



May 19, 2017

Final Report
Classification & Total Compensation
Study

Volume I: Classification

County of El Dorado

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May 19, 2017

Ms. Judith Kerr
Interim Human Resources Director
County of El Dorado
330 Fair Lane, Building A
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Dear Ms. Kerr:

Koff & Associates is pleased to present the final classification and compensation report (Volume I) for the study of all positions at the County of El Dorado. Volume I documents the classification study process and provides recommendations for the classification plan, allocations of individual positions for all County staff, and class specifications. Volume II, to be sent under separate cover, documents the market compensation survey, findings, and recommendations.

This first volume incorporates a summary of the study's multi-step process, which included results of written Position Description Questionnaires, interviews with employees, and employee review and comments in the form of draft class specifications, and class allocation recommendations.

We would like to thank you, Erin Hane, and other County staff for your assistance and cooperation, without which this study could not have been brought to its successful completion.

We will be glad to answer any questions or clarify any points as you are implementing the findings and recommendations. It was a pleasure working with the County and we look forward to future opportunities to provide you with professional assistance.

Very truly yours,



Katie Kaneko
President



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EXECUTIVE SUMMARY

Background

The County of El Dorado (County) contracted with Koff & Associates (K&A) to conduct a classification and compensation study for all County staff. All classification and compensation findings, recommendations, and options for implementations are in Volumes I and II of this report.

This study was precipitated by several factors:

- The concern of management and the employee groups that employees should be recognized for the level and scope of work performed, and that they are paid on a fair and competitive basis that allows the County to recruit and retain a high-quality staff.
- To ensure that class specifications reflect current programs, responsibilities, and technology.
- The desire to have a classification and compensation plan that can meet the needs of the County.
- The desire to ensure that internal relationships of salaries are based upon objective, non-quantitative evaluation factors, resulting in equity across all County departments.

The overall goal of the classification and compensation study is to assist the County in developing a competitive pay and benefit structure, which is based upon market data to ensure that the plan is fiscally responsible and meets the needs of the County with regards to recruitment and retention of qualified staff.

A total of four hundred thirty-four (434) classifications were studied (excluding new classifications developed during the classification study).

CLASSIFICATION STUDY GOALS

The goals and objectives of the classification portion of the study were to:

- Obtain detailed information regarding each position through a variety of techniques, including written Position Description Questionnaires (PDQs) and interviews with employees and management. Prepare an updated classification plan, including recommended class specifications and position allocations that recognize the scope and level of the various classes and positions, and is perceived equitable by management and employees alike.
- Provide class specifications and other documentation that include information required for compliance with the Americans with Disabilities Act (ADA) and appropriate qualifications, including knowledge, skills, and other requirements that are job-related and meet other legal guidelines. Provide sufficient documentation to allow the County to maintain the classification system on a regular basis.

CLASSIFICATION STUDY PROCESS

The classification study procedures were as follows:

- An initial meeting was held with County project management, department heads, and unions to clarify study scope, objectives, processes, and deliverables.



- Orientation meetings were held to which all employees were invited, to meet consultant staff involved with the project, clarify study objectives and procedures, answer questions, and distribute the PDQs.
- After the PDQs were completed by employees and reviewed by management and consultant staff, interviews were conducted with employees and management.
- Following the analysis of the classification information gathered, draft class concepts, specifications, and position allocations were developed for management and employee review.
- After resolution of issues, wherever possible, including additional contact with employees and management to gain details and clarification, appropriate modifications were made to the draft specifications and allocations and this final report was prepared.

CLASSIFICATION CONCEPTS

Positions vs. Classifications

“Position” and “Classification” are two terms that are often used interchangeably, but have very different meanings. As used in this report:

- A position is an assigned group of duties and responsibilities performed by one person. A position can be full-time, part-time, regular or temporary, filled or vacant. Often the word “job” is used in place of the word “position.”
- A classification or class may contain only one position or may consist of a number of positions. When you have several positions assigned to one class, it means that the same title is appropriate for each position; that the scope, level, duties, and responsibilities of each position assigned to the class are sufficiently similar (but not identical) that the same core knowledge, skills, abilities, and other requirements are appropriate for all positions, and that the same salary range is equitable for all positions in the class.

When positions are classified, the focus is on assigned job duties and the job-related requirements for successful performance, not on individual employee capabilities or amount of work performed. Positions are thus evaluated and classified on the basis of such factors as knowledge, skills, and abilities required to perform the work, the complexity of the work, the authority delegated to make decisions and take action, the responsibility for the work of others and/or for budget expenditures, contact with others (both inside and outside of the organization), the impact of the position on the organization, and working conditions.

The Relationship Between Classification and Compensation

Classification and the description of the work and the requirements to perform the work are separate and distinct from determining the worth of that work in the labor market and to the organization. While recommending the appropriate compensation for the work of a class depends upon an understanding of what that work is and what it requires (as noted above), compensation levels are often influenced by two factors:

- The external labor market; and
- Internal relationships within the organization.

As stated, compensation findings and recommendations will be provided in Volume II of this report.



The Purpose of Having a Classification Plan

A position classification plan provides an appropriate basis for making a variety of human resources decisions such as the:

- Development of job-related recruitment and selection procedures.
- Clear and objective appraisal of employee performance.
- Development of training plans and succession planning.
- Design of an equitable and competitive salary structure.
- Organizational development and the management of change.
- Provision of an equitable basis for discipline and other employee actions.

In addition to providing this basis for various human resources management and process decisions, a position classification plan can also effectively support systems of administrative and fiscal control. The grouping of positions into an orderly classification system supports planning, budget analysis and preparation, and various other administrative functions.

Within a position classification plan, job classifications can either be broad (containing a number of positions) or narrow (emphasizing individual job characteristics). Broad job classifications are indicated when:

- Employees can be hired with a broad spectrum of knowledge, skill, and/or academic preparation and can readily learn the details of the County, the department, and the position on-the-job; or
- There is a need for flexibility of the assignment within a department or an organization due to changing programs, technologies, or workload.

Individualized job classifications are indicated when:

- There is an immediate need to recruit for specialty knowledge and skills;
- There is a minimum requirement of time or capability for on-the-job training; or
- There is an organizational need to provide for specific job recognition and to highlight the differences between jobs.

Most classification plans are a combination of these two sets of factors, and we have chosen the middle ground in this study as being most practical to support the County. The County has an interest in growing talent from within, providing career development and growth opportunities to existing staff. By utilizing a broad classification system, employees have more flexibility in their career options and can more easily transition to a variety of similar positions to further their understanding and knowledge of County operations.

To address the concerns of the County, that in some assignments there is an immediate need to recruit for specialty knowledge and skills, we have included specific functional differentiation in the broad classification description which would indicate specific duty statements that would differentiate assignments assisting in the provision of a more applicable candidate pool. Broad classifications tend to be more favorable to applicants because they do not overwhelm them with detail, and more favorable to hiring agencies because they provide a larger applicant pool than specific job descriptions. On the other hand, specific job information can be used to narrow down the applicant pool or give candidates a more realistic preview of what the position will be like. Oftentimes, the specific job information is needed to



tailor the recruitment and selection process to a specific, specialized, and/or highly technical assignment that may be not as clearly defined in the broader classification.

We understand that there is concern that providing the organizational flexibility of broad classifications might place individuals into situations where they may not have the technical or functional experience to be successful in the assignment. It is our understanding that placement into assignments between departments are not automatic and would only occur if the skill set of an individual is easily transferable between departmental assignments. At the same time, the County had determined that for its own sustainability and to best meet its strategic and operational goals, it is critical to continue to develop talent internally. For those individuals who desire the challenge and opportunity to increase their skills, the broad classification system assists them in attaining growth and development, while also supporting employees who obtain career satisfaction by deepening their functional expertise.

Classification Titling Concepts

Class titling concepts are developed to provide the County and its management, employees, and external stakeholders context for titles they see within the class plan. Titling generally reflects levels of work; span of control; and level of authority within the organization, the job family, and the class series.

Within each classification series, there may exist a classification at each level or only at selected levels. The levels within the classification series reflect the County's needs and priorities. For example, in some classification series, there is no need for functions to be performed at the experienced, advanced, or supervisor level. Distinctions between levels within classification series can be defined based on scope of responsibility, complexity of work, supervision received and exercised, authority for making decisions and taking action, and type and level of required knowledge, skills, abilities, education, training, and experience. Following are descriptions of each classification type.

1. Agency Director

Plans, organizes, manages, and provides administrative direction and oversight for all functions and activities of the assigned agency. Provides highly responsible and complex management assistance to the Chief Administrative Officer and the Board of Supervisors (Board) in coordinating and directing County-wide departmental activities and operations. Assists the Chief Administrative Officer in executing the long-term vision for the County in collaboration with the Board and other department directors.

2. Director (Division Director)

Plans, organizes, manages, and provides administrative direction and oversight for all functions and activities of the assigned department. Provides highly responsible and complex management assistance to the Chief Administrative Officer or Agency Director and the Board in coordinating and directing County-wide departmental activities and operations. Assists the Chief Administrative Officer or Agency Director in executing the long-term vision for the County in collaboration with the Board and other department directors. Coordinates assigned activities with officials and outside agencies, and fosters cooperative working relationships among County departments and with intergovernmental and regulatory agencies and various public and private groups.

