



## **COUNTY OF EL DORADO**

### **J. Salmon Final Classification Report**

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## Background/Introduction

The Human Resources Department (HR) conducted a limited classification study of a single position assigned to the Senior Office Assistant classification, encumbered by Ms. Jeanette Salmon. Ms. Salmon primarily supports the Economic Development Division, but also provides administrative support to the Administration Division within the Chief Administrative Office (CAO). Ms. Salmon officially reports to Shawne Corley, Assistant Chief Administrative Officer, but the day to day oversight is provided Tiffany Schmid, Principal Administrative Analyst.

By way of background, the County of El Dorado (County) retained Koff & Associates (K&A) to conduct a County-wide classification study to ensure current job descriptions are consistent with industry standards and that employees are in the correct classification based on the duties and responsibilities assigned. K&A provided a final classification report in May 2017. Unfortunately, there were delays in starting the classification study, and the impact of the delays resulted in K&A not having adequate time to complete the employee review process prior to expiration of the contract. Therefore, in the Fall of 2017 a new strategy was implemented to ensure employees' feedback was given the proper consideration and response prior to implementation.

## Overview of Study Tasks

In conducting the classification study, HR:

1. Conducted a detailed analysis of the incumbent's feedback of her current job duties. *[completed]*
2. Conducted a follow-up interview with the incumbent's supervisor/manager to affirm information. *[completed]*
3. Analyzed all of the information gathered, job descriptions, and interview notes from the supervisor to identify the scope and level of work performed as well as the typical duties and the requisite knowledge, skills, abilities, and other job-related characteristics required to perform the work. *[completed]*
4. Identified an appropriate classification and necessary revisions to the job description. *[completed]*
5. Developed a Final Classification Study Report. *[completed]*

## Classification Framework

The classification analysis for this study relies upon sound principles of job evaluation and classification. The approach identifies classifications that reflect distinct differences in levels and types of work as determined through the use of established allocation factors and classification concepts. This section of the report presents the conceptual framework for the methods used by HR in analyzing a classification recommendation for this study position.

## General Guideline and Definitions

### **Point in Time Analysis**

A classification study primarily captures the essential nature of positions at a single point in time. Therefore, recommendations cannot be based upon all possible future changes, particularly in a rapidly changing environment where organizational needs, technologies, and skill requirements are continuously evolving.

### **Whole-Job Analysis**

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

### **Preponderant Duties**

Classification studies often find that positions are assigned a wide range of duties and that incumbents have various levels of responsibility at any one time. Therefore, the positions must be analyzed based on their preponderant duties. Preponderance is a measure of importance; the most preponderant duties of a position are those that support the primary purpose of the position. Sometimes the most time-consuming duties of a position are preponderant; however, consideration must sometimes be given to the responsibility and complexity of certain duties that do not occupy the majority of the incumbent's time. Overall, the determination of preponderance is a judgment call based on a consistent set of factors.

### **Level and Not Volume of Work**

Position classification is a reflection of the level of work performed by an employee; and thus, it is generally independent of volume. For example, if one employee processes double the work of another, yet the percentages of time spent on those tasks and other duties are comparable, a single classification should be appropriate for both positions. In fact, study questionnaires do not ask for, and HR would not consider, the relative productivity of employees when evaluating positions. Likewise, classifications are not distinguished by the amount of time spent by incumbents on tasks or the volume of work assigned to positions since problems of excessive workload are properly solved by redistributing work or adding employees, and not by creating new classifications.

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

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

## **Allocation Factors**

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

- Decision Making - Consists of [a] the decision-making responsibility and degree of independence or latitude that is inherent in the position, and [b] the impact of the decisions.
- Scope and Complexity - Defines the breadth and difficulty of the assigned function or program responsibility inherent in the classification.
- Contact with Others Required by the Job - Measures [a] the types of contacts, and [b] the purpose of the contacts.
- Supervision Received and Exercised - Describes the level of supervision received from others and the nature of supervision provided to other workers. It relates to the independence of action inherent in a position.
- Knowledge, Skills, and Abilities - Defines the knowledge, skills, and abilities necessary to perform assigned responsibilities.

## Classification Analysis

Ms. Salmon has been with the County and in her current position for approximately two years. She did not complete a PDQ during the Koff Study; however, during the additional employee review period in December 2017, Ms. Salmon, submitted documentation concerning changes in her duties and responsibilities. Although no percentage of time was provided, her duties are listed below and on the following pages. In summary, her primary duties include: providing clerical and administrative support (researching data, compiling and preparing various documents; representing the department during workshops, at meetings, conferences and on calls; performing a variety of special projects such as coordinating County executives with businesses interested in locating to El Dorado County; and developing and maintaining departmental website) for economic development programs; providing clerical and administrative assistance (receiving, opening and distributing mail, and general clerical) to the Assistant Chief Administrative Officer, three Principal Administrative Analysts, and one CAO Analyst I/II; and serving as a back up to the Executive Assistant to the CAO (current classification Administrative Technician).

