



CIVIL SERVICE COMMISSION

Monday – August 8, 2016

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

Lori Walsh, Director of Human Resources
Dawn McCollum, Commission Clerk

AGENDA

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 Human Resources Training Room

145 Fulweiler Avenue, Suite 200

Auburn CA 95603

530.889.4060

4:00 PM OPEN SESSION

Roll Call

Flag Salute

- I. **Agenda Approval**
- II. **Approval of Minutes from previous meeting – July 11, 2016**
Approval of Minutes from previous meeting – July 25, 2016
- III. **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.
- IV. **New Business**
 - A. Request for approval of Work out of Class Pay pursuant to Placer County Code Section 3.08.510 (C)(5)(c.) for employees assigned to the District Attorney, Library, and Health and Human Services Departments.

- B. Request for approval to reclassify one Account Clerk Senior to the classification of Accounting Technician at the Auditor-Controller's Office.
 - C. Human Resources presentation of the Civil Service Commission Annual Report for Fiscal Year 2015/2016.
- V. **COMMUNICATIONS** - Reports to the Commission are informational items only. **No action will be taken.**
- A. Provisional Appointments – None
 - B. Staff Reports and Correspondence
 - 1. Lori Walsh
 - Upcoming Meetings
 - C. Commissioner Comments

CLOSED SESSION

I. PUBLIC EMPLOYEE PERFORMANCE EVALUATIONS

- A. 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.

OPEN SESSION

- I. Report of action taken in closed session pursuant to Government Code Section 54957.
- II. Approval of merit increases for classified employees pursuant to Section 3.04.650 (progression in steps) of the Placer County Code.
- III. Adjournment

Civil Service Commission – Upcoming Meetings

- Monday - September 12, 2016 - **Tahoe**
Regular Meeting
- **Tuesday*** - October 11, 2016 – Auburn
Regular Meeting

*The October Meeting will be held on a Tuesday due to the October 11 County holiday.



PLACER COUNTY
 HUMAN RESOURCES DEPARTMENT
 145 Fulweiler Avenue, Suite 200
 Auburn, California 95603-4578

CIVIL SERVICE COMMISSION
 John Costa
 Ron Le Doux
 Don Nelson
 Andrae Randolph
 Rick Ward

Lori Walsh, Human Resources Director
 Main Office: 530.889.4060
 FAX: 530.886.4626
 www.placer.ca.gov

MEMORANDUM

TO: Civil Service Commission
FROM: Lori Walsh, Human Resources Director
BY: Dawn McCollum, Commission Clerk
DATE: August 8, 2016
SUBJECT: Work Out of Class Pay

We have received the following requests for work-out-of-class pay extensions. Listed below are the departments, employee names, and time periods requested. The Human Resources Department has previously approved work-out-of-class pay and we are requesting the Civil Service Commission approve extensions 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>Approximately</u>
District Attorney	REDACTED	08/19/2016 – 02/17/2017	180 days
Library	Kelly Heikila	08/20/2016 – 02/17/2017	180 days
Health & Human Services	Eric Branson	08/31/2016 – 02/27/2017	180 days
Health & Human Services	Anna Valdez	08/18/2016 – 02/14/2017	180 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: R. Scott Owens – District Attorney
 Mary George - Library
 Jeff Brown – Health & Human Services

**WORK OUT OF CLASS AGREEMENT
DEPARTMENT OF DISTRICT ATTORNEY**

TO: Lori Walsh, Human Resources Director
FROM: R. Scott Owens, District Attorney
DATE: July 6, 2016
SUBJECT: Request for Work Out of Class (WOC) Pay

ACTION REQUESTED

Employee's Name: REDACTED
Current Classification: District Attorney Investigator
WOC Classification: Supervising District Attorney Investigator
Initial WOC Effective Date: February 20, 2016, PP #19
Requested Extension Effective Date: August 20, 2016 PP #6
Approximate Number of Days: 180
Approximate End Date (End of pp): March 2, 2017, PP #19, Reason for WOC Request:
February 19

- | | | |
|---|---|--|
| <input type="checkbox"/> Fill Behind Leave of Absence | <input checked="" type="checkbox"/> Peak Workload/Special Project | <input type="checkbox"/> Pending Reclassification/Reallocation |
| <input 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

District Attorney Investigator REDACTED has been effective since his appointment six months ago, as the Acting Supervisor to the Mountain and Valley Marijuana Team, (MAVMIT) a multi-jurisdictional state and federal narcotic task force. In the absence of the Special Agent Supervisor (SAS), REDACTED was assigned as the Acting SAS.

The task force was reorganized in September of 2015, and became the Tri-County Narcotic Drug Enforcement Team (TRIDENT). TRIDENT is in charge of investigating major drug trafficking organizations. TRIDENT receives oversight from an executive council composed of ranking members of the law enforcement community (Sheriff, Chiefs of Police, Captains, and Placer County Assistant District Attorney); REDACTED has been selected by the Executive Council to lead this task as the Task Force Commander (TFC). Under the general supervision of the Placer County Chief Investigator, in conjunction with TRIDENT Executive Board, REDACTED is responsible for the administration and supervision of the TRIDENT Drug Task Force, consisting of five to ten local law enforcement officers. He is needed to plan, direct, manage, and coordinate the administrative functions of the task force; this includes: budgeting, purchasing, statistical reporting, assigning case of investigations to peace officers assigned to the task force; handling all personnel matters involving members of the task force; providing coordination, training, and specialized operational support to local, state, and federal law enforcement agencies.

RECOMMENDATION

It is therefore recommended that as a means of managing the operations of the task force unit given the vacancy, Investigator REDACTED, be approved to continue to receive out of class pay as a acting District Attorney Supervising Investigator, effective August 20, 2016, Pay Period #6. This WOC assignment will result in an approximate increase of five percent.
19

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.

R. S. Owens *7/12/16*
 Appointing Authority Date
 R. Scott Owens
 District Attorney

REDACTED *7-13-16*
 Employee Date
REDACTED
 District Attorney Investigator

REDACTED *7/12/16*
 Supervisor Date
REDACTED
 Chief Investigator

R. Scott Owens
District Attorney

DeeAnn Ralphs
Admin Secty./Asst. PIO

G. Farias
Executive Secretary
Volunteer Coordinator

Jeff Wilson
Assistant District Attorney
Public Information Officer

<p>Administration Unit</p> <p>Nancy Aplanalp Sr. ASO</p> <p>Sr. ASO L. Featherstone</p> <p>Admin Technician A. Flynn Vacant/UF</p> <p>Sr. Account Clerk Vacant/UF</p> <p>Front Reception Admin Clerk M. Muert L. Maschmeyer</p> <p>Writ. Notification Clerk Sr. Admin Legal Clerk B. Casillas Vacant/UF Vacant/UF</p>	<p>VICTIM SERVICES/ASSET FORFEITURE UNIT</p> <p>Vacant Funded Supervising DDA</p> <p>Asset Forfeiture C. Gebbach</p> <p>Supervising-Victim Services Vacant/UF Sr. VW Advocate L. Mitchell</p> <p>Sr. Claims Spec. L. Lodwig</p> <p>Claims Spec. J. Renison M. Washer</p> <p>VW Advac P. Mikles T. Mesolino R. Legata (underfill Funded Legal Secretary) C. Marquis Vacant/UF</p> <p>Admin Clerk Vacant/UF</p> <p>Admin Legal Clerk P. Reynoso</p> <p>Intake Sr. Admin Clerk M. Broussard</p> <p>Admin Clerk C. Barron J. Franco K. Eldridge</p>	<p>INVESTIGATION UNIT</p> <p>Chief Investigator</p> <p>Supervisor Invest. I. Potter Legal Secretary Z. Schermerhorn Investigators N. Brommeland R. Harroun D. Mitchison REDACTED REDACTED REDACTED REDACTED V. Dutto Vacant (was M.Green) S. Bryan J. Ross I. Griffin REDACTED CSO J. Kozzele Vacant/UF</p> <p>Welfare Fraud Unit Supervisor Invest. N. Tavaras Investigators S. Godfrey C. Baker Investigator Asst. T. Overmyer L. Austin L. Lucchetti Debra Gordon MDC/SARF/UNIT Investigator M. Green Legal Secty L. Curley</p>	<p>FAMILY PROTECTION</p> <p>Jeff Wood Supervising DDA</p> <p>Domestic Violence Sr. DDA REDACTED DDA L. Botwinik A. Duffy F. Noey C. Center</p> <p>Sex Crimes DDA G. Nargie</p> <p>Elder Abuse n/a REDACTED Sr. Legal Secty T. Frazier</p> <p>Legal Secretary K. Wagner B. La Chapelle L. Kirkwood</p>	<p>MISDEMEANOR UNIT</p> <p>J. Miszkewycz Supervising DDA</p> <p>Sr. DDA Vacant/F Misdeemeanor DUI DPA REDACTED R. Miller MISD DDA D. Bass N. Cid A. Klein P. 36 DDA M. Paschon DUI Grant DUI TBD J. Deslaurier J. McInerney Sr. Legal Secretary P. Hood</p> <p>Legal Sectys V. Mulsow C. Errico C. Bolt Sr. Leg. Secty Vacant/F Legal Secretaries L. Mason D. Briggs L. Kamngisser J. Jackson S. Belding Vacant/UF Vacant/UF</p>	<p>FELONY TEAM</p> <p>Dave Tellman Supervising DDA</p> <p>Sr. DDA T. Pecoraro</p> <p>ODD TEAM DDA K. Everett K. Jibson R. Lopez J. Smith D. Portillo R. Dejesus</p> <p>Sr. Legal Secty H. Beggs EVEN TEAM DDA A. Bellah M. Baxley J. Moore D. Wesp</p> <p>Sr. Legal Secty Vacant/F</p> <p>Legal Secty M. Penwell C. Devany</p>	<p>PUBLIC INTEGRITY Unit</p> <p>D. Van Breenen Supervising DDA</p> <p>Consumer & Envir. Fraud Sr. DDA J. Cuae</p> <p>Welfare & Public Asst. Fraud DDA M. Block</p> <p>Paralegal D. Guick</p> <p>Workers Comp Investigator</p>	<p>Juvenile & Tahoe Unit</p> <p>C. Gebbach Supervising DDA</p> <p>Juvenile Branch Sr. DDA D. Broady</p> <p>DDA C. Jilot M. Begley</p> <p>Legal Secty T. Magnuson Vacant/UF</p> <p>Laboe Branch Sr. DDA C. Cattran</p> <p>DDA M. Leftwich</p> <p>Legal Secty M. Del Barba K. Shye</p>	<p>IT UNIT</p> <p>Tech. Sol. Analyst II M. Killian Wireless • Ipad • Hardware R. Pointer • E-Services • Danton</p>
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**WORK OUT OF CLASS AGREEMENT
DEPARTMENT OF LIBRARY SERVICES**

TO: Lori Walsh, Human Resources Director
FROM: Mary George, Director of Library Services
DATE: July 18, 2016
SUBJECT: Request for Work Out of Class (WOC) Pay

ACTION REQUESTED

Employee's Name:	Kelly Heikila
Current Classification:	Senior Administrative Services Officer
WOC Classification:	Senior Administrative Services Officer
Initial WOC Effective Date:	August 19, 2015 AUGUST 22, 2015
Requested Extension Effective Date:	August 20, 2016
Approximate Number of Days:	180 Days
Approximate End Date (End of pp):	February 17, 2017 (Pay Period 18)
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 type="checkbox"/> Fill Behind Retirement | <input type="checkbox"/> No Request to Fill Vacancy | <input type="checkbox"/> Request to HR to Fill behind 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

On July 31, 2015, the Assistant Director of Library Services position became vacant. The Library unfunded the position and instead hired two Library Services Managers to absorb the duties of the Assistant including managing the operations and supervising 11 Branch Managers in 11 facilities; attending Friends of the Library meetings; reporting to the Library Advisory Board; programming the outreach of a new bookmobile; and coordinating system-wide programming including the summer reading program. These duties are not exhaustive of the scope. Both the Library Services Managers are currently receiving guidance from the Senior ASO and the Library Director and many duties have been transferred appropriately and within the timeframe of the original request for WOC pay.

