

Honorable Mayor and Members  
of the City Council  
City Hall  
Torrance, California

**Subject: Human Resources – Adopt RESOLUTION amending Executive and Management Employees resolution implementing recommended salary range to Worker’s Compensation Manager position.**

**Expenditure: Reference Range Adjustment of \$22,228; actual expenditure based on recruitment.**

#### RECOMMENDATION

Recommendation of the Human Resources Director that City Council adopt a RESOLUTION amending Resolution No. 2010-75A for Executive and Management Employees implementing the recommended salary range to the Workers Compensation Manager position.

#### FUNDING

Available in the Wage Reserve.

#### BACKGROUND

The Workers’ Compensation Manager retired on December 17, 2010. An extensive recruitment process was conducted in October 2010 yielding two highly qualified candidates. Two separate offers of employment were made, however the candidates declined stating insufficient compensation. Although an extensive recruitment was conducted which resulted in thirty eight applications being received, only seven candidates met the requirements to continue in the process to the initial interview. One of the seven candidates invited to the interview withdrew from the process after learning that salary offers were not likely to be made beyond the reference point listed on the range. Six candidates were interviewed and the final two were recommended to be considered for the final interviews with the Risk Manager and the Human Resources Director.

#### ANALYSIS

The Workers’ Compensation Manager directs the day to day operations of the program including the administration of workers’ compensation claims, coordination of medical and disability benefits, and management of a self-insured program with a budget of \$5 million annually. This is a highly specialized position requiring expertise within a very limited candidate pool who are knowledgeable and experienced in California Workers’ Compensation law, day to day administration of a claims handling operation, and handling of public entity claims (in particular public safety). In order to administer the program, possession of a State of California Self-Insurance Plans Administrator certificate is required. Another unique aspect of the position is the requirement of a working knowledge of workers’ compensation claims software applications, and system implementation and administration to ensure compliance with state mandated reporting requirements.

Of the thirty-eight applicants, only 2 candidates were sufficiently qualified to be considered for this critical position in the City. The initial offer was made to a candidate who had an extensive background in the Workers’ Compensation area and is currently a manager in the private sector for a company that is a third party administrator for claims handling. The second candidate to whom an offer was made also had a solid background in the Workers’ Compensation area and is currently a senior staff member at a public agency that has a structure similar to the City. Both candidates declined the offers which were not sufficient to meet their needs.

The recruitment targeted both public and private sector candidates utilizing professional organizations, industry publications and direct contacts to potential candidates. The recruitment was conducted at a

statewide level as the Workers' Compensation program is subject to California State law and the Workers' Compensation Manager must possess state certification to administer the program. The recruitment was successful in attracting candidates who met the minimum requirements in both the public and private sector.

The current salary range for the position is \$7208 at entry, \$8650 at reference (based on the median of salary survey) and \$9948 at maximum. The last adjustment to the Executive and Management salary ranges was done in October 2009 based on a survey conducted in May 2009. Based on the salary survey, the range for the Workers' Compensation Manager was increased by 2.84%.

A recent salary survey revealed that the current range (with benefits) is 12.7% below the average for positions in comparable agencies. This was evident as offers to both candidates were rejected based on the salary offered by the City. One of the challenges in remaining competitive is that other agencies have adjusted their ranges and benefits (including health insurance contribution).

Prior to conducting a subsequent recruitment, staff recommends that the salary range be adjusted to the same level as the Recreation Services Manager which would place it at average for the labor market. The salary range would be \$8283 at entry, \$9939 at reference and \$11430 at maximum resulting in an increase to the grid of 14.9%. Staff would utilize a similar recruitment plan and add other tools such as resume searches of sites such as [www.Monster.Com](http://www.Monster.Com) to ensure all avenues are explored.

Staff is sensitive to the budgetary constraints facing the City and makes this recommendation for salary range adjustment on a highly selective basis based on the specialized nature of the position and its overall impact on City operations and its direct impact on employees injured in the line of duty.

