



COUNTY OF PLACER CIVIL SERVICE COMMISSION

CIVIL SERVICE COMMISSION
DON NELSON, Chair
RICK WARD, Vice Chair
JOHN COSTA
RON LE DOUX
ANDRAE RANDOLPH

Monday – August 10, 2015

AGENDA

Lori Walsh, Personnel Director
Kellie Craig, Executive Secretary

Placer County is committed to ensuring that persons with disabilities are provided the resources to participate fully in its public meetings. If you are hearing impaired, we have listening devices available. If you require additional disability-related modifications or accommodations, including auxiliary aids or services, please contact the Executive Secretary. If requested, the agenda shall be provided in appropriate alternative formats to persons with disabilities. All requests must be in writing and must be received by the Executive Secretary five business days prior to the scheduled meeting for which you are requesting accommodation. Requests received after such time will be accommodated only if time permits.

MEETING LOCATION:

Placer County Community Development Resource Agency
Planning Commission Hearing Room
3091 County Center Drive
Auburn, CA 95603
530.745.3197

4:00 PM ROLL CALL

CLOSED SESSION – PURSUANT TO GOVERNMENT CODE

I. PUBLIC EMPLOYEE PERFORMANCE EVALUATIONS

- A.** Closed Session - Evaluation of performance of various Placer County employees pursuant to Government Code Section 54957 and pursuant to Placer County Chapter 3, Code Section 3.04.650.

4:30 PM OPEN SESSION

FLAG SALUTE

I. REPORT OF ACTION TAKEN IN CLOSED SESSION PURSUANT TO GOVERNMENT CODE SECTION 54957.

II. AGENDA APPROVAL

III. MINUTES OF PREVIOUS MEETING – July 13, 2015

- IV. PUBLIC COMMENT:** Persons may address the Commission on items not on this agenda. Please limit comments to 3 minutes per person since the time allocated for Public Comment is 15 minutes. If all comments cannot be heard within the 15-minute time limit, the Public Comment period will be taken up at the end of the regular session. The Commission is not permitted to take any action on items addressed under Public Comment.

V. OLD BUSINESS - None

VI. NEW BUSINESS

- A.** Approval of merit increases for classified employees pursuant to Section 3.04.650 (progression in steps) of the Placer County Code.

- B. Request for approval of Work out of Class Pay pursuant to Placer County Code Section 3.08.510(C.) (5.) (c.) for employee(s) assigned to the department(s) of County Executive Office, Child Support Services and Sheriff's Office.
- C. Health and Human Services – Classification Specification Revision Request - Animal Control Manager including a title change from Animal Control Manager to Animal Services Manager.
- D. Community Development Resource Agency (CDRA) – Request for Placement in the Unclassified Service – Placer County Conservation Plan Program Administrator.
- E. Personnel - Annual Report for fiscal year 2014/2015.
- F. Work Out of Class Report for Fiscal Year 2014/15
June 28, 2014 through December 26, 2014
December 27, 2014 through June 26, 2015

VII. COMMUNICATIONS - Reports to the Commission are informational items only. **(No action will be taken)**

- A. Provisional appointment - None
- B. Staff reports and correspondence
- C. Commissioner comments

VIII. ADJOURNMENT

Civil Service Commission 2015 Meeting Schedule

- September 14, 2015 – Tahoe (Placer County Administrative Center)
- October 13, 2015 (**Tuesday**) – Auburn (Personnel Training Room)
- November 9, 2015 – Auburn (Personnel Training Room)
- December 14, 2015 – Rocklin (Child Support Services)

**MEMORANDUM
PERSONNEL DEPARTMENT
COUNTY OF PLACER**

To: Civil Service Commission
From: Lori Walsh, Personnel Director
Date: **August 10, 2015**
Subject: Review of Merit Increases for Eligible Classified County Employees

During the closed session of your meeting, your Commission will review the performance evaluations of classified County employees pursuant to Subdivision (b) (1) of Government Code Section 54957. For those classified County employees determined to be eligible for a merit increase, the following motion is submitted for your consideration:

Motion to approve the classified merit awards set forth in the list dated **August 10, 2015** pursuant to Section 3.04.650 of the County Code.

**MEMORANDUM
PERSONNEL DEPARTMENT
COUNTY OF PLACER**

To: Civil Service Commission
Through: Lori Walsh, Personnel Director
From: Kellie Craig, Executive Secretary
Date: August 10, 2015
Subject: Work-Out-of-Class Pay

=====

We have received the following departmental request(s) for work-out-of-class pay extensions. Listed below are the department(s), employee name(s), and time period(s) requested. The Personnel Department has previously approved work-out-of-class pay and we are requesting the Civil Service Commission approve additional extension(s) as per Placer County Code 3.08.510 C.5.c. Supporting documentation has been attached to this memo.

<u>Department</u>	<u>Employee Name</u>	<u>Dates</u>	<u>Approximate</u>
County Executive Office	Nicole Lopez	08/04/15-01/31/16	180 days
Child Support Services	Mandy Rudd	08/17/15-02/19/16	180 days
Sheriff	Kevin Adams-Carter	09/19/15-11/27/15	60 days

Recommendation: It is recommended that the Civil Service Commission approve the above work-out-of-class pay extension(s) in recognition of the duties being performed.

cc: David Boesch – County Executive Office
Troy Held - Child Support Services
Ed Bonner - Sheriff

**WORK OUT OF CLASS AGREEMENT
DEPARTMENT OF COUNTY EXECUTIVE OFFICE**

TO: Lori Walsh, Personnel Director
FROM: Holly Heinzen, Chief Assistant County Executive Officer
DATE: July 30, 2015
SUBJECT: Request for Work Out of Class (WOC) Pay-- Extension

ACTION REQUESTED

Employee's Name: Nicole Lopez
Current Classification: ADA/Leave Coordinator
WOC Classification: Principal Management Analyst
Initial WOC Effective Date: 08/09/2014
Requested Extension Effective Date: 08/04/2015
Approximate Number of Days: 180 days
Approximate End Date (End of pp): 01/31/2016
Reason for WOC Request:

- | | | |
|--|---|--|
| <input type="checkbox"/> Fill Behind Leave of Absence | <input checked="" type="checkbox"/> Peak Workload/Special Project | <input type="checkbox"/> Pending Reclassification/Reallocation |
| <input checked="" type="checkbox"/> Fill Behind Retirement | <input type="checkbox"/> No Request to Fill Vacancy | <input checked="" type="checkbox"/> Request to CEO to Fill Vacancy |
| <input type="checkbox"/> Fill Behind WOC | <input type="checkbox"/> Temporary End WOC>80-Hours Leave | <input type="checkbox"/> Restart WOC>80-Hours Leave |

BACKGROUND

This work out-of-class extension request for Nicole Lopez is for the purpose of continuing to perform ongoing workload at the Principal Management Analyst (PMA) level, in support of the labor relations area of the County Executive Office's Risk Management Division. This position serves as a resource to the Board of Supervisors, CEO and other management staff related to countywide labor relations.

The CEO/Risk Management Division and Personnel Department are actively pursuing a reorganization that would combine functions within each program within each division due to the recent retirement of the Deputy CEO overseeing Risk Management. While the CEO and Personnel Director further investigates different organizational structures and reporting relationships, which will include an analysis of existing and proposed job descriptions and classifications, we recognize that during the interim Nicole will continue to serve as the PMA within the CEO/Risk Management Division working on Labor Negotiation assignments in addition to her ADA/Leave Coordinator functions.

The Principal Management Analyst position is critical to managing labor relations activities including collective bargaining strategies, goals and objectives in alignment with County's established initiatives. During the past year, Nicole has performed at satisfactory levels in the work out-of-class assignment. The PMA assignments related to Labor Relations are managing the day to day activities of the Labor Relations Program, serving as the Chair of the County Negotiations Committee (labor team) as well as coordinating, assigning and directing negotiations as roles are redefined due to the retirement of the aforementioned Deputy CEO. Nicole has taken on the responsibility for the most complex, sensitive and difficult labor contract negotiations and administration. She plans, assigns and directs labor relations staff in day to day operations of the labor relations program. Nicole also helps to facilitate grievance policy development and unit modification petitions. She has acted as a staff advocate in complex hearings, arbitrations and at meetings of the Board of Supervisors, Department Heads, Committees, outside groups and labor

organizations. Nicole has acted as a technical resource to staff, Department heads, CEO and Board of Supervisors. She has had the opportunity to provide assistance with department budget control and planning. While we undergo this study, we would like to continue the 5% work out of class in recognition of the additional temporary duties assigned.

RECOMMENDATION

It is therefore recommended that Nicole Lopez, ADA/Leave Coordinator, be approved for WOC Extension pay as a Principal Management Analyst for another 180 days. This WOC assignment will result in a minimum increase of 5%. Consistent with the guidelines presented under provisions for work out of class section in Chapter 3 of the County code, additional compensation for working out of class shall be no less than a minimum of five percent or exceed a maximum of fifteen (15) percent. The specific amount of the additional compensation will be determined by an analysis of the employee's current classification and the proposed work out of class classification and in no case will exceed the amount the employee would receive if promoted.

AUTHORITY

In line with the principle that an employee assigned to work in a position having discernibly higher job duties should receive higher pay, positions within the classified service may be applicable for work-out-of-class assignment. Individual employees maybe certified by the personnel department as being eligible for work-out-of-class pay when so assigned by the appointing authority or designate of that appointing authority. (3.08.510)

PROVISIONS FOR WOC ASSIGNMENTS

- For evaluation purposes, employee is rated on his or her current classification.
- Evaluation rating periods are not impacted by WOC assignments.
- Employee will continue to be eligible for merit increases as outlined in 3.04.650.
- Employee will continue to accrue seniority in his/her regular position/classification.
- Employee will continue to receive the benefit package associated with his/her regular position/classification.
- WOC compensation will not be considered or paid for assignments of two workdays or less or for training purposes.
- The Department must notify the Personnel Department when the WOC employee has a leave of absence that exceeds 10 ten working days since this results in ending WOC compensation. The Department must notify Personnel and submit the appropriate paperwork prior to continuing an employee in a WOC assignment upon his or her return from leave.
- Additional compensation for working out of class shall be no less than a minimum of five (5) percent or exceed a maximum of fifteen (15) percent.
- The Department is responsible for requesting WOC extensions anticipated to be beyond 180 days from the County Executive's Office using the Position Exception Form and process.
- Employee is not to begin the work out of class assignment until certified by the Personnel Department that the individual meets the minimum qualifications for the WOC assignment, the additional duties warrant WOC compensation, and that the WOC compensation requirements have been met.

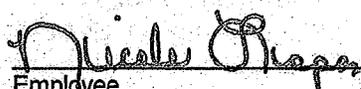
I have reviewed and understand the Department and Employee responsibilities with the requested WOC assignment and understand the provisions set forth above and specified in 3.08.510 of Placer County's Personnel Rules.



Appointing Authority
Holly Heinzen
Chief Assistant CEO

7/31/15

Date



Employee
Nicole Lopez
ADA/Leave Coordinator

7/30/15

Date

WORK OUT OF CLASS AGREEMENT
DEPARTMENT OF CHILD SUPPORT SERVICES

RECEIVED
JUL 15 2015

Placer County Personnel

TO: Lori Walsh, Personnel Director
FROM: Troy Held, Director
DATE: July 10, 2015
SUBJECT: Request for Continuation of Work Out of Class (WOC) Pay

ACTION REQUESTED

Employee's Name: Mandy Rudd
Current Classification: Child Support Specialist II
WOC Classification: Child Support Specialist Senior
Initial WOC Effective Date: February 22, 2014, Pay Period 18
Requested Extension Effective Date: August 17, 2015, Pay Period 5
Approximate Number of Days: 180 days/6 months
Approximate End Date (End of pp): February 19, 2016, Pay Period 18
Reason for WOC Request:

- Fill Behind Leave of Absence Peak Workload/Special Project Pending Reclassification/Reallocation
 Fill Behind Retirement No Request to Fill Vacancy Request to CEO to Fill Vacancy
 Fill Behind WOC Temporary End WOC>80-Hours Leave Restart WOC>80-Hours Leave

BACKGROUND

Our department was previously granted approval to utilize Mandy Rudd, Child Support Specialist II, in the Work Out of Class (WOC) assignment as Child Support Specialist Senior. The previous WOC Child Support Specialist Senior assignment ends on August 16, 2015. The continuation of the Child Support Specialist Senior WOC is being requested to provide the Department with the necessary continuity and workflow for State and Federally mandated Programs. The position continues to be critical to the Program and the Department poses this request as an interim measure until a permanent solution to find the best candidate is determined.