Work situations require the analysis and application of organizational policies and goals, complex laws, and/or general business or ethical considerations. Positions operate in highly visible, politically sensitive, legally complex, and evolving arenas working on significant and strategic issues and problems, as well as County-wide and/or Board priorities and directives, requiring political sensitivity and in-depth evaluation and analysis of various (and often competing) circumstances, interests, and



information. Incumbents are responsible for achieving departmental goals and objectives. Incumbents often deal with public officials; members of boards, councils, and commissions; legislators; regulatory agencies; and the community to provide policy direction, explain program mission and objectives, and/or negotiate solutions to difficult problems.

3. Assistant Director

Under administrative direction, provides highly responsible and complex management assistance to the department head in coordinating and directing departmental or major agency division activities and operations. Coordinates assigned activities with other departments, officials, outside agencies, and the public; and fosters cooperative working relationships among County departments and with intergovernmental and regulatory agencies and various public and private groups. Provides leadership to all departmental divisions to enable management to effectively and efficiently maximize available resources; ensures quality services provision to the residents of the community; acts as department director in the director's absence; and provides highly responsible and complex professional assistance to County management staff in areas of expertise.

Work situations require the analysis and application of organizational policies and goals, complex laws, and/or general business or ethical considerations. Positions operate in highly visible, politically sensitive, legally complex, and evolving arenas working on significant and strategic issues and problems, as well as County-wide and/or Board priorities and directives, requiring political sensitivity and in-depth evaluation and analysis of various (and often competing) circumstances, interests, and information. Incumbents are responsible for achieving departmental goals and objectives. Incumbents often deal with public officials; members of boards, councils, and commissions; legislators; regulatory agencies; and the community to provide policy direction, explain program mission and objectives, and/or negotiate solutions to difficult problems.

4. Deputy Director

This classification is considered mid-management within a large department, managing through subordinate levels of supervision. In addition to the responsibilities outlined at the manager level, responsibilities include allocating staff and budget resources among competing demands and performing significant service delivery planning and evaluation within a segment of the organization representing a specific service function which has a chain of command.

The main difference between the deputy director and the manager is that the latter has full management responsibility over a recognized unit of the organization, while the former oversees subunit/s through subordinates.

The deputy director spends the majority of time on policy development and administration; long- and short-term planning; ensuring compliance with laws, County ordinances, codes, and regulations; and budgeting responsibilities. The deputy director level develops, recommends, and sets the programs, projects, goals, and policies and procedures of the division.

5. Manager (includes Superintendent)

This classification is considered mid-management. In addition to the responsibilities outlined at the supervisor level, responsibilities include allocating staff and budget resources among competing demands and performing significant service delivery planning and evaluation at the subunit level. This level would be responsible for a unit, defined as a segment of the organization representing a specific business function which has a chain of command.



The main difference between the supervisor and the manager is that the supervisor spends a portion of time performing the same duties as those supervised within their subunit(s), while a manager spends the majority of time on administrative, long- and short-term planning, and budgeting responsibilities. The managerial level develops, recommends, and sets the programs, projects, goals, and policies and procedures of the unit, while the supervisory level is more involved in the day-to-day implementation and execution of those programs, projects, and policies and procedures.

6. Principal (Subject Matter Expert)

The Principal is typically seen as a deep subject matter expert that provides professional support relative to highly technical and/or sensitive projects/programs; assists other divisions and/or departments in obtaining information and development of recommendations regarding management issues; and assists in the development of new programs and/or addition/modification of program elements as needed to meet goals and objectives. This position functions as the “manager” of a large program and/or multiple projects with significant impact not only County-wide but also on the community at large, and may affect outside agencies and other entities. The employee is responsible for designing, planning, implementing, and maintaining the program, including short- and long-term planning activities, budget preparation and implementation, analyzing data for trends, and community education and outreach. Responsibilities include performing diverse, specialized, and complex work involving significant accountability and decision-making responsibility, as well as extensive staff, public, and organizational contact. Successful performance of the work requires skill in managing projects and coordinating assigned work with other departments and outside entities.

Work situations require the analysis and application of organizational policies and goals, complex laws, and/or general business or ethical considerations. The employee is subject only to the policy guidance of executive management and/or broad regulatory or legal constraints. The ultimate authority for achieving the goals and objectives of the program are with this employee. The employee often deals with public officials, members of boards, councils, commissions, and others to provide policy direction, explain program missions, and/or negotiate solutions to difficult problems.

7. Supervisor (Senior title used for professional classifications that supervise)

The focus of the job is on the direct supervision and coordination of a unit, and also includes hands-on participation in the work activities of those supervised. Incumbents plan, assign, direct, review, and evaluate the work of staff. In addition, incumbents assigned to this level make effective recommendations and/or carry out selection, performance evaluation, and disciplinary procedures.

The supervisor also exercises discretion in selecting appropriate resources to use in accomplishing assigned work; monitors and reviews work in progress and provides technical assistance and guidance; ensures that appropriate policies and procedures are followed by subordinates; monitors, coordinates, and provides input into developing the budget for the subunit(s); and recommends procedures consistent with unit, divisional, and County directives, polices, and regulations, which are developed by higher-level management staff.

As a note regarding titling conventions within technician and staff classification series, the supervisor-level is typically designated with a “supervisor” title. Within analyst/specialist and administrator classification series, the supervisor-level is typically designated as “senior”.

8. Program Manager

This classification is typically responsible for a program, defined as a planned coordinated group of activities and procedures created for a specific function related to ongoing County operations,



initiatives, and services as well as management and/or Board priorities and directives. A program encompasses multiple projects with department-wide and community served impact. Employees are responsible for designing, planning, implementing, evaluating, and modifying the program, including short- and long-term planning activities; budget preparation and implementation; performing extensive, in-depth, and specialized administrative, budgetary, financial, and compliance research, analysis; supporting and analyzing programmatic practices and procedures; and developing and implementing recommendations for operational, policy, and procedural improvements for the assigned program(s). Employees serve as a specialist, liaison, and advocate for the assigned program(s) requiring the use of initiative and resourcefulness, considerable independent judgment, and regular contact with senior management positions within the County, other public agencies, legislators, private and community organizations, regulatory and governmental agencies, and the public.

9. Professional (includes Analyst)

This classification performs operational, financial, budgetary, legal, regulatory, political, and/or administrative analyses and studies; researches and analyzes practices and procedures and develops recommendations for organizational, operational, policy, and procedural improvements; and conducts needs analyses, feasibility studies, and evaluations for assigned programs, projects, and activities. Employees receive broad (non-detailed and non-specific) assignments and/or tasks and are responsible for independently developing a plan of action and approach; identifying, synthesizing, and interpreting relevant sources of data and information; selecting and implementing methodology; analyzing and interpreting results; developing recommendations; and presenting final products for supervisor and management review. Work assignments are reviewed during the normal briefing cycle, generally upon completion, and for overall results. Decisions may have significant unit, division, or County-wide service delivery, operational, legislative, regulatory, and/or budgetary/financial impact. A four-year degree in the area assigned is typically a minimum qualification.

10. Coordinator

The term “Coordinator” is often used for classes responsible for the coordination and administration of one or more programs or projects in a department/division with external contractors, agencies, and/or service providers.

The employee would typically have responsibility for independently coordinating one or more programs or projects on a regular basis. The duties involved would include the implementation of the program’s or project’s goals and objectives, oversight of performance, input as to budget preparation and administration, promotion or marketing, and evaluation. Incumbents at this level may have limited supervisory responsibility such as exercising functional and technical supervision over full-time staff, or directing part-time, temporary, and/or contract staff, volunteers, and/or interns.

11. Technician

This is a paraprofessional classification that performs a combination of duties requiring the application of knowledge obtained from technical, vocational education, and/or experience usually provided through a two-year degree and/or post-secondary coursework and/or training. Employees assume regular ongoing work that involves specific technical and programmatic skills and abilities, requiring the interpretation and application of policies and procedures of greater depth as it relates to the assignment.



12. Staff

Administrative support/maintenance positions within this category engage in work that is predominantly standard and customarily mental, manual, mechanical, or physical work. The work is transactional, meaning that the focus is on maintaining the normal workflow of operations and the work typically fits within established techniques, procedures, processes, or specific standards. Typically, employees acquire their skill by experience rather than by advanced specialized intellectual instruction.

The following outlines the classification leveling concepts which K&A developed for the County’s revised classification structure:

- Non-management classification series – where there are multiple levels of work within a classification series, these levels should be distinguishable, and generally fall within the following levels of work:
 - Entry: The entry level of a classification series provides an on-the-job opportunity for employees to gain the experience needed to perform the full range of duties. Employees at this level of the class series have the necessary education to perform the work, but they lack the practical on-the-job experience required to perform the full range of duties. Employees at this level will perform the more routine duties assigned to the class series, and will require a high level of supervision until such time as they are fully proficient in the work. The most common designation for entry level work is a “I” after the class title (e.g., Accounting Assistant I); in some professional classes, “Assistant” may be placed before the class title to designate the class as entry level.
 - Journey/Fully Competent: Positions at the journey level of the series are fully proficient and qualified to perform the full range of duties assigned to the classification series. At this level, positions are subject to general supervision, referring only unusual situations and issues to their supervisor. The most common designation for journey level work is a “II” after the class title (e.g., Accounting Assistant II); in some professional classes, “Associate” may be placed before the class title to designate the class as journey level. In most classification series, the majority of positions will be placed at the journey level, since that is considered to be the core level of work, (i.e., performing the full range of duties).
 - Senior (Advanced/Lead staff level) (This title also used for professional supervisor): In addition to performing the full scope of work, employees provide technical and functional direction to assigned staff on an ongoing, day-to-day basis, and perform the most difficult and complex assignments requiring the advanced knowledge of concepts in assigned area of responsibility, as well as County and regulatory standards, practices, policies, and procedures. Responsibilities include performing diverse, specialized, and complex work involving significant accountability and decision-making responsibility. Employees organize and oversee day-to-day activities and are responsible for providing support to an assigned supervisor/unit manager in a variety of areas. Successful performance of the work requires an extensive background as well as the ability to coordinate subunit or unit work with that of other units and outside agencies. For some positions the work involves a high-level of problem-solving requiring analysis of unique issues or problems without precedent and/or structure and formulating and presenting



strategies and recommendations to management. By its very definition, the number of positions assigned to the senior level is limited.

