



COUNTY OF EL DORADO
Elections Department
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 Administrative Technician classification within the Elections Department; the position is encumbered by XXX.

The incumbent reports to Ms. Linda Webster, Assistant Registrar of Voters, who oversees the day-to-day activities of the Elections Department.

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.

K&A recommended reclassifying the incumbent's position to a newly created Administrative Assistant I/II classification. The incumbent submitted a feedback form in April 2017 indicating that the job description contained inaccurate information. Her specific reason was, "disagreed with the classification recommendation because majority of the duties for her position can be found on the current and proposed Administrative Technician specs."

Overview of Study Tasks

In conducting the classification study, HR:

1. Reviewed the Position Description Questionnaire (PDQ) completed by the incumbent. *[completed]*
2. Conducted a detailed analysis of the incumbent's feedback concerning her objection to the recommended job description and classification allocation. *[completed]*
3. Conducted a follow-up interview with the incumbent's supervisor/manager to affirm information contained within the PDQ and to obtain the supervisor's/ manager's perspective on the position's responsibilities. *[completed]*
4. Analyzed all of the information gathered via the PDQ, job descriptions, and interview notes from the supervisor and department director 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]*
5. Identified an appropriate classification and necessary revision to the job description. *[completed]*
6. 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

The incumbent has been with the County and in her current position for a little over three years. She is currently classified as an Administrative Technician in which she performs payroll, accounts payable (A/P), accounts receivable (A/R), handles some contract renewal, and assists with budget(s). Specific duties presented in the following Table are taken from the PDQ completed by the incumbent:

ESSENTIAL JOB FUNCTIONS		
Task #	Tasks	Percentage of Time
1	Collect time cards, verify staff totals and enter staff time in payroll systems, email transmittal to the Payroll Department, and audit the payroll sheet, sign and return.	6%
2	Verify A/P vendor invoices for accuracy, generate a Direct PO in ADPICS, log data on spreadsheet, and create claim vouchers for payment.	10%
3	Track what is billable to specific Election, collect and compile copies of invoices, postage, receipts, staff time cards, vehicle rentals, print jobs,	5%

ESSENTIAL JOB FUNCTIONS		
Task #	Tasks	Percentage of Time
	etc., for billing purposes.	
4	Make copies and enter data on an organizational spreadsheet of all staff time (defined by codes) spent towards a specific election for the purpose of calculating labor cost for election billing.	5%
5	Use analytical techniques, information gathering processes, and use formulated spreadsheets to obtain required information and data for compiling the billings for the Districts.	9%
6	Prepare and send out invoices to candidates or interested parties for Voter Data files.	5%
7	Receive payments, receipt, and document, fill out a deposit permit forms and submit to the Treasury Department.	5%
8	Confer with vendor companies to obtain an agreement for contract with EDC's Election Department, and generate a requisition for PO and agenda items.	5%
9	Assist callers and patrons at the counter regarding voter status.	7%
10	Enter, research or verify voter registration data in the DIMS program	8%
11	Receive mail, open, date stamp, distribute.	8%
12	Research, compile information to answer detailed Election survey questions from the Secretary of the State.	5%
13	The remaining combined percentage (which totals 4% or less per task) of time is spent on task such as: <ul style="list-style-type: none"> • Assist with budget compilation and enter the data into BPREP • Proofread documents prior to publication or ballot layout • Run reports • Compile and submit claims • Registrar- creates an agenda item, enters details, and submits for approval. 	22%

Supervisor/Manager Comments

A meeting was conducted with the incumbent's immediate supervisor, Ms. Linda Webster, Assistant Registrar of Voters, as well as Mr. William Schultz, Recorder-Clerk-Registrar and Veterans Affairs Director.

Mr. Schultz affirmed the statements within the incumbent's PDQ.

Ms. Webster affirmed that the statements within the incumbent's PDQ, and presented the following additional information for input into the analysis:

The incumbent has been in the department a little over three years; despite her classification title, she is not performing the full scope of duties and responsibilities performed by the previous incumbent. Specific areas include, budget responsibilities, the level of independence of researching and interpreting laws, codes, etc.

Consistent with the information presented in the Table, Ms. Webster confirmed that the primary duties and responsibilities are spent in the following areas:

- Accounting and Bookkeeping - A/R and A/P- gathering financial and pricing data and entering data into spreadsheets, calculating cost to bill districts (the spreadsheet used includes pre-developed formulas), collecting timesheets, entering payroll information, etc.
- Election Program - -Entering voter registration cards, assisting participants with the election process, assisting with voter registration look up, and entering election data into a survey for the State of California.
- Administrative – Performs general clerical duties for the department, which includes answering the telephone, handling mail, ordering supplies, assisting with Legistar items (the department doesn't have a lot of items) copying and putting together various informational packets, etc.

When asked which classification she considered would be most reflective of the duties and responsibilities performed, after reviewing the Administrative Technician and Administrative Assistant I/II job descriptions, Ms. Webster stated that overall the Administrative Assistant is most reflective given the current duties assigned. Ms. Webster further mentioned that although the incumbent performs some of the duties noted in the Administrative Technician job description, the scope of such is very limited (e.g., the incumbent does some research but does not interpret) and the duties that require technical knowledge or application are not performed independently.

Job Description Content- Proposed Administrative Technician (Appendix A)

This classification is defined as one which “under general supervision, 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.

Job Description Content- Proposed Administrative Assistant I/II (Appendix B)

This classification is defined as one which “under general supervision, 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.”

Findings

After review and analysis of the duties and responsibilities assigned to the position encumbered by the incumbent, HR determined that the preponderant duties are to provide and perform a variety of administrative and office support duties (e.g., payroll, A/R, A/P, and general clerical) that are not predominantly paraprofessional or technical in nature. The current classification to which the position is assigned, Administrative Technician, is not reflective of the work performed. Furthermore, the incumbent’s scope and complexity of duties, in addition to the decision making related to such, are not consistent with that of a paraprofessional classification.

In reviewing and analyzing the job descriptions for the two classifications noted above, 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.

Applicable Rules

Appendix A

Administrative Assistant I/II Job Description

Appendix B
Administrative Technician Job Description