A Child Support Specialist Senior helps with technical and training activities of the Department of Child Support Services to support Federal and State Family Code section 17206 & 17306.45 and CFR 302.39 & 303.20. These duties include developing, recommending, and implementing procedures and policies regarding customer service, training delivery and mentoring of department personnel and interaction with program issues.

Mandy Rudd has successfully assumed the complex performance duties of the Child Support Specialist Senior. She brings over seven (7) years of experience as a Child Support Specialist and has proven to be an asset in providing technical expertise required of a Child Support Specialist Senior. Additionally, she has trained and mentored staff in the Child Support Program, the Customer Service Unit, Office 2010, Inter-county Transfers, and the Court Calendar following the goals and vision of the department. She is a certified trainer with the state Department of Child Support Services and has participated in department outreach.

Allowing the WOC for the position of Child Support Specialist Senior will provide an interim solution to filling the current staffing shortage in this critical position. The department believes this WOC solution will be the best provisional resolution to maintain the continuity of the program. This candidate has knowledge of the statewide system, training, and regulatory requirements. The department is seeking an extension to this WOC as there is currently a lack of qualified or interested candidates for a viable recruitment to fill the position permanently.

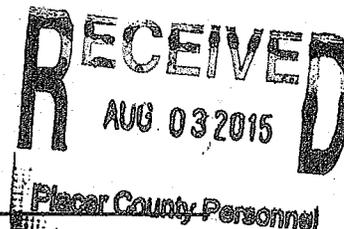
PLACER COUNTY
SHERIFF
CORONER-MARSHAL



EST. 1851

EDWARD N. BONNER
SHERIFF-CORONER-MARSHAL

TO: Lori Walsh, Personnel Director
FROM: Mark Giacomini, Administrative Services Manager
DATE: July 30, 2015
SUBJECT: Request for Work Out of Class (WOC) Pay Extension
Kevin Adams-Carter, Administrative Legal Clerk Journey



ACTION REQUESTED

Employee's Name: Kevin Adams-Carter
Current Classification: Administrative Legal Clerk Journey
WOC Classification: Administrative Legal Clerk Senior
Initial WOC Effective Date: 03/22/2014 (pp.21)
Requested Extension Effective Date: 09/19/2015 (pp. 8)
Approximate Number of Days: 60 days
Approximate End Date (End of pp): 11/27/2015 (pp.12)
Reason for WOC Request:

- | | | |
|--|---|--|
| <input type="checkbox"/> Fill Behind Leave of Absence | <input type="checkbox"/> Peak Workload/Special Project | <input type="checkbox"/> Pending Reclassification/Reallocation |
| <input checked="" type="checkbox"/> Fill Behind Retirement | <input type="checkbox"/> No Request to Fill Vacancy | <input type="checkbox"/> Request to CEO to Fill Vacancy |
| <input type="checkbox"/> Fill Behind WOC | <input type="checkbox"/> Temporary End WOC>80-Hours Leave | <input type="checkbox"/> Restart WOC>80-Hours Leave |

BACKGROUND

Our Corrections Facility Records and Support Unit has been working Ms. Adams-Carter in a work-out-of-class assignment as the incumbent Administrative Legal Clerk Senior was out on an extended leave of absence. This incumbent has since retired and this position is vacant. Our agency has received a certified list to begin interviews. We are requesting to extend work out of class until we are able to complete interviews, select, and appoint a candidate. It remains necessary, with the both Auburn and South Placer Jail facilities operating, for our agency to maintain adequate supervisory staff.

RECOMMENDATION

It is therefore recommended that Kevin Adams-Carter, Administrative Legal Clerk Journey, be approved to continue receiving WOC pay as an Administrative Legal Clerk Senior effective 09/19/2015, pay period 08, for an additional 60 days. This WOC assignment will result in an approximate increase of 5 %. Consistent with the guidelines presented under provisions for work out of class section in Chapter 3 of the County code, additional compensation for working out of class shall be no less than a minimum of five percent or exceed a maximum of fifteen (15) percent. The specific amount of the additional compensation will be determined by an analysis of the employee's current classification and the proposed work out of class classification and in no case will exceed the amount the employee would receive if promoted.

AUTHORITY

In line with the principle that an employee assigned to work in a position having discernibly higher job duties should receive higher pay, positions within the classified service may be applicable for work-out-of-class assignment. Individual employees may be certified by the personnel department as being eligible for work-out-of-class pay when so assigned by the appointing authority or designate of that appointing authority. (3.08.510)

PROVISIONS FOR WOC ASSIGNMENTS

- For evaluation purposes, employee is rated on his or her current classification.
- Evaluation rating periods are not impacted by WOC assignments.
- Employee will continue to be eligible for merit increases as outlined in 3.04.650.
- Employee will continue to accrue seniority in his/her regular position/classification.
- Employee will continue to receive the benefit package associated with his/her regular position/classification.
- WOC compensation will not be considered or paid for assignments of two workdays or less or for training purposes.
- The Department must notify the Personnel Department when the WOC employee has a leave of absence that exceeds 10 ten working days since this results in ending WOC compensation. The Department must notify Personnel and submit the appropriate paperwork prior to continuing an employee in a WOC assignment upon his or her return from leave.
- Additional compensation for working out of class shall be no less than a minimum of five (5) percent or exceed a maximum of fifteen (15) percent.
- The Department is responsible for requesting WOC extensions anticipated to be beyond 180 days from the County Executive's Office using the Position Exception Form and process.
- Employee is not to begin the work out of class assignment until certified by the Personnel Department that the individual meets the minimum qualifications for the WOC assignment, the additional duties warrant WOC compensation, and that the WOC compensation requirements have been met.

I have reviewed and understand the Department and Employee responsibilities with the requested WOC assignment and understand the provisions set forth above and specified in 3.08.510 of Placer County's Personnel Rules.


Appointing Authority Date

Devon Bell
Undersheriff
Placer County Sheriff's Office

 7-31-15
Employee Date

Kevin Adams-Carter
Administrative Legal Clerk
Placer County Sheriff's Office

 7-31-15
Corrections Commander Date
Placer County Sheriff's Office

MG:cg

RECEIVED
AUG 03 2015

Placer County Personnel



MEMORANDUM PERSONNEL DEPARTMENT COUNTY OF PLACER

To: Civil Service Commission
From: Lori Walsh, Personnel Director
By: Chris Hazen, Personnel Analyst II *CH*
Date: August 10, 2015
Subject: Classification Specification Revision Request – Animal Control Manger

Recommendation:

It is recommended that the Civil Service Commission approve the proposed language revisions to the Animal Control Manager classification specification including a title change to Animal Services Manager.

Background:

This classification is responsible for the day to day operations of the County animal shelter, which includes more than the typical animal control duties related to animal cruelty cases, nuisance animals, field euthanasia, rabies surveillance, and other related duties as assigned. Replacing the word "control" with "services" will more accurately reflect the full scope of duties, including the overall health and safety of sheltering and caring for animals, veterinary care, adoption services and volunteer coordination, redemptions, and animal licensing.

The Animal Services division of Health and Human Services believes that the proposed language revisions will give a better understanding to employees, the public and future applicants of what this position entails. The proposed changes to the Animal Control Manager specification include changing the class title to Animal Services Manager, and updating minimum qualifications and driver's license requirement for clarity.

Attached for the Commission's information and consideration is a copy of the proposed revisions to the classification specification.

cc: Jeff Brown, Director of Health and Human Services
Joel Joyce, Management Analyst, County Executive Office
Wesley Nicks, Director of Environmental Health

ANIMAL CONTROL-SERVICES MANAGER

DEFINITION

To plan, organize, manage, and coordinate the programmatic, administrative, and operational activities of Animal Control Services; to direct, manage, and supervise the work of Animal Control Services staff/team members; to establish and implement Animal Control Services objectives and performance standards; to promote, coordinate, and participate in collaborative activities, programs, and projects with outside agencies and department staff.

DISTINGUISHING CHARACTERISTICS

The Animal Control Services Manager job class has overall responsibility for management and administration of Animal Control Services; provides coordination/liaison with County departments and outside agencies; provides full second-line, direct supervision to Animal Control Services staff and is responsible for compliance with all relevant County, State, and Federal laws, regulations, and agreements.

SUPERVISION RECEIVED AND EXERCISED

Receives general direction from a Client Services Program Director, or his/her designee. Exercises direct supervision over supervisory, professional, technical, and clerical personnel.

EXAMPLES OF ESSENTIAL DUTIES – Duties may include, but are not limited to, the following:

Plan, organize, and manage programmatic, administrative, and operational activities in support of Animal Control Services; oversee and coordinate the allocation of designated resources, administer the record keeping and reporting functions, and ensure compliance with stated mission, goals, regulations, and guidelines.

Establish programs' objectives and performance standards; evaluate programs' operations and activities in terms of over-all effectiveness and compliance; implement improvements and modifications as necessary; and adjust over-all goals and objectives in response to program directives and/or client needs.

Develop, coordinate, and participate in collaborative activities, programs, and projects to maximize available resources and responsiveness to clients; provide necessary and requested resources; act as team member/leader for assigned projects/opportunities.

Develop, implement, and manage administrative and operational systems and processes to maximize the effectiveness and responsiveness of Animal Control Services; act as professional and managerial resource to program staff, project teams, and clients as well as other County departments and departmental colleagues in a positive and supportive manner.

PLACER COUNTY

Animal Control Services Manager (Page 2)

Plan, organize, and direct animal control field and shelter operations, including oversight of kennels, monitor and determine the quarantining of potentially rabid and/or dangerous animals; and coordinate animal licensing programs.

Develop, implement, and maintain a public information campaign to educate the public on the Animal Control Services operations; present educational information to affiliated agencies and law enforcement community.

Provide professional and managerial expertise in support of assigned and multiple program areas as well as the department's over-all mission, goals, objectives, and directives; act as a primary resource to the department's Policy Counsel, boards, committees, contractors, and clients in the planning, development, and implementation of department's activities in targeted and/or proposed program areas.

Collaborate with appropriate departments, programs, and work units to secure advice, resources, and technical services necessary to achieve assigned programs' goals, objectives, and directives in accordance with mutually agreed upon time frames and in compliance with pertinent guidelines and regulations.

Participate in budget preparation and administration for Animal Control Services; preparing cost estimates/projections, submitting justifications for requested resources, and monitoring and controlling expenditures.

Direct, oversee, and administer contracts for service/care providers in the implementation of Animal Control Services; review and evaluate quality of service and contract compliance; verify billings and payments; respond to inquiries and trouble-shoot complaints; and represent the department and Animal Control Services to contractors and vendors.

Represent the department and Animal Control Services to other organizations, local communities, special interest groups, schools, businesses, clients, and the general public; act as primary and major resource regarding assigned programs; respond to inquiries; and promote the department's mission and goals.

Establish and maintain positive and open communications with other department programs, projects, and multi-disciplinary teams, including the SPCA and other local non-profit animal care organizations, civic groups, County employees, local government officials, the public, and the media; coordinate data, resources, and work products as necessary and upon request in support of a productive and positive working environment. Perform related duties as required.

MINIMUM QUALIFICATIONS

Knowledge of:

- Principles, practices, and techniques used in animal control, custody, and care.
- Pertinent local, State and Federal laws, regulations, and ordinances.
- Modern office procedures, methods and computer equipment.
- Principles and practices of research, analysis and management.
- Budgeting procedures and techniques.
- Principles of supervision, training and performance evaluations.

PLACER COUNTY

Animal Control Services Manager (Page 3)

- Cultural, religious, economic, and social groups and their relationship to the delivery and acceptance of services.

Ability to:

- Organize, implement, and direct Animal Control Services operations and activities.
- On a continuous basis, know and understand all aspects of the job; intermittently analyze work papers, reports and special projects; identify and interpret technical and numerical information; observe and problem solve operational and technical policy and procedures.
- On a continuous basis, sit at a desk for long periods of time; intermittently twist to reach equipment surrounding desk; perform simple grasping and fine manipulation; use telephone, and communicate through written means; and lift light weight.
- Interpret and explain pertinent local, State, and Federal laws regulations, and ordinances; and, Countywide and departmental policies and procedures.
- Plan, organize, and implement Animal Control Services through multi-disciplinary and multi-agency programs that include public, private, and contract agencies/providers.
- Assist in the development and monitoring of an assigned program budget.
- Develop and recommend policies and procedures related to assigned operations.
- Work with various cultural and ethnic groups in a tactful and effective manner.
- Communicate clearly and concisely, both orally and in writing.
- Supervise, train and evaluate assigned staff.
- Establish and maintain effective working relationships with those contacted in the performance of required duties.

