MEMORANDUM
HUMAN RESOURCES

TO: Board of Supervisors DATE: March 22, 2016

FROM: Lori Walsh, Human Resources Director

SUBJECT: Creation of the Deputy Director - Human Resources Classification

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ACTION REQUESTED

Introduce an ordinance amending the un-codified Schedule of Classifications and Compensation Ordinance related to the creation of the Deputy Director - Human Resources classification and placement into the unclassified service. Oral reading waived.

Background

As a result of the meeting held March 14, 2016, the Civil Service Commission is recommending placement of the Deputy Director - Human Resources position in the unclassified service based on the CSC's assessment that placement of the position into the unclassified service is consistent with the Placer County classification plan.

Basis for Recommendation:

As the Human Resources Department continues to evolve, which includes the incorporation of programs and activities previously managed by the County Executive's office, the requisite resources are being identified. Integral to the development of the combined Human Resources Department is the creation of a new classification intended to provide oversight of two major divisions of the Human Resources Department that provide diverse, but related programs – namely Human Resource Services and Strategic Support. These positions will provide key/critical oversight of the ongoing development of the Strategic Plan which has been in the process of development since last Fall and which is anticipated to be reviewed with external stakeholders in the upcoming weeks to assure that this reorganization streamlines and solidifies the approach by which services to all HR stakeholders and customers are delivered, facilitated by implementation of a comprehensive departmental reorganization.

The addition of these positions, which is supported by the County Executive's Office and the Civil Service Commission, are part of a long term plan to ensure technical, functional and administrative depth in all areas. This organizational model represents the needs of the Department for the next few years and represents a staffing model that will evolve as major initiatives are addressed and programmatic changes occur. As vacancies arise within the department, this organizational plan will be reviewed and adjusted as compared to the Strategic Plan. It is important that these positions be added now since the Department is in the early stages of formation, change is underway and there is great momentum for addressing the needs identified in the strategic planning efforts.

As detailed in the attached classification specification, the Deputy Director would be responsible for managing various programs within the assigned division and coordinate efforts between divisions and with other departments in addition to providing highly complex staff assistance to the Director and Assistant Director.

For example, when assigned to the Human Resources Services division, the Deputy Director has responsibility for oversight of program areas including recruitment and retention, learning and employee engagement, investigations and employment and labor relations. Further, the Deputy Director assigned to this division would be regarded as the labor relations subject matter expert with responsibility for the following:

- Manage, supervise, lead, direct and represent the County in labor negotiation sessions, meet and confer sessions, and other labor relations matters;
- Provide guidance and advice on all aspects of employment and labor relations matters to line staff, managers, executives and other stakeholders;
- Develop, maintain, and implement policy/procedures including recommended changes or updates to the personnel provisions of the Civil Service Rules for the Classified Service;
- Review, monitor, lead and direct the work of management and professional staff in all aspects of employment and labor relations matters;
- Develop and implement labor strategy across all employee groups; participate in negotiations and other labor meetings;
- Ensure timely, accurate and complete compliance with all employment and labor relations related laws, rules, policies and procedures;
- Prepare accurate and timely written and verbal responses to employment and labor relations matters;
- Conduct training on a variety of employee/labor relations related topics.

Critical projects/activities for this position identified through a preliminary SWOT (strengths, weakness, opportunities, threats) analysis include:

- Developing and implementing a comprehensive labor strategy across all employee groups;
- Monitoring legislative impacts to current policies and procedures and implementing changes to personnel rules and MOU's to ensure accuracy, consistency and eliminate redundancies;
- Oversight of the learning and development division to create an enhanced employee onboarding program (incorporating automation as appropriate), countywide mentoring program, development of educational cohorts and curriculum development for career path development to assist with succession planning and retention of valued human resources;
- Oversight of the recruitment division to utilize technology and social media for greater outreach to qualified applicants.

When assigned to the Strategic Support division, the Deputy Director has responsibility for program areas including budget and fiscal management including contract administration and record retention, benefit administration and technology/information systems. In addition to providing oversight of these program areas, the Deputy Director assigned to Strategic Support would be required to have subject matter expertise in benefit administration and be responsible for the following:

- Monitor fiscal practices to ensure accuracy and integrity; initiate and implement internal operating procedures, policies, and controls;
- Prepare technical reports, correspondence, and contracts for services;
- Coordinate and review the preparation of ordinances, legislation, project proposals, and other documents, and makes presentations to the Board of Supervisors or executive managers;
- Oversee the technology function to assure that operational requirements are translated into system requirements for the purpose of enhancing the department's use of technology;
- Oversee the development of the department's annual budgets and monitor revenue and expenditure transactions;
- Evaluate all benefit plans and providers and make recommendations for changes;
- Conduct fiscal analysis and prepare cost projections including labor proposals;
- Identify operational problems and formulate appropriate solutions.

