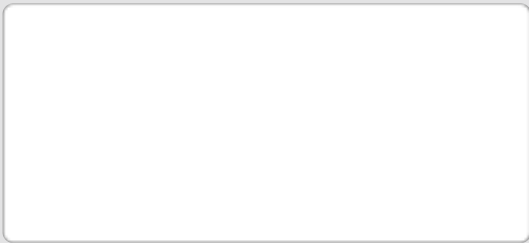
12. Describe the regular duties and work that you perform. In the columns to the right, rate the importance (footnoted), frequency of the tasks, and percentage (%) of time spent using the rating scales provided. For percentage of time spent, please provide the percentage of time spent on each task. The total of all task percentages should equal 100%.

For example, the task “provide formal training to government agencies on risk assessment, internal controls and interpretation of contract language to ensure compliance with federal regulations” may be very important to the position of a Risk Manager but may not be completed very often. Therefore, it could be rated “critical” for importance but “less than once a month” for frequency. The % of time spent would be 5%.

Importance Ratings - an inability to do the job will:
Critical: lead to significant failure and will seriously affect the department/public/other stakeholders;
Very: likely result in failure on the job and may result in negative consequences on the department/public/other stakeholders;
Moderately: affect performance but will not lead to failure on the job;
Slightly: have a noticeable effect on performance resulting in an inability to perform some aspects of the job;
Not Important: no effect on performance (not essential/performed/trivial to successful performance).

	Representative Duties and Responsibilities	% of Time	Importance					Frequency			
			Critical	Very	Moderately	Slightly	Not Important	Daily	Weekly	Monthly	less than once per month
1	<input type="text"/>	<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	<input type="text"/>	<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	<input type="text"/>	<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

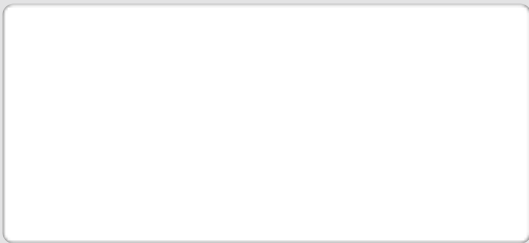
4



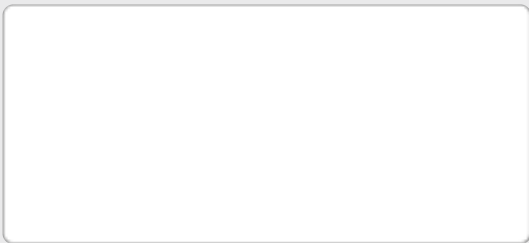
5



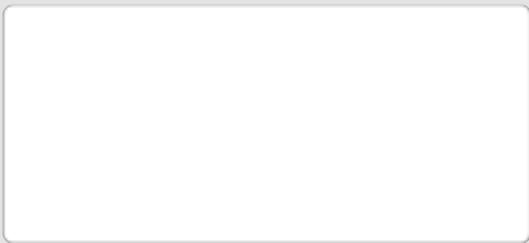
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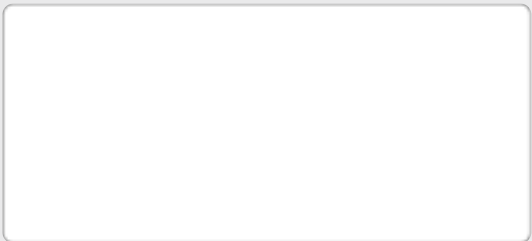
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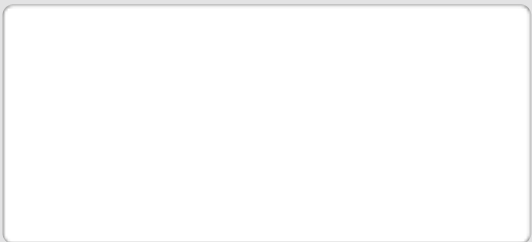
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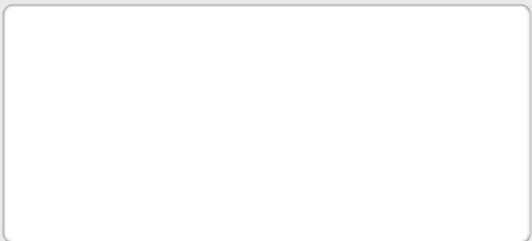
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Item# 8