Respectfully submitted,

By Melody P. Lawrence  
Melody P. Lawrence  
Human Resources Manager

CONCUR:

Elaine M. Winer  
Elaine M. Winer  
Human Resources Director

NOTED:

Mary Jenkins  
LeRoy J. Jackson  
City Manager

*for*

Attachments: A. Amendment to Executive and Management Resolution  
B. Workers' Compensation Manager Job Description

**RESOLUTION NO. 2010 -****A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF  
TORRANCE AMENDING RESOLUTION NO. 2010-75A  
SETTING FORTH CHANGES REGARDING THE HOURS,  
WAGES, AND WORKING CONDITIONS FOR EXECUTIVE  
AND MANAGEMENT EMPLOYEES**

The City Council of the City of Torrance does hereby resolve as follows:

**SECTION I**

That Resolution No. 2010-75A is hereby amended as follows:

**SECTION II****ARTICLE 6 - AMENDMENTS****SECTION 6.1 AMENDMENT TO ARTICLE 2 – COMPENSATION****SECTION 2.1 REFERENCE POINT AND POSITIONS**

**Effective: December 21, 2010**

DELETE:

<b>Title</b>	<b>Reference Point</b>	<b>Benefit Category</b>	<b>Car Allowance Category</b>
Workers' Compensation Administrator	\$8650	B	2

ADD:

<b>Title</b>	<b>Reference Point</b>	<b>Benefit Category</b>	<b>Car Allowance Category</b>
Workers' Compensation Manager	\$9939	B	2

**SECTION III SEVERABILITY**

If any section, subsection, sentence, clause or phrase of this Resolution is for any reason held to be invalid or unconstitutional by the decision of any court of competent jurisdiction such decision shall not affect the validity of the remaining portions of the Resolution. The City Council hereby declares that it would have passed this Resolution and each section, subsection, sentence, clause and phrase thereof, irrespective of the fact that any one or more sections, subsections, sentences, clauses or phrases be declared invalid or unconstitutional.

Introduced, approved and adopted this 21<sup>st</sup>, day of December 2010.

\_\_\_\_\_  
Mayor of the City of Torrance

APPROVED AS TO FORM:  
JOHN FELLOWS III, City Attorney

ATTEST:

By \_\_\_\_\_  
Patrick Q Sullivan, Assistant City Attorney

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Sue Herbers, CMC  
City Clerk

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## Workers' Compensation Manager

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### Position Summary

Under direction, plans, organizes and directs the administration of the Workers' Compensation program providing continuing control, supervision and management of employee injury and illness cases; and performs related work as required.

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### Reporting Relationships

Receives direction from the Risk Manager and provides direct supervision to professional and support staff.

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### Job Duties

- Plans, organizes, and directs the activities of staff involved in investigating, adjusting and processing of workers' compensation claims.
- Supervises staff which includes instructing, assigning, planning and reviewing work, evaluating performance, allocating personnel, acting on employee problems, selecting new employees and implementing employee discipline. Provides training, advice and assistance as needed.
- Coordinates Workers' Compensation program activities and services with those of other departments and outside agencies and organizations; provides staff assistance to the Risk Manager; prepares and presents staff reports and other necessary correspondence.
- Prepares and administers the annual budget for the workers' compensation program.
- Stays abreast of new trends and innovations in the fields of workers' compensation, disability retirement and pre-employment medical standards.
- Coordinates the Safety Disability Retirement program.
- Coordinates the investigation of difficult, sensitive and/or complex claims, determines extent of liability and estimates settlement value of claims; recommends the settlement or denial of claims; makes adjustments and settles claims within assigned monetary authority level; and assesses facts and determines necessity for reporting claims to excess insurance carrier.
- Secures reimbursement of costs where recovery rights exist.
- Conducts audits and inspections of workers' compensation claims.
- Consults with physicians, service providers and department representatives to resolve return-to-work and accommodation issues.
- Ensures compliance with rules and regulations governing Workers' Compensation benefits and self-insurance administration; reviews, evaluates, interprets and applies established law to Workers' Compensation and Safety Disability Retirement programs.
- Arranges for and provides training on workers' compensation issues to claims staff, employees, supervisors and management.
- Consults with physicians, service providers and department representatives to resolve return-to-work and accommodation issues.

