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County of Sonoma Water Agency

Classification Study:

Automotive Mechanic and Heavy Equipment
Technician series

REPORT

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I. Background/Introduction

Under contract with the County of Sonoma, CPS HR Consulting Services (CPS HR) was tasked with analyzing classification data to evaluate if four (4) allocated positions within the Sonoma County Water Agency were properly classified or if new department specific classifications would better meet the needs of the Agency.

CPS HR relied primarily upon the information provided in the Position Description Questionnaires (PDQs) completed by the incumbents, Dylan Fiori, Automotive Mechanic, Michael Baptist, Heavy Equipment Technician, and Omar Perez, Heavy Equipment Technician. Additionally, Nick Rowan, Water Agency Coordinator completed an additional PDQ as a subject matter expert (SME). The PDQs were reviewed by the incumbents' supervisor, Nick Rowan and/or manager, David Royall who added comments regarding the incumbents' duties. Job evaluation (desk audit) interviews with the incumbents were conducted via Microsoft Teams. Nick Rowan, as the SME/supervisor was also interviewed via Microsoft Teams. During these interviews, the rationale behind the classification study request, the department's organizational structure, as well as the nature and scope of the duties performed were discussed.

II. Overview/Classification Study Tasks

In conducting the classification study, CPS HR:

1. Met with the incumbents, their direct supervisor, and managers on April 11, 2023, to provide an online orientation to review the PDQ form and discuss the process.
2. Reviewed the PDQs submitted by the incumbents and subject matter expert.
3. Reviewed the comments submitted by the incumbents' supervisor and manager.
4. Reviewed the County's classification specifications for the Automotive Mechanic, Automotive Technician, Heavy Equipment Mechanic, Heavy Equipment Technician, and Lead Heavy Equipment Technician.
5. Conducted desk Audit interviews with the incumbents on June 15, 2023, June 20, 2023; and with the incumbents' supervisor on June 16, 2023.
6. Reviewed and analyzed information to evaluate the proper classifications for the duties performed by the incumbents.

III. Analysis – Current Class Concepts

An accurate and up-to-date classification system provides an organization with the necessary tools for successfully administering recruitment, performance management, compensation, and succession planning programs. In addition to providing the basis for these types of human resources management and process decisions, position classification can also effectively support systems of administrative and fiscal control.

This classification study request was for four (4) positions assigned to the County of Sonoma, Water Agency, Maintenance Division. Three of these positions were filled, one was vacant at the time the

study was started. CPS HR conducted analyses of the positions using individual PDQs, interviews with the incumbents, and an interview with the assigned supervisor.

PDQs were received from Omar Perez, Heavy Equipment Technician; Nick Rowan, SME for the Automotive Mechanic; Mike Baptist, Heavy Equipment Technician; and Dylan Fiori, Automotive Mechanic.

Nick Rowan, as a SME, identified the major function of the Automotive Mechanic classification was to maintain, repair, schedule, and service light fleet vehicles for Sonoma County Water Agency. The duties were described as performing mechanical duties, including scheduled maintenance; ordering parts for repair and replenishing inventory; scheduling vehicle repairs, opening and closing repair orders and notifying employees when vehicles will be available; checking in new vehicles, adding new vehicles and other equipment to the inventory lists, and installing necessary safety equipment; and performing emergency repairs in the field.

Dylan Fiori described the Automotive Mechanic duties as overseeing the fleet department. Dylan Fiori identified key duties as performing complex vehicle diagnosis and repairs; performing service advisor duties, which include managing work orders, coordinating with vendors for outsourced work, warranty repairs, and manufacturer recalls, acting as the primary customer contact, scheduling work; plan for seasonal or periodic part needs, which includes overseeing the fleet storeroom and managing inventory; managing fleet software systems and processes; training new employees on day-to-day procedures; and performing heavy equipment work, when needed.

Omar Perez described the Heavy Equipment Technician duties as being required to ensure the proper care and maintenance of a wide range of equipment, including semis, tractors, trailers, service trucks, water pumps, generators, backhoes, excavators, cranes, tanker trucks, Vac-Con trucks, ATVs, forklifts, diesel engines, gas powered engines, A/C systems, and various integrated systems within each piece of equipment. Other duties include scheduling work, planning for seasonal equipment maintenance, completing necessary documentation regarding parts, labor and other pertinent information for each job completed in our computer system, researching parts, and contacting appropriate vendors to check price, availability, and lead time for each part. In addition, Omar Perez cleans and organizes the shop daily to ensure a safe and clean work environment.