- Advanced Journey (III): This level is reserved for those classifications that are experience and/or certification driven (i.e., Agricultural Biologist-Standards Inspector I-II-III)
- Supervisory: The title of “supervisor” has been used for those positions which serve as a full direct supervisor over assigned staff with responsibility for planning, assigning, monitoring, and reviewing work of employees; direct supervisors have responsibility for personnel related actions such as writing and delivering performance evaluations, administering disciplinary actions, and working with management and human resources on employee hiring and termination actions.

Some exceptions to these titling guidelines may be found within the new classification structure (e.g., Deputy District Attorney I/II/III/IV/Senior), where the IV level is the fourth working and fully proficient journey level of the series; however, these are limited exceptions based on operational needs.

In a limited number of cases, where positions reported either direct or lead supervision over a nominal number of employees (1-2), the allocation was made based upon predominant duties, since the supervisory duties in these instances are considered to be ancillary (i.e., they could be removed from the position and the overall purpose of the class would not be impacted). We will work with the County to identify options for any positions impacted by this assessment.

Flexible Staffing

Based upon our review of the classification structure and its administration, it appears that the County uses a flexibly staffed concept within many of its job series. Flexible staffing is a strategy wherein the assigned work is the same at the entry and journey level of the series but the organization wants some flexibility in how positions progress to the journey level. The position is budgeted at the journey level, but appointment into the class series could be made at either the entry or the journey level, depending on applicant skills and/or the desire to provide advancement opportunities for current staff who have the necessary education to move into the entry level, but who need time on the job to acquire knowledge of the necessary departmental operations in order to perform the full range of duties. The County uses the flexibly staffed concept for County and Merit Systems Services (MSS) classifications. However, between the County and MSS classifications there is a different practice as to when positions move to the next level. For example, MSS positions generally automatically moved to the journey level after one year, assuming the incumbent has satisfactory performance and is working under general supervision or direction. However, given our review, the County does not have a consistent practice regarding the duration for movement to the journey level classification (e.g., some positions have been working at the entry level [of a flexibly staffed series]) for several years). To help facilitate some standards, K&A included wording in each flexibly staffed class specification to indicate that the position is flexibly staffed and positions are normally filled by advancement from the entry level, after gaining the knowledge, skill, and experience which meet the qualifications for and after demonstrating the ability to perform the work of the higher-level class, and is subject to management approval. K&A did not include a specific timeframe for advancement because such will vary based on the classifications, job requirements, and the incumbent.



Classification Specifications

In developing the new and revised classification specifications for all positions, the basic concepts outlined in the previous pages were utilized. The recommended class specifications are included in Appendix II of this report.

As mentioned earlier, the class specifications are based upon the information from the written PDQs completed by each employee, the individual job audit interviews (if required), and from information provided by employees and managers during the review processes. These descriptions provide:

- A written summary documenting the work performed and/or proposed by the incumbents of these classifications.
- Distinctions among the classes.
- Documentation of requirements and qualifications to assist in the recruitment and selection process.

Just as there is a difference between a position and a class, there is also a difference between a position description and a class specification. A position description, often known as a “desk manual”, generally lists each duty an employee performs and may also have information about how to perform that duty. A class specification normally reflects several positions and is a summary document that does not list each duty performed by every employee. The class specification, which is intended to be broader, more general, and informational, is intended to indicate the general scope and level of responsibility and requirements of the class, not detail-specific position responsibilities.

The sections of each class specification are as follows:

Title: This should be brief and descriptive of the class and consistent with other titles in the classification plan and the occupational area.

- The title of a classification is normally used for organization, classification, and compensation purposes within the County. Working titles are often used within a department to differentiate an individual. All positions have a similar level of scope and responsibility; however, the working titles may give assurance to a member of the public that they are dealing with an appropriate individual. Working titles should be authorized by Human Resources to ensure consistency within the County and across departmental lines.

Definition: This provides a capsule description of the job and should give an indication of the type of supervision received, the scope and level of the work, and any unusual or unique factors. The phrase “performs related work as required” is not meant to unfairly expand the scope of the work performed, but to acknowledge that jobs change and that not all duties are included in the class specification.

Supervision Received and Exercised: This section specifies which class or classes provide supervision to the class being described and the type and level of work direction or supervision provided to this class. The section also specifies what type and level of work direction or supervision the class provides to other classes. This assists the reader in defining where the class “fits” in the organization and alludes to possible career advancement opportunities.

Class Characteristics: This can be considered the “editorial” section of the specification, slightly expanding the Definition, clarifying the most important aspects of the class and distinguishing this class from the next higher-level in a class series or from a similar class in a different occupational series.



Examples of Typical Job Functions: This section provides a list of the major and typical duties, intended to define the scope and level of the class and to support the Qualifications, including Knowledge and Skills. This list is meant to be illustrative only. It should be emphasized that the description is a summary document, and that duties change depending upon program requirements, technology, and organizational needs.

Qualifications: This element of the description has several sections:

- A listing of the job-related knowledge and skills required to successfully perform the work. They must be related to the duties and responsibilities of the work and capable of being validated under the Equal Employment Opportunity Commission’s Uniform Guidelines on Selection Procedures. Knowledge (intellectual comprehension) and Abilities (acquired proficiency) should be sufficiently detailed to provide the basis for selection of qualified employees.
- A listing of educational and experience requirements that outline minimum and alternative ways of gaining the knowledge and abilities required for entrance into the selection process. These elements are used as the basic screening technique for job applicants.
- Licenses and/or certifications identify those specifically required in order to perform the work. These certifications are often required by an agency higher than the County (i.e., the State), and can therefore be appropriately included as requirements.

Physical Demands: This section identifies the basic physical abilities required for performance of the work. These are not presented in great detail (although they are more specifically covered for documentation purposes in the PDQs) but are designed to indicate the type of pre-employment physical examination (lifting requirements and other unusual characteristics are included, such as “finger dexterity needed to access, enter, and retrieve data using a computer keyboard”) and to provide an initial basis for determining reasonable accommodation for ADA purposes.

Working Conditions: These can describe certain outside influences and circumstances under which a job is performed; they give employees or job applicants an idea of certain risks involved in the job and what type of protective gear may be necessary to perform the job. Examples are loud noise levels, cold and/or hot temperatures, vibration, confining workspace, chemicals, mechanical and/or electrical hazards, and other job conditions.

Fair Labor Standards Act

One of the major components of the job analysis and classification review is the determination of each classification’s appropriate Fair Labor Standards Act (FLSA) status (i.e., exempt vs. non-exempt from the FLSA overtime rules and regulations).

As we reviewed PDQs and notes from the interviews, we analyzed each classification’s essential functions to determine the appropriate FLSA status. There are three levels for the determination of the appropriate FLSA status that are utilized and on which we based our recommendations. The following includes the steps used for the determination of Exempt FLSA status.

Salary Basis Test: The incumbents in a classification are paid at least \$455 per week (\$23,660 per year), not subject to reduction due to variations in quantity/quality of work performed. Note: computer professionals’ salary minimum is defined in hourly terms as \$27.63 per hour.



Exemption Applicability: The incumbents in a classification perform any of the following types of jobs:

- Executive: Employee whose primary duty is to manage the business or a recognized department/entity and who customarily directs the work of two or more employees. This also includes individuals who hire, fire, or make recommendations that carry particular weight regarding employment status. Examples: executive, director, owner, manager, supervisor.
- Administrative: Employee whose primary activities are performing office work or non-manual work on matters of significance relating to the management or business operations of the firm or its customers and which require the exercise of discretion and independent judgment. Examples: coordinator, administrator, analyst, accountant.
- Professional: Employee who primarily performs work requiring advanced knowledge/education and which includes consistent exercise of discretion and independent judgment. The advanced knowledge must be in a field of science or learning acquired in a prolonged course of specialized intellectual instruction. Examples: attorney, physician, statistician, architect, biologist, pharmacist, engineer, teacher.
- Computer professional: Employee who primarily performs work as a computer systems analyst, programmer, software engineer or similarly skilled work in the computer field performing a) application of systems analysis techniques and procedures, including consulting with users to determine hardware, software, or system functional specifications; b) design, development, documentation, analysis, creation, testing, or modification of computer systems or programs, including prototypes, based on and related to user or system design specification; or c) design, documentation, testing, creation or modification of computer programs based on and related to user or system design specifications; or a combination of the duties described above, the performance of which requires the same level of skills. Examples: system analyst, database analyst, network architect, software engineer, programmer.

FLSA Analysis: A thorough job analysis of the job duties must be performed to determine exempt status. An exempt position must pass both the salary basis and duties tests. The analysis includes:

- Review of the minimum qualifications established for the job.
- Review of prior class specifications, questionnaires, and related documentation.
- Confirmation of duty accuracy with management.
- Review and analysis of workflow, organizational relationships, policies, and other available organizational data.