Experience and Training

- Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Five years of increasingly responsible administrative, or management experience or experience in licensing, patrolling, kenneling and/or enforcement work in an animal care/protection or law enforcement agency, with at least two of the five years experience performing supervisory functions.

Training:

Equivalent to a bachelor's degree from an accredited college or university with a major in business administration, public administration, health administration, animal science, or closely related field.

PLACER COUNTY

| Animal Control Services Manager (Page 4)

License or Certificate:

- ~~May need to possess a valid driver's license as required by the position. May require the possession of, or ability to obtain, a valid driver's license.~~ Proof of adequate vehicle insurance and medical clearance may also be required.

Formatted: Font: Not Italic

**MEMORANDUM
PERSONNEL DEPARTMENT
COUNTY OF PLACER**

To: Civil Service Commission
From: Lori Walsh, Personnel Director
By: Janeen DuPree, Personnel Analyst II *JD*
Date: August 10, 2015
Subject: Request for Placement in the Unclassified Service – Placer County
Conservation Plan Program Administrator

Recommendation

It is recommended that the Civil Service Commission approve the placement of the Placer County Conservation Plan Program Administrator into the Unclassified Service at the recommended salary plan of MNGT 477 (\$10,554 - \$12,828/monthly).

Basis for Recommendation

The Placer County Board of Supervisors identified a vision to plan for and accommodate the area's projected growth while at the same time protecting the County's many natural resources to maintain the County's unique character, high quality of life, diverse ecosystems and rare species. This vision has evolved into the Placer Legacy Open Space and Agricultural Conservation Program and more recently, the proposed Placer County Conservation Plan (PCCP). The PCCP is a proactive, regional planning tool designed to avoid potential conflicts between the County's growing human population and unique ecological assets. This County-proposed solution will coordinate and streamline the permitting process by allowing local entities to issue federal and state permits.

The PCCP Program Administrator is the recommended classification created to assist the Community Development Resource Agency (CDRA) Director to finalize and initiate the implementation of the PCCP. This is a single position class and serves as an advisor performing administrative and management tasks for the CDRA Director and/or Board of Supervisors. The recommended salary is set equivalent to the Assistant Director of CDRA.

Due to the specialized nature of this position, it is imperative that the CDRA Director have the ability to select this management position with minimal constraints.

August 10, 2015

Page 2

The placement of this position into the unclassified service is consistent with the Placer County classification plan given the sensitive nature of the work, the level of independent authority and the advisory role to the Board of Supervisors.

cc: Michael Johnson, CDRA Director
Loren Clark, Assistant Director of CDRA
Bryan Hacker, Senior Management Analyst

PLACER COUNTY CONSERVATION PLAN PROGRAM ADMINISTRATOR

(Unclassified)

DEFINITION

Under direction of the Community Development Resource Agency (CDRA) Director, assist the Director to finalize and initiate implementation of the Placer County Conservation Plan (PCCP) which is a natural resource conservation planning effort for Western Placer County that provides comprehensive regulatory compliance for federal and state endangered species and wetlands; program start up and implementation; assure immediate and long-term habitat conservation goals are achieved; coordinate the implementation of the conservation strategy with stakeholders, conservation partners and federal and state regulatory agencies. Advises and assists the Board of Supervisors in establishing priorities, and maximizing the effectiveness of the Agency and program funding.

The PCCP will provide a balance between land conservation, federal, state and local regulatory compliance and continued economic growth and development for the Western Placer region.

DISTINGUISHING CHARACTERISTICS

The PCCP Program Administrator level is a single position class and serves as an advisor performing administrative and management tasks for the CDRA Director and Board of Supervisors as assigned.

EXAMPLES OF ESSENTIAL DUTIES

Finalize and implement the PCCP conservation strategy, environmental impact report, environmental impact statement, implementation agreement and funding plan.

Establish a cooperative partnership with Placer County, City of Lincoln and the Placer County Water Agency (Permittees) to establish the Placer Conservation Authority (PCA), the joint-powers agency that will implement the PCCP on behalf of Permittees.

Establish a Joint Powers Authority agreement defining purpose, roles, geographic scope of work, governance and voting rights, finances, administration and staffing.

Assist Permittees in achieving regulatory compliance for public and private projects with impacts on state and federally listed endangered species via a Habitat Conservation Plan (HCP) prepared pursuant to the Federal Endangered Species Act and a Natural Community Conservation Plan (HCCP) prepared pursuant to the California Natural Community Conservation Planning Act.

Assist Permittees in achieving regulatory compliance with the Federal Clean Water Act and relevant state statutes for impacts to wetlands and other waters through the implementation of the County Aquatic Resources Program (CARP).

PLACER COUNTY

Placer County Conservation Plan Program Administrator

Page 2

Assist Permittees with local regulations, policies, and standards related to natural resource management and impacts to resources regulated at the local level (e.g. tree and grading ordinances).

Implement the PCCP conservation strategy and meet the Plan's biological goals and objectives through the implementation of numerous measures and best management practices.

Assist Permittees to apply conditions on covered activities as described by the Plan.

Secure fee title or conservation easements. Coordinate land acquisition activities, where appropriate, in partnership with other federal and state funding programs and organizations in accordance with the requirements of the Plan.

Develop a Reserve System through land acquisitions and implement habitat creation/enhancement/restoration actions on reserve lands. Establish long-term habitat management plans for reserve properties in coordination with the federal and state agencies.

Monitor the Reserve System consistent with the monitoring and adaptive management requirements of the PCCP.

Coordinate with the County and City of Lincoln to establish and maintain recreational facilities on reserve lands that are compatible with the conservation goals of the Plan.

Prepare the program budget; assist in budget implementation; participate in the forecast of additional funds needed for program, including fee adjustments, staffing, equipment, materials and supplies; administer the approved budget.

Identify, write and obtain grants and other outside funding sources, including tracking and reporting grant compliance.

Prepare annual reports to reporting agencies as appropriate.

Recommend the appointment of personnel; provide or coordinate staff training; conduct performance evaluations; implement discipline procedures as requested; maintain discipline and high standards necessary for the efficient and professional operation of the Agency.

Conduct and/or attend various public meetings and hearings representing the interests of the County.

Build and maintain positive working relationships with Federal and State Departments, local governmental agencies, local and regional academic institutions and organizations, non-governmental organizations, County department staff and the public using principles of good customer service.

Represent the County to outside agencies and organizations; participate in interagency advisory teams, outside community and professional groups and organizations; conduct stakeholder advisory meetings and provide technical assistance as necessary.

Research and prepare a variety of technical and administrative reports; prepare written correspondence.

Perform a variety of special assignments.

Perform related duties as assigned.

MINIMUM QUALIFICATIONS

Knowledge of:

- Principles and practices of leadership, motivation, team building and conflict resolution.
- Pertinent Federal, State and local laws, rules and regulations including laws related to endangered species, wetlands and environmental effects analysis.
- Organization and management practices as applied to the development analysis and evaluation of programs, policies and operational needs.
- Principles and practices of organizational analysis, public administration, personnel management and performance measures and management.
- Principles and practices of budget preparation and administration.
- Principles of supervision, training and performance evaluation.
- Principles and practices of business correspondence grant and report writing and grant management.
- Geographic information systems and use of remote sensing data.
- California land use laws related to general plans, zoning and other local government land use regulations including the California Environmental Quality Act.
- Principles of conservation biology.

Ability to:

- Assist in planning, directing and monitoring the administration and operations of a complex program with a variety of services and funding sources.
- On a continuous basis, analyze budget and technical reports; interpret and evaluate staff reports; know laws, regulations and codes; observe performance and evaluate staff; problem solve program related issues; remember various rules; and explain and interpret policy.
- Assist in the development and implementation of agency policies and procedures.
- Analyze and implement program mandates.

- Gain cooperation through discussion and persuasion.
- Successfully develop, control and administer program budget and expenditures.
- Analyze problems, identify alternative solutions, project consequences of proposed actions and implement recommendation in support of program goals.
- Interpret and apply Federal, State, local and department policies, procedures rules and regulations.
- Analyze grants, reports and various funding proposals.
- Communicate clearly and concisely, both orally and in writing.
- Supervise, train and evaluate assigned personnel.
- Represent the County under diverse circumstances and prepare and deliver oral presentations to small and large groups.
- Work with various cultural and ethnic groups in a tactful and effective manner.
- On a continuous basis, sit at desk and in meetings for long periods of time. Intermittently twist to reach equipment surrounding desk; perform simple grasping and fine manipulation; use telephone and communicate through written means.

Experience and Training

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Five years of senior level managerial and/or administrative experience relating to planning, organizing and directing the operations of a complex department or agency with programs related to community development, natural lands management, community outreach and stakeholder participation.

Training:

Equivalent to a Bachelor's degree from an accredited college or university with major course work in planning, land use, geography, biology, public administration or a related field. Biological science related training is highly desirable.

License or Certificate:

May need to possess a valid driver's license as required by the position. Proof of adequate vehicle insurance and medical clearance may also be required.



**MEMORANDUM
PERSONNEL DEPARTMENT
COUNTY OF PLACER**

To: Civil Service Commission
From: Lori Walsh, Personnel Director
Date: August 10, 2015
Subject: Annual Report

Recommendation:

It is recommended that the Civil Service Commission approve the Annual Report for fiscal year 2014/15.

Background:

This Annual Report was developed to document the role and responsibility of the Placer County Civil Service Commission as well as to demonstrate the work that has been accomplished by staff of the Personnel Department in their support of the Civil Service Commission.

Attached for the Commission's consideration is a copy of the Annual Report which is respectfully submitted for approval.

cc: David Boesch, County Executive Officer

**COUNTY OF PLACER
CIVIL SERVICE COMMISSION**



**FY 2014/15
ANNUAL REPORT**

**PLACER COUNTY PERSONNEL DEPARTMENT
145 FULWEILER AVENUE, AUBURN, CA 95603
TELEPHONE: (530) 889-4060, FAX: (530) 886-4626**

AN EQUAL OPPORTUNITY EMPLOYER

CIVIL SERVICE COMMISSION FY 2014/15 ANNUAL REPORT

Executive Summary

The Placer County Civil Service Commission is pleased to present its FY 2014/15 annual report. This report provides an overview of the Commission's activities for the past fiscal year and offers information on personnel activities related to the Commission's chartered responsibilities.

While this document summarizes the responsibilities of the Civil Service Commission as implemented by the staff of the Personnel Department, it should also be noted that the Personnel Department was successful in achieving a number of additional accomplishments including:

- Successfully completed two fiscal audits of benefit and payroll administrative processes;
- Initiated efforts to utilize social media for recruitments;
- Implemented AB 218 'Ban the Box' into the recruitment process;
- Managed the 9.2 ACORN upgrade project for the Personnel Department including the new ePerformance software program and implemented aspects of self-service functionality;
- Transitioned the Internal Investigator position and all the live scan functions from Risk Management to Personnel;
- Developed and delivered training sessions:
 - Assessor training on the recruitment process
 - CSC Classification overview study session
- Arranged for new employees to schedule their own pre-employment medical appointments through Sutter Health;
- Successfully navigated the Deferred Comp VCP program and implemented process improvements.

In support of the Civil Service Commission and the County of Placer, the Personnel Department staff represent a cohesive, collaborative, competent group of professionals dedicated to their jobs, the County and the people we serve.

INTRODUCTION

Placer County is a Charter County with 2700 allocated positions within the classified service. The Charter establishes the "home rule" concept to increase citizen participation in county government, improve efficiency, and provide for a responsible and cooperative county government. Further, the Charter is the governing document approved by voters which guides the organizational structure, duties, and responsibilities of elected and appointing officials. The Placer County Civil Service Enabling Ordinance (PCCSEO) was established in 1961 to create a Civil Service System to provide for employment on a merit basis and for equitable uniform procedures for dealing with personnel matters through a Civil Service Commission. The PCCSEO was adopted pursuant to the County Civil Service Enabling Law found at California Government Code sections 31101-31115. The Placer County civil service system and the Civil Service Commission were created by Ordinance No. 501, Series B, which was adopted by the board on November 4, 1961 and ratified by the County electorate in the June 1962 election.

With the approval of the Board of Supervisors, the Commission appoints the Personnel Director from an employment list resulting from competitive examinations. The Board of Supervisors approves the appointment. The Personnel Director is in the classified service and acts as executive secretary of the Civil Service Commission. As specified in the County Code, Chapter 3, the Personnel Director has appeal rights to the Board of Supervisors. All other employees in the classified service have appeal rights to the Civil Service Commission.