Mike Baptist described the Heavy Equipment Technician duties as ensuring that the roughly 126 assets assigned to the Heavy Fleet team are in safe working condition. Duties include inspection, diagnostics, maintenance, and repair related to Water Agency off-road and on road equipment (vacuum trucks, sewer cleaners, hydro-excavators, etc.), heavy duty trucks powered by a variety of fuel sources, transmissions, and overall vehicle performance. Other duties include ensuring the completion of all service and repairs, finding assets that need repairs using Asset Works, being a customer point of contact, locating parts, and billing for parts and labors to complete and close repair orders. Mr. Baptist also cleans and organizes the shop daily to ensure a safe and clean work environment.

The data submitted by the incumbents on the PDQs and in the interviews provided information

regarding the nature of the work associated with these classification assignments, the tasks currently performed, the knowledge and abilities needed to perform those tasks, as well as other relevant classification information, including the following factors:

Decision Making – This factor consists of the decision-making responsibility and degree of independence or latitude that is inherent in the position and the impact of the decisions. As SME, Nick Rowan identified that the most important decision made by Automotive Mechanics is to lock-out/tag-out unsafe vehicles. Dylan Fiori identified the most important decisions that an Automotive Mechanic makes is prioritizing repairs and maintenance, providing technical guidance and training, ensuring compliance with regulations, determining which parts and supplies to order, and acting as a Service Advisor to manage customer service.

Michael Baptist stated that one of the most important decisions made by the Heavy Equipment Technician is to identify safety concerns on vehicles, which could result in them being pulled out of service for additional repair. Omar Perez also identified safety as a top priority to ensure safety for coworkers, equipment, and the work environment for the Heavy Equipment Technician. Omar Perez also described being faced with important decisions regarding prioritization of repairs and the impact of downtime or delay on operations.

Scope and Complexity – This factor defines the breadth and difficulty of the assigned function or program responsibility inherent in the classification. As SME, Nick Rowan identified locating and securing parts during a supply chain issue as one of the most complex problems resolved by Automotive Mechanics. Dylan Fiori stated that the biggest challenges faced are balancing service writing duties, mechanical work, oversight of others, and administrative responsibilities.

Michael Baptist described one of the most complex problems for Heavy Equipment Technicians is to manage multiple problems and determine priority of the vehicles in for repair or service. Omar Perez described a complex problem for the Heavy Equipment Technician as scheduling repairs and coordinating with the equipment operators and coworkers to get the job done with a fast turnaround to put the equipment back in service.

Contact with Others Required by the Job – This factor measures the types of contacts and the purpose of those contacts. Automotive Mechanics and Heavy Equipment Technicians interface daily with vehicles users, vendors, suppliers, coworkers, interns, department management and other county officials. Contact with this variety of others requires Mechanics and Technicians to work as a team, use good customer service skills, and communicate with others about parts that are needed, what problems a vehicle may have, and scheduling work to get the job done and the equipment back in service.

Supervision Received and Exercised – This factor 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. Automotive Mechanics and Heavy Equipment Technicians receive direct supervision from the Maintenance Coordinator. These same staff do not provide direct supervision to others, but they do provide direction to new mechanics, maintenance workers, extra-help staff,

and interns.

Knowledge, Skills, and Abilities – This factor defines the knowledge, skills, and abilities necessary to perform assigned responsibilities.

The SME and incumbent identified the following knowledge statements for the Automotive Mechanic:

- Knowledge of the fundamentals of automotive technology, care, and operation of internal combustion engines, including electric vehicle technology
- Knowledge of major vehicle systems and components
- Knowledge of diagnosis and preventative maintenance inspection methods and techniques.
- Knowledge of techniques and methods of repairing, replacing, installing, and overhauling vehicles and related component parts; including gasoline, electric, and alternate fuel engines, carburetors, electrical systems, fuel injection systems, transmission, and differentials.
- Knowledge of major vehicle components, current repair methods including tools and diagnostic equipment and parts used in the maintenance, overhaul, replacement, installation, and repair of vehicles, including emergency vehicles.
- Knowledge of safety practices including the use of tools to repair vehicles and safety equipment.
- Knowledge of the principles of organizing and prioritizing work.
- Knowledge in fleet software management and computer systems.
- Knowledge of welding techniques

Additionally, Dylan Fiori identified that knowledge of supervision, staff development, and training was also needed.

