



## **COUNTY OF EL DORADO**

***Information Technology Department Coordinator***

**(Incumbent: Jeff Anspach)**

**Final Classification Study Report**

September 29, 2018

County of El Dorado  
**Human Resources Department**  
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## Recommendation

It is recommended that this position be reclassified to the newly proposed class of Information Technology Specialist II-Server Design and Administration.

## Background/Introduction

The County of El Dorado (County) Human Resources Department (HR) conducted a limited classification study of a position allocated to the Information Technology Department Coordinator (ITDC) classification and encumbered by Mr. Jeff Anspach. Mr. Anspach works in the Information Technologies Department and is supervised by David Dannenbrink, Supervising Information Technology Analyst.

By way of background, in 2015 the County retained a consulting firm, Koff & Associates (K&A), to conduct a County-wide classification study. The purpose of the study was to ensure that the County's classification specifications were consistent with industry standards and that employees were in the correct classifications based on the duties and responsibilities assigned. K&A provided a final classification report to the County in May 2017.

Mr. Anspach did not complete a position description questionnaire (PDQ) during the initial K&A study and the consultants recommended reclassifying his position to Information Technology Specialist I based on the limited information available. Mr. Anspach subsequently notified HR that he did not agree with the allocation of his position. He also completed a new PDQ in April 2018. For these reasons, HR agreed to re-evaluate Mr. Anspach's position.

## Overview of Study Tasks

In conducting the classification study, HR:

1. Conducted a detailed analysis of the incumbent's PDQ, as well as the information submitted by the incumbent in his appeal of the initial study recommendations (dated April 2018 and July 2018).
2. Conducted a telephone interview with the incumbent to clarify questions and gather additional information about the position and the duties performed.
3. Conducted a telephone interview with the incumbent's supervisor to gather additional information about the position.
4. Analyzed all of the information gathered, as well as applicable County class specification; to identify the typical duties of the position; the scope and level of work performed; and the requisite knowledge, skills, abilities, and other job-related characteristics required to perform the work.
5. Identified an appropriate classification.
6. Developed this Final Classification Study Report.

## Classification Framework

The classification analysis for this study relies upon sound principles of job evaluation and classification. The approach identifies classifications that reflect distinct differences in levels and types of work as

determined through the use of established allocation factors and classification concepts. This section of the report presents the conceptual framework for the methods used by HR in analyzing a classification recommendation for this study position.

## General Guidelines and Definitions

### Point in Time Analysis

A classification study primarily captures the essential nature of positions 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.

### Whole-Job Analysis

For purposes of this study, HR used a whole-job analysis approach. This methodology analyzes the job as a whole, rather than by individual factors, by evaluating the core duties and responsibilities, the nature and level of work performed, and the minimum qualifications which are required to perform the work. This approach compares jobs with one another on the basis of an overall evaluation of difficulty or performance. The entire position, including the skills required, the decision-making authority, the scope, the magnitude of work, and the accountability for results, is compared as a whole to other positions.

### 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; 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 the majority 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 is a reflection of the level of work performed by an employee; and thus, it 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 HR would 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, and not by creating new classifications.

### Classify the Position, Not the Person

Classification recommendations are made based on the position being studied, not the individual occupying the position at the time of the study. In other words, the duties and responsibilities of the job are evaluated rather than the competency or personal characteristics of the employee in the job. That said, the incumbent occupying the position is **usually** considered to be the "subject matter expert" on the job, and therefore information provided by the incumbent typically carries substantial weight in the

analysis. Exceptions to this might occur if an incumbent has only been in the job a short time and therefore is not fully familiar with the job responsibilities, or if management significantly disagrees with the incumbent regarding the job expectations in which case the management perspective may have greater influence on the final determination.

### **Determining Classification Breadth and Depth**

Classification plans generally establish classifications based on a determination of “sufficient similarity”. However, within an individual organization, sufficient similarity can be interpreted to coincide with the goals and philosophy of the organization. For example, a broad interpretation recognizes positions that share a core set of duties, but accepts substantial variation between positions, resulting in varied assignments within each classification. In contrast, a narrow interpretation might create separate narrow classifications to address such variations.