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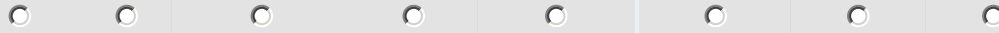
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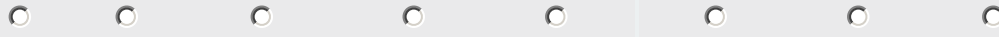
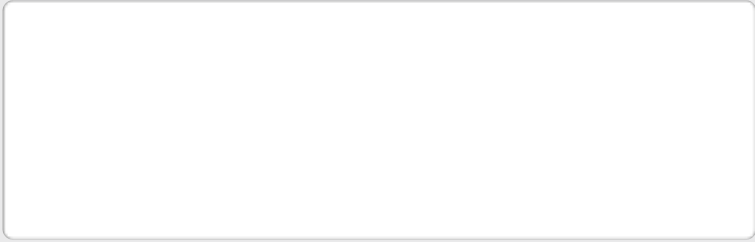
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Item# 8

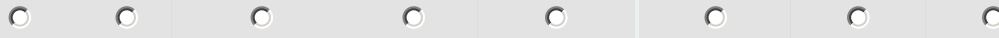
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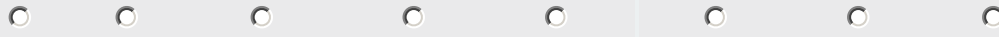
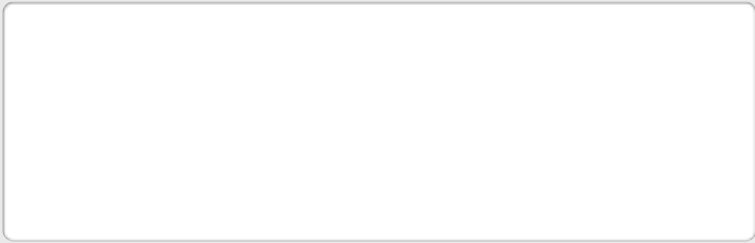
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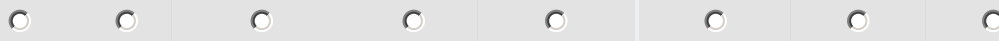
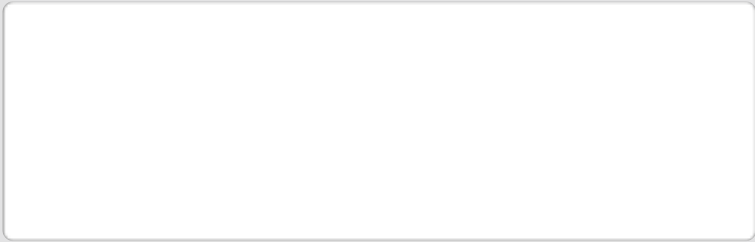
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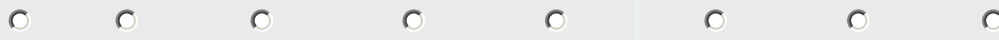
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15

DECISIONS & FINANCIAL RESPONSIBILITIES

14. Describe the most important decision(s) you make in the course of your work.

15. Do you complete any budget development or budget oversight in your current position (e.g., developing or directing staff who develop budgets, approving, authorizing expenditures, monitoring and adjusting budgets)? If so, please describe and explain the scope and level.



SUPERVISION

16.

Supervision Received

Please select one of the following that best describes the type and amount of supervision that the position receives.

- Supervisor frequently checks job activities.
- Works alone on routine or regular work assignments and checks with supervisor on non-routine assignments or when in doubt as to the correct procedures to follow.
- Receives occasional supervision while working toward a definite objective that requires use of a wide range of procedures. Plans and/or determines specific procedures or equipment required to meet assigned objectives and solves non-routine problems. Refers only unusual matters to supervisor.
- Works from broad policies and towards general objectives. Refers specific matters to superior(s) only when interpretation or clarification of organizational policies is necessary.
- Works from general directives or broadly defined missions of the organization.

17.

Supervisory Responsibilities

Please select any box that applies to your responsibility level for supervising employees. (multiple selections are allowed)

***salary increases/promotion/transfers/discipline/reassignment etc.**

Direct Supervision:

- Performance Appraisals
- Plan/Conduct Professional Development
- Interview/Selection of Staff
- Personnel Action Recommendations*
- Personnel Action Determinations

18.