The Personnel Director performs and discharges, under the direction and control of the Commission, the powers, duties, purposes, functions, and jurisdiction vested in the Commission. The Personnel Director is responsible to the Commission for carrying out all procedures in the administration of the classified service in conformity with the rules of the Commission.

Members of the Civil Service Commission

The five (5) member Civil Service Commission is appointed by the Board of Supervisors and each Commissioner serves a four (4) year term. The Commission prescribes, amends, and enforces rules for all classified positions including recruitment and testing processes, personnel file and records management, classification maintenance, and conducts hearings upon appeals from employees. A quorum must be present in order to conduct Commission business. Commission meetings are open to the public and subject to open meeting laws under the Brown Act.

Schedules, agendas and minutes for the meetings can be found on the Commission's website:
<http://www.placer.ca.gov/departments/personnel/civilsvccomm>

Commissioner Don Nelson (Chair)

APPOINTED BY: BOS – Supervisor Montgomery
EXPIRES: 8/14/2019

Commissioner Rick Ward (Vice Chair)

APPOINTED BY: BOS – Supervisor Holmes
EXPIRES: 8/24/2017

Commissioner Andrae Randolph

APPOINTED BY: BOS - Supervisor Duran
EXPIRES: 5/19/2016

Commissioner John Costa

APPOINTED BY: BOS – Supervisor Uhler
EXPIRES: 10/15/2016

Commissioner Ronald LeDoux

APPOINTED BY: BOS – Supervisor Weygandt
EXPIRES: 8/14/2019

CSC Attorney

Bill Wright, THE WRIGHT LAW OFFICE
2828 Easy Street, Suite 3
Placerville, California 95667

Commission Staff:

Lori Walsh, Personnel Director

Background

Civil Service in the United States essentially began in 1883 with the signing of the Civil Service Act, which “marked the transition from the wild, unbridled ‘spoils system’ of public service in this country to the orderly, un-political, and infinitely more efficient merit system.” (United States Office of Personnel Management, *Biography of an Idea, A History of the Federal Civil Service*, 6 (2003).

The merit system was instituted in order to remove politics as much as possible from the realm of government employment by creating a system in which employment and advancement are based upon objective criteria rather than political ties. The system is based upon specific principles established for the purpose of obtaining the greatest efficiency in government service and assuring that the best qualified persons available will be employed.

In 1913, California passed its own Civil Service Act in an effort to establish an equitable and efficient system based upon merit. Article 7, Section 1, of the California Constitution, Public Officers and Employees, establishes the civil service as follows:

- (a) The civil service includes every officer and employee of the State except as otherwise provided in this Constitution.
- (b) In the civil service permanent appointment and promotion shall be made under a general system based on merit ascertained by competitive examination.

The purpose of the Civil Service system is set forth as California Government Code §18500:

- (a) To facilitate the operation of Article VII of the California State Constitution.
- (b) To promote and increase economy and efficiency in the state service.
- (c) To provide a comprehensive personnel system for the state civil service, in which:
 - (1) Positions involving comparable duties and responsibilities are similarly classified and compensated.
 - (2) Appointments are based upon merit and fitness ascertained through practical and competitive examination.
 - (3) State civil service employment is made a career by providing for security of tenure and the advancement of employees within the service insofar as consistent with the best interests of the state.
 - (4) The rights and interests of the state civil service employee are given consideration insofar as consistent with the best interests of the state.

- (5) Applicants and employees are treated in an equitable manner without regard to political affiliation, race, color, sex, religious creed, national origin, ancestry, marital status, age, sexual orientation, disability, political or religious opinions or non-job-related factors.
- (6) Tenure of civil service employment is subject to good behavior, efficiency, the necessity of the performance of the work, and the appropriation of sufficient funds.

The Civil Service was expanded in 1939 to the counties by the County Civil Service Enabling Law, California Government Code §§31100 et seq.

Placer County Civil Service Commission Established By Ordinance

In 1961, the Placer County Civil Service System was established by a vote of the people. The Board of Supervisors adopted an enabling ordinance in order to “place County employment on a merit basis for the purpose of obtaining the highest efficiency and assuring that the best qualified persons available shall be brought into the service of the County.”¹ The Civil Service Commission, consisting of five county citizens appointed by the Board of Supervisors to serve as Commissioners, is charged with prescribing, amending and enforcing the Civil Service rules and regulations, including:

- (a) For the standardization and classification of all positions in the classified service;
- (b) For competitive examinations to test applicants for entrance to and promotion in the Civil Service System;
- (c) For creation of employment lists upon which shall be entered the names of successful candidates in the order of their standing in examinations;
- (d) For provisional appointments where there is no employment lists;
- (e) For appointments to vacant positions from employment lists;
- (f) For publicly advertising all examinations;
- (g) For emergency appointments without reference to employment lists when such appointments are found necessary to prevent stoppage of public business, loss of life, or damage to persons or property;
- (h) For certification of eligibles in order of priority lists;
- (i) For rejection of applications or eligibles who fail to comply with the requirements of the Commission.
- (j) That department heads, Board of Officers possessing appointive power shall select one of the three persons standing highest on the

¹ Placer County Ordinance No. 501 – Series B, *AN ORDINANCE ADDING ARTICLE V TO PLACER COUNTY CODE AND PROVIDING FOR CIVIL SERVICE FOR COUNTY EMPLOYEES*, adopted November 14, 1961.

- appropriate employment list;
- (k) For a probationary period of not less than six months, but not to exceed one year;
 - (l) For separation from the Service of employees through layoffs and for re-employment of the employees laid off;
 - (m) For leaves of absences;
 - (n) For promotion, demotion, transfer and reinstatement;
 - (o) For holding of hearings on the adoption and amendment of rules and/or other personnel matters;
 - (p) For recommendation of rates of pay for each classification of position based upon an annual study of comparative salaries in local governmental agencies and private industries;
 - (q) For health, welfare and safety of employees.

Local Agency Personnel Standards

The Placer County Personnel Department operates as an Approved Local Merit System (ALMS) and, as such, is charged with ensuring that the personnel systems and programs are in conformance with the California Local Agency Personnel Standards (LAPS) as outlined in Government Code Sections 19800 -19810. The Civil Service Commission oversees the personnel rules that regulate the operations to assure compliance with the six merit principles outlined in LAPS Chapter 1. ALMS counties must meet the requirements set forth in LAPS Chapter 1 to qualify for certain state and federally funded programs. The six merit principles that guide the Placer County Civil Service Commission's personnel rules and regulations include:

Merit Principle 1 – Recruitment and Selection

Merit Principle 2 – Classification

Merit Principle 3 – Training

Merit Principle 4 – Retention of Permanent Employees

Merit Principle 5 – Fair Treatment

Merit Principle 6 – Political Rights and Prohibitions

The Commission's oversight of the Personnel Department's adherence to the LAPS requirements through compliance with each of the six merit principles is detailed in the body of this annual report.

MERIT PRINCIPLE 1

RECRUITMENT AND SELECTION

As a civil service/merit based organization, Placer County is required to provide equal treatment in hiring and advancement. Pursuant to Section 3.08.010 of the Placer County Code, a civil service system was adopted in order to establish "an equitable and uniform procedure for dealing with personnel matters through a civil service commission and to place county employment on a merit basis for the purpose of obtaining the highest efficiency and assuring that the best qualified persons available shall be brought into the service of the county."

The Civil Service Commission has promulgated rules, practices and procedures (see Attachment A) to achieve the following objectives as it pertains to hiring and selection:

1. Recruiting, selecting, and advancing employees on the basis of their relative ability, knowledge, and skills, including open consideration of qualified candidates for initial appointment.
2. Providing equitable and adequate compensation.
3. Training employees, as needed, to assure high quality service.
4. Retaining employees on the basis of the adequacy of their performance, correcting inadequate performance, and separating employees whose inadequate performance cannot be corrected.
5. Assuring fair treatment of candidates and employees in all aspects of personnel administration without regard to political affiliation, race, color, national origin, sexual orientation, gender/gender identity, religious creed, age, military/veteran status, or disability and with proper regard for their privacy and constitutional rights as citizens. This "fair treatment" principle includes compliance with the Federal equal employment opportunity and nondiscrimination laws and the Countywide Equal Employment Opportunity Program (EEOP).
6. Assuring that employees are protected against coercion for partisan political purposes and are prohibited from using their official authority for purposes of interfering with or affecting the result of an election or a nomination for office.

In developing the recruitment strategy, the Personnel Analyst will meet with the Department Head (Appointing Authority) or designated hiring manager to identify Subject Matter Experts (SME's), develop a description of the ideal candidate and determine recruitment methods such as the development of job announcements, advertising/marketing or outreach campaigns, and other strategies for attracting qualified candidates.

Other content to be discussed and potentially included in the online job announcement are:

- a) Description of the "ideal" candidate
- b) Special requirements (licensure, certifications, language skills, work schedules/locations)
- c) Anticipated dates and timelines for exams or interviews
- d) Types of exam(s) and weighting components
- e) Department-specific or County-wide vacancy information

According to County Code, where possible, exams should be announced on a promotional (permanent Placer County employees only) basis where it has been determined that a sufficient number of County employees meet minimum qualifications. However, in the event an open recruitment is approved, subject matter experts (SME's) may also provide valuable feedback regarding potential advertising/outreach opportunities with professional organizations or outreach agencies that can target the most appropriate and qualified applicant pool.

Prior to testing, the Personnel department will review previous exam results to determine if additional recruiting/outreach is needed. The option of whether or not to band the scores (based on the number of projected vacancies and department preference regarding the number of names certified in reachable ranks) will also be reviewed.

Outreach

Department SME's often serve as the primary source of identifying effective marketing and outreach opportunities related to the position being filled. The Personnel department can also assist in identifying outreach organizations whose readers/customers meet the specific requirements of the vacancy being filled. The department's assigned Personnel Analyst will review and discuss possible outreach sources and opportunities available for consideration tailored to position requirements, such as:

- *Location:* Each County job region (Auburn area, Tahoe area, Roseville/South Placer area) has unique needs, recruitment challenges, and resources. Local publications, websites, and local community resources may differ based on the location of the vacancy and related applicant pool.
 - Positions assigned to the Tahoe area are often harder to fill given the location and cost of living. When recruiting for Tahoe positions, the Personnel Analyst will plan to highlight benefits and incentives specific to the area and tailor outreach and marketing efforts for the appropriate audience. Performing as many steps in the hiring process as possible in the local Tahoe area is encouraged.
- *Publish dates and submittal deadlines:* Application filing periods may be scheduled to coincide with available ad run dates and deadlines of selected print outreach sources.

- *Language/cultural requirements:* If recruiting for a position in which the ability to speak and understand a foreign language is required; this assessment can be included in the exam process by Personnel staff. There are several local community resources available to assist with posting job information and disseminating the job announcement, often free of charge.
- *Educational requirements:* For entry positions requiring a specific degree and little/no on the job experience, college career centers, County department staff, or job fairs serve as an effective outreach resource.
- *Job Fairs:* The timing of a recruitment filing period may be scheduled to coincide with local area job fairs and outreach events to reach a greater number of potential applicants. The Personnel Department may work with SME's to arrange to have a departmental representative attend the job fair in conjunction with Personnel Department staff to be responsive to questions regarding department and position requirements.
- *Professional Organizations/Memberships/Associations:* There may be industry-specific organizations the SME's may utilize to communicate information regarding County recruitments that will reach the specific type of applicant pool needed, either via web/email contact notifications, flyers, or meetings/conferences.

Exam Development and Administration

Based on the results of a job analysis, the Personnel Analyst, hiring manager, and SME's develop the exam(s) which may involve a variety of testing options including any one or combination of the following formats:

- written exams
- oral interview exams
- training and experience supplements/ratings
- physical agility exams
- technical or manual skills assessments.

If a determination is made to conduct an oral exam or a training and experience rating in which a narrative response will be evaluated and scored, the hiring manager and SME's may be asked to provide suggestions for raters to serve on panel(s). Typically a rater holds or has held a position that is at least one level higher than the position being tested.

Should it be necessary to develop a new written examination, the hiring department may be asked to provide current County incumbents to validate the newly-developed written exam and provide a basis for setting pass points/cutoff scores (if applicable).

If a cultural awareness component is to be included in the oral exam (based on established position needs) there are County subject matter experts in this area who can serve as raters and/or provide feedback during the testing process. This can be coordinated with the Personnel Analyst prior to testing. There must be a clear connection between all exam items and formats to

the essential duties and related knowledge, skills, and abilities identified during the job analysis process.