The SME and incumbent identified abilities needed to perform the Automotive Mechanic job were identified as the following:

- Ability to perform complex diagnosis, maintain, and repair of Water Agency vehicle mechanical and safety problems.
- Ability to manage warranty repairs and factory recalls, effectively use hand tools, power tools, and automotive diagnostic equipment.
- Ability to learn and stay current with the latest automotive and equipment technologies and regulations, interpret manufacturer's specifications and informational materials.
- Ability to adapt to new computer systems and programs for scheduling and recordkeeping of light fleet vehicles, including work orders, parts ordering, and inventory.
- Ability to be resourceful in locating and obtaining hard to find parts.
- Ability to perform service writer functions, manage warranty repairs, factory recalls, oversee Motor Pool vehicle check-in, washing, cleaning, as well as fuel station/charging card management.
- Ability to plan, schedule, implement, adapt, execute, and coordinate workflow for the facility,

determine the most effective methods of performing jobs, and choose appropriate internal and external resources.

- Ability to develop and maintain effective working relationships and communicate effectively.
- Ability to take initiative, organize, and prioritize work.
- Ability to fabricate and weld parts.
- Ability to access and research vehicle maintenance and repair documentation.
- Ability to monitor customer service inquiries and requests.
- Ability to maintain accurate records and generate reports.
- Ability to operate and drive various vehicles and equipment.
- Ability to ensure compliance with safety regulations and guidelines.

Additionally, Dylan Fiori identified the ability to plan and supervise the work of subordinate employees. It should be noted that Dylan Fiori indicated responsibility for supervision of others, but discussion with the unit supervisor Nick Rowan disputes this claim. Nick Rowan indicated that Dylan Fiori had provided training to new staff on procedures and processes of the shop. Additionally, Nick Rowan further reported a meeting with Dylan Fiori where the expected duties were clarified. These duties did not include lead or supervision responsibilities.

In addition to the knowledge statements needed at the Automotive Mechanic level, the incumbents in the Heavy Equipment Technician role identified the following additional knowledge statements:

- Knowledge in methods used to diagnose and repair diesel, gasoline engines, transmissions, steering, chassis, suspension, computer-controlled fuel injection systems, charging, emission systems, and braking systems on medium and heavy-duty trucks, tractors, and trailers used at the Water Agency.
- Knowledge of safety diagnosis and preventative maintenance inspection methods and techniques.
- Knowledge of techniques and methods of repairing, replacing, installing, and overhauling on and off-road equipment, light, medium, and heavy-duty trucks, other Water Agency vehicles, and related component parts, including diesel, gasoline, electric, and alternate fuel engines, carburetors, hydraulic systems, electrical systems and equipment, air conditioning systems, fuel injection systems, air brakes, Diesel Exhaust Fluid (DEF) systems, transmissions, and differentials.
- Knowledge of working with metal, welding, and structural components to make repairs.
- Knowledge of email and direct messaging for communication; various software programs, and recordkeeping.
- Knowledge of equipment, parts, supplies, and inventory management.
- Knowledge of Department of Transportation (DOT) regulations for DOT inspections.
- Knowledge of safety practices working around wastewater.

The incumbents in the Heavy Equipment Technician role identified the following ability statements necessary to perform the job:

- Ability to troubleshoot, perform basic maintenance, and repairs on all major areas of automotive, heavy duty, and specialty equipment used by the Water Agency; perform road test after repair is completed.
- Ability to use the internet to research, locate, and order parts; and the ability to use computer programs to manage warranty repairs and factory recalls, write work orders, and bill for work completed.
- Ability to use electrical testing equipment to measure voltage, current, and resistance.
- Ability to use a torch and plasma cutter safely and effectively.
- Ability to perform DOT inspections and other related activities.
- Ability to communicate, understand verbal and written instructions, including technical manuals, schematics, and diagrams.
- Ability to work as part of a team and to be self-directed to see a project through from scheduling to completion of repairs.
- Ability to follow safety protocols and take precautions to ensure the safety of self and others; comply with safety regulations and guidelines.
- Ability to operate heavy equipment.
- Ability to manage time.
- Ability to document, maintain records, and produce reports.

Other information relevant to classification studies:

Point in Time Analysis – A classification study primarily captures the essential nature of positions that are expected to continue at a single point in time. Therefore, recommendations cannot be based upon all possible future changes, particularly in a rapidly changing environment where organizational needs, technologies, and skill requirements are continuously evolving.

Preponderant Duties – Classification studies often find that positions are assigned a wide range of duties and that incumbents have various levels of responsibility at any one time; therefore, the positions must be analyzed based on their preponderant duties. Preponderance is a measure of importance, and the most preponderant duties of a position are those that support the primary purpose of the position. Sometimes the most time-consuming duties of a position are preponderant; however, consideration must sometimes be given to the responsibility and complexity of certain duties that do not occupy most of the incumbent's time. Overall, the determination of preponderance is a judgment call based on a consistent set of factors.