Please mark a check mark in any box that applies to your responsibility level for supervising employees.

*(salary increases/promotion/transfers/discipline/reassignment etc.)

Lead Work:

- Lead and Provide Work Direction
- Assign/Review/Monitor Work Assignments
- Provide Input During Evaluations

19. What type of supervision/lead work is performed? Please select all of the supervisory/lead duties performed, the level of authority, and indicate whether the activity is performed for employees, non-employees (e.g. contractors), or both.

	Authority Level				Activity is Performed For		
	No Authority	Recommend	With Prior Approval	On Own Authority	Full-Time Employees	Part-Time Employees	Non-Employees
Train Others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hire employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Plan and/or schedule work for others on specific projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Plan and/or schedule work for others on a daily basis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assign or delegate work to others on specific projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assign or delegate work to others on a daily basis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Monitor work of others on specific projects or on a daily basis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Establish rules, procedures, and/or standards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Approve overtime and/or leave	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Evaluate performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Take corrective action	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Resolve complaints and/or grievances	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

20. If applicable, list subordinate employees whom you supervise directly or indirectly. Indicate number of employees in each classification and their status (full time, part time or temporary).

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Supervision - Directly or

	Employee Name	Classification	Status			Employment Type	
			Full Time	Part Time	Temporary	Directly	Indirectly
1	<input type="text"/>	<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	<input type="text"/>	<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	<input type="text"/>	<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	<input type="text"/>	<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	<input type="text"/>	<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6	<input type="text"/>	<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7	<input type="text"/>	<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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9	<input type="text"/>	<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10	<input type="text"/>	<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11	<input type="text"/>	<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12	<input type="text"/>	<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13	<input type="text"/>	<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14	<input type="text"/>	<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15	<input type="text"/>	<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Item# 8 <input type="radio"/>

Determine and develop goals and objectives

Implement goals and objectives

Acquire resources needed to accomplish goals and objectives

Establish and organize work priorities and processes for own position

Establish and organize work priorities and processes for other positions

Establish operational and/or capital budget amounts

Manage/administer operational and/or capital budget amounts

22. If you answered that you have authority to "***Establish*** operational and/or capital budget amounts," please list in dollars the annual budget amount you are responsible for.

23. If you answered that you have authority to "***Establish*** operational and/or capital budget amounts," please list in dollars the authorized expenditure level per occurrence assigned to your position.

24. If you answered that you have authority to "***Manage/administer*** operational and/or capital budget amounts," please list in dollars the annual budget amount you are responsible for.

25. If you answered that you have authority to "***Manage/administer*** operational and/or capital budget amounts," please list in dollars the authorized expenditure level per occurrence assigned to your position.

EDUCATION, TRAINING AND EXPERIENCE REQUIREMENTS

26. Indicate the qualifications and requirements for successful performance that should be required in filling a future vacancy in your position. Consider what qualifications a new employee would need to be successful - not necessarily your own qualifications.

Education: Please select the level of education required upon entry to this classification.

- Less Than High School Graduation
- Graduation from High School/ GED
- Some College-Level Coursework
- Two Years College-Level Coursework /Associate's Degree
- Bachelor's Degree
- Master's or Doctorate Degree

27. Experience: Please select the level of experience required upon entry to this classification.

- Less than 1 year
- 1-2 years
- 3-4 years
- 5 years
- Other - Write In (Required)

28. Please provide a brief description of the type and level of previous work experience needed for entry to this position.

29. Does the position require a driver's license or commercial driver's license? If so, please specify level/type and what job tasks the license is needed for.

30. Licenses, Certifications, Permits, Credentials or Specialized Training (list whether it is required by the organization, State or professional standard)

EQUIPMENT

31. Indicate any equipment that is regularly used on the job.

EMPLOYEE STATEMENT

32. If there are other aspects about your job not covered in this questionnaire that are important in understanding your job content, please describe below.

33. I HAVE READ THE INSTRUCTIONS AND TO THE BEST OF MY KNOWLEDGE, I BELIEVE THE INFORMATION PRESENTED HERE IS ACCURATE AND COMPLETE. *

Clear

Sign name using mouse or touch pad

Signature of