Critical projects/activities for this position identified through a preliminary SWOT (strengths, weakness, opportunities, threats) analysis include:

- Evaluating all benefit plans/providers and assessing benefit options for all employee groups to find efficiencies;
- Developing a Request for Proposal to outsource the County's flexible spending account program and COBRA administration;
- Quarterly evaluation of all benefit cost drivers and comparison of rates vs fund balance;
- Assessment of the administration of the County's benefit programs for other jurisdictions;
- Assessing efficiencies and ensuring cross training for managing leaves of absence;
- Capitalizing on automation to provide greater access and information for applicants and employees;
- Monitoring fiscal practices to ensure accuracy, integrity and internal controls;

The salary level identified for this position (Salary Grade 457 - $8,823 - $10,725/monthly) represents an appropriate relationship between the Assistant Director and the next level management classifications. The placement of this position into the unclassified service is consistent with the classification plan given the nature of the work, fiscal responsibility and level of independent authority.

FISCAL IMPACT

Salary and benefit costs to create the Deputy Director – Human Resources position is estimated to be $198,000 currently available through the Community and Agency Support account which was created to offset costs affiliated with organizational efficiencies and consolidations. Funding is included in the FY 16/17 proposed budget as recommended by the County Executive's Office.

Attachment 1 – Draft Job Specification
Attachment 2 - Ordinance

DEPUTY DIRECTOR – HUMAN RESOURCES

(DRAFT)

Unclassified

DEFINITION: To plan, organize, direct, and manage the activities of an assigned operational unit within the Human Resources Department, to coordinate assigned activities with other divisions and departments; and to provide highly complex staff assistance to the Director and Assistant Director.

DISTINGUISHING CHARACTERISTICS: The Deputy Director level recognizes positions that assume full functional responsibility for a major division that provides diverse, but related, programs. This position is distinguished from the Personnel Services Manager classification in that the latter functions at the manager level and as such recognizes a position that exercises full line and functional management responsibility for employees within a division or program area.

SUPERVISION RECEIVED AND EXERCISED

Receives general direction from the Assistant Human Resources Director.

Exercises direct supervision over management, supervisory, professional, technical, and clerical personnel.

EXAMPLES OF DUTIES

Essential Functions:

- Develop Divisional goals and objectives; develop and implement Division policies and procedures.
- Coordinate communications and working relationships with County customer departments, outside service providers and other agencies.
- Develop and implement assigned Division work plans; assign work activities, projects and programs; monitor work flow; review and evaluate work products, methods and procedures.
- Prepare the assigned Division budgets; assist in budget implementation; participate in the forecast of funds needed for staffing, equipment, materials and supplies; administer the approved budget.
- Recommend the appointment of personnel; provide or coordinate staff training; conduct performance evaluations; implement discipline necessary for the efficient and professional operation of the assigned Divisions.
- Build and maintain positive working relationships with co-workers, other County employees and the public using principles of good customer service.
- Represent the Human Resources Divisions to outside agencies and organizations; participate in outside community and professional groups and committees; provide technical assistance as necessary.

- Research and prepare technical and administrative reports; prepare written correspondence.
- Consult with and advise other County Departments on matters relating to Human Resources divisions.
- Acts as liaison with other public and private agencies and provides information to County departments, the public, and agency representatives on departmental activities;
- Performs special studies or projects as assigned by the Director or his/her designee;
- Performs other duties as assigned.

In addition to the above, when assigned to Human Resources Services Division:

- Manage, supervise, lead, direct and represent the County in labor negotiation sessions, meet and confer sessions, and other labor relations matters;
- Provide guidance and advice on all aspects of employment and labor relations matters to line staff, managers, executives and other stakeholders;
- Develop, maintain, and implement policy/procedures including recommended changes or updates to the personnel provisions of the Civil Service Rules for the Classified Service;
- Review, monitor, lead and direct the work of management and professional staff in all aspects of employment and labor relations matters;
- Develop and implement labor strategy across all employee groups; participate in negotiations and other labor meetings;
- Ensure timely, accurate and complete compliance with all employment and labor relations related laws, rules, policies and procedures;;
- Prepare accurate and timely written and verbal responses to employment and labor relations matters;
- Conduct training on a variety of employee/labor relations related topics.

In addition to the above, when assigned to Strategic Support Division:

- Initiate and implement internal operating procedures, policies, and controls;
- Prepares technical reports, correspondence, and contracts for services;
- Coordinate and review the preparation of ordinances, legislation, project proposals, and other documents, and makes presentations to the Board of Supervisors or executive managers;
- Oversee the technology function to assure that operational requirements are translated into system requirements for the purpose of enhancing the department's use of technology;
- Oversee the development of the department's annual budgets and monitor revenue and expenditure transactions;
- Evaluate all benefit plans and providers and make recommendations for changes;
- Conduct fiscal analysis and prepare cost projections including labor proposals;

- Identify operational problems and formulate appropriate solutions.