Level and Not Volume of Work – Position classification reflects the level of work performed by an employee and is generally independent of volume. For example, if one employee processes double the work of another, yet the percentages of time spent on those tasks and other duties are comparable, a single classification should be appropriate for both positions. In fact, study questionnaires do not ask for, and the consultants do not consider, the relative productivity of employees when evaluating positions. Likewise, classifications are not distinguished by the amount of time spent by incumbents on tasks, or the volume of work assigned to positions since problems of

excessive workload are properly solved by redistributing work or adding employees, not by creating new classifications.

Classification of the Position, Not the Employee – Position classifications should be consistent regardless of who holds the position. As such, a classification study process classifies positions, not individual employees. Furthermore, classification does not consider the capabilities of individual employees or the efficiency and effectiveness of an incumbent. It is not a measure of how well an individual employee performs, but of the actual duties assigned to the employee. Thus, classification is not a tool to reward individual achievement, nor should classifications be created simply to reward length of service. Employees, supervisors, and managers often view job content through employee performance characteristics which are unrelated to the classification concept of evaluating the work which the organization has determined should be assigned to a specific position, irrespective of how well an employee performs that work.

Position Versus Classification – Position and classification are two words that are often thought of as interchangeable, but in fact, have very different meanings. In a position plan, a position is an assigned group of duties and responsibilities performed by one person. Sometimes the word “job” is appropriately used in the place of position. In contrast, a classification may contain only one position, or may consist of several positions. When there are several positions assigned to one classification, it means that the same title is appropriate for each position because the scope, level, duties, and responsibilities of each position assigned to the classification are sufficiently similar (but not necessarily identical); the same core knowledge, skills, and other requirements are appropriate for all positions, and the same salary range is equitable for all positions.

Classification Versus Allocation – Classification is the process of identifying and describing the various kinds of work in an organization and grouping similar positions together based on job family, classification series, and classification distinctions. Allocation is more specifically tied to the placement and/or budgeting of positions within an organization. Thus, agencies may allocate a position within an organization based on the results of the classification analysis for that position.

Classification Specification review:

The County of Sonoma has classification series for both Automotive and Heavy Equipment classifications assigned to the Fleet Operations Division of the General Services Department and to other county agencies, including the Sonoma Water Agency. The full series consists of the Automotive Mechanic, Automotive Technician, Lead Automotive Technician, Heavy Equipment Mechanic, Heavy Equipment Technician, and Lead Heavy Equipment Technician.

Automotive Mechanic – This is the entry level class in the Automotive class series. Incumbents receive on-the-job training and perform routine duties related to the preventative maintenance, overhaul, and repair of automobiles and light trucks, and the installation, diagnosis, and maintenance of radio and computer equipment as well as other components in both fleet vehicles and equipment. The Automotive Mechanic classification is distinguished from the Automotive Technician classification in that the latter is the journey level performing the full scope of work, including complex tasks, in

diagnosing, maintaining, and repairing County fleet vehicles. Minimum qualifications for the Automotive Mechanic would normally include either completion of an automotive mechanical training program or one year of related automotive mechanical experience.

Automotive Technician – This is the journey level in the Automotive class series. Incumbents perform duties related to the preventative maintenance, overhaul, and repair of automobiles and light trucks, and the installation, diagnosis, and maintenance of radio and computer equipment as well as other components in both fleet vehicles and equipment. Automotive Technician is distinguished from the Lead Automotive Technician in that the latter functions in a lead capacity and is responsible for training, monitoring, and assisting in the assignment of work for Automotive Mechanics and Technicians. Minimum qualifications for the Automotive Technician would normally include either three years of experience as an automotive technician/mechanic or completion of a two-year automotive mechanic program and one year of related automotive technician/mechanic experience.

Lead Automotive Technician – This is the advanced journey level in the Automotive class series. Incumbents may coordinate the work performed by Automotive Mechanics and Technicians and perform the most complex duties related to the preventative maintenance, overhaul, and repair of automobiles and light trucks, and the installation, diagnosis, and maintenance of radio and computer equipment as well as other components in both fleet vehicles and equipment. This class is distinguished from Automotive Technician in that the latter is the journey level class responsible for independently performing the full range of duties in the diagnosis, maintenance, overhaul, and repair of fleet vehicles. This class is further distinguished from the Automotive Fleet Maintenance Supervisor in that the latter is responsible for the day-to-day supervisory activities of the Light Equipment Facility. Minimum qualifications for the Lead Automotive Technician would normally include five years of experience as an Automotive Mechanic or Technician.