Non-exempt classifications work within detailed and well-defined sets of rules and regulations, policies, procedures, and practices that must be followed when making decisions. Although the knowledge base required to perform the work may be significant, the framework within which incumbents' work is fairly restrictive and finite. (Please note that FLSA does not allow for the consideration of workload and scheduling when it comes to exemption status).

Finally, often times a classification performs both non-exempt and exempt duties, so we analyze time spent on each type of duties. If a classification performs mostly non-exempt duties (i.e., more than 50% of his or her time), then the classification would be considered non-exempt.

K&A recommends the County compare the FLSA recommendations noted in the classifications specification to their current designations and reconcile any differences.



CLASSIFICATION FINDINGS AND RECOMMENDATIONS

The proposed classification plan provides the County with a systematic classification structure based on the interrelationship between duties performed, the nature and level of responsibilities, and other work-related requirements of the jobs.

The outcome of the classification study resulted in a total of three hundred forty- seven (347) classifications remaining (including new classifications developed), which is a 20% reduction to the number of included in the classification study.

A classification plan is not a stable, unchanging entity. Classification plans should be updated and revised by conducting classification studies that are organizational-wide (review of the all classifications and positions) or position-specific. The methodology used for both types of studies is the same, as outlined above.

For either type of study, when identifying appropriate placement of new and/or realigned positions within the classification structure, there are general allocation factors to consider. By analyzing these factors, the County will be able to change and grow the organization while maintaining the classification plan.

Classification Allocation Recommendations

All class specifications were updated in order to ensure that the format is consistent, and that the duties and responsibilities are current and properly reflect the required knowledge, skills, abilities, ADA and FLSA designation.

When evaluating the allocation of positions, the focus is on assigned job duties and the job-related requirements for successful performance, not on individual employee capabilities or amount of work performed. Positions are evaluated and classified on the basis of such factors as knowledge and skill required to perform the work, the complexity of the work, the authority delegated to make decisions and take action, the responsibility for the work of others and/or for budget expenditures, contacts with others (both inside and outside of the organization), the impact of the position on the organization, and working conditions.

Furthermore, it is necessary to: (i) identify the duties that the incumbents are currently being required to perform; (ii) determine if those duties are captured in the current classification description; and (iii) identify the percentage of duties being performed, if any, which are outside of the current classification.

Re-Title

Re-titles are recommended to more clearly reflect the level and scope being performed, to consolidate work into broader categories that could be used County-wide, as well as establish consistency with the labor market and industry standards. Any compensation recommendations (detailed in Volume II) are not dependent upon a new title, but upon the market value as defined by job scope, level and responsibilities, and the qualifications required for successful job performance. All recommended position allocations are provided in Appendix I.

One change in the classification plan was the re-title for one hundred twenty-one (121) classifications.



Table 1. Re-Title Recommendations

Current Classification Title	Proposed Classification Title
Supervisor Accountant/Auditor	Accountant/Auditor Supervisor
Highway Maintenance Supervisor	Maintenance Supervisor
Department Analyst II	Administrative Analyst II
Department Analyst I	Administrative Analyst I
Administrative Services Officer	Administrative Services Manager
Director Community Development Agency	Agency Director Community Development Agency
Senior Agricultural Biologist/Standards Inspector	Agricultural Biologist/Standards Inspector III
Animal Control Officer I	Animal Services Officer I
Animal Control Officer II	Animal Services Officer II
Information Technology Analyst II - App/Web Dev/Supt	Applications Analyst II
Senior Appraiser	Appraiser III
Supervisor Appraiser	Appraiser Supervisor
Supervisor Assessment Technician	Assessment Technician Supervisor
Chief Assistant Auditor/Controller	Assistant Auditor/Controller
Chief Assistant County Counsel	Assistant County Counsel
Assistant in Civil Engineering	Assistant Engineer
Assistant in Land Surveying	Assistant Surveyor
Transportation Planner	Assistant Traffic Engineer
Associate Land Surveyor	Associate Surveyor
Traffic Engineer	Associate Traffic Engineer



Auditor/Appraiser	Auditor/Appraiser I
Supervisor Auditor/Appraiser	Auditor/Appraiser Supervisor
Operations Supervisor	Building Inspection Supervisor
Senior Building Maintenance Worker	Building Maintenance Worker III
Supervisor Code Enforcement Officer	Code Enforcement Supervisor
Surveyor	County Surveyor
Deputy Director	Deputy Director of Health and Human Services
Community PH Nursing Division Manager	
Deputy Director	
Manager of Mental Health Program	
Supervisor Deputy Public Guardian	Deputy Public Guardian Supervisor
Supervisor Development Technician	Development Technician Supervisor
Transportation Division Director	Director of Transportation
Waste Management Technician II	Disposal Site Technician II
Development Services Division Director	Division Director of Development Services
Assistant Director	
Chief Assistant Director Health/Human Services	
Engineering Technician	Engineering Technician I
Survey Technician II	Engineering Technician II
Principal Engineering Technician	Engineering Technician Supervisor
Senior Environmental Health Specialist	Environmental Health Specialist III
Supervisor Environmental Health Specialist	Environmental Health Specialist Supervisor



Haz Mat/Recycling Technician	Environmental Health Technician II
Executive Secretary-Law and Justice	Executive Assistant -Law and Justice
Building Operations Supervisor	Facilities Operations Supervisor
Building Operations Technician	Facilities Operations Technician
Building/Grounds Superintendent	Facilities Superintendent
Sheriff's Fiscal Technician	Fiscal Technician
Equipment Superintendent	Fleet Superintendent
Meal site Coordinator	Health and Human Services Aide
Housing Program Coordinator	Health and Human Services Coordinator
Program Coordinator	
Program Coordinator	
Animal Shelter Supervisor	Health and Human Services Supervisor I
Seniors' Daycare Program Supervisor	Health and Human Services Supervisor II
IHSS Public Authority Reg/Training Specialist	Health and Human Services Worker I or II
Program Assistant	
Program Assistant	
Mental Health Worker II	
Housing Program Specialist II	
IHSS Public Authority Reg/Training Specialist	
Program Assistant	
Mental Health Worker II	
Program Assistant	



Bilingual Program Assistant	
Program Assistant	
Health Education Coordinator	Health Educator
Supervisor Health Education Coordinator	Health Educator Supervisor
Supervisor Information Technology Analyst	Information Technology Supervisor
Legal Secretarial Services Supervisor	Legal Secretary Supervisor
Supervisor Librarian	Librarian Supervisor
Senior Licensed Vocational Nurse	Licensed Vocational Nurse II I
Highway Superintendent	Maintenance Superintendent
Bridge Maintenance Supervisor	Maintenance Supervisor
Highway Maintenance Supervisor	
Traffic Control Maintenance Supervisor	
Highway Maintenance Worker I	Maintenance Worker I
Highway Maintenance Worker II	Maintenance Worker II
Bridge Maintenance Worker II	
Traffic Control Maintenance Worker II	
Highway Maintenance Worker III	Maintenance Worker III
Alcohol/Drug Program Division Manager	Manager, Alcohol and Drug Programs
Chief Animal Control Officer	Manager, Animal Services
Equipment Mechanic II	Mechanic II
Mental Health Program Coordinator IA	Mental Health Program Supervisor IA
Mental Health Program Coordinator II	Mental Health Program Supervisor II



Supervisor Occupational/Physical Therapist	Occupational/Physical Therapist Supervisor
Office Services Supervisor	Office Supervisor
Legal Office Assistant I	Office Assistant I/ II
Legal Office Assistant II	
Medical Office Assistant I	
Medical Office Assistant II	
Principal Planner	Planning Manager
Principal Assistant County Counsel	Principal Deputy County Counsel
Principal Administrative Analyst	Principal Management Analyst
Supervisor Public Health Nurse	Public Health Nurse Supervisor
Recordable Document Examiner/Indexer I	Recorder Document Examiner/Indexer I
Recordable Document Examiner/Indexer II	Recorder Document Examiner/Indexer II
Supervisor Revenue Recovery Officer	Revenue Recovery Supervisor
Senior Department Analyst	Senior Administrative Analyst
Senior Animal Control Officer	Senior Animal Services Officer
Program Manager	Senior Health and Human Services Program Manager
Senior Bridge Maintenance Worker	Senior Maintenance Worker
Senior Highway Maintenance Worker	
Senior Traffic Control Maintenance Worker	
Senior Services Technician	Senior Mechanic
Senior Equipment Mechanic	
Senior Recordable Document Examiner/Indexer	Senior Recordable Document Examiner/Indexer



Department Systems Analyst	Sheriff’s Department Systems Analyst
Crime Analyst	Sheriff’s Crime Analyst
Supervisor Property Evidence Technician	Sheriff’s Property Evidence Technician Supervisor
Property-Evidence Technician	Sheriff’s Property-Evidence Technician
Public Safety Dispatcher I	Sheriff’s Public Safety Dispatcher I
Public Safety Dispatcher II	Sheriff’s Public Safety Dispatcher II
Supervisor Public Safety Dispatcher	Sheriff’s Public Safety Dispatcher Supervisor
Radio Maintenance Technician	Sheriff’s Radio Maintenance Technician
Senior Public Safety Dispatcher	Sheriff’s Senior Public Safety Dispatcher
Equipment Maintenance Supervisor	Shop Supervisor
Solid Waste Technician	Solid Waste Technician II
Assistant in Civil Engineering	Stormwater Coordinator
Supervisor Animal Control Officer	Supervisor Animal Services Officer

Reclassification

Reclassification recommendations are made for positions that are working out of class due to level and scope of work and/or job functions that have been added or removed from those positions over time.