### CAO- Economic Development:

- Respond to Economic Development Emails and Phone calls
- Establish and maintain effective working relationships with county staff and outside companies and jurisdictions
- Review documents/reports for accuracy and completion
  - Compose and draft documents (letters, emails, reports, charts and graphs)
  - Research and interpret items related to the Brown Act, municipal codes, and laws. If needed, elevate to senior staff and County Counsel
- Data research for Economic Development projects and Board items
  - Compile data into reports, charts, graphs, etc.
  - Background research on potential contracts, funding agreements, etc.

- Request for Information (RFI) inquiries from businesses looking to relocate to the County.
  - Regular visit throughout the County to log commercial sites and companies
  - Contact Chambers of Commerce on available space
  - Contact Greater Sacramento Economic Council on available space
  - Contact brokers on available space
- Joint collaboration with other county departments and staff that affect Economic Development in the County (Community Development Services, Long Range Planning, Health and Human Services, etc.)
- Represent El Dorado County and Economic Development at workshops, meetings, conference calls, etc.
- Coordinate with the Executive Team (County Leaders) when large business are interested in moving to the County of El Dorado
  - Act as liaison between the business and our Executive Team
  - Arrange logistics (locations, food, informational materials, etc.)
  - Compile a personalized business binder with facts about the County (demographics, area information, special information requested by the business, tools, etc.)
- Website development and creation of the County's Economic Development website
  - Website back office updates and maintenance
- Economic Development marketing
  - County promotional video shoot with Franklin Pictures
    - Collaborated with the production company for video ideas, talent, shoot locations, etc.
    - Worked with contacts and Film Commission to get proper permissions to shoot at different locations
    - Coordinated a shoot with County leaders (CAO, Board of Supervisors, Sheriff, Superintendent of School)
    - Attended video editing and final draft sessions at production studio
  - Assisted with County promotional page for upcoming book
    - Visited studio in Placerville to pick professional pictures in the County
  - Promotional campaigns (Shop Local, etc.)
  - Social Media (Facebook, Twitter, Instagram and Pinterest)
  - Creation of the Economic Development logo branding
  - Develop promotional materials that are used at job fairs, Board of Supervisor trips, meetings, etc.

- Attend bi-monthly meetings with HHSA's One Stop and Golden Sierra Job training on the County's workforce development
  - Research data (unemployment stats, housing stats, etc.)
  - Collaborate on ways to promote training
  - Market job fairs, training sessions, etc. to public and employers
- Reach out to current businesses to see how the County can assist them or attend meet and greet
- Prepare complex analytical reports as needed and/or requested by any business looking to relocate or an existing business needing support, to upper management or the Board of Supervisors
- Serve as agenda coordinator for the Board appointed Community and Economic Advisory Committee (CEDAC)
  - Create agenda in the County's agenda system
  - Attend and clerk the monthly meetings
  - Ensure committee members are following the Brown Act requirements
  - Set up recording equipment (all meetings recorded)
  - Prepare and publish meeting minutes and audio
  - Support members throughout the month, as needed
  - Arrange conference locations and notify public
  - Compile and maintain reference manuals for committee members including governing CEDAC Resolution, El Dorado County General Plan, El Dorado County Strategic Plan, the Ralph M. Brown Act, and other documents necessary
  - Prepare and maintain a public binder of all CEDAC agenda, minutes, supporting documents to be available upon request
- Assist with administration of Economic Development grants and funding agreements
  - Attend and assist with informational meetings
  - Attend scoring committee meetings, if needed
  - Compile backup documentation and preparation of item when going to the Board
  - Ongoing review of quarterly/annual reporting
- Collaborate on Economic Development Department procedures and updates
- Attended the Recycling Market Development zone (RMDZ) workshop and training to become the County's RMDZ Zone Administrator, along with lead staff in Environmental Management
- Attended the Greater Sacramento Economic Council's Certified Champions Training to become one of the county's economic development 'Certified Champion'
- Creation of online surveys and/or questionnaires for:

- Community Development Services (CDS) – Commercial Property Referral System
- Long Range Planning (CDS-LRP) – Oak Tree Mitigation Permits
- Chief Administrative Office – Proposition 90 Public Questionnaire
  - Compiled data
  - Created Graphs for Board of Supervisors

CAO- Administration:

- Backup support for the Chief Administrative Officer’s Assistant
  - Perform any duty requested by the CAO and Assistant CAO
- Analyze and resolve office administrative situations and problem
- Create and proof confidential documents
- Administrative support to the Chief Administrative Office managers and analysts (projects, follow-up, staying up to date on pertinent matters and activities)
- Provide general office training (computer, software, phone, printer, fax, etc.)