Heavy Equipment Mechanic – This is the entry level in the Heavy Equipment classification series. Incumbents learn to perform and perform more routine duties related to the preventative maintenance, repair, and overhaul of medium and heavy trucks and on and off-road equipment, including emergency vehicles, man lift vehicles, park maintenance equipment, road maintenance equipment, construction equipment, and generators (both stationary and mobile). This class is distinguished from the Heavy Equipment Technician in that the latter is the journey level class performing the full scope of duties including major component rebuilds and may be assigned to train Heavy Equipment Mechanics and interns on major mechanical repairs. Minimum qualifications for the Heavy Equipment Mechanic would normally include one year of experience performing routine and preventative maintenance and minor repairs on automobiles, vans, and trucks.

Heavy Equipment Technician – This is the journey level in the Heavy Equipment classification series. Incumbents perform duties related to the diagnosis, preventative maintenance, repair, and overhaul vehicles, park maintenance equipment, road maintenance equipment, construction equipment, and generators (both stationary and mobile). This class is distinguished from the Lead Heavy Equipment Technician class in that the latter is the advanced journey, lead level responsible for training and for assigning and reviewing the work of Heavy Equipment Mechanics, Technicians, and interns. Minimum

qualifications for the Heavy Equipment Technician would normally include two years of experience in the repair of a wide variety of on and off-road equipment and medium/heavy trucks.

Lead Heavy Equipment Technician – This is the advanced journey level in the Heavy Equipment classification series. Incumbents are responsible for assigning and reviewing the work of Heavy Equipment Mechanics, Technicians, and interns. Incumbents coordinate and perform the most complex duties related to the preventative maintenance, overhaul, and repair of medium and heavy-duty trucks, and on off-road equipment including emergency vehicles, man lift vehicles, park maintenance equipment, road maintenance equipment, construction equipment, and generators (both stationary and mobile). This class is distinguished from Heavy Equipment Maintenance Supervisor in that the latter is responsible for the day-to-day supervisory activities of the Heavy Equipment Facility. Minimum qualifications for the Lead Heavy Equipment Technician would normally include three years of experience in the repair of a wide variety of on and off-road equipment and medium and heavy trucks.

Employee Interviews:

Dylan Fiori – Automotive Mechanic: During the desk audit interview on June 15, 2023, Dylan Fiori indicated that when initially hired as an Automotive Mechanic, Dylan Fiori was performing typical mechanic duties as there were other mechanics in the department, but they soon retired. For almost one year, Dylan was the only person left in the department. Dylan assumed additional responsibilities which included prioritizing the work that needed to be done, scheduling work, ordering parts, managing the storeroom, and being the main face of the department for repairs, which Dylan identified as service advisor duties. Dylan was also overseeing the work of interns, extra-help staff, and maintenance workers who help to clean the shop and cars, move equipment, test drive cars, and perform general shop maintenance. Dylan described the department implementing a new software program to manage the fleet. Dylan reported designing the layout of the work orders for the software. Dylan reported that the department recently hired a Department Analyst who will be responsible for those software related duties.

As new staff were hired in the Heavy Equipment Technician role, Dylan was responsible to train the new staff on the operation of the shop and processes for work orders, using computer systems and specialized software, ordering parts, and maintaining inventory. Dylan was on the hiring panel for both the Heavy Equipment Technicians and the new Automotive Mechanic, who was recently hired. Dylan has also been responsible for training the new Automotive Mechanic on Water Agency procedures. Additionally, Dylan reported other duties, such as, helping with the management of the fuel cards, suggesting training for staff, which Dylan identified the role as a hybrid of the shop supervisor and line mechanic. Dylan identified as acting as the lead of the shop, more so for the new Automotive Mechanic, including overseeing that mechanic's day-to-day work, although not as a lead for the Heavy Equipment Technicians, who are mostly on their own now that they have been trained.

Dylan indicated that Automotive Mechanics hired for the County's General Services Fleet perform entry level work – such as a lube technician, but Automotive Mechanics at the Water Agency perform

complex repairs at the Automotive Mechanic level due to the size of the department. While General Services have more staff, they also have a shop foreman, supervisor, parts people, and janitorial support. Staff at General Services move to the Automotive Technician as they gain more experience. According to Dylan, Automotive Mechanics at the Water Agency must do it all. As such, Dylan noted that Automotive Mechanics in the Water Agency are not performing at an entry level. Dylan indicated not promoting to the Automotive Technician classification due to not having the required Smog certification, although Dylan has recently completed the training hours and has now been scheduled to take the written exam to receive the required certification. However, because all the Water Agency's vehicles are enrolled in the Bureau of Automotive Repair's (BAR) Smog Check Program, which uses GPS to continually test for emissions, the Smog Certification is not used at the Water Agency.