The study resulted in one hundred seventy-four (174) positions, reclassified to fifty-three (53) classifications, as noted in the following table. These recommendations are based on the PDQs and interviews with the incumbents and/or management. Not every incumbent in the current classification is recommended for a reclassification.

Table 2. Reclassification Recommendations

Current Classification Title	Proposed Classification Title
Administrative Technician	Administrative Analyst II



Current Classification Title	Proposed Classification Title
Senior Department Analyst	
Senior Department Analyst	
Senior Department Analyst	
Administrative Technician	
Office Assistant II	Administrative Assistant II
Development Aide II	
Senior Development Aide	
Health Program Specialist	
Health Program Specialist	
Administrative Technician	
Services Operations Coordinator	
Senior Office Assistant	
Senior Office Assistant	
Administrative Technician	
Administrative Technician	
Development Aide II	
Development Aide I	
Development Aide II	
Administrative Technician	
Administrative Secretary	
Administrative Technician	



Current Classification Title	Proposed Classification Title
Medical Records Technician	
Community Health Advocate	
Senior Office Assistant	
Administrative Secretary	
Administrative Secretary	
Administrative Technician	
Administrative Secretary	
Administrative Technician	
Services Operations Coordinator	
Services Operations	
Services Operations Coordinator	
Executive Assistant	
Program Assistant	Administrative Technician
Health Program Specialist	
Clerk of the Planning Commission	
Senior Development Technician	
Information Technology Analyst II - App/Web Dev/Supt	Applications Analyst I
Senior Information Technology Analyst-App/Web Dev/Sup	Applications Analyst II
Senior Information Technology Analyst-App/Web Dev/Sup	
Senior Information Technology Analyst-App/Web Dev/Supt	
Senior Appraiser	Appraiser II



Current Classification Title	Proposed Classification Title
Senior Assessment Technician	Assessment Technician
Senior Assessment Technician	
Senior Assessment Technician	
Senior Assessment Technician	
Senior Assessment Technician	
Senior Assessment Technician	
Deputy Agricultural Commissioner/Sealer Weights and Measure	Assistant Agricultural Commissioner/Sealer Weights and Measure
Senior Planner	Associate Planner
Care Management Supervisor	Care Management Coordinator
Senior Information Technology Analyst-Office Systems	Chief Information Security Officer
Deputy Public Guardian I	Deputy Public Guardian II
Office Assistant II	Development Technician II
Supervisor Civil Engineer	Engineering Manager
Cadastral Drafter	Engineering Technician II
Assistant in Civil Engineering	
Senior Cadd Technician	
Senior Cadd Technician	
Senior Cadd Technician	
Senior Engineering Technician	
Senior Engineering Technician	
Senior Engineering Technician	



Current Classification Title	Proposed Classification Title
Senior Engineering Technician	
Senior Engineering Technician	
Senior Engineering Technician	
Senior Engineering Technician	
Senior Engineering Technician	
Hazardous Materials/Recycling Specialist	Environmental Health Specialist III
Supervisor Waste Specialist	Environmental Health Specialist Supervisor
Administrative Technician	Executive Assistant
Executive Secretary	
Administrative Technician	
Paralegal II	Executive Assistant - Law and Justice
Administrative Technician	Executive Assistant to the CAO
Senior Fiscal Assistant	Fiscal Assistant
Program Manager	Fiscal Services Manager
Program Manager	
Program Manager	
Administrative Technician	Fiscal Technician
Senior Fiscal Assistant	
Fiscal Assistant II	
Mental Health Aide	Health and Human Services Aide
Mental Health Aide	



Current Classification Title	Proposed Classification Title
Mental Health Aide	
Mental Health Aide	
Mental Health Aide	
Mental Health Aide	
Mental Health Aide	
Program Aide	
Program Aide	
Program Aide	
Program Aide	
Program Aide	
Program Aide	
Program Aide	
Program Aide	
Program Aide	
Housing Program Coordinator	Health and Human Services Supervisor I
Program Coordinator	
Program Coordinator	
Animal Control Operations Manager	Health and Human Services Supervisor II
Program Assistant	Health and Human Services Worker I
Program Assistant	
Program Assistant	



Current Classification Title	Proposed Classification Title
Mental Health Worker I	Health and Human Services Worker II
Mental Health Worker I	
Mental Health Worker I	
Community Health Advocate	
Medical Office Assistant II	
Medical Office Assistant II	
Medical Office Assistant II	Health Educator
Health Program Specialist	Human Resources Analyst II
Senior Human Resources Analyst	Human Resources Manager
Principal Human Resources Analyst	Information Technology Analyst I
Information Technology Analyst II - Server Administrator	Information Technology Analyst II
Information Technology Analyst II - Office Systems	
Senior Information Technology Analyst-Operating Systems	
Senior Information Technology Analyst-Server Administrator	Information Technology Department Coordinator
Senior Information Technology Department Coordinator	Information Technology Project Manager
Senior Department Analyst	Information Technology Specialist I
Acting Program Manager	
Information Technology Department Coordinator	
Information Technology Department Coordinator	
Information Technology Technician II	
Senior Information Technology Technician	



Current Classification Title	Proposed Classification Title
Telecommunications Technician II	
Information Technology Analyst II - Office Systems	Information Technology Specialist II
Information Technology Analyst II - Office Systems	
Information Technology Analyst II - Operating Systems	
Information Technology Analyst II - Server Administrator	
Information Technology Analyst II - App/Web Dev/Supt	
Information Technology Technician I	
Senior Information Technology Analyst-Office Systems	
Highway Maintenance Worker IV	Maintenance Worker III
Highway Maintenance Worker IV	
Highway Maintenance Worker IV	
Highway Maintenance Worker IV	
Highway Maintenance Worker IV	
Fleet Services Technician II	Mechanic II
Fleet Services Technician II	
Equipment Mechanic III	
Legal Office Assistant I	Office Assistant I
Senior Office Assistant	
Administrative Secretary	
Program Assistant	
Program Assistant	



Current Classification Title	Proposed Classification Title
Secretary	Office Assistant II
Office Assistant I	
Health Program Specialist	
Public Services Assistant	
Public Services Assistant	
Senior Medical Office Assistant	
Senior Office Assistant	
Microfilm/Imaging Technician II	
Microfilm/Imaging Technician II	
Public Health Nurse Prac/Physician Assistant	Physician Assistant - Mental Health
Treasury Quantitative Specialist	Principal Financial Analyst
Program Manager-Protective Services	Program Manager
Registered Nurse	Public Health Nurse II
Health Program Manager	Senior Administrative Analyst
Building Inspector III	Senior Building Inspector
Deputy District Attorney IV	Senior Deputy District Attorney
Deputy District Attorney IV	
Mental Health Program Coordinator II	Senior Health and Human Services Program Manager
Principal Planner	Senior Planner
Community Services Officer	Sheriff's Technician II
Community Services Officer	



Current Classification Title	Proposed Classification Title
Community Services Officer	
Community Services Officer	
Community Services Officer	
Parts Technician	Storekeeper II
Victim Witness Claims Spec II	Victim Witness Program Specialist

New Classifications

Throughout the classification process, K&A identified new bodies of work and classification levels that are not captured in the County’s current classification structure. Therefore, K&A recommends the creation of thirteen (13) new classifications. In some cases, employees have been allocated to these new positions, however, in several cases, K&A developed the classifications and class specifications, but did not allocate an employee to the position. If the County chooses to adopt the new classifications, the positions should be filled via the recruitment and selection process.

1. Assistant Director of Human Resources
2. Business Systems Analyst I/II
3. Chief Fiscal Officer (Agency)
4. Deputy Director-Assessor
5. GIS Technician I/II
6. Investigator Supervisor (Public Defender)
7. Principal Applications Analyst
8. Principal Information Technology Analyst
9. Senior Air Quality Engineer
10. Senior Deputy District Attorney
11. Senior Deputy Public Defender
12. Senior Disposal Site Technician
13. Senior Vector Control Technician



GENERAL DISCUSSION OF THE COUNTY'S CLASSIFICATION PLAN

Based upon our review of the County's classification structure, PDQ content, and employee interviews, it is our assessment that, in some job families, the County's multi-level classification series (e.g., Assessment Technician, Senior Assessment Technician) have been administered in such a way that the classification structure has been used more in line with a compensation system than a classification system. One of the goals of any classification and compensation study is to ensure that the classification structure is based on distinguishable differences in bodies of work, and that progression through a series is based on the assignment of more complex work, rather than time spent in the class series. Over time, the effect of progression through the series based upon time in the classification or grade creates class inequity among positions performing similar work. K&A has provided recommendations based upon the nature and level of the bodies of work within each classification series, where the resulting impact on the current classification plan is the collapse of some levels within some class series, if the consultants were unable to distinguish levels of work within the class series that warranted multiple levels.