However, one substantial and highly political duty, assisting the Placer County Law Library Board of Trustees, requires a continued commitment from the Senior ASO and a continued WOC pay. Additional duties include: planning and organizing the staffing at the Placer County Law Library; assisting the Trustees in recruiting and training a new law librarian or law director; providing organizational analysis to the Trustees of current law library services; researching and preparing technical and administrative reports as well as written correspondences. It will take the next 6 months for the Senior ASO to assist the Law Trustees. The Trustees are faced with challenging fiscal and operational issues due to budgetary constraints and are currently examining alternative service delivery models that may require a move away from Library staffing and fiscal support. Placer County currently has a Memorandum of Understanding with the Trustees for the Library to provide fiscal and staffing support to the Law Library. The Senior ASO is the sole library manager providing this contracted support. A continuation of this WOC is necessary for a smooth transition. It is anticipated that the Trustees will decide on a sustainable operational model in the next 6 months.

RECOMMENDATION

It is therefore recommended that Kelly Heikila, Senior Administrative Services Officer, be approved to continue to receive WOC pay in recognition of additional duties being performed currently and effective through February 17, 2017. 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 Human Resources 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 Human Resources 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 Human Resources 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 Human Resources 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.

Mary F. George 7/26/14

Appointing Authority Date
Mary George
Director of Library Services
Library

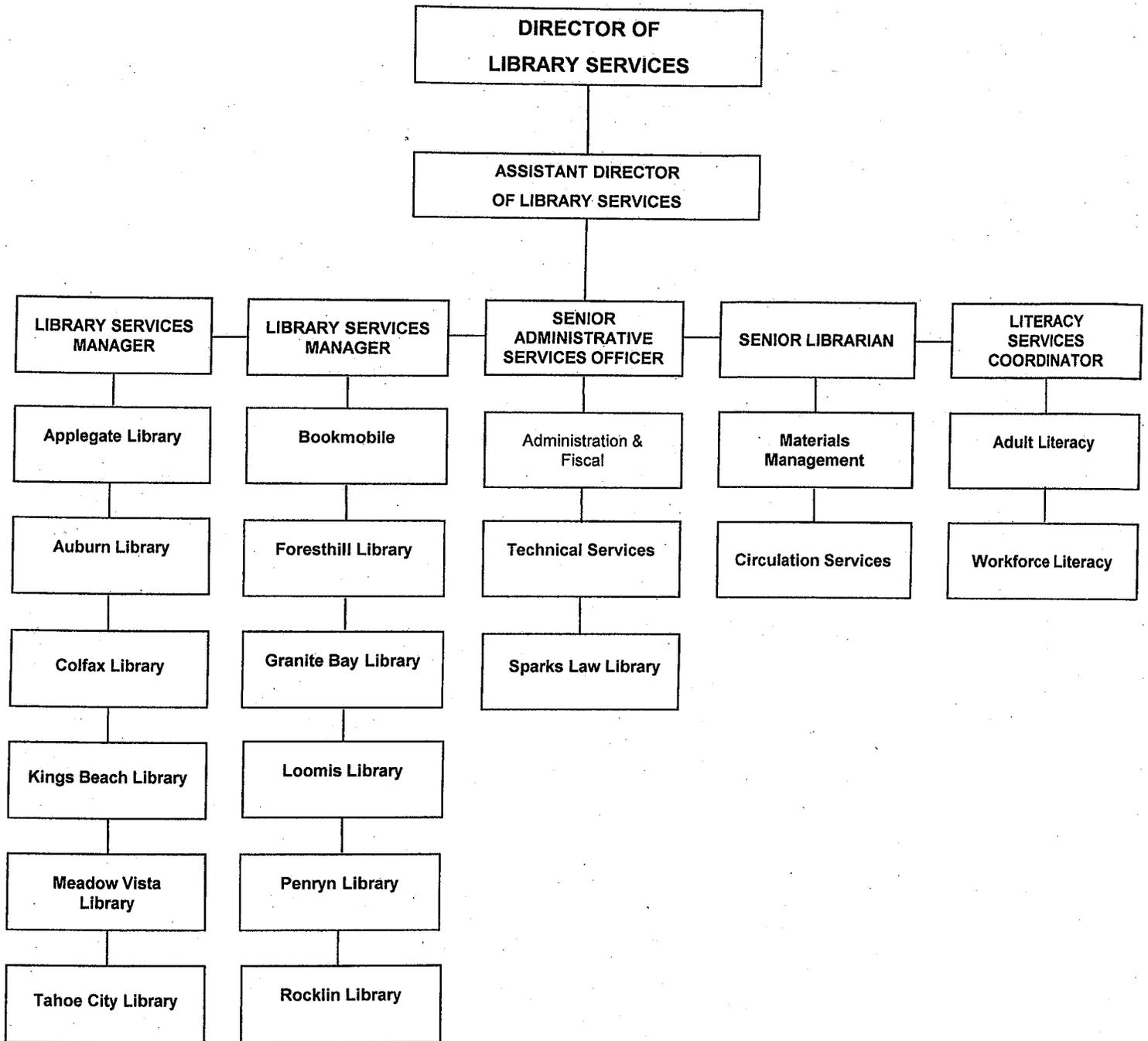
Kelly Heikila 7/27/14

Employee Date
Kelly Heikila
Senior Administrative Services Officer

Mary F. George 7/26/14

Supervisor Date
Mary George
Director of Library Services
Library

LIBRARY



**WORK OUT OF CLASS AGREEMENT
DEPARTMENT OF HEALTH AND HUMAN SERVICES**

TO: Lori Walsh, Human Resources Director
FROM: Twylla Abrahamson, Acting CSOC Program Director
DATE: June 20, 2016
SUBJECT: Request for Work Out of Class (WOC) Pay

RECEIVED

AUG 03 2016

Placer County
Human Resources

ACTION REQUESTED

Employee's Name:	Eric Branson
Current Classification:	Client Services Program Manager
WOC Classification:	Assistant Client Services Program Director
Initial WOC Effective Date:	September 5, 2015
Requested Extension Effective Date:	August 31, 2016 – PP 6
Approximate Number of Days:	180
Approximate End Date (End of pp):	February 27, 2017 –PP 19
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 type="checkbox"/> Fill Behind Retirement | <input type="checkbox"/> No Request to Fill Vacancy | <input type="checkbox"/> Request to HR to Fill behind 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

The current incumbent WOC Interim Assistant Client Services Program Director, Eric Branson of Children's System of Care (CSOC) has been effective in this WOC assignment since September 5, 2015. The division's Program Director was selected by the State of California to serve on a year-long assignment to the State's Departments of Social Services and Health Care Services to assist with a special state project, which has been extended another six months. The current Assistant Client Services Program Director was approved by the CEO in August 2015 to serve as the Acting Program Director of CSOC in the Director's absence.

In his WOC assignment Eric Branson will continue to assume a number of the Assistant Director's duties, such as assisting the Program Director with managing and directing the division; implementing discipline procedures as requested; consulting and cooperating with state departments, county department managers, advisory board and advocacy groups as needed; mentoring, coaching, and supervising subordinate staff; assisting with project and program implementation; evaluating and recommending changes in policies, programs, and operations, and other duties as required. Eric Branson has been in a Program Manager role since 2009. As a Program Manager he most recently has been responsible for oversight over both Emergency Response and Ongoing Child Welfare Programs. Previously, he was also Program Manager over the Wraparound/Drug Court Program and Educationally Related Mental Health Services (ERMHS). From 2005 to 2009, Mr. Branson was employed as a Program Supervisor for CSOC where he supervised the Wraparound/Drug Court Program and Family Connections (foster care agency). Having accumulated almost twenty years of experience since working his way up from a Client Services Practitioner to his current position of Program Manager has allowed Mr. Branson to gain experience and understanding of the wide array of services and programs CSOC is responsible for providing. Allowing him to work at this level is critical to meet ongoing programmatic and personnel oversight requirements of the division.

I believe that Eric Branson meets the minimum requirements of an interim Assistant Client Services Program Director.

RECOMMENDATION

It is therefore recommended that Eric Branson, Client Services Program Manager, be approved to receive/continue to receive WOC pay as a Interim Assistant Client Services Program Director effective August 31, 2016. 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 Human Resources 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

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- 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 Human Resources 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 Human Resources 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 Human Resources 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.

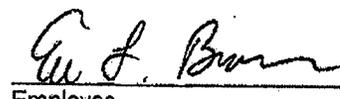
I have reviewed and understand the Department and Employee responsibilities with the requested WOC assignment and understand the provisions set forth above and specified in 3.08.510 of Placer County's Personnel Rules.