Michael Baptist – Heavy Equipment Technician: During the desk audit interview on June 20, 2023, Michael Baptist indicated being hired as a Heavy Equipment Technician on November 1, 2022, with more than six years of experience working as a mechanic on diesel engines. Michael indicated that Heavy Equipment Technicians work independently, ordering parts, scheduling work, checking in new vehicles, performing service advisor duties for the vehicles they are repairing, and closing out repair orders. Michael indicated that Dylan Fiori provided training on the computer software that is used in the shop, scheduling, and how the Water Agency works. Michael identified managing multiple types of problems with vehicles and determining which vehicles have the highest priority, making sure that emergency vehicles are ready to go. Michael Baptist indicated that the Heavy Equipment Technician has no responsibility for providing work direction to others, but they work collaboratively on difficult repairs offering ideas and suggestions. Michael also indicated that the Heavy Equipment Technicians are responsible for keeping the shop clean and organized to ensure a clean and safe work environment. Heavy Equipment Technicians frequently deal with wastewater in tanks and pumps, which must be contained and dumped appropriately. When reviewing the minimum qualifications for the Heavy Equipment Technician, Michael Baptist identified heavy diesel experience as needed, in addition to electrical diagnostic skills and electrical fundamentals. Michael indicated that the years of experience should be increased from two years. Michael obtained a Class A license since being hired with the Water Agency.

Omar Perez – Heavy Equipment Technician: During the desk audit interview on June 20, 2023, Omar Perez indicated a hire date as a Heavy Equipment Technician on November 29, 2022. Omar noted an approximate 16 years of experience working as a heavy equipment mechanic. Omar Perez indicated that Dylan Fiori provided training on the computer software that is used in the shop, scheduling work, and how the agency works. As an experienced mechanic, Omar indicated other training was not needed. Omar identified being responsible for figuring out mechanical issues, including researching manuals, the internet, and calling dealers or manufactures to find answers to problems. Omar Perez identified safety as the main priority for the Heavy Equipment Technician both in the shop and in the field. Omar Perez pointed out that the Heavy Equipment Technician has no responsibility for providing work direction to others, although, there may be responsibilities to answer questions on diesel or other heavy equipment and coordinate work with the other Heavy Equipment Technician. Omar

identified several duties that ought to be included on the classification specification, in an effort to clarify to applicants. Those duties include service advisor responsibilities, the preparation of, and closing out of work orders, computer work, and exposure to wastewater that may be left in tanks. There is a lot of paperwork and computer work involved, in addition to working on diesel and gas engines, diagnostic equipment, electrical work, and welding. When reviewing the minimum qualifications for the Heavy Equipment Technician, Omar Perez identified the type of experience needed as working on big rigs and any type of tractor. Omar Perez indicated that an associate degree in automotive and diesel technology would be beneficial, although not required. Omar also indicated that the County helps employees obtain their Class A driver license, which Omar Perez identified as a great benefit.

Supervisor interview:

Nick Rowan, Water Agency Coordinator for the Maintenance Mechanic Services section of the Water Agency was interviewed on June 19, 2023, as the fleet supervisor and as a SME. Nick Rowan indicated working in the Water Agency Coordinator role since December 1, 2022. Nick has had other roles with the Water Agency, including prior experience as a light fleet mechanic. Nick Rowan stated that any broadening of the classification specification would be good because the staff at SCWA are doing more than is currently listed in the job descriptions. Staff at the Water Agency must be their own service writer, parts technician, inventory clerk, etc. They have responsibilities at all levels that range from routine to complex.

Nick explained that the work is usually separated by the type of vehicle being worked on, not by the complexity of the work. Those individuals assigned to work on heavy fleet, work on vehicles with dual rear wheels, one ton and above, because they have the necessary lights and racks to accommodate that equipment. They heavy side also works on the odd ball and/or specialty equipment. The light side of the shop works on cars and trucks with single rear wheels. However, the Heavy Equipment Technicians can assist on the light side and the Automotive Mechanics can assist on the heavy side, because they all work as a team.

