



# *The County of El Dorado*

*Human Resources Department*

*Risk Management*

*Ted J. Cwiek, Director*

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# Memo

Date: August 8, 2008  
To: Ted Cwiek, Director of Human Resources  
From: Chris Little, Principal Personnel Analyst  
Cc:  
RE: Fiscal/Analytical Classification Evaluations

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## **Background**

The Board of Supervisors has directed the Human Resources Department to evaluate Fiscal and Analytical classifications within County service for proper placement with the County's classification structure. Human Resources staff identified certain active County classifications determined to be fiscal or analytical in nature. Classifications with potential overlap were selected for further evaluation. Preliminary findings were presented to the Department Head group for review and comment. Initial recommendations included condensing different classifications, deletion of classifications, and creation of a new classification. These recommendations were changed with input from the Department Head group. Following these discussions it was determined that the Department Analyst classification series and the Administrative Services Officer classification were most in need of revision.

This item has been discussed at the Board of Supervisors on several occasions, most recently on July 29, 2008. The most current evaluation presentation has focused on proposed changes to the Department Analyst classification series and the Administrative Services Officer classification. The Board directed the Human Resources Department at its meeting on July 29, 2008 to present a final report on the fiscal/analytical classification evaluation with regards to the Department Analyst classification series and the Administrative Services Officer classification. In addition, staff was directed to meet with the Auditor's and CAO's offices to discuss additional aspects of fiscal classifications within County service.

The current classification series for Department Analyst is in the County's Professional bargaining unit. Most incumbents in that series, which includes Department Analyst I/II/Senior do not perform supervisory functions. There are, however, limited examples of incumbents in that classification series performing supervisory duties. This responsibility is included, in a cursory fashion, in the current job specifications for Department Analyst I/II/Senior. It is important to note that in the job specifications mentioned above, supervisory responsibility is

permitted for “specified positions”<sup>1</sup>. On a whole, positions in the Department Analyst series are not classified as supervisory. Department Analysts, as a series, provide professional level services in Departments, up to providing lead direction to other staff. Use of Department Analysts in this lead function is consistent with the job specification and current bargaining unit designation.

Adding supervisory responsibility to the Department Analyst series may seem to be an outgrowth of its roots as a professional classification, oftentimes providing lead direction. Doing so, however, has created the unforeseen consequence of assigning job duties that are incompatible with the series’ bargaining unit designation as Professional. The County’s Employer-Employee Relations Resolution<sup>2</sup> requires that employees performing similar kinds of work be placed together in an appropriate bargaining unit. As such, management employees may not be placed in the same bargaining unit as non-management employees; confidential employees may not be placed in the same bargaining unit as non-confidential employees; and supervisory employees may not be placed in a bargaining unit with non-supervisory employees. As long as incumbents in the Department Analyst series are performing professional level work, including providing lead direction, they are properly classified as Professional. However, adding full supervisory responsibility to the incumbents in this classification would be improper.

The Administrative Services Officer classification is currently assigned to the Management bargaining unit. As such, it would be appropriate for incumbents in this classification to perform, among other management duties, full supervisory duties. Like the Department Analyst series, the Administrative Services Officer job specification is general, and may be used differently based on individual department needs. Given that both positions were crafted to perform high level administrative support, there is a fair amount of similarity between the non-supervisory duties of the Department Analyst series, especially at the Senior level, and the Administrative Services Officer.

The Human Resources Department has recommended revising the job specifications for the Department Analyst series and Administrative Services Officer to more clearly differentiate the distinctions between them. Since some of the administrative duties are similar, it was determined that the clearest distinction between the Department Analyst series and the Administrative Services Officer would be the assignment of full supervisory responsibility. As a manager, it is appropriate for the Administrative Services Officer to be a supervisor. Conversely, supervisory responsibility does not fit well with the Professional bargaining unit designation of the Department Analyst series.

### **Evaluation**

To evaluate job duties and proper placement within a job classification, Human Resources staff developed an audit tool in the form of a targeted position questionnaire. This tool was designed to evaluate incumbents in the classifications of Senior Department Analyst and Administrative Services Officer. Supervisory duties were emphasized in the audit tool, and incumbent responses were reviewed and certified by the incumbent’s supervisor and/or department head<sup>3</sup>. In addition to supervisor and department head verification, personnel files of listed subordinates were cross checked for verification purposes<sup>4</sup>. Incumbent involvement with contracts was also reviewed in this process. Incumbents were contacted on an as needed basis for clarification purposes or to gather additional information.

#### **Administrative Services Officer**

Seven incumbents were identified and sent the audit tool. All incumbents responded and participated in the audit. It was determined that all of the incumbents in this classification performed supervisory duties, and appeared to be properly classified. In addition, all incumbents indicated having some involvement in the contract process, though the type of work varied. Representative duties include developing scope of work, preparing contracts and/or RFP’s, and administering contracts.

### **Senior Department Analyst**

Fourteen incumbents<sup>5</sup> were identified and sent the audit tool. All incumbents responded and participated in the audit. Supervisory duties were apparent in some of the incumbent evaluations, while others performed in a lead worker role. As discussed above, assignment of full supervisory responsibility is incompatible with the bargaining unit of the Senior Department Analyst, which is Professional. Conversely, the Senior Department Analyst may be appropriately assigned lead worker responsibility. A back check of subordinate files revealed two incumbents were clearly performing full supervisory duties<sup>6</sup>. Additionally, two other incumbents indicated a recent or pending assignment of supervisory duties. This was verified by their department heads. A back check of potential subordinate files did not indicate supervisory involvement at the time of review. Thirteen of fourteen incumbents indicate having some duties related to contracts. Representative duties include writing RFQ's, RFP's, contracts, and amendments, preparing task or work orders, and contract administration for compliance and payment.

### **Recommendations**

All incumbents in the classification of Administrative Services Officer appear to be properly classified. No movement or reclassification appears necessary at this time. It is recommended that the job specification for this classification be updated to include working with contracts.

Twelve of the fourteen incumbents in the classification appear to be properly classified as Senior Department Analysts. Two incumbents are performing verified supervisory duties. Based upon conversations with those departments, it does not appear that assignment of full supervisory duties to other staff is viable. Reclassification for those incumbents<sup>6</sup> to Administrative Services Officer is recommended. An additional two employees indicated recently assigned or pending supervisory duties. In this case, departments for those incumbents were able to reassign full supervisory responsibility to other staff. The incumbents will retain lead worker status. It is recommended that the job specifications for the Department Analyst series be updated to included working with contracts.

1. Department Analyst I/II job specification. Created May 2000. Similar language exists in the Senior Department Analyst job specification.
2. El Dorado County Employer-Employee Relations Resolution. Resolution No. 10-83.
3. In most cases both supervisor and department head reviewed and certified incumbent responses to be true and correct. Two incumbents in DOT were unable to get their supervisor's review as that supervisor was out of the office on vacation. Similarly, one employee in Mental Health did not obtain a supervisory signature for the same reason. In every case, affected department heads reviewed and certified the information submitted by the incumbents.
4. Incumbents completing the audit tool were asked to identify the number and classification of subordinate staff they directly supervised. Personnel file for all incumbents in identified classifications were pulled for review.
5. Included in this evaluation were two Administrative Analyst II's. This class is being gradually replaced by Department Analysts through attrition.
6. Incumbents are in the Probation and County Counsel Departments.