Establishing and Certifying Eligible Lists

An Eligible List is defined in Chapter 3 (section 3.08.170 Definition of Terms) as “A list of names of persons arranged in order of final ranking, who have been found qualified through suitable tests for employment for positions allocated to a specific class.” Chapter 3 section 3.08.720A (Eligible Lists) further states that, “Eligible lists shall be established as a result of examinations open to all persons who lawfully may be appointed to any position in the classified service within the class for which examinations are held and who meet the minimum qualifications requisite to the performance of the duties of such position as prescribed by the specifications for the class.”

There are six types of eligible lists defined in Chapter 3:

- Re-employment
- Promotional
- Open
- Lateral Transfer/Other Agency Eligible List (i.e. Public Agency Eligible List or PAEL)
- Reinstatement
- Alternate

Once the eligible list is established, or if an eligible list already exists, the top five (5) ranks will be certified to the Department Head (Appointing Authority) to fill one vacancy. Each of the five (5) ranks can consist of one or multiple applicants depending upon the scores attained. The department will be able to view each application certified as well as any uploaded attachments. One additional rank is certified for each additional vacancy (6 ranks certified for 2 openings, 7 ranks for 3 openings, 8 ranks for 4 openings, etc.).

NOTE: if there are five or fewer Candidates meeting the minimum qualifications, the list is certified in random order, and all five Candidates are certified to the hiring department as eligible for an interview. Per County Code, the Appointing Authority may also request a supplemental recruitment if fewer than five names are on the eligible list.

Department Hiring/Selection Interview

The hiring manager reviews the applications of the candidates on the certified eligible list and determines which candidates to interview based on a review of the specific job available, the needs of the department/position, and the job-related knowledge, skills, and abilities of each of the individuals.

While it is not necessary for the hiring manager to interview all candidates certified, it is strongly advised and encouraged that the Department interview all candidates (including internal candidates) when practical, particularly for Promotional exams.

The department hiring/selection interview is a less formal/structured process than the examination process. Such interviews are typically conducted by the hiring manager or immediate supervisor and the focus is more on learning about the individual candidate, determining whether he/she would be the right 'fit' for the department and predicting more accurately how each candidate might perform on the job, as opposed to identifying and ranking general skills and abilities across assignments. During the hiring/selection interview candidates also have a right to learn about the specific job for which they are being interviewed and to ask additional/clarifying questions, if needed.

Should a candidate decline to interview (waive), not be available for contact, fail to appear for their scheduled interview, or decline a job offer following the interview, the hiring department may be entitled to additional names of candidates from lower ranks on the eligible list

Metrics for FY 14/15

- Number of job fairs attended - 15
- Number of recruitments conducted - 117
- Number of exams developed and administered (including bilingual) - 133
- Number of lists certified - 279
- Number of lists maintained - 265
- Number of Temporary Office Assistants recruited and managed - 135

MERIT PRINCIPLE 2 CLASSIFICATION

The County of Placer has a centralized classification system administered by the County's Personnel Department. Allocations of positions to departments and changes in the allocation of positions are requested by departments and recommended by the Personnel Director and County Executive Officer through the Civil Service Commission to the Board of Supervisors. The Civil Service Commission oversees the classification of positions as outlined in Attachment B.

Classification Study/Review Process

The County of Placer uses the term "classification study" to describe classification studies that typically impact a large number of positions, class series or job families. Classification studies involve researching, analyzing, determining and documenting the responsibilities, duties, knowledge, skills, and abilities (KSAs) related to the position(s) for classification, organizational, or related purposes. The anticipated outcomes could include revising the specification and/or minimum qualifications, reclassification of the position and/or reassignment of duties or reallocation of positions. A "classification review" describes the process that involves one or two positions with the primary goal being to determine the most appropriate allocation of a position. Classification reviews are typically initiated when an employee or employee's supervisor feels they are working "out of class" and that a reclassification is warranted.

Position Inventory Questionnaire(s) (PIQ) are completed by the incumbent, reviewed by a supervisor and/or manager to ensure that the information is accurate, and reviewed by the appointing authority for concurrence. The assigned Analyst reviews the PIQ and then proceeds with desk audits and interviews with employees, supervisors, and/or managers. Classification studies may also be initiated by a recruitment job analysis. As part of the job analysis, the Personnel Department completes knowledge, skills ability (KSA) Scale and Task Scale forms in order to thoroughly examine the KSA and assigned functions of the classification being studied. New classifications are created, or revisions and updates are made to existing class specifications. Any new class specification, or specifications where substantive changes have been made require CSC approval. New classifications are then submitted to the Board of Supervisors for salary approval and adoption of implementing ordinances. The CSC has delegated approval of non-substantive changes to the Personnel Director.

The appointing authority's input is obtained before a position reallocation is finalized and processed for approval. Once the review and analysis is completed, the recommendation is presented to the Department Head to approve, deny, or amend the recommendations. If approved, the Analyst notifies the impacted employee union as required per the contract and an appeal process is provided to manage any disagreements with outcomes. The recommendation is reviewed with the Personnel Director and presented to the Civil Service Commission.

The internal process to reclassify positions, establish new classifications, or revise existing class specifications is standardized and methodical. A standardized class specification template is used to create a new class or the existing specification is updated. All Personnel Analysts are trained in best practices for classification work. Training includes on the job training supplemented by outside training, including CPS HR Consulting and California State University Sacramento Human Resources (HR) Academy courses on classification and compensation. Staff also participate in International Public Management Association for Human Resources (IPMA-HR) training and workshops as well as professional level training offered by other organizations. The Department also has written Classification Review Request Guidelines so that all staff follows the same process. These measures ensure that sound principles of classification and compensation are applied consistently within the County.

Compensation

The Civil Service Commission is responsible for reviewing salary recommendations for new classifications that are a result of the adoption of a new classification or that have come through the negotiations process (see Attachment C). The County Executive Officer is responsible for recommending rates of pay to the Board of Supervisors for employees in the unclassified service as per Ordinance 5478-B, 2007.

The County uses a five-step salary schedule. Employees begin at step one, unless a higher step is approved by the CEO. Following satisfactory completion of 1040 hours of work and a satisfactory performance evaluation, which is given at the mid-way point in the probationary period, a merit increase to the next step is given. Merit increases are then given on an annual basis, after completion of 2080 hours of work, and a satisfactory performance evaluation, until employees reach step five. Merit increases are not automatic and require CSC approval.

Placer County uses internal equity of classifications to ensure that equivalent skill sets are paid similarly within the County. In addition, within the classified service, there are pay separations between classification levels typically based on the following general guidelines:

- Approximately 10% between entry and journey level classes in a series
- Approximately 10% between journey and advanced journey (lead) level classes
- Approximately 10% between lead level and first line supervisor
- Approximately 15 % between journey and first line supervisor
- Approximately 10% between first line supervisor and senior supervisor

A comprehensive website is accessible by employees and the general public at <http://www.placer.ca.gov/departments/personnel>

The website contains class specifications with respective salary ranges, memorandum of understandings, and information regarding employee benefits.

Metrics for FY 14/15

- Number of classification studies - 64
- Number of positions studied - 172
- Number of class specifications modified - 38
- Number of surveys completed - 15
- Number of work-out-of-class requests reviewed, approved and monitored - 159

MERIT PRINCIPLE 3 TRAINING

In practice, the responsibility for county-wide training resides in the Organizational Development (OD) Division of the County Executive's Office. OD's stated responsibilities include developing and/or providing courses to meet federal and state-mandates in health and safety, as well as classes pertaining to standard business practices, personnel supervision, management development, and County safety procedures. In order to comply with LAPS as stipulated in Attachment D, the Personnel Department collaborates with OD to develop and deliver new employee orientation and other personnel related training. Department heads are responsible for technical and specific job performance training for their employees.

Training for Performance and Advancement

Placer County offers a wide variety of courses to employees to improve performance in their current jobs and prepare them for more responsible assignments. Examples of topics offered include specific software application training, technical training in governmental accounting, customer service training and several communication topics. The training catalog is available on the County's intranet. Course descriptions are grouped by the primary competency to be learned which correspond to the competencies defined for thirteen job families in the county.

Supervisory Training

Primary training for supervisors and managers is offered through two series of five classes entitled Supervisor Leadership Training (SLT) and Management Leadership Training (MLT). Both series include the same five topics customized with different emphases depending upon the level.

The topics are:

1. Understanding the [Supervisor] [Manager] Role
2. Effective Delegation and Employee Engagement
3. Performance Management including Progressive Discipline
4. Writing Performance Reviews
5. Wrap Up and Next Steps

Other single courses that build supervisory and management skills are offered through the training catalog and a "Supervisory Readiness" class is offered for lead-workers and new supervisors.

New Employee Orientation

All new employees attend a new employee orientation (NEO). An NEO is usually offered once per month. The content of the training includes:

- General County Government and Policies
- Liability & Risk Management Policies

- General Personnel Information, including
- Civil Service System and Policies
- Probationary Periods and Performance Appraisal
- Pay, Benefits and Leave
- Preventing Harassment, Discrimination and Retaliation
- Union Rights and Information
- Organizational Development Information and Training

Mandated and EEO Training

Mandatory training assignments are created using source data from the HR/Payroll system. Courses are assigned every two weeks and employees are notified directly from Organizational Development with a copy to the Department Training Coordinators. Attendance at mandated training is tracked at the department level. In addition, Organizational Development generates a quarterly summary with notices to County Department Directors and the Personnel Director to ensure compliance with legal mandates.

Mandated sexual harassment prevention training to comply with AB1825 is offered on-line to both supervisors and all employees. Newly hired or promoted supervisors are required to complete AB1825 training within 6 months of hire date and every two years thereafter.

Employees are informed of the County's EEO and discrimination policies in numerous ways. First, the policies are included in the new hire packet an employee receives on his/her first day of employment. Within approximately the first month of employment, employees attend an instructor led new employee orientation which again informs them of the County's EEO policy and plan and the policies prohibiting discrimination, harassment and retaliation of any protected group. The new employee orientation also includes a summary of employee rights and complaint procedures. Written copies of the Workplace Discrimination, Harassment and Retaliation Policies are included in the new employee handbook. As an annual refresher, each annual performance appraisal form includes an employee acknowledgement of a review and understanding of policies.

New employees also complete an on-line discrimination and sexual harassment awareness program. The focus of the program is sexual harassment but an overview of Title VII of the Civil Rights Act and all state EEO laws under the jurisdiction of the Department of Fair Employment and Housing is incorporated in the curriculum, including but not limited to laws related to mental and physical disabilities, family leave, protections during pregnancy, and age discrimination. In Placer County, this employee program is required to be repeated every two years, which exceeds legal requirements.

METRICS FOR FY 14/15:

Number of webinars/training sessions coordinated or provided by the Personnel Department - 23

MERIT PRINCIPLE 4 RETENTION OF PERMANENT EMPLOYEES

Placer County firmly believes that performance appraisal and feedback is a critical component of the County's effort to actively engage and retain employees. Employees that receive regular and relevant performance feedback and understand how their performance relates to the department and organization's overall goals are more engaged, able to adapt to change, solve problems creatively, and communicate effectively in group and team environments. The performance management process provides an opportunity for the employee and performance manager to discuss development goals and jointly create a plan for achieving those goals.

Placer County Code, Chapter 3, Section 3.081060 provides that the appointing authority is responsible for preparing probationary and annual performance appraisals. The policy states that probationary employees shall receive two appraisals within their probationary period. Regular employees shall receive an evaluation prior to the eligibility date for a step increase and annually after they reach the top step of their salary range. The Code also requires that employees have an opportunity to review their performance appraisal prior to placement in the official personnel file.

Appraisal Process

Placer County uses a competency based performance management program maintained by the Personnel Department. Competencies were defined for thirteen different job families. Three competencies are common to all job families (Job Knowledge, Dependability and Cooperation). In addition to those three common competencies, five to nine other competencies are rated, depending upon the requirements of the job family.

The Personnel Department administers the performance appraisal program in compliance with LAPS (Attachment E), including on-line performance appraisal forms, referred to as the EPM (Employee Performance Management) system. Appraisal forms are customized for each of the thirteen job families and made available to supervisors on-line. The myPlacer intranet site includes a number of tips, instructions and tools for the supervisors to support the performance appraisal program. An on-line employee self-assessment form is provided as an optional step.

