



Snohomish County
Human Resources

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MEMORANDUM

TO: Executive Office
FROM: Andrea Aswin, HR Business Partner
DATE: April 28, 2022
RE: **HR Justification for Classification Request: 022-057-001**

Human Resources Recommendation: APPROVED

Please review the following submittal to reclassify a vacant position in Planning and Development Services.

| Current Job Title | Current Pay Grade | New Job Title | New Pay Grade | Position Number |
|--------------------------|--------------------------|---|----------------------|------------------------|
| PDS Deputy Director | 114 | Operational Improvement Program Manager | 109 | PDS1073R |

PDS was allocated a Deputy Director position in the 2017 budget but has not filled it. The work assigned to the Deputy Director classification had been absorbed into the department between 2009-2017 when there was no Deputy Director position; for example, the Deputy Director was intended to perform the Fire Marshal duties, but the PDS Director has retained the higher-level tasks and the Assistant Fire Marshal manages the day-to-day operations. Additionally, the staff-to-manager ratio within the department is already manageable and they do not see a need for more upper management staff.

The department has since re-evaluated their needs and is requesting to use this vacancy to hire a different type of management exempt role that would address unmet needs in terms of resources. Specifically, they'd like someone to lead continuous improvement efforts within and across PDS. There is a need to streamline processes to improve operations, and existing staff don't have the bandwidth to perform this work along with their usual tasks. Assigning a position specifically for continuous improvement would allow them to work across the entire department and connect processes among work groups.

The department has provided sufficient justification for their request. CHR has worked with department leadership to finalize the job description and title; a "Program Manager" title is appropriate in the industry since there is no expectation for this role to manage staff. There is some relationship between this job and those in the Operational Excellence group, but OpEx works on a strategic, enterprise level, while the PDS position would focus on identifying needs and implementing improvements on the departmental level. The 109 pay grade is appropriate for this body of work, especially given that the Continuous Improvement Specialists in OpEx are compensated at 110.