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County of El Dorado

Legislation Details (With Text)

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Title:	Human Resources Department recommending the Board: 1) Receive an update on the Koff & Associates staff classification study process and results; and 2) Approve an implementation strategy to finalize the Countywide classification study. (Est. Time: 30 Min.) FUNDING: N/A		
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Date	Ver.	Action By	Action	Result
9/26/2017	2	Board of Supervisors	Approved	Pass
2/23/2016	1	Board of Supervisors	Approved	Pass

Human Resources Department recommending the Board:
1) Receive an update on the Koff & Associates staff classification study process and results; and
2) Approve an implementation strategy to finalize the Countywide classification study. (Est. Time: 30 Min.)

FUNDING: N/A

DEPARTMENT RECOMMENDATION

The Human Resources Department recommends the Board adopt the following classification implementation strategy:

Classification changes and revised job descriptions will be submitted to the Board in groups (based on the phases noted below), at which time Human Resources will request the Board take the following actions, as applicable:

- Adopt the revised job descriptions
- Adopt the recommended classification changes - up, or down, or lateral
    - In cases of an upward re-classification, the Board may adopt the change (which may have compensation implications) or recommend the work be reassigned to an appropriate classification.

Given the delays in the study, the Human Resources Department believes this recommendation to be the most efficient to (i) ensure swift implementation of the classification study, (ii) ensure employees are recognized for the level and scope of work performed, and (iii) ensure job descriptions reflect

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current programs, duties, and responsibilities.

DISCUSSION / BACKGROUND

In June 2016, the County engaged Koff and Associates (K&A) for the provision of professional services to design, conduct, and assist in recommending an implementation approach of a classification (phase I) and compensation (phase II) study for all County positions. The overall goals of the classification and compensation study included: developing a competitive and fiscally responsible pay and benefit structure that is based upon market data and meets the needs of the County with regards to recruitment and retention of qualified staff; ensuring employees be recognized for the level and scope of work performed, and that they are paid on a fair and competitive basis, and ensuring class specifications reflect current programs responsibilities, and technology.

The final report is attached as Attachment A. In summary, the final classification report includes the following recommendations:

- Three hundred forty-seven (347) classifications remain in the classification plan (including newly established classifications), which results in a 20% reduction to the number of County classifications.
- One hundred twenty-one (121) classifications are recommended for re-title.
- Thirteen (13) new classifications to be established.
- One hundred seventy-four (174) positions reclassified. It's important to note that some positions are recommended for reclassification upwards and some downwards.

Delays during phase I and II resulted in K&A not having adequate time to complete the employee review process prior to expiration of the contract and the compilation of the final report. As this is an important part of the process, the strategy for implementation includes review by employees.

The newly-appointed Human Resources Director reviewed the classification and compensation reports, co-facilitated a question and answer session with the employee representative groups, and developed a strategy for implementation of the classification study (phase I) for the Board's consideration. The strategy has been vetted with several employee groups.

The proposed strategy ensures employees' feedback is given the proper consideration and response prior to implementation. While this strategy will require staff time, it is a critical piece in the study to ensure that the County has 1) current job descriptions that are consistent with industry standards, and 2) employees that are in the correct classification based on the duties and responsibilities assigned.

Strategy

Select Departments - Given the difference in department size and use of department specific vs. County-wide classifications, the Director is recommending the County re-engage stakeholders on a department-by-department basis.

Upon approval and adoption by the Board, Human Resources will undertake steps necessary to re-engage all stakeholders impacted by the classification study prior to implementation.

ALTERNATIVES

Implementation Strategy: Human Resources could present all classification changes and revised job

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descriptions to the Board at once, when both phases are complete. Although this is a viable strategy, this option will prolong implementation, thus resulting in the affected employees being misclassified based on their current duties performed.

OTHER DEPARTMENT / AGENCY INVOLVEMENT
All

CAO RECOMMENDATION
It is recommended that the Board approve Human Resources' recommendation.

FINANCIAL IMPACT
Although this item in itself has no financial impact, there will be an impact (to be determined) in the future with regard to salaries of reclassified positions.

CLERK OF THE BOARD FOLLOW UP ACTIONS
N/A

STRATEGIC PLAN COMPONENT
Good Governance

CONTACT
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