All competencies are rated by supervisors on a five-point scale with an overall performance rating automatically calculated based on the summation of the competency ratings. Descriptive factors within each competency guide supervisors to consider various components of the overall competency. One of the tools provided on the myPlacer intranet site is a sample performance improvement plan (PIP) for use if an employee needs improvement in any of the competency areas. Personnel Departmental Support Analysts also provide support and coaching to supervisors when employees' performance needs improvement.

Merit Increases

Placer County policy makes a direct link between performance appraisal and merit step advancements. County Code Section 3.04.650 states that requests for step increases must be accompanied by performance reports and submitted to the Civil Service Commission for approval. Processing of satisfactory performance appraisal and standard step increases has been delegated to the Personnel Director, but the Civil Service Commission routinely reviews appraisals that result in a recommendation to withhold a merit increase. The Commission provides a quality control and consistency review and can approve, override, or return to the appointing authority for revision.

Placer County also considers performance appraisal ratings within the layoff process. Employees whose last overall performance rating was "unacceptable" are the first within target classes to be laid off.

Performance Appraisal Training

Placer County provides supervisors with multiple training opportunities and tools related to performance appraisal. The County sponsors a five-day Supervisor and Manager Leadership training series, which includes two days on performance management and writing performance reviews. A supervisor's tool kit for the Employee Performance Management (EPM) system is provided through the myPlacer intranet. Supervisors can access numerous, tools, tips, instructions and forms specific to their EPM system as well as general information about performance management.

All employees learn of the performance appraisal program during the new employee orientation which most attend within a month of their hire date. During the orientation, employees are informed that performance appraisals are conducted at least twice during their probationary period and annually thereafter.

In summary, Placer County provides a comprehensive performance appraisal system and monitoring process for the departments to use in managing performance of employees. There is also available good performance management training and support for supervisors on-line and from both the Personnel Department and the CEO's OD division.

Leaves of Absence and Return to Work

The Personnel Department processes employee leaves by making determinations of eligibility and leave entitlements under the FMLA, CFRA, County code or MOU and other legislated leave provisions. Employees are responsible for informing their supervisors in advance of the need to take time off if foreseeable, or as soon as possible under the circumstances, depending on the nature of the leave. In determining whether time off or a leave request should be granted and whether paid leave is appropriate, Personnel Department staff consult with Department Liaisons and supervisory or management staff to consider the reason for the request, any applicable policy provisions, and the impact the absence will have on departmental operations. An employee who is

on a leave of absence due to his/her own or a family member's medical condition may be required to provide certification or recertification of that condition.

An employee is expected to return to work no later than the next regularly scheduled workday after the expiration of an approved leave. If an extension is desired, the employee submits the request in writing from his/her supervisor in advance of the expected date of return.

An employee who is returning from a leave for his/her own medical condition may be required to provide written verification of his/her ability to return to work, consistent with the applicable leave provision. Such verification must include any applicable work restrictions (and their expected duration), as identified by the employee's health care provider.

Generally, an employee granted a leave with pay will receive all benefits related to employment that are granted when an employee is on pay status. Coordination of benefits contingent upon the type of leave and provisions outlined in the various Memorandums of Understanding and/or County Code is the responsibility of the Personnel Department staff. Additionally, COBRA administration is managed by the Personnel Department.

Currently, interactive sessions required under the ADA and/or return to work coordination is managed through the ADA/Leave Coordinator located in the County Executive's Office Risk Management division.

Separation of Employment

Permanent employees may be separated for cause. Causes for discipline are included in the County Code, Section 3.08.1190. Performance ratings are conducted on a scheduled basis, or as needed, to identify causes to address performance not meeting job standards, illegal or immoral actions, job abandonment, misuse of public funds or materials, violation of provisions of the County Charter or other rules and regulations governing work conduct, and inability to perform essential job functions.

Layoff, reinstatement, resignation, and separation of employees may be initiated because of lack of work or funds as determined by the Board of Supervisors. The County Code (Sections 3.08.1100 through 3.08.1120) provides procedures for, lateral transfer, demotion or transfer in lieu of layoff. Laid off employees are placed on reemployment lists. Layoff procedures are included in the County Code and Memorandum of Understanding with recognized employee organizations.

These code provisions provide compliance with LAPS as contained in Attachment F.

METRICS FOR FY 14/15

Performance Management

- Number of performance evaluations reviewed - 1234
- Number of merit increases processed - 763

Layoffs

- Number of layoffs by department - 0

Leave management

- Number of leaves processed - 484

MERIT PRINCIPLE 5 FAIR TREATMENT

The County of Placer is an equal opportunity employer and promotes fair treatment and employment opportunities via policy, procedure, and training. As outlined in the County Code, Section 3.08.110, "no person in the civil service system or seeking admission thereto shall be appointed, reduced, or removed or in any way favored or discriminated against because of any constitutionally or statutorily protected right, or because of age, sex, race, sexual orientation, color ancestry, religious creed, national origin, physical disability, mental disability, medical condition, marital status or denial of family and medical care leave, family sick leave or pregnancy leave except where specific age, sex or physical requirements constitute bonafide occupational qualification necessary for proper and efficient operation." This code provision complies with LAPS as delineated in Attachment G.

Additional County policies (including enforcement and complaint provisions) in place include:

- Policy Against Discrimination, Harassment, and Retaliation
(Adopted by BOS in 2004 and updated April 3, 2014)
- Equal Employment Opportunity Plan - EEOP
(Approved annually by the Civil Service Commission and the Board of Supervisors)

The EEOP has a policy statement, narrative discussions regarding the internal and external dissemination of the program, delegation of responsibilities to include a detailed discussion of the roles and responsibilities of the Personnel Director, Civil Service Commission, CEO, Board of Supervisors, and Department Heads. The EEOP also expresses the County's commitment to eliminating discriminatory and job-related job barriers which adversely impact minorities, women, and persons with disabilities.

While the EEOP does not assess the local agency work force in comparison to the relevant labor force nor under-utilization, the County does capture EEO data, comparing its current workforce to the available relevant labor market. Such data is collected on an annual basis and may be referred to in reviewing recruitment and outreach considerations. The County submits the federal EEO-4 report every two years.

In the area of recruitment, an EEO statement is provided on the employment application, on the County website, as well as on announcements to note that the County is an Equal Opportunity Employer and committed to an active nondiscrimination program. Additionally, the Personnel Department works with County Departments to determine appropriate outreach including participation in job fairs, postings in journals, publications, a variety of professional organizations, newspapers, as well as resources which target minorities and women.

County policies against discrimination are communicated as part of new employee orientation. At the new employee orientation, employees are provided with a copy of the County's policies on discrimination, harassment and retaliation. Further, a review of this policy is conducted during the new employee orientation and during annual performance appraisal discussions. Employees annually acknowledge receipt and awareness of the policy and its requirements at the time of their annual performance review. The Policy Against Discrimination, Harassment, and Retaliation is also available on the Personnel Department's website. Additionally, as part of the new employee orientation, employees are provided with information regarding the County's personnel merit system, and a statement to note that the County's "personnel merit system ensures equal opportunity for qualified persons to enter and progress through County service. The merit system provides that appointments and promotions be made by competitive selection processes." Additional information provided includes information regarding examinations and the County's position on determining candidates that are best qualified for the position.

The County website includes specific procedures to ensure accommodation for people with disabilities. Additionally, while the County only accepts applications online, it provides kiosks for accessibility purposes, and staff will provide prospective applicants with assistance in applying for County employment opportunities.

Employer/Employee Relations

The Employer/Employee Relations Ordinance is adopted by the Board of Supervisors to provide orderly procedures for the administration of employer-employee relations between the County and employee organizations. The policy is intended to promote positive personnel management and employer-employee relations and strengthen the merit and civil service system. The policy provides procedures for meeting and conferring in good faith with recognized employee organizations, establish representation units, recognition of employee organizations, election proceedings, and administration.

The Personnel Department staff is relied upon for assistance during labor negotiations as subject matter experts and to advise on matters of policy or implementation strategies for payroll/benefit changes. The MOU provisions work in conjunction with County Code provisions related to personnel practices and procedures and are consistent with LAPS standards.

Grievance Procedure

In compliance with LAPS (Attachment H), the grievance procedure is contained in the County's Personnel Rules, Chapter 3, Section 3.08.290. The bargaining unit MOU's also include the grievance procedure. Persons having a grievance are strongly required to make every effort to resolve their grievance by discussion with the person causing the grievance. Personnel Department Staff are available and assist operating department staff in processing grievances.

Grievances not resolved informally are to be filed utilizing the written procedure specified in the Code and MOU's. Following the initial attempt to resolve the grievance at the informal stage, five

(5) formal steps are provided. Grievances reduced to writing progress through successive steps if a mutually satisfactory solution has not been reached. Steps 1, 2, and 3 are processed within the department; step 4, addressed by the Personnel Director and the final step 5, a formal written complaint "by any aggrieved person" is directed to the Civil Service Commission. Formal proceedings by the Commission spelled out in the Code and MOU's, include the formal complaint, answer, preliminary Commission hearing, formal Commission hearing, with evidence presented. Decision by the Commission is final and binding on all the parties.

Disciplinary Action

Disciplinary action is provided in Placer County Code Section 3.08.1160 through 3.08.1280. Discipline is defined as discharge (termination of employment), suspension without pay, demotion, or reduction of wages. The power to discipline resides with the Appointing Authority, which is defined in the County Code, Section 3.08.1160, as the employee's department head or County Executive Officer.

Grounds for discipline are enumerated in the County Code and include, but are not limited to, dishonesty, incompetence, inefficiency, insubordination, etc. (3.08.1190). The County follows the progressive discipline process, which includes informal discipline including verbal counseling, written counseling, letter of reprimand and formal discipline from suspension to termination. Staff training in performance management is provided.

To initiate formal discipline proceedings, the appointing authority prepares a Notice of Proposed Action which is formally served to the employee including a signed affidavit of service. The statement includes rules violated, disciplinary action proposed and a statement informing the employee of his or her rights to respond, either orally or in writing, to the appointing authority within seven calendar days. The employee response is heard and considered by the appointing authority (Skelly hearing) and the final decision of the appointing authority is imposed. The employee is advised of the right to appeal the appointing authority decision to the Civil Service Commission. Files reviewed contained the Notice of Proposed Action and notice of final decision.

Formal hearing procedures are specified in County Code and followed by the Commission in compliance with LAPS (Attachment I). The Commission hears all cases and does not utilize hearing officers. Records of the proceedings include the evidentiary hearing recordings with all admitted evidence being retained along with the written final decision of the Commission. For represented employees, Classified Management and Confidential employees, the decision of the Commission is final and at the conclusion of the hearing, the Commission may sustain, modify or reverse the discipline imposed by the appointing authority and may make findings and enter an order as it deems appropriate.

Appeals of Alleged Discrimination

County Code, Section 3.08.110 provides a process for individuals to appeal alleged discrimination to the Civil Service Commission in compliance with LAPS (Attachment I). The County Code

procedure is as follows: Discrimination Prohibited (Code 3.08.110): General Provisions provides that "No person in the civil service system or seeking admission thereto shall be appointed, reduced or removed or in any way favored or discriminated because of any constitutionally or statutorily protected right or because of age, sex, race, sexual orientation, color ancestry, religious creed, national origin, physical disability, mental disability, medical condition, marital status or denial of family and medical care leave, family sick leave or pregnancy leave except where specific age, sex or physical requirements constitute bona fide occupational qualification necessary for proper and efficient operation."

Under the County Code, Section 3.08.110 the formal process shall begin with the lowest appropriate step as designated in the County Code for matters pertaining to employment decisions within the jurisdiction of the Civil Service Commission. Persons who believe they have been discriminated against on the basis of discrimination of a protected class may appeal to the personnel director in writing alleging discrimination within ten (10) working days of the alleged discriminatory act.

The appeal shall state the following:

- a). The specific act(s) of alleged discrimination
- b). The effect of the act(s) of alleged discrimination
- c). The nature of the relief or remedy which is being sought

Upon the receipt of the appeal, the Personnel Director determines the appeal step to be followed. The Director is to make every effort to resolve the appeal through an informal discussion with the parties concerned. If the appeal is within the scope of an appointing authority's power to correct the appeal, it is forwarded to the appointing authority and is processed to begin at the lowest step of the grievance procedure. If the Director determines the appeal is not within the appointing authority's scope but is within the scope of the Personnel Director, then the appeal begins at step 3 of the grievance process. If the appellant is not satisfied with the Personnel Director's decision, or if the appointing authority rejects the Director's decision, the appellant may submit a request for a hearing before the Civil Service Commission.