### **Allocation Factors**

Allocation factors are standards that are used to measure job requirements of individual positions. These factors can be compared in order to measure the similarities and differences among positions. The common allocation factors used to evaluate this study position included:

- Decision Making - Consists of [a] the decision-making responsibility and degree of independence or latitude that is inherent in the position, and [b] the impact of the decisions.
- Scope and Complexity - Defines the breadth and difficulty of the assigned function or program responsibility inherent in the classification.
- Contact with Others Required by the Job - Measures [a] the types of contacts, and [b] the purpose of the contacts.
- Supervision Received and Exercised - 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 - Defines the knowledge, skills, and abilities necessary to perform assigned responsibilities.

## **Classification Analysis**

### **Current Position Duties**

The incumbent, Mr. Anspach, has been an ITDC for approximately 33 months. Prior to working in the Information Technologies Department, he was assigned to the District Attorney’s Office where he provided primary support for that department’s case management system.

The overall purpose of the incumbent’s job is to perform paraprofessional duties that include installing, configuring, testing, and maintaining computer systems and servers, and providing technical support to County-wide technology program clients to resolve client/server system impairments. Mr. Anspach primarily provides technical assistance to professional staff by installing and testing third party department or enterprise infrastructure client/server software and assisting with the routine development, enhancement, modification, and maintenance of County information technology (IT) server-based applications. He also receives and responds to customer service issues, particularly those

pertaining to his areas of assignment. The incumbent’s primary and essential job duties (based on the PDQ and interview information) are summarized in the following table.

<b>ESSENTIAL JOB FUNCTIONS</b>		
<b>Task #</b>	<b>Tasks</b>	<b>Approximate Percentage of Time</b>
1	Serves as the primary technical administrator for Active Directory; creates and modifies Active Directory accounts; creates and maintains AD security groups; writes Powershell scripts to perform various tasks and to query Active Directory; troubleshoots and resolves access issues.	45%
2	Develops and tests backup and restoration procedures; installs and configures backup procedures on County servers; sets up and implements backup schedules; monitors backups and resolves issues; crates backup documentation; performs file restores as needed; works with the software vendor to resolve problems.	25%
3	Provides technical support to County-wide technology program clients on a diverse range of personal computer, system hardware, software, and peripheral issues; receives and triages incoming requests from clients by asking diagnostic questions to identify the nature of the issue; determines severity and priority of the request; performs client support remotely and/or on-site as required	15%
4	Performs technical administration and maintenance on assigned servers and applications, such as Adaxes; installs and tests updates; monitors/restarts servers if needed to resolve errors.	10%
5	Perform other related duties- supporting the District Attorney’s Office case management system	5%

During the interview with the incumbent, he stated that his duties and responsibilities are consistent with an Information Technology Analyst rather than Information Technology Specialist. Specifically, he said that his responsibilities related to administering Active Directory and the backup systems require professional-level analysis.

**Supervisor Comments**

The incumbent’s supervisor, Mr. Dannenbrink, was interviewed separately, and he affirmed the core duties and responsibilities described in the incumbent’s PDQ. However, he disagreed with the incumbent’s claim that the work is analytical in nature as most of his assignments are performed within well-defined protocols and procedures and are also largely repetitive.

## Comparator Classes

The County is in the process of amending, retitling, and/or replacing a number of classes as part of the County-wide study process, including several in the current IT classification structure. For purposes of this review, it should be noted that one or more of the following class summary statements reflect proposed IT class concepts that are pending final approval by the Board of Supervisors.