Ms. Salmon indicates that she believes the Administrative Technician is more consistent with her duties and responsibilities.

## Supervisor/Manager Comments

A meeting was conducted with Ms. Salmon’s immediate supervisor, Ms. Corley. Ms. Corley and Tiffany Schmid affirmed the duty statements provided by the incumbent.

When asked which classification they considered would be most reflective of the duties, both acknowledged that the incumbents duties and responsibilities have evolved since the K&A study and the incumbent being physically located back in the CAO’s office; however, they also stated that the overall duties and responsibilities are consistent with the K&A recommendation of Administrative Assistant II.

Below is a summary of classification specifications analyzed within the scope of this classification analysis:

**Classification specification Content – Sr. Office Assistant (Appendix A)**

This classification is defined as an advanced/lead level classification within the Office Assistant Series. Under direction, this classification provides lead direction, including setting priorities, training, and directing the work of assigned staff; provides a limited spectrum of office support activities to an assigned department, which may include word processing, data entry and organization, reprographics, telephone and counter reception, scheduling, updating websites, maintaining records, and filing. Incumbents work under direction and exercise discretion and independent judgment in performing the full range of routine to complex clerical duties.

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

**Classification specification Content - Proposed Administrative Assistant I/II (Appendix B)**

Under general supervision, this classification performs a variety of administrative, secretarial, and office support duties of considerable complexity, requiring thorough knowledge of the assigned department,



division, or program, its procedures, and operational details; provides administrative support to various departmental staff; composes and prepares correspondence using considerable judgment in content and style; performs skilled word processing, data entry and organization, telephone and counter reception, processing of invoices, recordkeeping, statistical and technical report preparation, and filing. Incumbents possess a comprehensive, authoritative understanding of all departmental functions and professional activities, and provide support to professional-level staff in the completion of their duties, in addition to completing complex clerical assignments.

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

**Classification specification Content - Proposed Administrative Technician (Appendix C)**

Under general supervision, this classification performs a variety of responsible paraprofessional, technical, and administrative support duties requiring the application of procedural, program, and compliance knowledge in support of a department, division, or program; assumes ongoing, technical responsibilities specific to area of assignment; coordinates assigned programs, projects, and services with other departments, divisions, and outside agencies; performs research and routine analysis on a wide variety of special projects requiring the interpretation and application of and ensuring compliance with policies, procedures, requirements, and regulations and may involve frequent contact with staff and the public. Positions at this level receive only occasional instruction or assistance as new or unusual situations arise and are fully aware of the operating procedures and policies of the work department or division.

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

## Findings

After review and analysis of the duties and responsibilities assigned to the position encumbered by Ms. Salmon, HR has determined that (i) the current classification to which the position is assigned, Sr. Office Assistant, is not reflective of the work performed because Ms. Salmon does not perform lead duties over other office support staff; although she does perform clerical duties, the level of contacts and difficulty and complexity of such duties expands beyond that of a Sr. Office Assistant classification; (ii) the current preponderant duties are to provide and perform a variety of administrative and office support duties that are not predominantly paraprofessional or technical in nature; and (iii) Ms. Salmon’s scope and complexity of duties, in addition to the decision making related to such, are not consistent with that of a paraprofessional classification. It should be noted that Ms. Salmon does perform some duties at the technical level that require knowledge in support of a specialized program; however, given the duty list provided, such duties are not preponderant enough to elevate to the Administrative Technician classification.

In reviewing and analyzing the job descriptions for the three classifications noted, the data provided by the incumbent and the supervisor against the allocation factors noted on page 3 and the current duties and responsibilities, HR finds that Administrative Assistant II is the appropriate classification. Therefore, HR agrees with K&A’s recommendation to reclassify the position to an Administrative Assistant II (Confidential). Administrative Assistant I/II is a new classification for the County, so the Human Resources Department needs to establish a salary schedule and present the classification specification and salary for adoption by the Board of Supervisors.

## Appendix A

### Sr. Office Assistant Classification Specification

## Appendix B

### Administrative Assistant I/II Classification Specification

## Appendix C

### Administrative Technician Classification Specification