Supervisor
Twylla Abrahamson
Acting Director
Children's System of Care

7/8/16

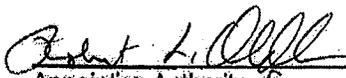
Date



Employee
Eric Branson
Program Manager

7/8/16

Date

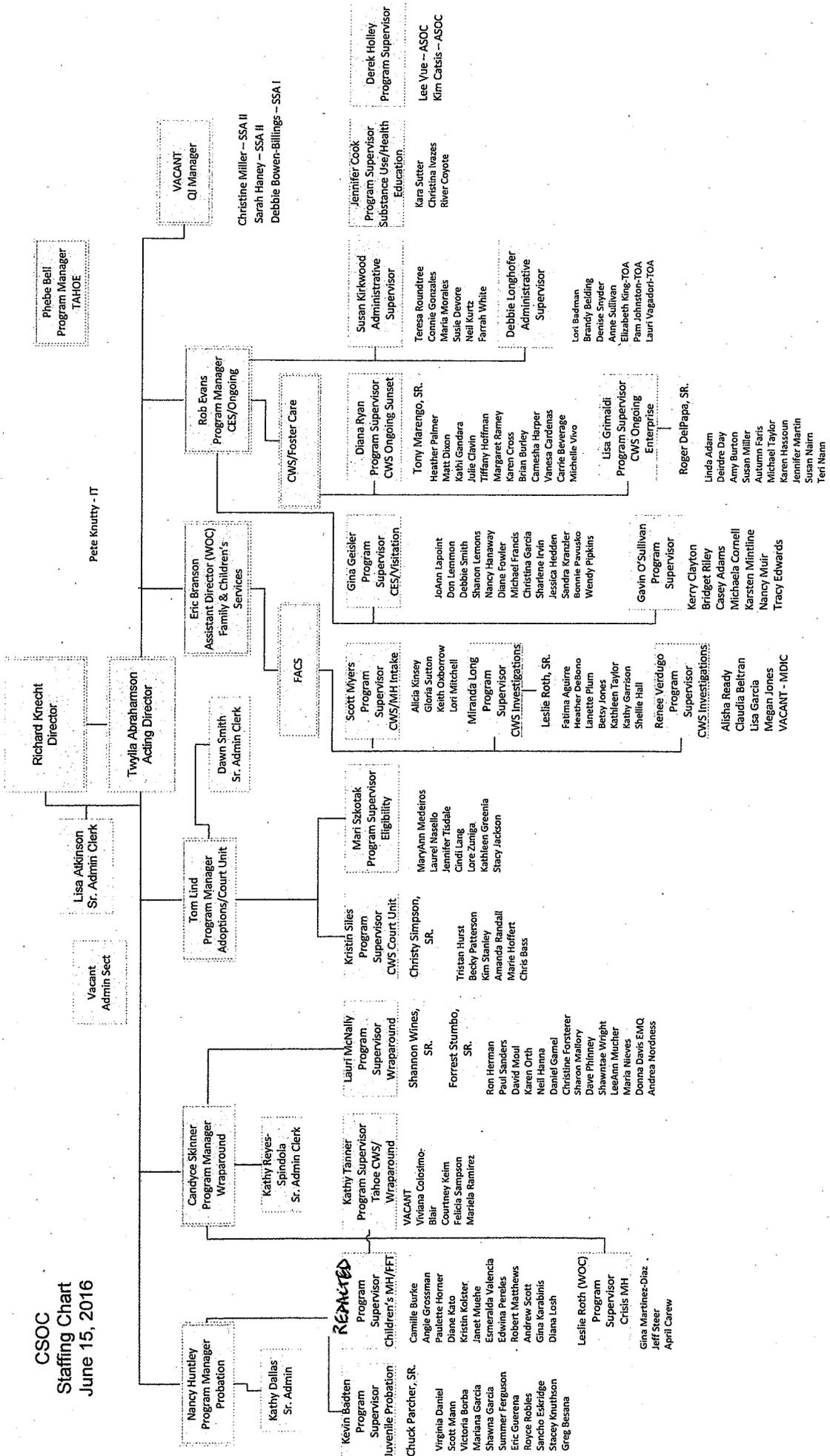


Appointing Authority for
Jeff Brown
HHS Director
Health and Human Services

8/3/16

Date

**CSOC
Staffing Chart
June 15, 2016**

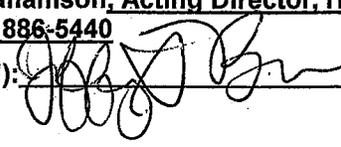


POSITION ALLOCATION EXCEPTION REQUEST

TO: CEO Analyst: Joel Joyce
 FROM: Dept: Health & Human Svcs CSOC
 Date: 6/10/16

Personnel Analyst: Jennifer Duvall
 Dept Contact: Twylla Abrahamson, Acting Director, HHS CSOC
 Telephone Number: (530) 886-5440

Department Head Signature (required): _____



Narrative Justification must be submitted with this form.

1. Action Requested ("X" applicable box) X (Work Out of Class) BACKFILL _____ OVERHIRE _____
 _____ OVERFILL _____ UNDERFILL _____

BACKFILL - fill behind the incumbent of a budgeted position who is on a leave of absence, early retirement, or separating from the County, resulting in more than 1 FTE in the position.

OVERFILL - fill a position at a level above the approved allocation.

OVERHIRE - temporarily fill a position that does not exist in the allocation ordinance (Board approved).

UNDERFILL - fill at a level below the approved allocation.

RECEIVED
 JUL 25 2016
 Placer County
 Human Resources

2. Client Svcs Program Manager Current Classification _____ Allocation / Position Number 33065
 (can be found in ACORN)

Assistant Client Svcs Program

3. Director Requested Classification _____

4. Position funded in current budget: Yes Yes / No Number of months 12
 Funding sources / amounts: _____

5. Costs associated with this request - Use step 5 of the applicable annual salary grade (does not apply to backfill requests):

Current Classification	401K & Other	PERS	OPEB	FICA	Worker's Comp	Total Current Salary and Benefits
\$111,966.00		\$25,707	\$5,561	\$8,565	\$695	\$ 152,494

Requested Classification	401K & Other	PERS	OPEB	FICA	Worker's Comp	Total Requested Salary and Benefits
\$122,450.00		\$28,114	\$0	9,367	\$429	\$ 160,360

Salary & benefit difference: \$ 7,866

CEO Analyst Approved: Yes / No

Sign & Date: Joel Joyce 7-20-16

RECEIVED

Personnel Analyst Approved: Yes / No

Sign & Date: Blacey 7-21-16

JUL 19 2016

County Executive Officer: _____

COUNTY EXECUTIVE OFFICE

Form Logged Date: _____

By: _____

Number: _____

#356 Narrative Justification for Position Exception

Children System of Care - Assistant CSP Director

1. Describe why this position exception is being requested.

CSOC is requesting to extend the work out of class assignment to backfill the Assistant Client Services (CS) Program Director's position. The division's Program Director, Richard Knecht, was selected by the State of California to serve on a year-long assignment to the State's Departments of Social Services and Health Care Services to assist with a special state project. The current Assistant Client Services Program Director, Twylla Abrahamson, was approved by the CEO in August 2015 to serve as the Acting Program Director of CSOC in his absence.

2. What duties will this position assume?

This WOC Assistant CS Program Director position assists the Program Director with managing and directing the division; implementing discipline procedures as requested; consulting and cooperating with state departments, county department managers, advisory board and advocacy groups as needed; mentoring, coaching, and supervising subordinate staff; assisting with project and program implementation; evaluating and recommending changes in policies, programs, and operations, and other duties as required.

3. How will the positions current duties be reassigned / distributed?

The WOC Assistant Client Services Program Director will continue to provide oversight and also retain a large portion of his current duties. A small portion of the incumbent's prior duties were redistributed to other Program Manager's during the initial WOC period.

How many allocations do you have in the requested classification? How many of these positions are

4. filled and funded?

One.

5. What alternatives did you consider in lieu of this position exception and why were they not selected?

With the extensive federal and state mandates required of the division, along with additional mandates and programmatic changes being implemented in FY16-17, successful oversight and implementation is not possible under just the CS Program Director. While the acting CS Program Director possesses extensive system and programmatic knowledge and abilities, it is necessary to have an Assistant Director to assist with managing and directing the division.

Fiscal Implications: If this position exception is approved, will there be sufficient funding to fully

6. offset anticipated costs in the current fiscal year? Next fiscal year?

Yes. This position is fully funded in the HHS FY 2016-17 Proposed Budget.

7. What funding sources will fully fund this allocation exception?

State and Federal funds and a small amount of County General Fund allocation.

What is your plan and timeline for resolving this allocation exception? What vacant / funded position

8. allocation do you plan to replace with this position exception?

The Director is on loan to the State for a one-year assignment. It is anticipated he will return to his county position in February 2017.

9. If you do not get approval for the position exception, describe the anticipated impact to:

a. Program performance

The alternative is failed child welfare audits, other federal and state lost revenue, and potential lawsuits due to non-compliance.

b. Revenue generation

This position has funding available; leaving it unfilled may impact the County's ability to draw down State and Federal allocations and potentially reduce future years' funding allocations.

10. If overhire, please explain how your current overhire structure is working?

N/A

CEO Comments:

***Departments should attach an organizational chart highlighting the requested position exception.**

**WORK OUT OF CLASS AGREEMENT
DEPARTMENT OF HHS Medical Clinics**

TO: Lori Walsh, Human Resources Director
FROM: Maureen F. Bauman, L.C.S.W., M.P.A.
Mental Health/Alcohol and Drug Director
Public Guardian/Public Administrator
DATE: 07/07/2016
SUBJECT: Request for Extension for Work Out of Class (WOC) Pay

ACTION REQUESTED

Employee's Name: Anna Valdez
Current Classification: Administrative Clerk Journey
WOC Classification: Administrative Clerk Senior
Initial WOC Effective Date: 2/20/2016, Pay Period 19
Requested Extension Effective Date: ~~08/18/2016~~
Approximate Number of Days: 180
Approximate End Date (End of pp): 2/14/17
Reason for WOC Request: The Tahoe Medical Clinic has reduced staffing with no on site Administrative Supervisor and the other Administrative Clerk Journey resigned as of 6/30/16, leaving only one permanent employee, Anna Valdez is to work with temporary help. Administrative Clerk Journey will work out of class as a senior to act as on-site lead.

- 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

Placer Medical/Dental Clinic in Tahoe (PMC-Tahoe) provides needed services for Placer County residents in the Tahoe area. These services include Primary Care, immunizations, Family Planning/Reproductive Health, Mental Health, and it is the only Dental Clinic that accepts Medi-Cal in the area. PMC-Tahoe Administrative Clerks are responsible for support of these dental, behavioral health, and medical clinic services. Our PMC-Tahoe Clinic is unique in that it requires our Administrative Clerks to be able manage two complicated electronic records (Dentrix and EPIC) and all other required functions including patient scheduling, collection and input of data, calling patients, and assisting Medical and Dental providers.

PMC is requesting to extend Work Out of Class for Anna Valdez, Administrative Clerk Journey (who has worked for this Clinic for over 9 years) as a Senior Administrative Clerk. Ms. Valdez will continue to take a lead at this site and report to the Auburn Administrative Supervisor in Auburn. She has been asked and has accepted the work out of class assignment. Some of her duties will include: training the temporary staff; handling their schedules and making sure that they understand the County policies and the Clinic procedures, onsite planning for clerk coverage, and onsite coverage for facility issues. In addition, she will take the lead on coordinating and ensuring the scheduling for the Behavioral Health and Telehealth for the Tahoe Clinic. Management staff is currently assessing staffing needs at the Clinic and is working with staff in the Human Resources Department to evaluate options for addressing the short term and long-term needs.

RECOMMENDATION

It is therefore recommended that Anna Valdez, Administrative Clerk Journey, be approved to receive WOC pay as an Administrative Clerk – Senior effective 08/18/2016. This WOC assignment will continue to 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 Human Resources 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 Human Resources 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 Human Resources 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 Human Resources 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.