The following were considered relevant to this classification review and were therefore used for comparative analysis purposes:

### **Classification Specification Content – Information Technology Department Coordinator (Appendix A)**

This is an existing County class used for positions that coordinate and direct the day-to-day operations of IT systems within an assigned department. Incumbents perform a wide variety of duties that primarily focus on departmental customer service and system maintenance. An ITDC typically coordinates with the County's central IT Department on complex matters involving system design or enhancement, and while an ITDC may be able to resolve many of the technical problems that arise, he/she refers major issues with networks, servers, or applications to the County IT Department. Note that since this a departmental class, it is not appropriate for positions allocated to the County IT Department to be assigned to the central IT Department.

The "Examples of Typical Duties" section within the job description further articulates the associated duties and responsibilities assigned to this classification.

### **Classification Specification Content – Information Technology Analyst I/II-Server Design and Administration (Appendix B)**

The County currently has a three-level, deep class titled Information Technology Analyst Trainee/I/II-Server Administration. As a result of the County-wide classification study, HR proposes to eliminate the Trainee level and retitle this class to Information Technology Analyst I/II-Server Design and Administration (ITA I-II-Server). ITA I-Server will be the entry-level class and ITA II-Server will be the journey-level.

Consistent with the current class specification, the proposed specification for ITA I/II-Server describes positions that perform a diverse range of professional analytical duties in the design, engineering, enhancement, administration, and maintenance of County IT servers and related systems, including server hardware and core infrastructure applications. Incumbents preponderantly analyze customer and enterprise infrastructure client/server systems requirements and develop and maintain department and enterprise infrastructure client/server architectures. Incumbents do not supervise other professional staff, though they may provide limited and intermittent leadership on assigned projects.

The "Examples of Typical Duties" section within the job description further articulates the associated duties and responsibilities assigned to this classification.

### **Classification Specification Content – Information Technology Specialist I/II-Server Administration (Appendix C)**

The County proposes to replace the current class of Information Technology Specialist I/II with several classes that are focused on specific areas of assignment. The proposed class specification for Information Technology Specialist I/II-Server Administration (ITS I/II-Server) describes positions that perform paraprofessional and technical support work by installing, configuring, testing, and maintaining

computer systems and servers and providing technical support to County-wide technology program clients to resolve client/server system impairments. Incumbents primarily assist professional staff by performing the more routine tasks related to troubleshooting, maintaining, and repairing server-based applications. They also participate in various customer support activities by receiving and responding to help requests from clients and determining/implementing corrective measures to resolve system issues.

The “Examples of Typical Duties” section within the job description further articulates the associated duties and responsibilities assigned to this classification.

## Study Findings

The incumbent’s primary responsibilities are to administer the County’s Active Directory and Net Backup systems, to schedule and monitor backups, and to troubleshoot and correct backup system errors. According to his PDQ, these duties occupy almost 70% of his time. Both of these systems are part of the County’s core enterprise infrastructure and they are crucial to the overall functionality of County-wide IT activities; thus, the incumbent plays a key role in ensuring that these systems are operating properly. However, the incumbent is primarily providing technical support and maintenance for these systems and is not significantly responsible for system design, engineering, or enhancement. The incumbent is frequently called upon to assist and support professional staff by developing scripts (using a programming tool called Powershell) to query and retrieve information from Active Directory. Such scripts can also be used to identify and resolve access issues. However, such scripting through Powershell is not a complex process and does not involve the use of complex programming languages or processes.

The incumbent spends approximately 15% of his time performing first- and second-level customer service through the IT Help Desk. Typical duties include resetting user passwords, setting up user permissions in various applications, and generally helping to cover the phones as needed. Such duties are consistent with those performed by an Information Technology Customer Support Specialist II.

It was also noted that the incumbent continues to administer the District Attorney’s Office case management system (Damion). Such duties include installing and testing upgrades, adding and deleting users, and resolving minor performance issues. However, that system is relatively stable and requires less than 5% of the incumbent’s time.

For the reasons outlined above, the incumbent is not performing professional analytical IT work. Instead, his duties are consistent with a journey-level paraprofessional/technical class. Therefore, it is recommended that this position be reclassified to Information Technology Specialist II-Server Design and Administration.