Appeals related to Layoff

The layoff process is regulated by the appointing authority making a determination for a reduction in force based on a lack of funds or work or in the interest of economy. Subject to the County Executive Officer's review, layoffs are approved by the Board of Supervisors. The Personnel Department is responsible for administering the layoff process and maintains records to calculate seniority hours (as it relates to the layoff process) to determine the order of layoff.

The order of layoff is as follows: extra help, provisional and probationary employees in targeted department are laid off in that order except that a permanent employees, who has an "unacceptable" performance rating 90 days in advance of layoff is laid off first. Employees may request to voluntarily demote or laterally transfer to a vacant class in lieu of layoff if he/she held

status in any other class. Also, "bumping" rights to demote or transfer in lieu of layoff may be exercised. Laid off employees are placed on a re-employment list.

Personnel Staff monitor the process and consult with employees and/or union upon request to address concerns throughout the process. Provisions of the layoff rules may be subject to the grievance procedure as provided in negotiated memorandums of understanding. As such, appeals as related to the layoff procedures would fall within the grievance procedures, as defined in the County Code and MOUs.

METRICS FOR FY 14/15

EEO/Non-discrimination

- Number of complaints received - 3
- Number of investigations conducted - 7

Grievances

- Number of grievances received - 3
- Number of grievances appealed - 1
- Number of grievance hearings held - 1

Disciplinary Actions

- Number of disciplinary actions imposed - 45
- Number of disciplinary actions appealed - 11
- Number of disciplinary hearings held - 0
- Number of PERB hearings - 0

MERIT PRINCIPLE 6 POLITICAL RIGHTS AND PROHIBITIONS

The Local Agency Personnel Standards Section 17160 refers to the requirement that the Federal Hatch Act and applicable State statutes shall be followed. In order to comply, all employees must be informed of their political rights and prohibited practices under the Hatch Act and applicable state laws.

On an annual basis, the Personnel Director issues a notice all employees relative to Political Activities as a reminder that County time and staff cannot be used to advocate a position or campaign for a position or a candidate. The notification states that County employees may wear campaign buttons at work, and certainly can place material on their personal vehicle which may be used on occasion for County business. However, County vehicles and equipment may not be used to campaign or promote a cause/candidate.

As well, County Ordinance 14.76 prohibits the use of county equipment or facilities for political purposes or display, distribute, or post any political sign, poster, or other writing on any county equipment or facilities,

Attachments

ATTACHMENT A

General Requirement LAPS Section 17110

Recruiting, selecting, and advancing employees shall be on the basis of their relative ability, knowledge and skills, including open consideration of qualified applicants for initial appointment.

Recruitment LAPS Section 17111

Recruitment efforts shall be planned and carried out in a manner that assures equal employment opportunity and open competition for initial career service appointment for all job applicants. Basic recruitment efforts for entry into the career service shall include posting of examination announcements in appropriate public places for a minimum of five working days to ensure that an adequate number of candidates will apply.

Selection Procedures LAPS Section 17112 (a)

Selection procedures, including appropriate ranking for entry to the career service, shall be job related and shall maximize to the extent practicable validity, reliability, and objectivity. The Uniform Guidelines on Employee Selection Procedures, as published in the Consolidated Federal Register (at 5 CFR, 900, Subpart F, appendix B), are incorporated into these rules.

Part 7 of County Code Section 3.08 establishes the civil service commission rules and policies governing Examinations in Placer County. The guiding principle of Part 7 is consistent with LAPS Section 17112 and states: "Examinations for the establishment of eligible lists shall be competitive and by such character as fairly to test and determine the qualifications, fitness and ability of competitors actually to perform the duties of the class or position for which they see appointment".

Appointments from Eligible Lists LAPS Section 17112 (c)

Appointments to permanent career service positions shall be made through selection from appropriately ranked eligible lists. Appointment procedures may not allow appointment either beyond the top ten eligibles or the top ten-percent of eligibles, or the top predetermined score group of those on an eligible list who are willing to accept the conditions of employment.

The certification rule is specified in the County's Code, Part 8, Section 3.08.780. The rules establish the order and use of the lists and for open lists, candidates for career service positions can be certified to the hiring departments when their scores are in the top five ranks of an eligible list. If hiring for more than one position, one additional rank can be certified for each additional vacancy (i.e., two vacancies get six ranks, three vacancies get seven ranks etc.). Recruitment and selection activities within Placer County (County) are centralized within the Personnel Department. Recruitment and selection services are provided by the Personnel Department working closely with the hiring departments. The Personnel Department is the centralized repository for recruitment and selection related records and documentation, including the administration of the online application system.

Permanent Appointments LAPS Section 17112 (d)

Permanent appointment for entry to the career service will be contingent upon satisfactory performance by the employee during a reasonable, time-limited probationary period. As a general rule, probationary periods may not exceed one year.

Pursuant to Chapter 3, Section 3.08.1050 of the County's Code, all permanent appointments from open eligible lists to positions in the classified service shall serve a probationary period of twelve months, with specific exceptions noted in the Code.

Non-status Appointment LAPS Section 17112 (e)

Non-status appointments shall not be used as a way of defeating the purpose of the career service and shall have a reasonable time limit. As a general rule, reasonable time limit is one year. If lists of eligibles are available, they shall be used for filling temporary positions. Short-term, emergency appointments may be made without regard to the other provisions of this section, to provide for maintenance of essential services in an emergency situation when normal procedures are not practical.

Non-status appointments cover three types of appointments including provisional, emergency, and extra-help. The common element in these types of appointments is that they do not provide merit system status to the job incumbents and are limited in duration. Additionally, both provisional and extra help appointments must meet the minimum qualifications of the classification.

Extra-Help Appointments:

Per the County's Code, Section 3.08.940, when a need is warranted, extra help appointments may be hired from a probationary/permanent list or from a specific extra help recruitment, established specifically for extra help. For those hired off of a probationary/permanent list, extra help appointments must be certified from an appropriate eligible list for those willing to accept extra help appointments. The manner in which eligibles are hired is the same for those who would be hired for probationary/permanent appointments. Eligibles selected for hire must be selected from the top 5 ranks who expressed willingness to accept an extra help assignment, as related to the provisions outlined in the County Code. Further, while extra help employees may be transitioned to a permanent position within the same department and classification held as an extra help employee, an extra help employee may not transition to permanent status if he/she was hired from an extra help only eligible list. Extra help appointments shall not be made to vacant permanent positions and shall not be employed for more than 1,000 hours in a fiscal year without approval of the Civil Service Commission. As previously mentioned, the County Code specifically states that time served in an extra help appointment is not credited towards the probationary period.

Provisional Appointments:

Per County Code 3.08.930, provisional appointments may be requested if there is no eligible list from which regular appointments can be made. Provisional appointments shall be for no longer than 90 calendar days in any fiscal year. Applicants must meet the minimum qualifications for the specified position and in order to be considered for a probationary/permanent appointment, the appointee must apply via a competitive recruitment and selection process, and be reachable on the respective eligibility list, pursuant to the County's certification rule.

Emergency Appointments:

Based upon Section 3.08.960 of the Code, any legally competent officer or employee may employ such persons without regard to the civil service restrictions as regards appointment. As specified in the County Code, emergency appointments may be made when there is an emergency condition which threatens life or public property. Emergency appointments shall not exceed 10 days, be extended, or provide employment for more than 10 days in any 12 month period to any one person. Time spent as an emergency appointment shall not be counted towards the probationary period.

Career Advancement LAPS Section 17113

Formal promotional examination processes are encouraged when filling higher-level career service positions. Such processes shall maximize to the extent practicable validity, reliability, and objectivity.

Per the Code, the County encourages promotional opportunities, as specified in Section 3.08.350, which states that when practicable, vacancies in the classified service shall be filled by promotion. The County does not differentiate between departmental specific versus countywide promotional exams; however supplemental questions may be developed for applicants to indicate which department he/she is willing to work in and as such, the eligibility list will be filtered accordingly. Those eligible to apply for promotional recruitments must hold permanent status as a Placer County employee (i.e. passed the initial probationary period). Promotional recruitments are typically conducted for advancement to the advanced journey, technical, and/or supervisory level positions when there are a sufficient number of qualified applicants within the County.

ATTACHMENT B

General Requirement LAPS Section 17120

Equitable and adequate compensation will be provided.

Classification LAPS Section 17121

Classification plans shall be maintained on a current basis, and shall:

- a) *Be the foundation for selection, compensation, training, promotion, demotion, reduction in force, reemployment, and related decisions;*
- b) *Include class specifications formally adopted by the local agency's governing board or its authorized representative; and*
- c) *Include job-related minimum qualifications or employment standards of education, experience, knowledge, and abilities.*

Authority for implementing and maintaining the County Classification Plan can be found in Chapter 3 of the County Code, beginning with Article 3.08.470 through 3.08.520.

ATTACHMENT C

Compensation LAPS Section 17122

To maintain a high quality public workforce and to assure equitable compensation for comparable work, the compensation plan shall take into account the responsibility and difficulty of the work, the compensation needed to compete in the labor market, and other pertinent factors.

As per County Code 3.04.600, the Personnel Director is responsible for preparing and transmitting a salary schedule each fiscal year to the Board of Supervisors, including minimum and maximum rates of pay that account for internal and external equity for all classes within the classified service as has been negotiated with labor organizations as appropriate.

ATTACHMENT D

Training LAPS Section 17130

Employees will be trained as needed to assure high-quality performance. In addition to providing training to improve performance, training should also be provided as needed to prepare employees for more responsible assignments and to implement affirmative action plans for equal employment opportunity.

ATTACHMENT E

General Requirement LAPS Section 17140

Employees shall be retained on the basis of the adequacy of their performance, and provision shall be made for correcting inadequate performance and separating employees whose inadequate performance cannot be corrected.

Employee Evaluation LAPS Section 17142

Local agencies should establish a systematic method of evaluating employee performance, which should influence such personnel management decisions as merit salary adjustments, need for training, and order of layoff.

3.08.1060 Performance appraisal.

- A. Report Required. For probationary periods of six months, the appointing authority shall prepare a performance appraisal for each employee at the end of three months and prior to the expiration of six months. For probationary periods of twelve (12) months or eighteen (18) months, the appointing authority shall prepare a performance appraisal at the end of six months and prior to the expiration of the twelve (12) months or eighteen (18) month probationary period.
- B. Failure to Prepare Report. Failure by an appointing authority to prepare an interim performance appraisal for a probationary employee shall result in a rebuttable presumption of "Standard" as to the missed evaluation. In addition, such failure shall require the appointing authority to obtain the review and approval of the county executive officer prior to rejection of any such employee during the probationary period. As an alternative to rejection, the county executive officer may direct that the appointing authority request extension of the employee's probation under Section 3.08.1050(B).
- C. Status Following Evaluation. If release is not specifically recommended before the end of the probationary period, the probationer shall acquire permanent status. For PPEO bargaining unit employees, the remaining six months of probation shall be waived and the employee shall be deemed a regular employee if the employee receives an overall rating of "exceeds performance standards" or greater on his or her six-month performance evaluation.
- D. Step Increase. An employee performance evaluation form shall be submitted prior to an employee's eligibility date for a step increase with a recommendation regarding merit salary increase.
- E. Annual Evaluation. Employees in Step 5 shall receive an evaluation annually.
- F. More Than One Supervisor During Rating Period. In the event an employee has been under the direct supervision of more than one supervisor:
 - 1. Rating shall be both by the last person to supervise the employee and by the person who supervised the employee for the longest period of time during the rating period in question.
 - 2. If the person who supervised the employee for the longest period is no longer employed in county service:
 - a. Such person, if available, shall be provided the opportunity to confer with the rating supervisors.
 - b. If such person is not available, or declines to comment, the rating shall be by the last supervisor and such other supervisor as may be directed by the department head.

- c. The rater or raters shall prepare and submit to the appointing authority a performance appraisal of the employee at the conclusion of the rating period. Failure by the supervisor to submit such report shall result in a rebuttable presumption of "Standard" as to the missed evaluation.

- G. Right of Employee Review and Comment. No performance appraisal shall be placed in a departmental file, nor shall it be transmitted to the personnel department or civil service commission, until the employee has reviewed the evaluation personally with the rating supervisor and, if requested by the employee, such employee has reviewed the evaluation personally with such employee's appointing authority or designee.