Maureen Bauman 7/11/14
 Appointing Authority Date
 Maureen Bauman
 Director
 ASOC & Medical Clinics

Anna Valdez 7/7/14
 Employee Date
 Anna Valdez
 Administrative Clerk Journey

Norma Ibarra-Mancilla 7/7/14
 Supervisor Date
 Norma Ibarra-Mancilla
 Administrative Supervisor
 HHS Medical Clinics

**Department of Health & Human Services
Placer County Medical Clinics - Tahoe
Organization Chart
July 7, 2016**

Jeffrey S. Brown, M.P.H., M.S.W.
HHS Director
Robert Oldham, MD, County Health Officer

Maureen Bauman, L.C.S.W., M.P.A
Client Services Director Adult System of Care and
Medical Clinics

Behavioral Health & Referral Unit
Mary Pat Feeney, LCSW-EH
Bonnie Martello, MFT-EH
Donna Hutcheson-EH
VACANT-LCSW

Holiday Johnston, CPCS II
Eida Orrmons, CPCS I-EH

Edy Britts, PHN-EH
Insurance Coordinator
VACANT-CPCS II

John C. Jackson, MD
Chief Physician and Medical Director

Tahoe Medical Clinic
VACANT
Midlevel II

Dr. Sheila Raumer
Physician-EH

Doreen Rodgers
Registered Nurse Supervisor

Nursing
Diane Thelen, RN
Extra Help
Holly Hawthorne, RN

Connie Arney
Clinic Manager

Norma Ibarra-Mancilla
Tahoe
VACANT -Administrative Supervisor

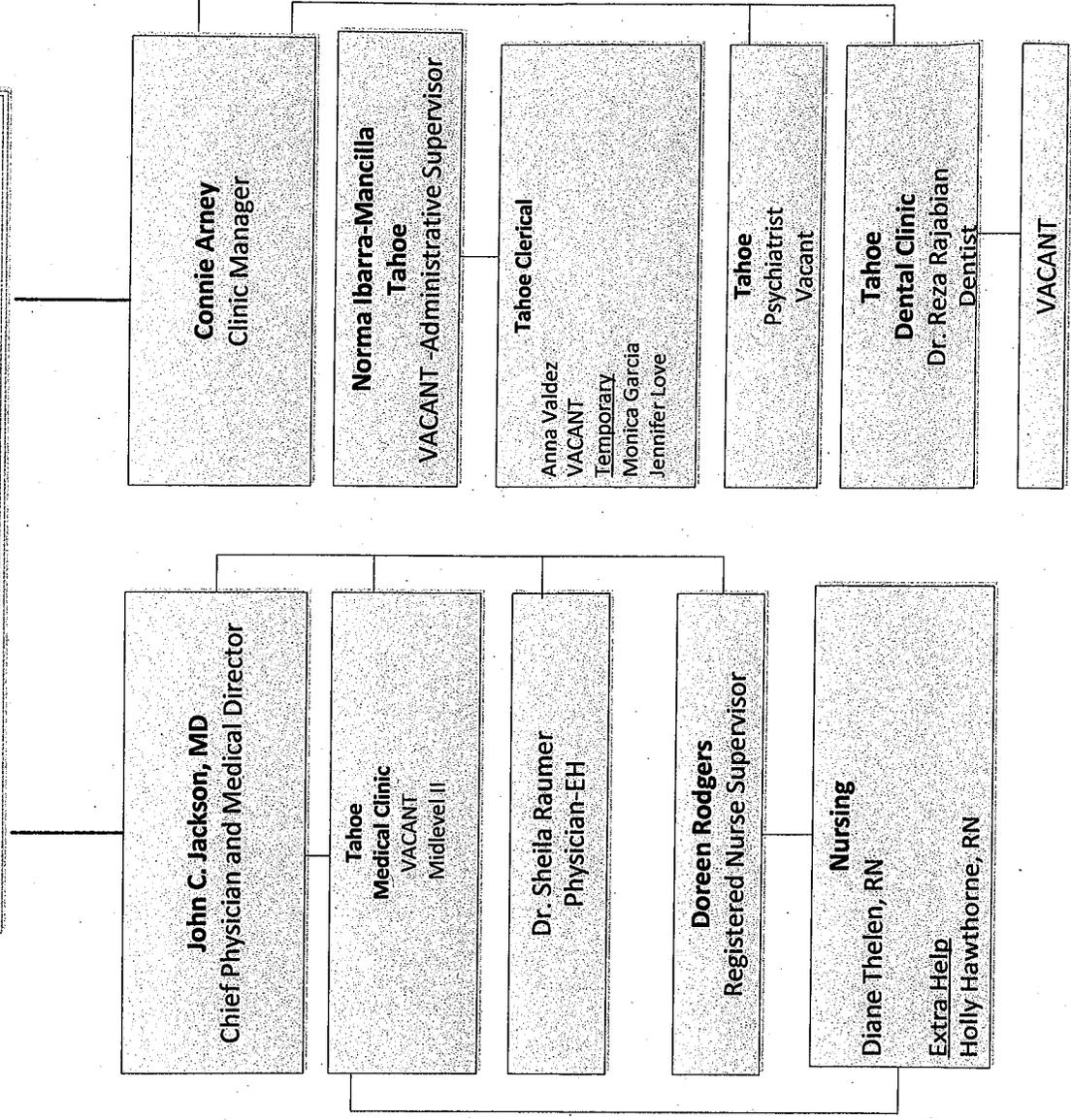
Tahoe Clerical
Anna Valdez
VACANT
Temporary
Monica Garcia
Jennifer Love

Tahoe Psychiatrist
Vacant

Tahoe Dental Clinic
Dr. Reza Rajabian
Dentist

VACANT

Cathy McCartne
Administrative
Secretary





MEMORANDUM

DATE: August 8, 2016

TO: Civil Service Commission

FROM: Lori Walsh, Human Resources Director

BY: Natalie Wilhite, Personnel Analyst II

SUBJECT: Reclassification Request for Auditor-Controller's Office – Account Clerk Senior to Accounting Technician

Recommendation

It is recommended the Civil Service Commission approve:

- The reclassification of one Account Clerk Senior, GNRL Grade 58 (\$3,448.76-\$4,192.03 monthly) to the classification of Accounting Technician, GNRL Grade 73 (\$3,900.94-\$4,741.64 monthly).

Background

At the request of the Auditor-Controller, the Human Resources Department conducted a classification review of one Account Clerk Senior position assigned to the General Accounting team.

The clerical accounting staff in this work unit were previously supervised by a professional-level accountant until earlier this year when it was determined that the reassignment of supervisory duties to another position would better meet the business needs of the department. These supervisory duties were then reassigned to another position to allow the Accountant-Auditor to focus on the higher level accounting-related duties and responsibilities. As a result, in January 2016, the incumbent in the Account Clerk Senior position under review was placed in a Work Out-of-Class assignment and given the additional supervisory duties.

The Auditor-Controller's Office has confirmed that this new reporting relationship is beneficial for business operations and workflow and, therefore, would like to permanently assign supervisory responsibilities to this position. Other alternatives were considered but ultimately this was the best solution. As a result, a review of the duties assigned to this position was requested in order to determine if they are consistent with the current classification.

Basis for Recommendation

A review of the Position Inventory Questionnaire (PIQ) submitted by the incumbent, information obtained through a desk audit with the incumbent, and discussions with management staff revealed that, in addition to performing clerical accounting functions, the incumbent exercises direct supervision of Account Clerks, including approving time off, providing performance feedback, and preparing evaluations of assigned staff. These additional supervisory duties are not consistent with the current classification of Account Clerk Senior. Rather, the supervisory duties are more consistent with the classification of Accounting Technician.

As outlined in the classification specification, the Accounting Technician is distinguished from the Account Clerk series by *the performance of work that typically requires specialized college-level training in accounting and finance rather than bookkeeping, by performing a broad range of duties as assigned typically including responsibility for a program area of accounting, and/or supervision of Account Clerks.*

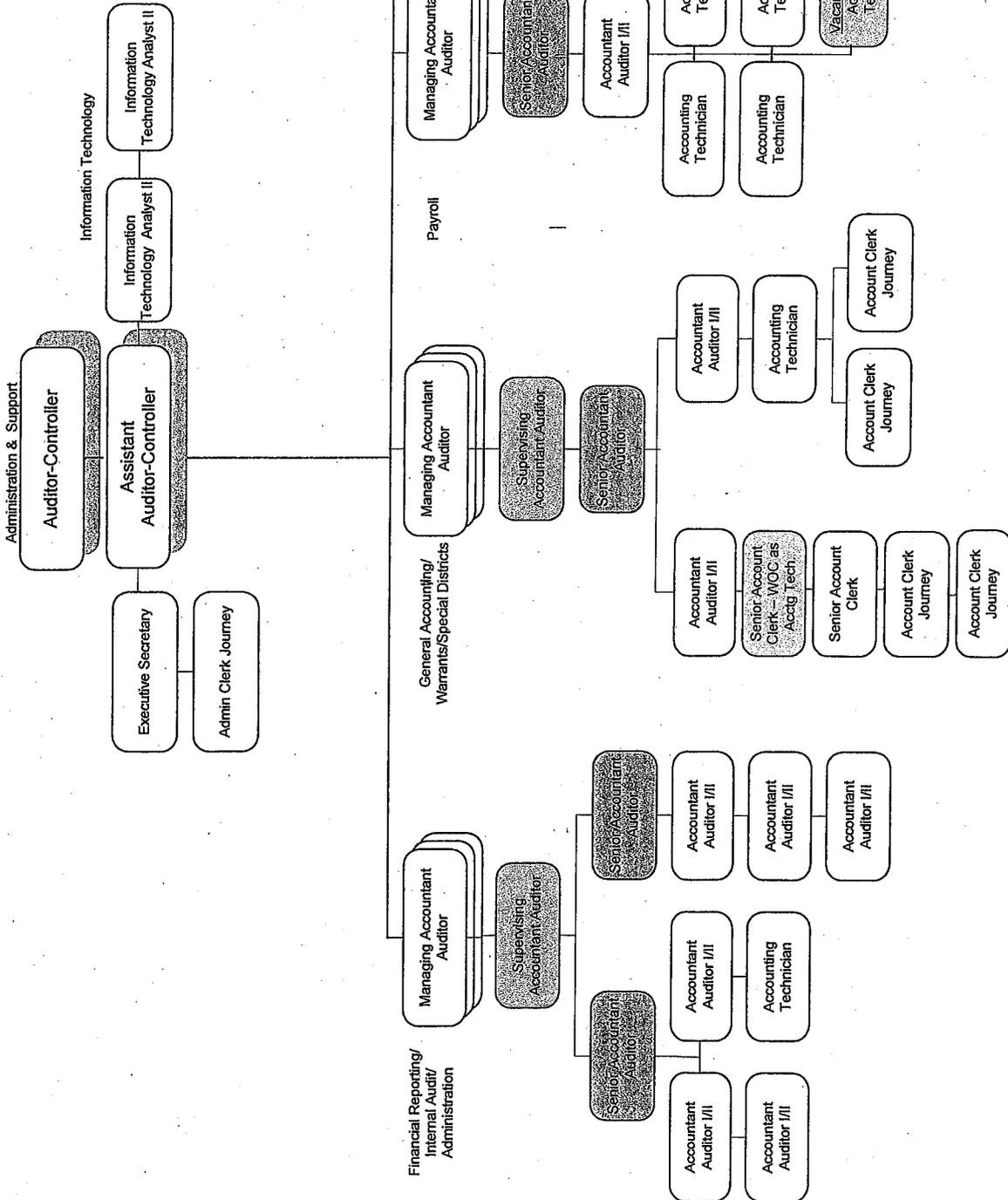
Therefore, it is recommended that this position be reclassified to an Accounting Technician. The department intends to request certification of the current eligible list and will fill this position through the competitive process.

