



County of Los Angeles
CHIEF ADMINISTRATIVE OFFICE

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DAVID E. JANSSEN
Chief Administrative Officer

Board of Supervisors
GLORIA MOLINA
First District

YVONNE BRATHWAITE BURKE
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

April 22, 2004

To: Supervisor Don Knabe, Chair
Supervisor Gloria Molina
Supervisor Yvonne Brathwaite Burke
Supervisor Zev Yaroslavsky
Supervisor Michael D. Antonovich

From: David E. Janssen
Chief Administrative Officer

A handwritten signature in black ink, appearing to read "David E. Janssen", written over the typed name and title.

**OFFICE OF AFFIRMATIVE ACTION COMPLIANCE MANAGEMENT PROMOTION
EXCEEDING 10 PERCENT INCREASE**

Consistent with the August 4, 1998 Board-approved policy on managerial salaries, we have reviewed and recommend Board approval of the Office of Affirmative Action Compliance's (OAAC) attached request for the promotion of Mr. Marcus V. Castro to the position of Chief Deputy at an annual salary of \$95,229. Board approval is required as the recommended salary increase exceeds 10% and is above the control point of the budgeted R-10 item. The requested salary reflects a 19% increase from Mr. Castro's current annual base salary of \$80,025.

Mr. Castro is qualified with over 18 years of County experience, including 7 years of progressively responsible and executive experience with the Office of Affirmative Action Compliance. Mr. Castro has been performing in his current position as the Acting Chief Deputy for the past year and a half. Mr. Castro is responsible for actualizing department head goals; managing through subordinate staff the department's administrative functions of human resources, budget, finance, services and materials contracts, information technology, space management, emergency preparedness, and facilities planning; while concurrently functioning as the department's Chief Operations Officer which entitled him to an Additional Responsibility Bonus.

Mr. Castro will be promoted to a vacant budgeted position critical to the mission and organizational goals of the department. The requested increase creates a reasonable 12% salary differential between the Chief Deputy and subordinate staff, and a 10% differential between the Chief Deputy and the Department Head.

Each Supervisor
April 22, 2004
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Based on this information, we recommend that the Department's request be approved. In accordance with the policy on managerial salaries, please advise this office if you would like this request placed on an upcoming agenda for Board action. Unless otherwise instructed by May 10, 2004, we will authorize OAAC to proceed with this appointment.

Please contact Quinn McCauley of my staff at (213) 893-2534, if you have any questions.

DEJ:DIL
ADC:QM:lbm

Attachment

c: Director, Office of Affirmative Action Compliance
Director, Department of Human Resources

Marcus Castro-Management Promotion.I



041404-005

**COUNTY OF LOS ANGELES
OFFICE OF AFFIRMATIVE ACTION COMPLIANCE**

Kenneth Hahn Hall of Administration
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(213) 974-1080 / FAX (213) 626-7034
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MEMBERS OF THE BOARD

GLORIA MOLINA
YVONNE BRATHWAITE BURKE
ZEV YAROSLAVSKY
DON KNABE
MICHAEL D. ANTONOVICH

DENNIS A. TAFOYA
Director

April 6, 2004

To: David E. Janssen
Chief Administrative Officer

From: Dennis A. Tafoya *Dennis A. Tafoya*
Director

Subject: **CHIEF DEPUTY APPOINTMENT**

As you may recall, I indicated to you recently that I planned to appoint Marcus V. Castro as my Chief Deputy and that I would be requesting approval and your assistance in placing Mr. Castro at a salary level commensurate with current duties and responsibilities of the position. As we discussed, due to Management Appraisal and Performance Plan (MAPP) salary compression, and given that my Department's salaries have not been adjusted to reflect the increased responsibilities we have assumed since 1978, I am requesting a 19% salary increase for Mr. Castro. The following will provide justification for this request.

New Responsibilities

Over the past 17 years, the Office of Affirmative Action Compliance's (OAAC) budget has increased from \$800,000 in Fiscal Year 1988-89 to \$7.2 million in Fiscal Year 2003-04. During this period, the number of budgeted positions increased from 17 to 61. New responsibilities assumed during this period include:

- Implementation of a new County Employment Discrimination Complaint Process and responsibility for ensuring investigation of over 800 complaints filed annually;
- Countywide Board-mandated sexual harassment and employment discrimination prevention training;
- Countywide implementation of Board-approved Model Diversity Plan;
- Countywide compliance with Americans with Disabilities Act (ADA);

- Department of Health Services (DHS)/Equal Employment Opportunity Commission Conciliation Agreement;
- Sheriff's Department Protocols;
- Countywide compliance with Living Wage Ordinance;
- Participate as a member on the County's Contractors Debarment Board;
- Implementation of LAC+USC Medical Center Local Worker Hiring Program;
- Community Business Enterprise and Small Business Preference Program;
- Sheriff's Equity Investigations;
- Participate in risk management roundtables with CAO and County Counsel risk managers to assess potential liability of substantiated complaints of employment discrimination; and
- Countywide Mediation Program.