At the beginning of the study, the County decided that employee participation in the classification study was voluntary. Given this decision, some employees chose not to complete PDQs. The implication of this decision means K&A was not able to analyze every position and provide an appropriate classification recommendation or a recommendation on the appropriate classification level of the position. There are some cases where employees were allocated to a position, in which K&A recommends abolishing the classification. In such cases, K&A attempted to collect data from management to make an appropriate recommendation; however, there were several cases in which no data was provided, so K&A either made no recommendation or reclassified the position but was unable to identify the classification level. Example, Mental Health Worker II was reclassified to a Health and Human Services Worker. However, without data regarding the position, K&A was unable to determine if the position should be allocated to the Health and Human Services Worker I or II level. Therefore, as the County moves towards implementation, it may be necessary to review positions to ensure equity within individual departments and the County. Another example: a department may have two Administrative Technician positions; one employee completed a PDQ and the other did not. Consequently, an analysis of the employee's position that completed a PDQ resulted in the position being reclassified. However, absence data from the other Administrative Technician position, K&A was unable to make a recommendation. The implication of this could be that the employee who did not complete a PDQ should be reclassified as well. Instead, the employee may be classified incorrectly (based on the duties performed) and may not be paid consistent with the duties performed.

California (CA) Driver's License: The inclusion of a driver's license requirement within a class specification should be based on the requirements of the job. Therefore, despite feedback from department staff, if the PDQ or interview process did not indicate that driving was necessary, K&A did not automatically include wording related to the possession of a valid CA Driver's License. However, given the number of broad classifications and the multiple positions allocated to a broad classification, some positions may have slightly different requirements in which driving may be necessary. In such cases, K&A noted that, "some" positions may require the possession of a valid CA Driver's License.

Recruitment strategies for the broad classifications: As noted, one of the many goals of this classification study was to consolidate the large number of specialized classifications into broad classifications. Although many departments directors understand the reasoning for broad classifications, there was universal concern regarding how Human Resources would handle recruitments to ensure departments



receive eligible and/or certification lists of candidates that were vetted based on department specific job requirements. In summary, department directors were concerned about their ability to receive a list of quality vs. quantity candidates, and wanted assurance that they would have the ability to a) have multiple eligible or certification lists based on the different functional areas of a broad classification (e.g., the Administrative Analyst series has six functional areas that are applicable to different departments) and b) would be able to have multiple lists or replace lists as needed.

This classification study did not include an assessment of the County's recruitment and selection policies and practices; however, given the number of broad classifications recommended, K&A strongly encourages the County review and revise their recruitment strategies and practices. Below are recommended strategies that could be explored. Please note that K&A is not suggesting that the County does not have sound recruitment and selection practices, we are merely providing some recommendations to help ensure the benefits and use of broad classifications.

- Vacancies: Prior to vacancies in broad classifications being filled across the County, Human Resources staff should meet with the hiring department to understand any specialized functional duties and responsibilities or unique needs of the position. This dialogue will help ensure an effective recruitment strategy is used to target the correct population based on the essential function and minimal qualifications of the positions vs. what is noted in the classification specification.
 - I.e., if the vacancy is for an Administrative Analyst I/II primarily performing budget and financial duties, then the job posting should reflect such and the minimum requirements should reflect required experience performing budgetary and financial duties.
- Best Qualified Screening: There is a difference between a minimum qualified and best qualified candidate. As necessary, Human Resources staff should have discussions with the hiring department staff to understand the specific needs of the department and what experience and/or education a best qualified candidate would have. If the information is job related and aligned with the essential duties and knowledge, skills, and abilities of the classification specification, candidates could initially be screened against the minimum qualifications and be further screened (i.e., be put through a secondary screening) based on the best qualified criteria.
- List Management: Given the number of positions assigned to broad classifications, the County may need to revisit their policies regarding the duration of a list and the criteria as to when a list can be exhausted early.
- Minimum Qualifications (MQs) Interpretations: MQ norming sessions are an excellent way to a) ensure that all staff understand the minimum qualifications listed in the class specifications, and b) consistently screen applications based on the same set of criteria. Such sessions allow staff to discuss the qualifications and document some standards regarding what words like "qualifying", "equivalent", and/or "comparable" experience is consistent with different classifications. If documented, these interpretations can also be useful as new staff are hired or staff rotate department assignments.

Assessor Department

Mr. Weiland opposed the recommendation to change the Sr Assessment Technician to Assessment Technician I/II. In addition, he also opposed the recommendation to change the Cadastral Drafter to an Engineering Technician, and the re-title of the Sr. Appraiser. The following provides information regarding each instance of which the County should be aware.



- Assessment Technician - Currently the Department has six Sr. Assessment Technicians and one Assessment Technician I/II. Per Mr. Weiland, the Sr. Assessment Technicians are highly experienced in the Assessor's Office with a thorough knowledge of one or more specialized areas. In addition, the Sr. Assessment Technicians function as a lead position, and under the direction of the Supervising Technician they may train, direct, and delegate some of their work to the Assessment Technician I/II to help meet deadlines, assist in special projects, or complete heavy workloads.

Despite Mr. Weiland's comments, the current distribution of staffing, including one supervisory position, mitigates the argument that their Sr. Assessment Technicians work on specialized assignments, function as leads, and provide training. The ratio to Sr. Assessment Technicians vs. Assessment Technician I/II make the lead duties unlikely, because there are not enough lower level staff to lead, and all six seniors certainly cannot lead each other. In addition, there is a question regarding the validity of the specialized assignments at the Sr. level, again given that they have six seniors. If 90% of the positions are performing specialized duties, it weakens the justification for senior level work, and becomes the journey/full working level. The work between the Sr. Assessment Technicians and the Assessment Technician I/II is not distinguishable enough to warrant the Senior level. The Department could have a need for a position to perform the most complex work; however, the work would need to be distinguishable from the journey level and the performance of complex duties would need to be predominant. In addition, as previously noted in the report, use of a "senior" title is defined by existence of lead level duties.

- Cadastral Drafter - Mr. Weiland opposed the recommendation to abolish the Cadastral Drafter classification. Based on the PDQ from the incumbent, he is performing very little drafter duties. Based on the duties performed, K&A recommends that the incumbent be reclassified to an Engineering Technician classification because we believe this is the best classification to capture the unique body of work.
- Senior Appraiser - Mr. Weiland also opposed the re-title of the Senior Appraiser to an Appraiser III. However, based on the classification concepts previously noted in the report, the "senior" titling is used for positions functioning in a lead or supervisory capacity. Therefore, K&A recommends re-titling the position to a "III" to capture the level of supervision and performance of the most complex duties.

Auditor – Controller Department

- Accounting Systems Administrator - This is a specialized title. The current incumbent is working on the County-wide ERP project and no written data was received from the department on the full component of duties. Once the project is complete, the County should review the remaining duties and assess the position to reflect the ongoing body of work performed.

District Attorney (DA) Department

- Program Manager I - Per the organization chart and feedback from Department management, the incumbent is over the Victim Witness Program and administrative legal staff. Since the incumbent did not complete a PDQ; therefore, K&A was unable to analyze her position to determine the correct classification. Whether or not the County implements K&A's recommendation to abolish the Program Manager I, the position should be evaluated by Human Resources because her responsibilities are not consistent with the Program Manager classifications, and other than Victim Witness, she is not responsible for programs within the County.



- Senior Deputy District Attorney - The County currently has a broad Attorney classification series that includes I-IV levels. The IV level is the highest working level Attorney that performs the full scope of duties, and regularly includes the most complex and difficult professional legal work. Typical cases include regular assignments to investigate and litigate complicated, high profile criminal cases; as well as being assigned to specialized cases or serving in a liaison capacity. Based on the PDQs and discussion with management, K&A identified two positions working in a lead level capacity. It's our understanding that the Department previously rotated the lead responsibilities to different Attorney IV staff within the DA's Office; however, incumbents were not compensated for functioning in a lead capacity. Duties such as leading, assigning, directing, and reviewing the work of professional staff is a distinct and specialized body of work that should be classified and compensated accordingly. Therefore, based on the data gathered and discussion with management, K&A recommends the reclassification of two positions currently functioning in a lead capacity to a Senior Deputy District Attorney classification. The Department acknowledged the lead duties being performed, but requested to maintain the ability to rotate the lead role among staff and permission to provide a pay differential to compensate staff for the lead duties. The El Dorado County project team confirmed that providing a pay differential wasn't a viable option at this point in time. There are several lead positions indicated by the use of the "Senior" classification titling County-wide. These positions are distinguished from other classifications within their respective series, based on the performance of providing technical and functional direction over a group of staff. Therefore, the County should try to be consistent with how lead level duties are classified and compensated.

Health and Human Services Agency

- Senior Department Analyst, the Department does not agree with the reclassification recommendation of Department Information Technology Coordinator. Per feedback from the Department, 's work assigned to the position is not information technology related and is instead billing related. It was suggested that the proper classification would be Billing Supervisor; in addition, "department" designation in the title is not accurate since the position is assigned to Avatar, which is a system within a division and not a department. K&A reviewed the PDQ in detail as well as the additional information provided by the Department. Based on incumbents 's PDQ, the purpose of the position is to serve as the primary administrator and trainer on the Avatar system and to provide analysis for, and assistance to, the Chief Financial Officer in areas related primarily to budget, cost reporting, and Medi-Cal billing; approximately 75% of time is devoted to Avatar system administration, training, report development, and related tasks; and the remaining time is spent on billing related support to management and colleagues; hence the major purpose of the position is to serve as the Avatar administrator. These duties, as noted, are consistent with other Department Information Technology Coordinators, some of whom are subject matter experts in the operational aspects of their assigned department, and who coordinate services, either from the Central Information Technology Department, or from external vendors, needed to provide technology services to their department. It should also be noted that many of the billing related duties assigned to this position involve assisting colleagues who are responsible for the billing process. Therefore, K&A did not change the classification recommendation for the incumbent.