The Business Agent for Local 39, the County Executive Office, and the Auditor-Controller's Office have reviewed this information and concur with the recommended reclassification.

cc: Andrew Sisk, Auditor-Controller
Nicole Howard, Assistant Auditor-Controller
Anthony Crans, Business Representative, IUOE Stationary Engineers Local 39
Jonathan Schmidt, Budget Analyst

Placer County Auditor-Controller

FY 11/12 Allictn	43
FY 12/13 Allictn	43
FY 13/14 Allictn	42
FY 14/15 Allictn	42
FY 15/16 Allictn	42
FY 16/17 Allictn	43
Funded	41
Unfunded	2
Total	43



**COUNTY OF PLACER
POSITION INVENTORY QUESTIONNAIRE**

SECTION I - EMPLOYEE INFORMATION

Name: Heidi Helm

Classification Title: Account Technician

Working Title:

Department/Division: Auditor/General Accounting

Work Address: 2970 Richardson Dr, Auburn, CA 95603

Work Phone Number: 530-889-4191

Work Hours and/or Shift Schedule: 7:30-4:00pm

How long have you been with the organization? 2 years

How long have you been in your current position? 1 month

Your Supervisor's Name: KJ Sandher

Supervisor's Title: Accountant Auditor

Work Phone Number: 530-889-4201

Your Supervisor's Supervisor: Marcy Glisson

Title: Senior Accountant Auditor

SECTION II - POSITION INFORMATION

1. What is the main focus of your job? Please provide two or three sentences describing the main focus of your job.

The main focus of my job is to provide on-going training, guidance, and support to the Accounts Payable team. The position entails coordination of workflow, ensuring that cross training is achieved, and that communication is optimized. One of the key reasons for the use of an Accounting Technician in the Accounts Payable area of General Accounting is to maintain more of a hands on approach to daily operations within the area, to keep knowledge and skills fresh, and to be able to give reliable guidance on a continuous basis.

2. List of Duties - Please list the majority and most significant duties assigned to your position. Rank the duties by importance or priority and assign a percentage of time (either % of time or hours/day, week, month) you spend performing that area of responsibility.

A duty is a major responsibility assigned to a position; a duty could include many tasks.

<u>Priority</u>	<u>List of Duties</u>	<u>Frequency</u>
	Plan and hold bi-weekly staff meetings	bi-weekly
	Cross train employees	daily
	Provide performance feedback	DAILY
	Make judgment decisions	daily
	Prepare employee evaluations	3 times per year
	Communicate with department AP staff	continuous
	Coordinate backup help for front desk	as needed
	Process pay docs	daily
	Prepare Dept 4 pay docs	1X/week
	Special projects as assigned	when assigned
	Vendor maintenance	backup
	Scanning	weekly
	Filing	weekly
	Process outgoing wires	daily
	Prepare EDD reports	2X/month
	Process incoming deposits	weekly
	Process BPO maintenance	weekly
	Prepare contract folders and update summaries	as needed
	Respond to emails	daily
	Review and research issues on payable claims	daily

Attach Additional Pages as Necessary

3. KNOWLEDGE, SKILLS AND ABILITIES - Every job requires some combination of knowledge, skill and/or ability (KSA) to perform assigned duties. **This section is provided to separate what you know from what you do.**

Definitions

Knowledge is a body of information drawn upon to perform a duty.

A skill is a physical dexterity or coordination required to perform a duty.

Ability is an observable behavior or aptitude related to a duty.

Examples

Knowledge of modern office procedures, systems and equipment.

Skill in operating heavy equipment including a back hoe.

Ability to analyze and prepare technical reports.

Also, please note whether the KSA was required before you came on the job or whether you learned it on the job.

<u>Knowledge, Skills and Abilities</u>	<u>Required/Learned</u>
<u>Supervise and lead staff (18 years previous experience)</u>	<u>Required</u>
<u>Communicate effectively and professionally (30 years experience)</u>	<u>Required</u>
<u>Time management skills (30 years experience)</u>	<u>Required</u>
<u>Coordinate and guide staff (25 years experience)</u>	<u>Required</u>
<u>Working knowledge of County procedures (2 years)</u>	<u>Learned</u>
<u>Bookkeeping knowledge 10+ years</u>	<u>Learned</u>
<u>General Accounting knowledge 2+ years</u>	<u>Learned</u>

4. REQUIRED LICENSES OR CERTIFICATES - List any licenses or certificates from a board of licensure or governmental agency that you are required to have to perform assigned duties. No known license are required to perform assigned duties.

5. BUDGET RESPONSIBILITY - List any responsibility for budgets you are assigned. Please note the scope of the budget (specific program, division, and department), the kind of responsibility (typing, compiling, forecasting, and analyzing), and the frequency of your involvement (daily, monthly, and annually). None

Total Budget \$

6. EQUIPMENT, TOOLS AND VEHICLES - List any equipment, tools or vehicles you use in the performance of assigned duties. Include the amount of time (either % of time or hours/day, week, month) spent using the equipment, tool or vehicle.

Equipment, Tool or Vehicle

Frequency

None

7. CONTACTS - List people whom you have regular contact with either in person or on the telephone. Please list the reason for the contact and how frequently the contact occurs.

A. Inside the organization

Lynn Yoshida Contact daily Manager General Acctng
Accounts Payable departments (various) Daily

B. Outside the organization

Vendors (various) Contact level varies

8. DECISION-MAKING - A. List some examples of decisions or commitments you make regularly and independently in the performance of assigned duties.

Daily, I am called upon by the team to make judgment calls regarding the backup received as part of a paydoc and whether they are acceptable. I make a daily commitment to providing them with the best and most up-to-date information.

I am relied upon to lead the team within the guidelines of County policy and procedures.

B. List some examples of recommendations or problems you take to your supervisor for advice or resolution.

Recently, we had a boot claim where the employee was asking for reimbursement for Vans type shoes. The MOU states boots/safety boots, so I took this claim to Nicole (Lynn was on vacation). This was something that needed more than judgment as it related to how involved is the County with the MOU from the Union as it relates to boots reimbursements.

9. WORK ENVIRONMENT - Describe the work environment you typically work in (office, outdoors, traffic, park).

I work in a cubicle within the Auditor-Controller's Office.

10. SUPERVISION EXERCISED

A. Who Do You Supervise?

Please list the name and job title of any employees you exercise supervision over.

Employee Name

Job Title

Cheryl Engvall

Senior Account Clerk

Becky Hager

Account Clerk Journey

Robel Cruz

Account Clerk Journey

B. What Kind of Supervision Do You Exercise?

Please check the statements that apply to you.

- X Train others in assigned duties
- X Assign work to other employees
- X Review the work of other employees
- X Evaluate the work of other employees
- X Provide information on employee evaluations
- X Conduct employee performance evaluations
- X Recommend disciplinary action for employees
- Formally discipline employees
- X Recommend hiring and firing of employees
- Hire and fire employees

List any additional Supervisory responsibility.

11. PHYSICAL REQUIREMENTS - Check the frequency and number of hours a day you are required to do the following specific types of activities.

ACTIVITY	FREQUENCY		NUMBER OF HOURS A DAY					EXAMPLES OF TASKS
	CONTINUOUS	INTERMITTENT	0	1-2	3-4	5-6	7-8	
1. Sitting	Daily	Daily					X	All duties as described
2. Walking	Daily	Daily		X				
3. Standing	Daily	Daily		X				
4. Bending								
5. Squatting								
6. Climbing								
7. Kneeling								
8. Twisting								

B. Is hand manipulation required? No Yes

C. Are there special visual or auditory requirements? No Yes (Describe)

D. Lifting or Carrying

WEIGHT	NUMBER OF TIMES A DAY				
	0	1-2	3-7	8-19	20+
1. 10 LBS OR LESS	X				
2. 11 TO 25 LBS	X				
3. 26 TO 50 LBS	X				
4. 51 TO 75 LBS	X				
5. 76 TO 100 LBS	X				
6. OVER 100 LBS	X				

12. MENTAL REQUIREMENTS - Please check any of the following mental processes you use in the performance of your duties.

ACTIVITY	FREQUENCY		NUMBER OF HOURS A DAY					EXAMPLES OF TASKS
	Continuous	Intermittent	0	1-2	3-4	5-6	7-8	
1. Analyzing	X						X	All tasks performed daily
2. Identifying	X						X	
3. Interpreting	X						X	
4. Knowing	X						X	
5. Observing	X			X				
6. Problem Solving	X						X	
7. Remembering	X						X	
8. Understanding	X						X	
9. Explaining	X			X				

13. ADDITIONAL INFORMATION

List any information regarding your position that you feel is important for the consultants to have.

I believe that the information presented in this questionnaire represents the assigned duties and responsibilities of my position.

Signature of Employee

Date 3/11/16

SECTION III - SUPERVISOR COMMENTS

Supervisor's Name: Karmjit Sandher

Title: Accountant Auditor

Department: Auditor-Controller's Office

Do you believe the employee has described his/her job accurately? Yes No

If not, what changes would you make to the questionnaire to describe the job more accurately?

If you were going to hire a new employee for this position, what knowledge, skills and abilities would you require of applicants?

The applicant shall have an accounting experience as well as supervision experience in order to provide leadership in the General Accounting Unit.

What experience and/or education would most likely provide an applicant with the above knowledge, skills and abilities?

The applicant shall be familiar with the account payable process and be able to work with different staff members. Additionally, the applicant shall have the ability to work in a fast-paced/high pressure environment, and work on multiple tasks.

What kind of supervision does this position receive? How often do you review the employee's work? How do you normally give this position assignments?

This position receives supervision and directions in various areas including interpretation of accounting policies and procedures and special accounting treatments.

Are there any required licenses or certificates for this position?

No

I have reviewed this questionnaire and believe it to be an accurate statement of the duties and responsibilities of this position.



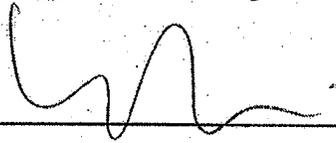
Signature of Supervisor/Date

SECTION IV - DEPARTMENT DIRECTOR (OR DESIGNEE)

I believe the employee and supervisor have accurately described the position in this questionnaire.

Yes No

I would suggest the following modifications to more accurately describe the position.


_____ 3.15.16

Signature of Department Director/Designee

Date



MEMORANDUM

DATE: August 8, 2016
TO: Civil Service Commission
FROM: Lori Walsh, Human Resources Director
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 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 8, 2016, pursuant to Section 3.04.650 of the County Code.