- H. Comments. The provisions of Section 3.04.170 shall also be applicable to performance appraisals. (Ord. 5700-B § 33, 2013; Ord. 5683-B § 42, 2012; Ord. 5627-B § 14, 2010; Ord. 5549-B § 4, 2009; Ord. 5531-B, 2008; Ord. 5478-B (Attach. A), 2007; prior code § 14.2015)

ATTACHMENT F

Separation and Layoff - LAPS Section 17141

Employees who have acquired permanent status shall not be subject to separation except for cause or such reason as curtailment of work or lack of funds. Procedures will be established to provide for the transfer, demotion or separation of employees whose performance continues to be inadequate after reasonable efforts have been made to correct it. Retention of employees in classes affected by reduction in force shall be based upon systematic consideration of type of appointment and other relevant factors.

ATTACHMENT G

General Requirement LAPS Section 17150

Fair treatment of applicants and employees in all aspects of personnel administration will be assured, without discrimination and without regard to political affiliation, and with proper regard to their privacy and constitutional rights as citizens.

Equal Employment Opportunity LAPS Section 17151

- a) *Equal opportunity shall exist in recruitment, examination, appointment, training, promotion, retention, discipline, or any other aspect of employment.*

- b) *Prohibitions against discrimination consistent with the Civil Rights Act of 1964 as amended (42 U.S.C. § 2000e et seq.), the Rehabilitation Act of 1973 as amended (29 U.S.C. § 791 et seq.), the Age Discrimination in Employment Act of 1967 as amended (29 U.S.C. § 621 et seq.), the Equal Pay Act of 1963 (29 U.S.C. § 206 (d)(1)), and other relevant statutes shall be established and enforced.*

c) *Equal employment opportunity programs shall be developed and implemented to include the following:*

- (1) Removal of artificial barriers to equal employment opportunity.*
- (2) Assessment of the local agency's work force, including a comparison of the local agency's work force composition with the relevant labor force composition. Records of such assessments and comparisons shall be provided annually and at such other time as required to the State Personnel Board Executive Officer.*
- (3) Where there is statistically significant underutilization of any group based on race, ethnicity or gender as shown by the work force-labor force comparison, the local agency shall:*

Develop and implement written recruitment plans which will ensure all-inclusive outreach and equal opportunity for all groups. Copies of such recruitment plans shall be made available, upon request, to the State Personnel Board Executive Officer.

Assess selection processes to ensure that they are based solely on job-related criteria and are free of illegal adverse impact as defined in the Uniform Guidelines on Employee Selection Procedures (Guidelines), incorporated in Section 17112, against any group. Such assessments shall be conducted consistent with procedures outlined in the Guidelines. Where illegal adverse impact is found, the local agency shall identify the cause and take appropriate corrective action on a timely basis.

Comply with all equal employment opportunity requirements mandated by federal agencies as a condition for obtaining or maintaining federal funding of programs.

ATTACHMENT H

Employee/Management Relations LAPS Section 17152

- a) Nothing in a local agency employee-management relation's agreement shall conflict with these standards.*
- b) There shall be written procedures for resolving employee grievances and discrimination complaints. To the maximum extent possible, the procedures should include steps to resolve discrimination and all other types of employee grievances without recourse to formal appeals procedures.*

ATTACHMENT I

Appeals LAPS Section 17153

- a) *In the event of separation for cause or demotion for cause, local agencies shall provide permanent employees in covered programs with the right to appeal through an impartial process that results in timely, enforceable decisions.*
- b) *Local agencies shall provide for appeals of alleged discrimination, by an applicant or employee, through an impartial process that results in timely, enforceable decisions.*
- c) *In the event of reduction in force, employees with permanent status shall have the right to appeal the application of reduction in force rules as they relate to the establishment of and certification from layoff and re-employment lists. Such appeals shall be through an impartial process that may be recommendatory or enforceable on the appointing authority. This provision shall not be construed to provide for employee appeals of management rights to identify the classes of layoff, number of positions to be reduced and effective date of the layoffs.*

**MEMORANDUM
PERSONNEL DEPARTMENT
COUNTY OF PLACER**

To: Civil Service Commission
From: Lori Walsh, Personnel Director
By: Jon Harned, Senior Administrative Services Officer
Date: August 10, 2015
Subject: Work Out of Class Analysis

*** Informational Item only, no action required ***

Attached for your review is the Work Out of Class (WOC) analysis for Fiscal Year 2014/15 broken out by the periods of June 28, 2014 through December 26, 2014 and December 27, 2014 through June 26, 2015.

The WOC analysis represents data by department including number of allocations, filled positions, initial WOC requests and WOC extensions.

During this first half of FY 2014/2015:

- 15 out of 22 departments utilized 56 WOC assignments, which is an increase of 1 department utilizing a WOC assignment but no change from the prior period in terms of number of WOC assignments.
- Approximately 2% of total County allocations were in a WOC assignment, which the same as the prior reporting period.
- 2.8% of filled positions were in a WOC assignment, which reflects a half percent increase from the prior reporting period.
- In terms of WOC requests:
 - There was a slight decrease in the number of initial requests from the prior reporting period (28 to 26).
 - There was a decrease of 8 extension requests from the prior reporting period (18 to 10).
 - During this period, 23 WOC assignments ended.

During the second half of FY 2014/2015:

- 12 out of 22 departments utilized 75 WOC assignments, which is a decrease of 3 departments utilizing a WOC assignment but an increase of 19 in the total number of WOC assignments. The data indicates that this increase is related to the Countywide Information Technology study which resulted in multiple WOC assignments pending your Commission's review and approval.
- Approximately 2 ½% of total County allocations were in a WOC assignment, which is an increase of half a percent over the prior reporting period.

- 3.8% of filled positions were in a WOC assignment, which reflects a 1% increase from the prior reporting period.
- In terms of WOC requests:
 - There was an increase of 25 in the number of initial requests from the prior reporting period (26 to 51), the majority of which were the result of the IT study.
 - There was an increase of 6 in the number of extension requests from the prior reporting period (10 to 16).
 - During this period, 29 WOC assignments ended.

WORK OUT OF CLASS ANALYSIS FOR PERIOD June 28, 2014 through December 26, 2014

DEPARTMENT	# WOC	% of WOC	FY 14/15 Department Allocations	% WOC FY 14/15 Allocations	Positions as of pay period 14	Filled Positions pay period 14	% WOC Filled	Initial 90-day Request		Initial 180-day Request		Total Initial Requests		Total # of Extensions		Total # of Individuals w/ Extensions		90-day Extension Requests		180-day Extension Requests		End WOC	Reasons
								Request	Request	Request	Request	Extensions	Extensions	Individuals	Individuals	Requests	Requests	Requests	Requests				
Administrative Services	5	8.93%	128	3.91%	115	4.35%	1	2	3	2	2	2	2	2	2	2	2	2	2	2	2	1,4	
Agriculture	1	1.79%	14	7.14%	14	7.14%																1	
Air Pollution	0	0.00%	18	0.00%	16	0.00%																	
Assessor	3	5.36%	85	3.53%	76	3.95%		2	2				1	1	1	1	1	1	1	1	1	1,2	
Auditor Controller	1	1.79%	42	2.38%	33	3.03%							1	1	1	1	1	1	1	1	1		
Child Support Services	2	3.57%	65	3.08%	39	5.13%							2	2	2	2	2	2	2	2	2		
Community Development Resource	2	3.57%	158	1.27%	88	2.27%							2	2	2	2	2	2	2	2	2	6	
County Clerk Recorder	0	0.00%	65	0.00%	48	0.00%																	
County Counsel	0	0.00%	26	0.00%	21	0.00%																	
County Executive Office	6	10.71%	79	7.59%	61	9.84%		4	4												2	1,6	
District Attorney	1	1.79%	125	0.80%	95	1.05%							1	1	1	1	1	1	1	1	1		
Facility Services	1	1.79%	223	0.45%	157	0.64%							1	1	1	1	1	1	1	1	1		
Farm Advisor	0	0.00%	3	0.00%	3	0.00%																	
Health & Human Services	18	32.14%	787	2.29%	659	2.73%		7	7				2	2	2	2	2	2	2	2	2	1,4,5,7	
LAFCO	0	0.00%	2	0.00%	2	0.00%																	
Library	2	3.57%	42	4.76%	36	5.56%																	
Personnel	8	14.29%	38	21.05%	35	22.86%		5	5				2	2	2	2	2	2	2	2	3	4,7	
Probation	0	0.00%	157	0.00%	142	0.00%																	
Public Works	1	1.79%	221	0.45%	179	0.56%																	
Sheriff	4	7.14%	508	0.79%	233	1.72%		1	1				3	3	3	3	3	3	3	3	3	6	
Treasurer Tax	1	1.79%	26	3.85%	29	3.45%																	
Veterans	0	0.00%	4	0.00%	2	0.00%																	
TOTAL	56	100.00%	2816	1.99%	1938	2.89%	4	22	26	46.43%	14	25.00%	13	23.21%	12	41.07%	23	41.07%					

Summary
 1=Fill behind Leave of Absence
 2=Peak Workload/Special Project
 3=Pending Re-class/Re-allocation
 4=Fill behind Retirement
 5=No Request to Fill Vacancy
 6=Request to CEO to Fill Vacancy
 7=Fill behind WOC
 8=Temporary End WOC > 80 Hours leave
 9=Restart WOC > 80 Hours leave

Summary
 15 out of 22 departments utilized WOC assignments
 2% of the total county allocations were in a WOC assignment
 2.9% of the total county population was in a WOC assignment
 46% of the 56 WOC assignments were initial requests
 14 WOC assignments were extensions
 41% of the 56 WOC assignments ended

WORK OUT OF CLASS ANALYSIS FOR PERIOD December 27, 2014 through June 26, 2015

DEPARTMENT	# WOC	% of WOC	FY 14/15 Department Allocations	% WOC FY 14/15	Positions as of pay period	% WOC Filled	Initial 90-day Request	Initial 180-day Request	Total Initial Request	Total # of Individuals w/ Extensions		90-day Extension Requests	180-day Extension Requests	Reasons
										1	2			
Administrative Services	12	16.00%	128	9.38%	113	10.62%	10	10	10	2	2	2	2	2,3,4
Agriculture	0	0.00%	14	0.00%	14	0.00%								
Air Pollution	0	0.00%	18	0.00%	16	0.00%								
Assessor	2	2.67%	85	2.35%	76	2.63%				1			1	1
Auditor Controller	1	1.33%	42	2.38%	35	2.86%							1	1
Child Support Services	2	2.67%	65	3.08%	43	4.65%				1				1
Community Development Resource														
Agency	6	8.00%	158	3.80%	90	6.67%	1	2	3				4	3,6
County Clerk Recorder	0	0.00%	65	0.00%	48	0.00%								
County Counsel	0	0.00%	26	0.00%	21	0.00%								
County Executive Office	5	6.67%	79	6.33%	63	7.94%	2	2	2	3			3	1
District Attorney	4	5.33%	125	3.20%	94	4.26%	3	3	3					1
Facility Services	3	4.00%	223	1.35%	153	1.96%	3	3	3					2
Farm Advisor	0	0.00%	3	0.00%	3	0.00%								1,4,6
Health & Human Services	23	30.67%	787	2.92%	671	3.43%	1	17	18	2	2	2	2	10
LAFCO	0	0.00%	2	0.00%	2	0.00%								1,2,4,5,6,9
Library	0	0.00%	42	0.00%	37	0.00%								
Personnel	6	8.00%	38	15.79%	33	18.18%	3	3	3	4			4	1
Probation	0	0.00%	157	0.00%	147	0.00%								
Public Works	2	2.67%	221	0.90%	176	1.14%	2	2	2	1	1	1		4
Sheriff	9	12.00%	508	1.77%	242	3.72%	2	5	7	2	2	2	2	5
Treasurer Tax	0	0.00%	26	0.00%	23	0.00%								
Veterans	0	0.00%	4	0.00%	2	0.00%								
TOTAL	75	100.00%	2816	2.66%	1959	3.83%	6	45	51	16	10	15	15	29
									68.00%	21.33%	13.33%			38.67%

Summary
 1=Fill behind Leave of Absence
 2=Peak Workload/Special Project
 3=Pending Reclass/Reallocation
 4=Fill behind Retirement
 5=No Request to Fill Vacancy
 6=Request to CEO to Fill Vacancy
 7=Fill Behind WOC
 8=Temporary End WOC->80-Hours Leave
 9=Restart WOC->80-Hours leave

Summary
 12 out of 22 departments utilized WOC assignments
 2.6% of the total county allocations were in a WOC assignment
 3.8% of the total county population was in a WOC assignment
 68% of the 75 WOC assignments were initial requests
 16 WOC assignments were extensions
 38.6% of the 75 WOC assignments ended