- Confidential Status - The Administration and Contract Division made several requests that the some of the positions within the Administration and Contracts division, HHSA, should be designated as “Confidential”. K&A understands that the County has a policy that clearly defines when positions are designated confidential. Since this analysis and recommendation is outside of the current scope of work, K&A recommends that Human Resources review the positions to determine if they are functioning in a capacity consistent with the County’s established policy.

Human Resources Department

Subsequent to the initial data gathering, formulation of class concepts, and drafting of the class descriptions, the County planned to re-organize the Human Resources Department to move the risk management function to the Chief Administrator’s Office. K&A did not take into consideration the proposed re-organization, since, at the time of the study this reorganization was not being considered and the reorganization details are still being determined. We did find that the work assigned to a Risk Management Technician, specifically leave of absence administration, disability leave, pre-employment screening, and benefit administration was typically found within the realm of the Human Resources (HR) function. The incumbent was also providing administrative support for special event insurance requests and certificate issuance which is more typically found in the Risk Management realm. However, the preponderance of duties was related to HR related duties. We did not recommend a reclassification now since the department is focusing on reorganization.

We also created an Assistant Director of HR classification per discussions with management based on potential future needs. It was very difficult to make recommendations regarding this classification since the department was undergoing significant change due to the departure mid-study of the HR Director and the potential reorganization of the department.

Public Defender Department

Investigator Supervisor - After discussion with the Public Defender regarding the investigation unit, K&A created an Investigator Supervisor classification. This class is defined to perform the more complex investigation duties in addition to functioning as a supervisor of investigation staff and oversight of the investigation unit within the Public Defender’s office. K&A created the Investigator Supervisor classification but did not allocate anyone to the classification because supervisory oversight is currently provided by the Assistant Public Defender and Public Defender.

If the County adopts the classification and decides to fill the Supervisor Investigator position, the County should delete the Senior Investigator classification. At this point in time, given the Department’s size and workload, the Department cannot justifiably support an Investigate Assistant, Investigator, Senior Investigator, and Investigator Supervisor classification.

Service Operations Coordinator

The County has a total of three Services Operations Coordinator positions assigned between Transportation and Maintenance and the County Administrative Office. However, only 1 of the 3 incumbents completed a PDQ. Given the data collected, K&A recommended the positions be reclassified to an Administrative Assistant classification. However, toward the end of the study, K&A received feedback from management which suggested that the Administrative Assistant may not be appropriate for all the positions currently classified as a Service Operations Coordinator. K&A was not able to conduct an extensive analysis given the timing that the additional feedback was provided. However, based on a preliminary review, it appears that the duties may not be comparable to the duties noted within the PDQ received. Therefore, K&A recommends that the County conduct an analysis of the two positions (that did



not complete a PDQ) prior to abolishing the Services Operations Coordinator classification and implementing the proposed reclassifications.

Sheriff's Department

The Sheriff's Department requested to have all of their non-sworn classifications re-titled to "Sheriff" specific titles (e.g., Sheriff Administrative Technician, Sheriff Chief Fiscal Officer, Sheriff Administrative Analyst I/II, Sheriff Senior Administrative Analyst, Sheriff Human Resources Technician, and Sheriff Fiscal Technician). However, after reviewing the proposed job descriptions edited by the Department, the changes did not include any unique duties and responsibilities or knowledge and abilities specific to the Sheriff's department. In fact, other than the title and the extensive background requirement, there aren't any significant differences in the classifications. Considering the duties, knowledge, and abilities assigned to the classifications above, K&A could not find a defensible reason to support creating six "sheriff" specialized classifications. Therefore, K&A recommends the six positions remain County-wide classification titles and remove Sheriff from Sheriff's Fiscal Technician and use the countywide classification.

Transportation Department

Within the Department some incumbents assigned to the Mechanic classification are regularly called upon to perform welding duties. The welding duties are not assigned to everyone in the class; however, the ability to weld is valuable in the market and warrants a pay differential. Since all incumbents are not required to weld, K&A did not include welding as an essential duty or require a welding certificate in the class specification. Doing such would result in all incumbents benefiting from a higher compensation. Therefore, K&A recommends the County create a pay differential for those employees performing welding duties. The differential would acknowledge the higher body of work, the ability to perform the work, and the certification required to perform such duties.

Treasurer/Tax Collector Department

Ms. Raffety had a concern regarding the classification study recommendation for the Treasury Quantitative Specialist position to a Principal Financial Analyst. Ms. Raffety indicated that an "Investment officer has unique skill sets and that almost every mid to large County Treasurer's office has one." Based on the research conducted by K&A, there is a significant variance in organizational structures from county to county, and therefore we cannot confirm a standard practice. We made the recommendation of Principal Financial Analyst to support classification consolidation and align the minimum qualifications (which are very similar) to both Principal Financial Analyst positions; although the specialized experience would be different, similar to the broad IT Manager or Analyst classifications. We would also expect that compensation for both positions would be similar. As previously noted in the report, the Principal is typically seen as a deep subject matter expert that provides professional support relative to highly technical and/or sensitive projects/programs (in this case investments and/or financial modeling and forecasting); assists other divisions and/or departments in obtaining information and development of recommendations regarding management issues; and assists in the development of new programs and/or addition/modification of program elements as needed to meet goals and objectives. This position functions as the "manager of" a large program and/or multiple projects with significant impact not only organization-wide but also on the community at large and may affect outside agencies and other entities. The employee is responsible for designing, planning, implementing, and maintaining the program, including short- and long-term planning activities, budget preparation and implementation, analyzing data for trends, and community education and outreach. Responsibilities include performing diverse, specialized, and complex work involving significant accountability and decision-making responsibility, as



well as extensive staff, public, and organizational contact. Successful performance of the work requires skill in managing projects and coordinating assigned work with other departments and outside entities. Therefore, in our assessment, this level is appropriate for the Treasury/Tax Collector position.

MAINTAINING THE CLASSIFICATION PLAN

Prior to this study, the County had not conducted a system-wide classification and compensation study in approximately 20 years. A classification plan is not a stable, unchanging entity. Positions may grow and change depending upon technology, service delivery requirements, and a number of other external or internal factors. The classification study is based on a “snapshot in time” may become outdated quickly in some areas.

Therefore, this section to this report will assist the County in identifying appropriate placement of new and/or realigned positions within the recommended classification structure. By utilizing this process, the County will be able to adapt to changes while maintaining the classification structure.

In considering whether a position should be placed in a higher/lower classification or where a new classification should be placed within the plan, the following factors should be examined. Although they are not quantified, as requests for reclassification occur, each of the following factors should be addressed. These will provide guidance for maintenance of the classification and compensation plans.

1. Type and Level of Knowledge and Skill Required

This factor defines the level of job knowledge and skill, including those attained by formal education, technical training, on-the job experience, and required certification or professional registration. The varying levels are as follows:

A. The entry level into any occupational field

This entry-level knowledge may be attained by obtaining a high school diploma, completing specific technical course work, or obtaining a four-year or advanced college or university degree. Little to no experience is required.

B. The experienced or journey level (fully competent level) in any occupational field

This knowledge and skill level recognizes a class that is expected to perform the day-to-day functions of the work independently, but with guidelines (written or oral) and supervisory assistance available. This level of knowledge is sufficient to provide on-the-job instruction to a fellow employee or an assistant when functioning in a lead capacity. Certifications may be required for demonstrating possession of the required knowledge and skills.

C. The advanced level in any occupational field

This knowledge and skill level is applied in situations where an employee is required to perform or deal with virtually any job situation that may be encountered. Guidelines may be limited and creative problem solving may be involved.

D. Senior level

- a. **Clerical/para-professional** - This knowledge and skill level recognizes a class that is expected perform functional and technical lead direction over staff.



- b. Professional** - This knowledge and skill level recognizes a class that is expected to perform full supervisory responsibilities over staff.

2. Supervisory/Management Responsibility

This factor defines the staff and/or program management responsibility, including short and long-range planning, budget development and administration, resource allocation, policy and procedure development, and supervision and direction of staff.

A. No ongoing direction of staff

The employee is responsible for the performance of his or her own work and may provide side-by-side instruction to a co-worker.

B. Lead direction of staff or program coordination

The employee plans, assigns, directs, and reviews the work of staff performing similar work to that performed by the employee on a day-to-day basis. Training in work procedures is normally involved. If staff direction is not involved, the employee must have responsibility for independently coordinating one or more programs or projects on a regular basis.

C. Full first-line supervisor

The employee performs the supervisory duties listed above, and, in addition, makes effective recommendation and/or carries out selection, performance evaluation, and disciplinary procedures. If staff supervision is not involved, the employee must have programmatic responsibility, including development and implementing goals, objectives, policies and procedures, and budget development and administration.

D. Manager

The employee is considered management, often supervising through subordinate levels of supervision. In addition to the responsibilities outlined above, responsibilities include allocating staff and budget resources among competing demands and performing significant program and service delivery planning and evaluation.

E. Executive Management

The employee has total administrative responsibility for the County and reports to the Board of Supervisors.

3. Supervision Received

A. Direct Supervision

Direct supervision is usually received by entry-level employees and trainees, i.e., employees who are new to the organization and/or position they are filling. Initially under close supervision, incumbents learn to apply concepts and work procedures and methods in assigned area of responsibility to resolve problems of moderate scope and complexity. Work is usually supervised while in progress and fits an established structure or pattern. Exceptions or changes in procedures are explained in detail as they arise. As experience is gained, assignments become more varied and are performed with greater independence.