**COUNTY OF PLACER
CIVIL SERVICE COMMISSION**



**FY 2015/16
ANNUAL REPORT**

PLACER COUNTY HUMAN RESOURCES DEPARTMENT
145 FULWEILER AVENUE, SUITE 200
AUBURN, CA 95603
TELEPHONE: (530) 889-4060, FAX: (530) 886-4626

[HTTP://WWW.PLACER.CA.GOV/DEPARTMENTS/HUMANRESOURCES](http://www.placer.ca.gov/departments/humanresources)

AN EQUAL OPPORTUNITY EMPLOYER

CIVIL SERVICE COMMISSION FY 2015/16 ANNUAL REPORT Executive Summary

The Placer County Civil Service Commission is pleased to present its FY 2015/16 annual report. This report provides an overview of the Commission's activities for the past fiscal year and offers information on Human Resources activities related to the Commission's chartered responsibilities.

While this document summarizes the responsibilities of the Civil Service Commission, it should also be noted that a significant change in the Human Resources Department that serves the Civil Service Commission occurred over the past fiscal year.

As historical background, the Placer County Personnel Department had operated under the auspices of a Civil Service Commission for more than 50 years. Beginning in January 2014, efforts between the Civil Service Commission and the County Executive Office were initiated to pursue an integrated Human Resources Department. The intent was to enhance service delivery by combining related programs that existed in the Personnel Department and Risk Management Division of the CEO's office into one consolidated Human Resources Department.

With the goal of developing and implementing a model that would provide a more cohesive, responsive approach for delivery of services, the evaluation of Human Resource programs and services was undertaken to develop recommendations for options that would reflect a blending of local requirements including Civil Service Commission authorities with industry best practices.

In August of 2015, the Civil Service Commission entered into a memorandum of understanding with the County Executive establishing a combined department of Human Resources. On September 15, 2015, the Board of Supervisors approved moving forward with a Human Resources Department predicated on strategic plan priorities, best business practices and core functional improvements identified through the strategic plan process and integrated into departmental administration and operations.

Fundamental to the process was the creation of the new department's mission, vision and core values – a task undertaken by each staff member who contributed individually and small group meetings to hone and define the department's message. Integral to this effort was the development of a Strategic Plan for the new HR department to guide and ensure the efficient delivery of human resource services based upon a SWOT (strengths, weaknesses, opportunities and threats) analysis. Along with an external review by stakeholders, the SWOT analysis would ultimately yield initiatives that would represent the new department's work plan.

The former classified position of Personnel Director evolved into an unclassified position of Human Resources Director with dual responsibility to the Civil Service Commission and the County Executive Officer. In support of the Civil Service Commission and the County of Placer, the Human Resources Department staff represents a cohesive, collaborative, competent group of professionals dedicated to their jobs, the County and the people they serve.

While this Annual Report provides an overview of the work that is accomplished by the HR Department as staff to the Civil Service Commission, a separate Strategic Plan Report will be issued to reflect the full scope of work undertaken by the staff of the Human Resources Department in support of the County's residents, visitors and employees.

INTRODUCTION

Placer County is a Charter County with approximately 2700 allocated positions. 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 Human Resources 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.

The Human Resources Director performs and discharges, under the direction and control of the Commission, the powers, duties, purposes, functions, and jurisdiction vested in the Commission. The Human Resources 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.

Placer County Civil Service Commission Established By Ordinance

In 1962, 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 residents of the County 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

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.

- 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 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 Human Resources 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 Human Resources Standards

The Placer County Human Resources Department operates as an Approved Local Merit System (ALMS) and, as such, is charged with ensuring that the Human Resources systems and programs are in conformance with the California Local Agency Human Resources Standards (LAPS) as outlined in Government Code Sections 19800 -19810. The Civil Service Commission oversees the Human Resources 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 Placer County Civil Service Commission's oversight of the Human Resources 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

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

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

Members of the Civil Service Commission

The five (5) member Civil Service Commission (CSC) 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, Human Resources 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://placer.ca.gov/departments/humanresources/csc>

Commissioner Rick Ward (Chair)

APPOINTED BY: BOS – Supervisor Holmes

EXPIRES: 8/24/2017

Commissioner Andrae Randolph (Vice Chair)

APPOINTED BY: BOS - Supervisor Duran

EXPIRES: 5/19/2020

Commissioner John Costa

APPOINTED BY: BOS – Supervisor Uhler

EXPIRES: 10/15/2016

Commissioner Ronald LeDoux

APPOINTED BY: BOS – Supervisor Weygandt

EXPIRES: 8/14/2019

Commissioner Don Nelson

APPOINTED BY: BOS – Supervisor Montgomery

EXPIRES: 8/14/2019

CSC Attorney

Bill Wright, THE WRIGHT LAW OFFICE

2828 Easy Street, Suite 3

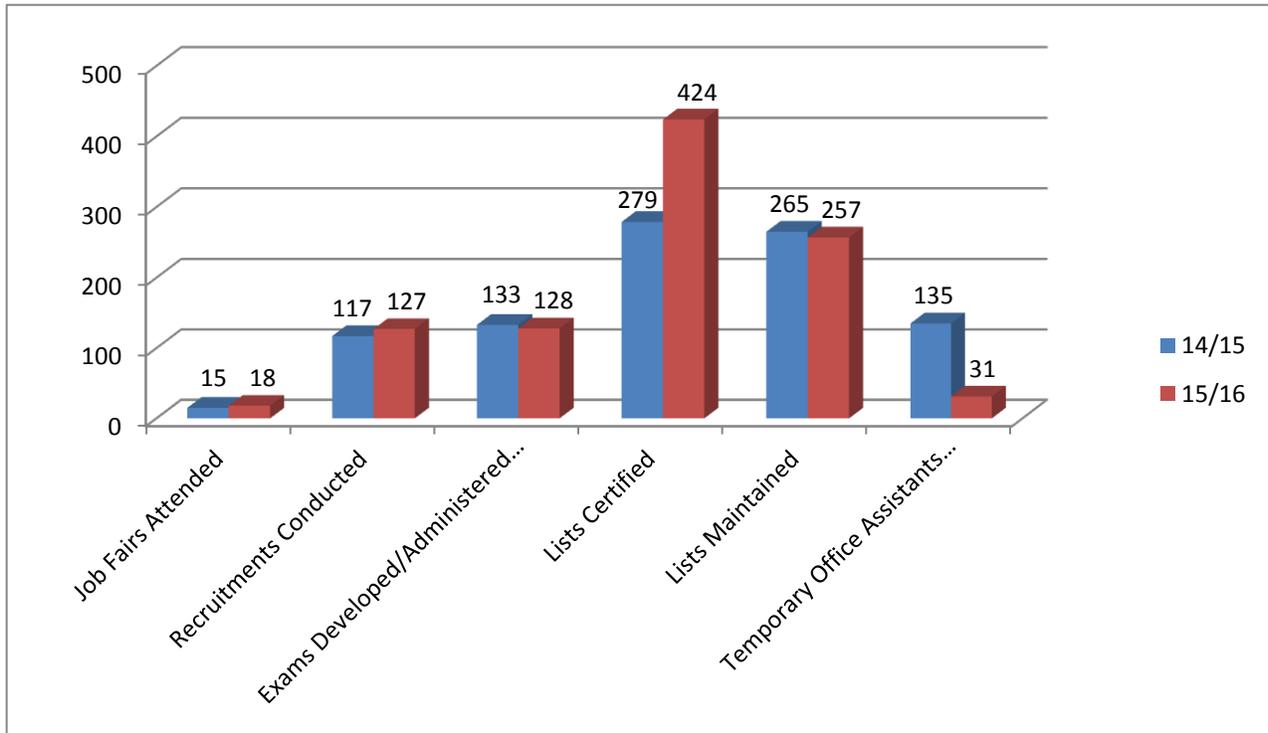
Placerville, California 95667

Commission Staff:

Lori Walsh, Human Resources Director

Dawn McCollum, Commission Clerk

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 Human Resources 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 Human Resources 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 Human Resources 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 Human Resources Department can

also assist in identifying outreach organizations whose readers/customers meet the specific requirements of the vacancy being filled. The department's assigned Human Resources 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 Human Resources 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:* When 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 Human Resources 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 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 Human Resources Department may work with SME's to arrange to have a departmental representative attend the job fair in conjunction with Human Resources 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 needed, either via web/email notifications, flyers, or meetings/conferences.

Exam Development and Administration

Based on the results of a job analysis, the Human Resources 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 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 Human Resources 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 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.

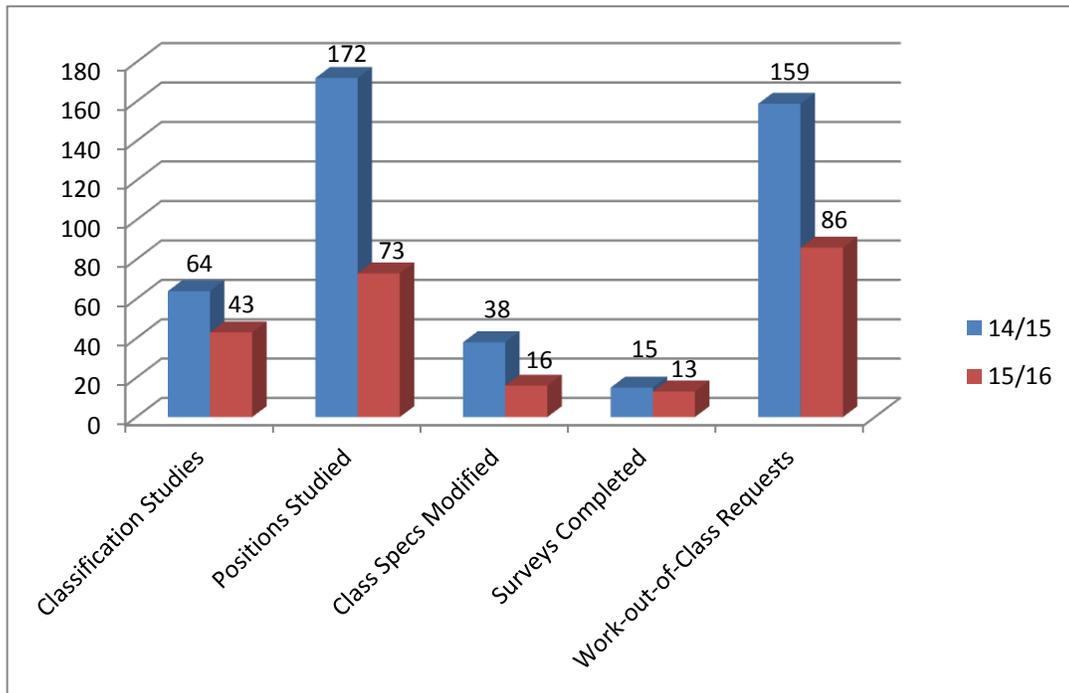
The department hiring/selection interview is a less formal/structured process than the examination process. Such interviews are typically conducted by the hiring manager or immediate supervisor and the focus is more on learning about the individual candidate, determining whether he/she would be the right '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 15/16

While the number of recruitments and exams remained similar to the number in FY 14/15, the increase in the number of lists certified can be attributed to a greater number of continuous recruitments which results in a greater number of lists being certified more often over the course of the year. Additionally, the Temporary Office Assistant (TOA) program began to be diminished during FY 15/16 which is reflected in the total number of TOA's being managed by the HR Department.