- Reviews and evaluates the results of pre-employment, annual and return-to-work medical examinations and makes appropriate recommendations.
  - Develops, establishes, updates and reviews medical examination policy standards; evaluates, interprets and applies laws regarding the physical examinations of potential employees in determining job suitability and fitness.
  - Monitors rehabilitation services and consults with physicians, service providers and department representatives to resolve claims including return-to-work and vocational rehabilitation plans, and disability retirement.
  - Performs related duties as assigned.
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### **Knowledge and Abilities:**

#### Knowledge of:

- Principles of claims adjustment, investigation, settlement techniques and practices.
- Principles and practices of supervision and training.
- Principles and practices of budget preparation.
- Federal, state and local laws, codes and regulations related to workers' compensation and disability retirement, including the State of California Labor and Government Codes and Cal-OSHA regulations.
- Jurisdiction, functions and procedures of the Workers' Compensation Appeals Board (WCAB).
- Medical and technical terminology used in industrial injury and illness cases.
- Research methods and resources, including use of the Internet and report writing.
- Personal computers and computer software packages related to database, spreadsheet and word-processing applications.
- City codes and ordinances, and administrative rules and regulations affecting departmental operations.
- Computer applications and systems utilized for workers' compensation claims management.
- Customer service and conflict resolution techniques.
- City and Department Mission including strategic goals and objectives.
- General City operations.

#### Ability to:

- Supervise subordinates including training, assigning, monitoring and evaluating work, counseling and disciplining staff, and processing grievances.
- Plan, organize and manage all aspects of a Workers' Compensation Program.
- Research, evaluate and recommend policies and programs to comply with state laws and regulations.
- Understand, interpret, apply and explain laws, codes, regulations, policies and procedures related to the Workers' Compensation program.
- Understand, evaluate and utilize computer applications and systems utilized for workers' compensation claims management.
- Manage and administer computer applications and systems utilized for workers' compensation claims management.
- Maintain confidentiality and exercise sound judgment.
- Communicate clearly and concisely, orally and in writing.
- Handle stressful or sensitive situation with tact and diplomacy.
- Conduct studies, including data collection, analysis and evaluate alternatives and develop recommendations to resolve problems or issues.

- Prepare and present reports, correspondence, and agenda items for the City Council, City committees and boards.
  - Establish and maintain effective working relationships with City employees, elected and appointed City officials, vendors and the public.
  - Shift priorities as departmental workload demands to meet deadlines.
  - Learn and utilize new skills and information to improve job performance and efficiency.
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### **Education and Experience**

Any combination of education and experience that provides the required knowledge and skills is qualifying. A typical way of obtaining the necessary knowledge and abilities is:

Five (5) years of progressively responsible professional experience in the administration of Workers' Compensation claims; and Bachelor's degree in Public or Business Administration, Human Resources Management or a related field.

Public sector and/or self-insured employer workers' compensation claims experience and supervisory experience are desirable.

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### **License or Certificate:**

Possession of a State of California Self-Insurance Plans Administrator Certificate is required.

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### **Special Requirements:**

*Performance of the essential duties of this position includes the following physical demands and/or working conditions.*

Requires the ability to exert a small amount of physical effort in sedentary to light work involving moving from one area to another; requires sufficient hand/eye coordination to perform repetitive movements, such as keyboarding, filing and the use of commonly used office machines and supplies; may involve extensive VDT exposure. Tasks require visual perception and discrimination as well as oral communication ability.