Finally, as I indicated to you, my office will be assuming even more responsibility effective Fiscal Year 2004-05, when the Department of Health Services (DHS) will contract with my office to conduct investigations of all employment discrimination complaints filed by DHS employees. Both of our departments have agreed on an annual budget of \$1.1 million and a staffing level of 11 full-time positions, which will be incorporated into the final budget changes.

OAAC Salary Inequities

My department has serious salary inequities because of MAPP salary compression and salary disparity. As you know, MAPP salaries have stagnated over the past five years which has created a marginal salary differential between MAPP participants and those on regular scheduled step advances. In addition, OAAC classification compensation has not been reviewed or adjusted since the items were ordinated in 1978. OAAC mission classes: Director, Chief Deputy, Senior Deputy Compliance Officer, and Deputy Compliance Officer salaries are not currently being compensated commensurate with increased responsibilities over the years.

For example, when I was appointed in 1998 the Board of Supervisors gave me a 10% promotion over my previously held Senior Deputy Compliance Officer salary, which created only a 2.5% salary differential between the Chief Deputy and my salary. In 2001, the Board recognized this disparity, my new responsibilities, and my performance by increasing my salary an additional 10.3%. In summary, Mr. Castro will be promoting from the same Senior Deputy position I held

David E. Janssen
April 6, 2004
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in 1998, and therefore should be given a similar salary increase to ensure that a reasonable salary differential exists between his salary and mine.

Salary compression has been created in my Department as a result of managers' MAPP salary stagnation contrasted with regularly scheduled step advances received by non-MAPP subordinates. As a result, my non-supervisory Deputy Compliance Officers are compensated at almost the same salary level as my supervisory Senior Deputy Compliance Officer staff. Approval to place Mr. Castro at the requested salary will correct the Chief Deputy salary compression; and create a reasonable 12% salary differential between the Chief Deputy and subordinate staff, and a 10% differential between the Chief Deputy and my salary (see Attachment).

In addition to salary compression/disparity, I must remain competitive to retain talented staff. County departments have/are considering Mr. Castro for positions within their respective organizations because of his knowledge, qualifications, and experience. These positions are at MAPP Salary Range 14. I believe that for me to be competitive and/or to retain Mr. Castro's services, I must offer a salary in the mid-range of the third quartile of the MAPP Salary Range 10.

Mr. Castro is a highly knowledgeable and talented manager. As my Acting Chief Deputy, he has demonstrated exemplary leadership, knowledge, and management skills necessary to assist me in carrying out the mission of my office. Mr. Castro through his outstanding performance has proven to be a valuable asset. Therefore, in accordance with the Board's policy on management appointments, I am requesting authorization to appoint Mr. Castro, Senior Deputy Affirmative Action Compliance Officer, MAPP Salary Range 9, second quartile, \$6,668.77 monthly or \$80,025.24 annually, to Chief Deputy, effective April 15, 2004. The requested salary is MAPP Salary Range 10, third quartile, \$7,935.75 monthly or \$95,229.00 annually.

I strongly recommend that Mr. Castro be placed at the requested MAPP Salary level as my Chief Deputy. I believe that hard work and excellence deserves reward. Mr. Castro has demonstrated both and will be a fine executive manager who will assist me in managing the OAAC. I need your support of my request, and I am more than willing to justify this salary request before the Board, if necessary. If you have any questions, please contact me at 984-1080 or your staff may contact Lorraine P. Navarro, of my staff, at 974-1025.

DAT:LPN
G:\HIRING REQUESTS\MAPP Appointment_Chief Deputy.Doc

Attachment

c: Lance Kaneshiro, Budget Analyst ✓



OFFICE OF AFFIRMATIVE ACTION COMPL

SALARY COMPARISON OF MISSION CLASSES

Title	Salary Range	Annual Salary	Quartile/Step	Salary D \$
Director	R11	\$ 105,060	4	-
Chief Deputy	R10	\$ 95,229 *	3	\$ 9,831
Senior Deputy	R 9	\$ 84,890	3	\$ 10,339
Deputy	93F	\$ 78,719	5	\$ 6,171

* Recommended Chief Deputy Salary Level