MERIT PRINCIPLE 2 CLASSIFICATION



The County of Placer has a centralized classification system administered by the County's Human Resources Department. Allocations of positions to departments and changes in the allocation of positions are requested by departments and recommended by the Human Resources 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 Human Resources 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 Human Resources 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 Human Resources 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 to update the existing specification. All Human Resources Analysts are trained in best practices for classification work with '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 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 result from 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 as supported by a performance evaluation.

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

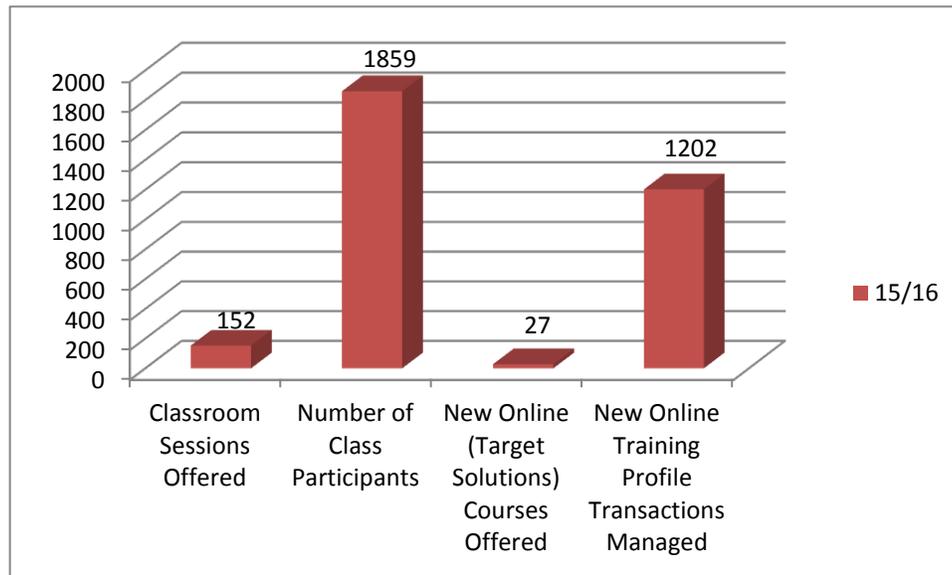
<http://placer.ca.gov/departments/humanresources>

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

Metrics for FY 15/16

The difference between the metrics in FY 14/15 and FY 15/16 can be attributed to the large Information Technology classification study which was conducted in FY 14/15. The number of work-out-of-class requests has continued to diminish from previous years due to the recession when hiring freezes precluded vacancies from being filled and required that staff work at levels above their current classifications.

MERIT PRINCIPLE 3 TRAINING



Responsibility for staff learning and development transferred from the County Executive Office Organizational Development division to the newly created Human Resources Department. In the transition, compliance with LAPS as stipulated in Attachment D continues to be accomplished through the delivery of courses that meet federal and state-mandates. Beyond mandated courses; the Human Resources Department has identified the following goals in expanding and enhancing oversight of the learning and development programs and employee engagement activities as described below:

- ✓ Develop and implement a needs assessment survey of County staff to elicit specific career development training needs;
- ✓ Develop a career development training plan that is responsive to the needs expressed by staff and that builds on a curriculum of developmental training;
- ✓ Solicit input from subject matter experts (both internal and external of the County) to assess available training options that coincide with the results of the staff survey and the curriculum of training design;
- ✓ Develop and implement a plan for coordinating the various employee engagement activities as assigned to include the preparation of a project management timeline that delineates the roles of various department representatives and staff resources;
- ✓ Lead the creative effort to develop employee onboarding programs and provide assistance in recruitment outreach efforts;
- ✓ Prepare a report related to the County's centralized and de-centralized onboarding practices and make recommendations on improvements or modifications with a focus on the current 'new employee orientation' session. In the context of the report, include options

for collaborating with departments including the assigned HR staff; automating the onboarding process including benefit enrollment and improvements to the documents and information contained on the County's intranet for accessing employee information;

- ✓ Identify options for creating education cohorts accessible to County employees to enable staff to pursue advanced education, degrees and/or certificates;
- ✓ Explore options for implementing a county-wide mentoring program.

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 including a "Supervisory Readiness" class 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 Human Resources Information, including
 - Civil Service System and Policies
 - Probationary Periods and Performance Appraisal
 - Pay, Benefits and Leave provisions
 - Preventing Harassment, Discrimination and Retaliation
 - Union Rights and Information

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 the Human Resources Department with a copy to the Department Training Coordinators. Attendance at mandated training is tracked at the department level. In addition, the Human Resources Department generates a quarterly summary with notices to County Department Directors and the Human Resources 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 and every two years thereafter.

Employees are informed of the County's EEO and non-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 includes an employee acknowledgement of a review and understanding of policies.

New employees also complete an on-line discrimination and sexual harassment awareness program with an overview of Title VII of the Civil Rights Act and all state EEO laws 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 15/16:

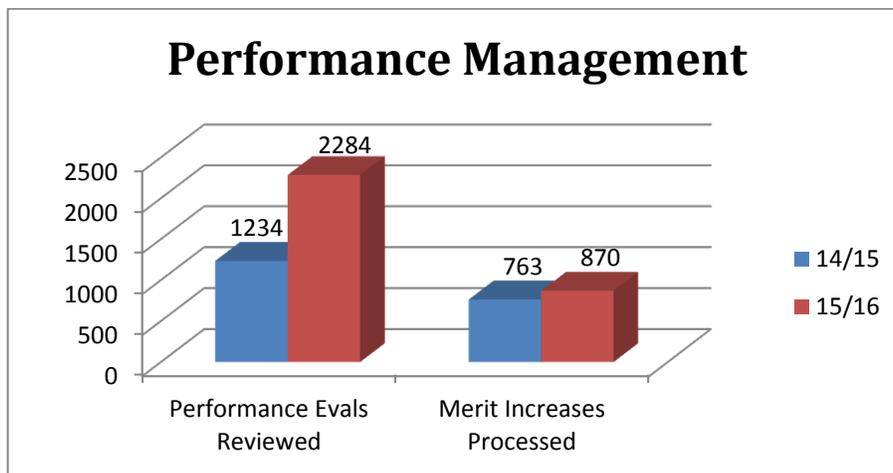
The Training and Organizational Development Division of the County Executive's Office was transferred to the newly formed Human Resources department in October 2015. As a result, there is no comparative data for FY 14/15.

In the area of supervisory skill development, the HR Department led the effort to provide instruction and training on 'Effective Performance Evaluations' over 29 separate sessions that were hosted in Auburn, Rocklin and Tahoe. A total 401 employees attended the training. The Supervisor Leadership Training series was provided by the Organizational Development Division of the CEO's office in the Fall of 2014 and Spring of 2015 prior to the transition of OD to the newly formed HR Department in the Fall of 2015. A total of 196 employees attended the classes.

MERIT PRINCIPLE 4 RETENTION OF PERMANENT EMPLOYEES

Placer County firmly believes that performance evaluation 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 evaluations. 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 merit 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 evaluation prior to placement in the official personnel file.



Performance Evaluation Process

Placer County uses a competency based performance management program maintained by the Human Resources 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 Human Resources Department administers the performance evaluation program in

compliance with LAPS (Attachment E), including the recently implemented ePerformance module of the ACORN payroll/HR software application. Evaluation form templates are customized for each of the thirteen job families and made available to supervisors on-line. An on-line employee self-assessment form is provided as an optional step. The County's intranet site includes links to a number of resources including tips, instructions and tools for the supervisors to support the performance evaluation program.

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. Human Resources Analysts provide support and coaching to supervisors when an employee's performance needs improvement.

Merit Increases

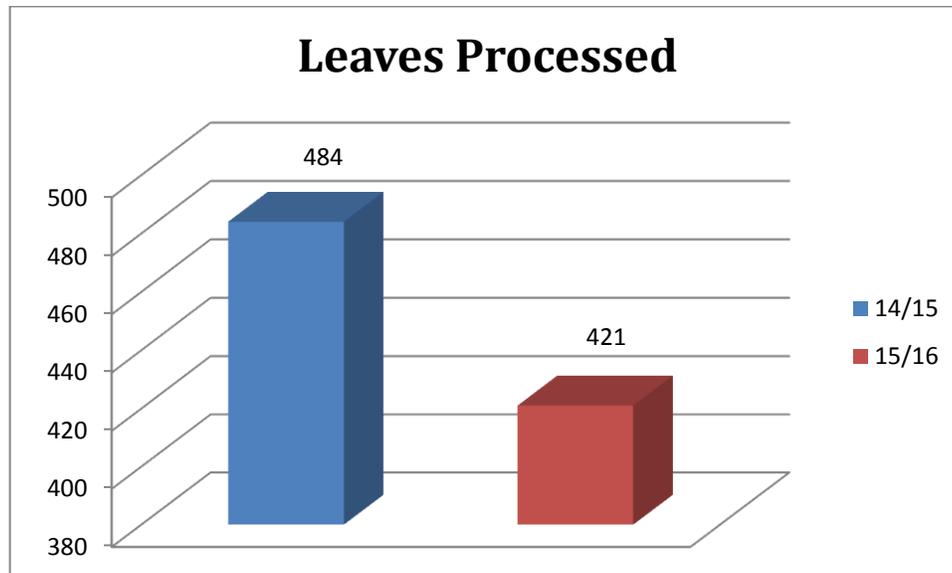
Placer County policy makes a direct link between performance evaluation and merit step advancements. County Code Section 3.04.650 states that requests for step increases must be accompanied by performance reports and submitted to the Civil Service Commission for approval. Processing of satisfactory performance evaluation and standard step increases has been delegated to the Human Resources Director, but the Civil Service Commission routinely reviews evaluations 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 the merit request to the appointing authority for revision.

Performance Evaluation Training

The Human Resources Department provides supervisors with multiple training opportunities and tools related to the development of performance evaluations. 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 ePerformance system is provided through the County's intranet. Supervisors can access numerous tools, tips, instructions and forms as well as general information about performance management.