B. General Supervision

General supervision is usually received by the experienced and journey level employees (i.e., employees who have been in a position for a period of time and have had the opportunity to be trained and learn most, if not all, duties and responsibilities of the assigned classification). Incumbents are cross-trained to perform the full range of technical work in all of the areas of assignment.

At the experienced level, positions exercise some independent discretion and judgment in selecting and applying work procedures and methods. Assignments and objectives are set for the employee and established work methods are followed. Incumbents have some flexibility in the selection of steps and timing of work processes.

Journey level positions receive only occasional instruction or assistance as new or unusual situations arise and are fully aware of the operating procedures and policies of assigned projects, programs, and team(s). Assignments are given with general guidelines and incumbents are responsible for establishing objectives, timelines, and methods to deliver work products. Work is typically reviewed upon completion for soundness, appropriateness, and conformity to policy and requirements, and the methodology used in arriving at the end results are not reviewed in detail.

C. General Direction

General direction is usually received by senior level or management positions. Work assignments are typically given as broad, conceptual ideas and directives and incumbents are accountable for overall results and responsible for developing guidelines, action plans, and methods to produce deliverables on time and within budget.

D. Administrative and Policy Direction

Administrative direction is usually received by executive management classifications. The incumbent is accountable for accomplishing County-wide planning and operational goals and objectives within legal and general policy and regulatory guidelines. The incumbent is responsible for the efficient and economical performance of the organization's operations.

4. Problem Solving

This factor involves analyzing, evaluating, reasoning, and creative thinking requirements. In a work environment, not only the breadth and variety of problems are considered, but also guidelines, such as supervision, policies, procedures, laws, regulations, and standards available to the employee.

A. Structured problem solving

Employees learn to apply concepts and work procedures and methods in assigned area of responsibility and to resolve problems and issues that are specific, less complex, and/or repetitive. Exceptions or changes in procedures are explained in detail as they arise.

B. Independent, guided problem solving

Work situations require making independent decisions among a variety of alternatives; however, policies, procedures, standards, and regulations and/or management are available to guide the employee towards problem resolution.



C. Application of discriminating choices

Work situations require independent judgment and decision-making authority when identifying, evaluating, adapting, and applying appropriate concepts, guidelines, references, laws, regulations, policies, and procedures to resolve diverse and complex problems and issues.

D. Creative, evaluative, or critical thinking

The work involves a high-level of problem-solving requiring analysis of unique issues or increasingly complex problems without precedent and/or structure and formulating, presenting, and implementing strategies and recommendations for resolution.

5. Authority for Making Decisions and Taking Action

This factor describes the degree to which employees have the freedom to take action within their job. The variety and frequency of action and decisions, the availability of policies, procedures, laws, and supervisory or managerial guidance, and the consequence or impact of such decisions are considered within this factor.

A. Direct, limited work responsibility

The employee is responsible for the successful performance of his or her own work with little latitude for discretion or decision-making. Work is usually supervised while in progress and fits an established structure or pattern. Direct supervision is readily available.

B. Decision-making within guidelines

The employee is responsible for the successful performance of their own work, but able to prioritize and determine methods of work performance within general guidelines. Supervision is available, although the employee is expected to perform independently on a day-to-day basis. Emergency or unusual situations may occur, but are handled within procedures and rules. Impact of decisions is normally limited to the work unit, project, or program to which assigned.

C. Independent action with focus on work achieved

The employee receives assignments in terms of long-term objectives, rather than day-to-day or weekly timeframes. Broad policies and procedures are provided, but the employee has latitude for choosing techniques and deploying staff and material resources. Impact of decisions may have significant program or County-wide service delivery and/or budgetary impact.

D. Decisions made within general policy or elected official guidance

The employee is subject only to the policy guidance of elected officials and/or broad regulatory or legal constraints. The ultimate authority for achieving the goals and objectives of the County are with this employee.

6. Interaction with Others

This factor includes the nature and purpose of contacts with others, from simple exchanges of factual information to the negotiation of difficult issues. It also considers with whom the contacts are made, from co-workers and the public to elected or appointed public officials.



A. Exchange of factual information

The employee is expected to use ordinary business courtesy to exchange factual information with co-workers and the public. Strained situations may occasionally occur, but the responsibilities are normally not confrontational.

B. Interpretation and explanation of policies and procedures

The employee is required to interpret policies and procedures, apply and explain them, and influence the public or others to abide by them. Problems may need to be defined and clarified and individuals contacted may be upset or unreasonable. Contacts may also be made with individuals at all levels throughout the County.

C. Influencing individuals or groups

The employee is required to interpret laws, policies, and procedures to individuals who may be confrontational or to deal with members of professional, business, community, or other groups or regulatory agencies as a representative of the County.

D. Negotiation with organizations from a position of authority

The employee often deals with the Board of Supervisors, elected officials, government agencies, and other outside agencies, and the public to advance and represent the priorities and interests of the County, provide policy direction, and/or negotiate solutions to difficult problems.

7. Working Conditions/Physical Demands

This factor includes specific physical, situational, and other factors that influence the employee’s working situation.

A. Normal office or similar setting

The work is performed in a normal office or similar setting during regular office hours (occasional overtime may be required, but compensated for). Responsibilities include meeting standard deadlines, using office and related equipment, lifting materials weighing up to 25 pounds, and communicating with others in a generally non-stressful manner.

B. Varied working conditions with some physical or emotional demands

The work is normally performed indoors, but may have some exposure to noise, heat, weather, or other uncomfortable conditions. Stand-by, call back, or regular overtime may be required. The employee may have to meet frequent deadlines, work extended hours, and maintain attention to detail at a computer or other machinery, deal with difficult people, or regularly perform moderate physical activity.

C. Difficult working conditions and/or physical demands

The work has distinct and regular difficult demands. Shift work (24-7 or rotating) may be required; there may be exposure to hazardous materials or conditions; the employee may be subject to regular emergency callback and extended shifts; and/or the work may require extraordinary physical demands.

Based on the listed factors in the maintenance of the classification plan, when an employee is assigned an additional duty or responsibility and requests a change in classification, it is reasonable to ask:

- What additional knowledge and skills are required to perform the duty?



- How does one gain this additional knowledge and skills – through extended training, through a short-term seminar, through on-the-job experience?
- Where did the additional duty(ies) come from?
- Does this duty or responsibility require new or additional supervisory responsibilities?
- Is there a greater variety of or are there more complex problems that need to be solved as a result of the new duty?
- Does the employee have to make a greater variety of or more difficult decisions as a result of this new duty?
 - What is the percentage of time spent on the new or additional duty(ies)?
- Are the impacts of decisions greater because of this new duty (effects on staff, budget, County - wide activities, and/or relations with other agencies)?
- Are guidelines, policies, and/or procedures provided to the employee for the performance of this new duty?
- Is the employee interacting with internal and external stakeholders others more frequently or for a different purpose as a result of this new assignment?
- Have the working or physical conditions of the job changed as a result of this new assignment?

The analysis of the outlined factors, as well as the answers to these questions, were used to determine recommended classifications for all County employees. The factors will also help to guide the placement of specific positions to the existing classification structure and/or revision of entire classification structure in the future.

NEXT STEPS

K&A completed all classification tasks as outlined in the contract. However, at the expiration of the contract between the County of El Dorado and K&A there are still a couple of loose ends that the County should be aware of and make the necessary provisions; specifically regarding the review and possible inclusion of employees' feedback concerning classification changes, title changes, and/or revisions to job descriptions.

K&A understands that the County Human Resources staff did not have an opportunity to log all the employee feedback received. K&A reviewed the feedback summary of some of the employees as reflected in the Google spreadsheet; however, K&A was unable to access the reference documentation noted in the spreadsheet to review, discuss, and make the necessary changes prior to the conclusion of the contract. In such cases where the feedback summary was clear (e.g., Grammar, MQ ABSIII mentions 7 licenses and only 6 are listed--missing Integrated Pest Mgmt. Physical Demands: Ability to lift 20lb and 30lb to test various weighing devices), K&A incorporated the feedback within the draft final job descriptions.

Prior to the implementation of the classification recommendations, K&A strongly recommends the County take the time to the review all employee comments, meet with the department directors to discuss as necessary, and determine if the feedback should be incorporated or not.

In addition, K&A noticed that in some cases the employee feedback included a request for reclassification, when the employee did not participate in the classification study (meaning the employee elected to not



complete a PDQ). As noted within an earlier section of the report, all employees received a classification recommendation and an employee letter irrespective of their participation in the classification study. If the new classification concepts are implemented, the County may need to conduct a detailed analysis of such positions to determine the appropriate classification and/or classification level.

CONCLUSION

The revised classification specifications serve as a general description of the work performed and provide a framework of the expectations of each position. Requests for the addition of new positions and classifications and/or reclassification of an existing position should follow established County policies and procedures. Any decisions related to the addition of new positions and classifications, reclassification of an existing position, and promotion of an existing position will depend on the needs and resources of the County and the availability of work, as well as the ability of existing positions to meet the qualifications of and perform the duties of the higher-level class.

Finally, as mentioned previously, a classification plan is not a static, unchanging entity. The classification plan should be reviewed on a regular, ongoing basis and may be amended or revised as required.

It has been a pleasure working with County on this critical project. Please do not hesitate to contact us if we can provide any additional information or clarification regarding this report.

Respectfully submitted by,

Koff & Associates

A handwritten signature in purple ink, appearing to read 'Katie Kaneko', written over a light blue grid background.

Katie Kaneko
President



Appendix I

New Classification Specifications



Appendix II

Recommended Position Allocations