When asked about Dylan Fiori's role, Nick Rowan acknowledged that Dylan had been the only person in the shop for a period of time before Nick was hired into the coordinator role. Nick Rowan said that all staff are expected to schedule work, take care of warranty issues, coordinate outsourced work, plan for seasonal part needs, and control inventory, etc. Nick said that when Dylan was the only person in the shop, there was too much work for one person. During that time, most of the maintenance services got behind and repair work was outsourced. Dylan was coordinating work to keep things moving. Dylan was the only one on staff when the new software system was installed, so Dylan learned it first. Additionally, a Department Analyst has been hired to take on managing the software system, so Dylan doesn't have a bigger role than others. Nick indicated not being able to really speak to what work Dylan was performing before Nick was hired, however Nick stated that Dylan doesn't function as either a lead worker or a supervisor. Dylan was the primary customer contact because Dylan was the only contact for a long period of time. Dylan did provide training to the new staff to teach them about processes and procedures of how the shop is run. Now that the

shop is fully staffed, the team is getting caught up on the work that had fallen behind. Further, Nick described attending a meeting with Dylan and David Royall to make it clear that the primary duty expected of Dylan will be to perform automotive maintenance and repair.

The following recommendations are proposed based on our assessment of each of the allocation factors and occupational concepts described above.

IV. Recommended Position Allocation and Analysis

Based on a review of the PDQ and interviews with the incumbents and their supervisor, the classification series currently used by the County of Sonoma General Services Department does not meet the needs of Sonoma County Water Agency. According to the approved 2022/23 budget document, the Fleet Operations Division of the General Services Department has 15 classifications allocated to automotive and heavy equipment mechanical positions, including two supervisors. In addition, the Fleet Operations Division has other auxiliary staff, such as a Motor Pool Attendant, Welder, and support staff. The County uses the entry level Automotive Mechanics and Heavy Equipment Mechanics to underfill the journey level technician level positions in both the Automotive and Heavy Equipment classification series. These positions take care of a variety of county automotive vehicles and heavy equipment for multiple departments.

The Sonoma County Water Agency has four positions allocated to automotive and heavy equipment mechanical positions who are responsible for maintaining and repairing the automotive and heavy equipment within the Water Agency. The Sonoma County Water Agency maintains specialized equipment not used by other county agencies, such as vacuum trucks, sewer cleaners, and hydro-excavators, which also exposes them to wastewater, so they need to know and understand safety precautions related to wastewater. Because of the size and organizational structure of the Sonoma County Water Agency, fleet mechanic staff undertake a broader range of responsibilities that crossover several classifications, including basic maintenance to more complex repairs. Water Agency Mechanics and Technicians interact directly with customers, maintain records and inventory, perform service writer functions, train new employees, provide direction to interns and Maintenance Workers, and maintain the workshop area, supplies, and equipment.

Neither the County General Services Department nor the Water Agency has a classification series that cleanly fits the variety of duties being performed by the incumbents. It should be noted that the Automotive Technician classification requires a Smog Check Technician certificate to meet the minimum qualifications; however, the Water Agency's vehicles are enrolled in the Bureau of Automotive Repair's (BAR) Smog Check Program which uses GPS systems as part of a continuous testing program for meeting current smog standards. All SCWA fleet vehicles are equipped with the system and SCWA staff no longer perform smog checks. Currently, if an Automotive Technician or a Lead Automotive Technician recruitment were needed, only applicants who possess the Smog certificates would meet minimum qualifications, even though this is not a required duty for the SCWA. The current requirement on the specification has created an artificial barrier for internal candidates to be promoted to the higher-level Automotive Technician position. As an example, Dylan Fiori has

been in the Automotive Mechanic position for over four years. The Automotive Mechanic is a trainee level. Dylan appears to be performing at the journey level but has not been able to promote to the Automotive Technician due to not having a Smog Check Technician certification. Both Michael Baptista and Omar Perez appear to be appropriately classified at the journey level; however, having a hybrid classification that encompasses both the light and heavy equipment would better ensure that future recruitment efforts are successful in attracting qualified candidates for these unique duties at SCWA. Additionally, a hybrid classification allows the work to be assigned based on the needs of the organization and the abilities of the staff, making work assignment more efficient and agile.

A search of similar sized water agencies shows that some of those departments use a hybrid classification that combines the light and heavy maintenance responsibilities. Therefore, it is recommended that Sonoma County adopt a new classification specification series that best aligns with the duties being performed by the incumbents, as well as one that identifies the knowledge, skills, and abilities required of the studied positions.

Proposed Classifications:

CPS HR developed the following draft classification specifications that align with the duties being performed by the incumbents at the Sonoma County Water Agency.

Water Agency Fleet Equipment Mechanic I

The Water Agency Fleet Equipment Mechanic I performs both routine and complex work in the diagnosis, maintenance, overhaul, and repair of light fleet vehicles and equipment. This classification works primarily on light fleet vehicles and equipment while gaining skill and expertise on the more complex medium and heavy-duty equipment used at the Water Agency and performs the full range of duties required to ensure the Water Agency's light vehicles and equipment are maintained in a safe and effective working condition and provide the highest level of safety for use. The proposed Water Agency Fleet Equipment Mechanic I is the entry-level classification in the alternate-staffed professional Water Agency Fleet Equipment Mechanic series. Incumbents at the Water Agency Fleet Equipment Mechanic I level are expected to advance to the Water Agency Fleet Equipment Mechanic II level after gaining experience, meeting the minimum requirements, and demonstrating require proficiency for the higher-level class in the series.