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

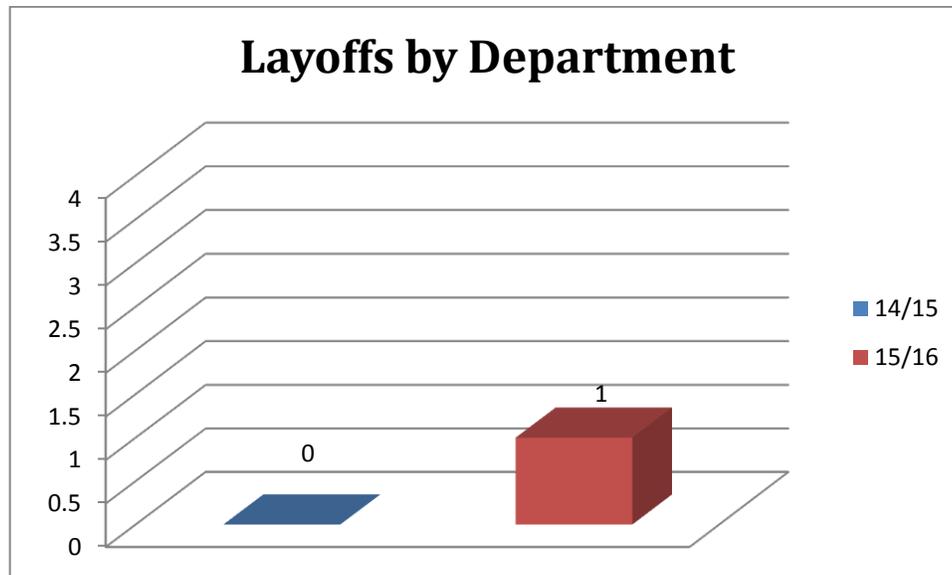
In summary, Placer County provides a comprehensive performance evaluation system and monitoring process for the departments to use in managing performance of employees. There is also performance management training and support available for supervisors on-line and from the Human Resources Department.



Leaves of Absence and Return to Work

The Human Resources Department administers employee leaves in compliance with ADA, 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, Human Resources Department staff consult with supervisory or management staff at the department level 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.

Interactive sessions required under the ADA and/or return to work coordination is managed through the ADA/Leave Coordinator as part of the Human Resources Department staff.



Separation of Employment

Permanent employees may be separated for cause. Causes for discipline are included in the County Code, Section 3.08.1190. Performance evaluations 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 15/16

Performance Management

The number of performance evaluations reviewed by the HR Department significantly increased during the past fiscal year due to the transition from two separate performance evaluation platforms to one on-line version. This transition necessitated that evaluations be completed in a timely way in order for the new software application to be introduced.

Layoffs

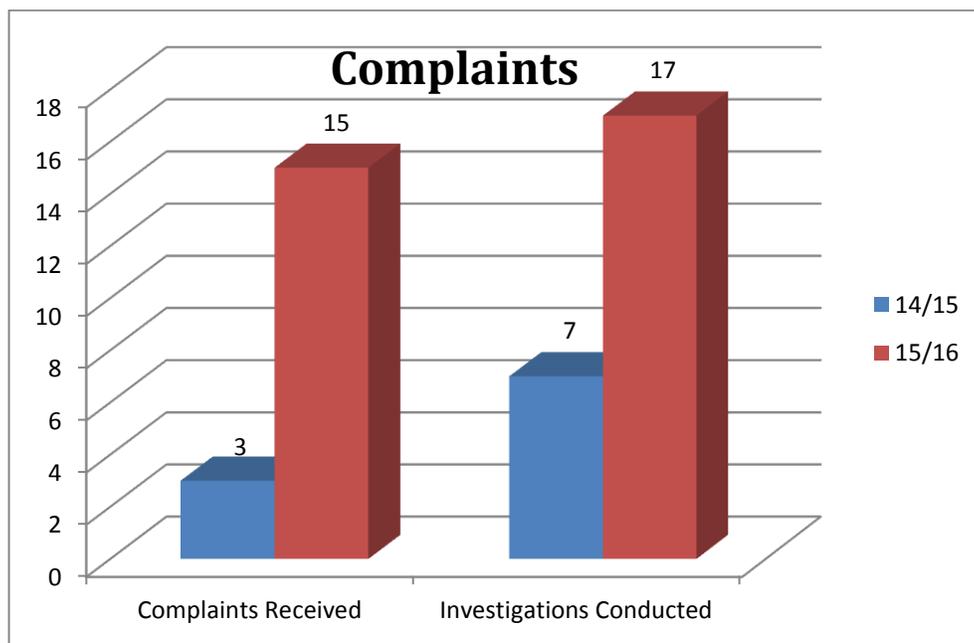
The closure of the County's wastewater treatment facilities resulted in a reduction in force. Efforts were made to identify positions to which employees subject to layoff could transfer or demote which provided options for all but one staff member who was ultimately laid off.

Leave management

The number of processed leaves is driven by individual employee circumstances and managed by HR staff in compliance with various State and Federal leave laws and MOU provisions.

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 and delegation of responsibilities to include a detailed discussion of the roles and responsibilities of the Human Resources 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 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 Human Resources 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.

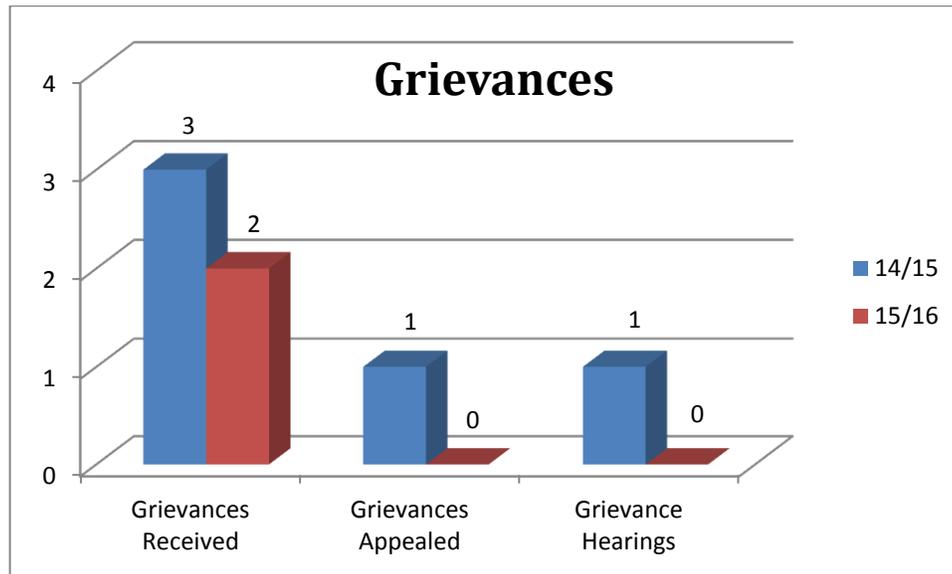
County policies against discrimination are communicated as part of new employee orientation where employees are provided with a review and copy of the County's policies on discrimination, harassment and retaliation and annually during the performance evaluation discussions. Employees annually acknowledge 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 Human Resources Department's website. Additionally, as part of the new employee orientation, employees are advised that the County's "...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 Human Resources 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, establishing representation units, recognition of employee organizations, election proceedings, and administration.

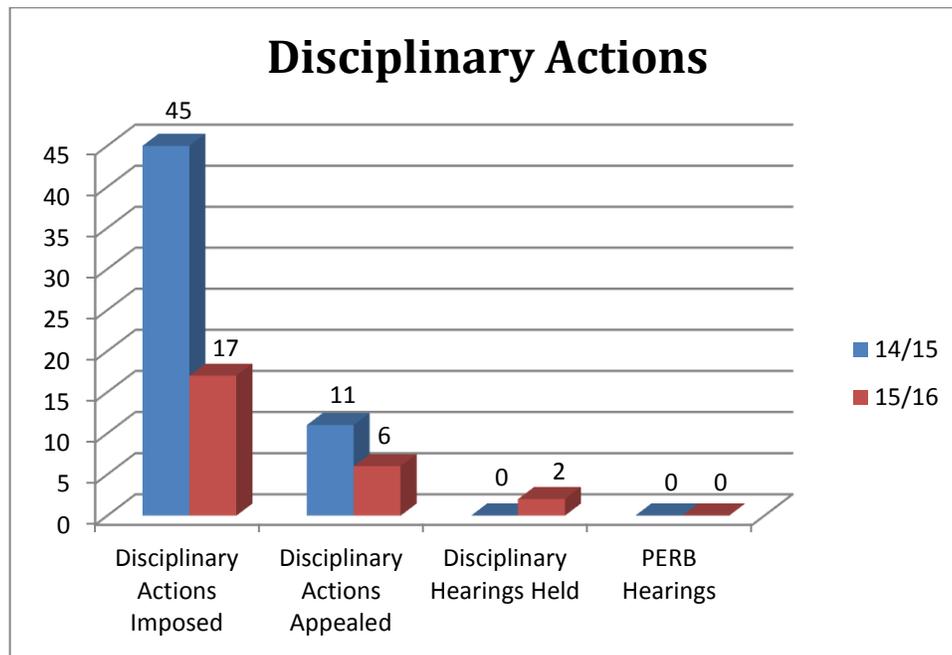
The Human Resources Department takes the lead in developing strategies for labor negotiations, serves as subject matter experts on personnel practices and provides advice on matters of policy or implementation strategies for payroll/benefit changes. The MOU provisions work in conjunction with County Code provisions related to Human Resources 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. Each Memorandum of Understanding also includes the grievance procedure. Persons having a grievance are strongly encouraged to make every effort to resolve their grievance by discussion with the person causing the grievance. Human Resources Department Staff are available to 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 Human Resources 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

The process to initiate 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 authority 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 (3.08.1190) and include, but are not limited to, dishonesty, incompetence, inefficiency, insubordination, etc. The County follows the progressive discipline process, which includes informal discipline in the form of verbal counseling, written counseling, letter of reprimand and formal discipline from suspension to termination.

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 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.

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, all admitted evidence being retained and the written final decision of the Commission. 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 Human Resources 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 Human Resources 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 Human Resources Director, then the appeal begins at step 3 of the grievance process. If the appellant is not satisfied with the Human Resources 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 Human Resources 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.

Human Resources Staff monitor the process and consult with employees and/or their 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 15/16

Harassment/Discrimination/Retaliation

There was a significant increase in the number of complaints received and investigations conducted during the most recent fiscal year. The majority of the complaints alleged a hostile work environment.

Grievances

The number of grievances received did not vary significantly from the previous fiscal year and no grievance hearings were held although mediation sessions were facilitated by the Human Resources Director.

Disciplinary Actions

There were a diminished number of disciplinary actions imposed or appealed from the previous fiscal year although a greater number of appeal hearings were held in FY 15/16.

MERIT PRINCIPLE 6 POLITICAL RIGHTS AND PROHIBITIONS

The Local Agency Human Resources 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 Human Resources 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

*Note that the Personnel Rules have not been amended or modified to reflect the transition of references from Personnel to Human Resources

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 Human Resources Department. Recruitment and selection services are provided by the Human Resources Department working closely with the hiring departments. The Human Resources 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 staff may be hired from a probationary/permanent list or from a specific extra help recruitment, established specifically for extra help. The manner in which eligibles are hired is the same for those who would be hired for probationary/permanent staff. 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, an extra help employee may not transition to permanent status if he/she was hired from an extra help only eligible list. Extra help assignments are not made to vacant permanent positions and staff are not 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 Human Resources 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 Human Resources 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 Human Resources 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;

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 Human Resources 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 Human Resources 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 Human Resources 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.*