This classification differs from the Sonoma County classification of Automotive Mechanic in that the Automotive Mechanic is an entry-level classification that learns to perform routine duties related to the preventative maintenance on vehicles and light trucks. The Water Agency Fleet Equipment Mechanic I classification requires three years of prior related experience at entry. The Water Agency Fleet Equipment Mechanic I classification performs both routine and complex work primarily on light vehicles and equipment while gaining skill and expertise on the more complex medium and heavy vehicles and equipment, including specialized Water Agency equipment, such as vacuum trucks, sewer cleaners, and hydro-excavators, which also exposes them to wastewater, requiring the need to know and understand safety precautions related to wastewater. The Water Agency Fleet

Equipment Mechanic I differs from the Sonoma County Automotive Technician in that the latter only works on automobiles, light trucks, and equipment. Additionally, the Water Agency Fleet Equipment Mechanic I performs a broader range of duties to include service writer, supply, and inventory functions.

Water Agency Fleet Equipment Mechanic II

The Water Agency Fleet Equipment Mechanic II performs both routine and complex work in the diagnosis, maintenance, overhaul, repair, and related work for on and off-road equipment, trailers, medium and heavy-duty fleet vehicles, and equipment. This classification performs the full range of duties required to ensure the Water Agency's light, medium, and heavy vehicles and equipment are maintained in a safe and effective working condition and provide the highest level of safety for use. This classification is distinguished from the Water Agency Fleet Equipment Mechanic I by the complexity of work assignments, the potential impact of error, and the increased levels of independence and judgment exercised in the performance of work activities.

This classification differs from the Sonoma County classification of Heavy Equipment Mechanic in that the Heavy Equipment Mechanic is an entry-level classification that learns to perform routine duties related to the preventative maintenance on medium and heavy trucks and equipment. The Water Agency Fleet Equipment Mechanic II classification requires two years of prior related experience in a variety of complex on and off-road equipment and vehicles. The Water Agency Fleet Equipment Mechanic II performs both routine and complex work primarily on heavy vehicles and equipment, including specialized Water Agency equipment. The Water Agency Fleet Equipment Mechanic II differs from the Sonoma County Heavy Equipment Technician in that the latter does not work on specialized Water Agency equipment, such as vacuum trucks, sewer cleaners, and hydro-excavators, which also exposes them to wastewater, requiring the need to know and understand safety precautions related to wastewater. Additionally, the Water Agency Fleet Equipment Mechanic II performs a broader range of duties to include service writer, training, supply, and inventory functions.

Water Agency Lead Fleet Equipment Mechanic

The Water Agency Lead Fleet Equipment Mechanic is the lead level in the series and is responsible for assigning and reviewing the work of other Water Agency Fleet Equipment Mechanics, Water Agency Maintenance Workers, and other related staff. Incumbents perform the most complex duties related to the preventative maintenance, overhaul, and repair of light vehicles, medium and heavy-duty trucks, and on and off-road equipment. This classification was developed as an option for future use by the SCWA.

This classification differs from the Sonoma County classification of Lead Heavy Equipment Mechanic in that the latter does not work on specialized Water Agency equipment, such as vacuum trucks, sewer cleaners, and hydro-excavators, which also exposes them to wastewater, requiring the need to know and understand safety precautions related to wastewater. Additionally, the Water Agency Lead Fleet Equipment Mechanic will train Water Agency mechanic staff on all Water Agency equipment including light, medium and heavy trucks, and related equipment.

Existing Classifications	Proposed Classification
Automotive Mechanic	Water Agency Fleet Equipment Mechanic I
Automotive Technician	Water Agency Fleet Equipment Mechanic II
Heavy Equipment Mechanic	Water Agency Fleet Equipment Mechanic I
Heavy Equipment Technician	Water Agency Fleet Equipment Mechanic II

V. Next Steps

This report outlines the classification study of four (4) positions assigned to the County of Sonoma, Water Agency, Maintenance Division. CPS HR recommends that the County of Sonoma, Human Resources Department take the necessary steps to adopt the proposed classification specifications and reclassify the incumbent's positions as identified above.

Should you have questions or concerns, please feel free to contact Karen Rodriguez at (916) 471-3348 or email krdriguez@cpshr.us at any time.