KNOWLEDGE, SKILLS AND ABILITIES

Knowledge of:

- Laws, regulations, codes, and ordinances related to human resource management;
- State and Federal regulations, principles, practices and legislative processes as related to local government;
- Policy and procedure development and implementation related to human resource management;
- Funding practices of State and Federal agencies providing revenue sources;
- Principles and practices of supervision, training and performance evaluation;
- Principles and theories of public administration including general administration, human resources management, and fiscal management
- Current technology and trends in the profession.

When assigned to the Human Resources Services Division:

- Principles, practices, methods and techniques related to labor relations activities in the public sector, interest based bargaining, and applicable state and federal laws and regulations;
- Principles and practices of leadership, motivation, team building and conflict resolution.
- Organizational and management practices as applied to the analysis and evaluation of programs, policies and operational needs.

When assigned to the Strategic Support Division:

- Federal and State statues, rules and regulations applicable to employee benefits plans, cafeteria plans and deferred compensation and related plan administration, including continuation of benefits, Internal Revenue Code and Treasury regulations, Federal and State family leave laws, Health Insurance Portability and Accountability Act and Public Employees Retirement System requirements
- Principles and practices of health and welfare benefits administration; employee benefits options; methods and techniques of contract administration;
- Principles of public administration, including budgeting and personnel management; principles and techniques of financial reporting and record keeping;
- Principles and practices of business and systems analysis.

Skills and Abilities to:

- Plan, organize, and direct the activities of divisional staff;

- Coordinate departmental services with County departments and public/private agencies;
- Ensure that departmental activities conform to Federal, State, and local laws and regulations;
- Identify and creatively resolve problems within regulated and legislated parameters;
- Prepare executive-level correspondence and reports;
- Supervise, train, mentor and evaluate the work of subordinate staff;
- Prepare and persuasively deliver public presentations on the department's initiatives, activities, functions, and issues to a wide variety of audiences;
- Establish and maintain effective working relationships and communicate effectively with a wide variety of management, employees, employee representatives, representatives from government, industry, media, and other agencies, and the public, all representing diverse cultures and backgrounds;
- Handle situations which require a high degree of sensitivity, tact and diplomacy.

When assigned to the Human Resources Services Division:

- Effectively represent the County in meetings with its bargaining unit representatives and in labor negotiations;
- Prepare clear, concise and complete analysis, proposals, reports and other written materials in the field of labor relations, interest-based bargaining and related subjects;
- Maintain accurate records, interpreting and applying appropriate provisions of applicable laws, regulations, policies and memoranda of understanding;
- Coordinate and negotiate multiple contracts, other dispute resolution agreements and meet critical deadlines;
- Research and analyze complex problems, evaluating varied information and data, either in statistical or narrative form, and exercising sound independent judgment within established guidelines;
- Problem-solve labor issues; remember various rules; and explain and interpret policy.

When assigned to the Strategic Support Division:

- Implement and maintain a comprehensive benefits program;
- Monitor program compliance with legal requirements;
- Analyze information and material related to benefits services;
- Monitor fiscal practices to ensure accuracy, integrity and internal controls;
- Analyze business data in order to identify trends, resolve problems, and recommend potential areas of process improvement or technology enhancements based on departmental goals and objectives.
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MINIMUM QUALIFICATIONS

Experience and Training

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

Experience: Five years of increasingly responsible experience in public sector human resources administration, including four years of administrative and management responsibility in designated area(s).

Training: Equivalent to a Bachelor's degree from an accredited college or university with major course work in public administration, business administration, or a related field. A Master's degree is desirable.

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

Before the Board of Supervisors
County of Placer, State of California

In the matter of: An ordinance amending the un-codified Schedule of Classifications and Compensation Ordinance, regarding the creation of the Deputy Director - Human Resources.

Ordinance No.: _____

Introduced:_____

The following Ordinance was duly passed by the Board of Supervisors of the County of Placer at a regular meeting held_____, by the following vote on roll call:

Ayes:

Noes:

Absent:

Signed and approved by me after its passage.

_____
Chair, Board of Supervisors

Attest:

_____
Clerk of said Board

THE BOARD OF SUPERVISORS OF THE COUNTY OF PLACER, STATE OF CALIFORNIA, DOES HEREBY ORDAIN AS FOLLOWS:

The un-codified Schedule of Classifications and Compensation Ordinance is hereby amended as follows: (Additions to ordinance shown in bold and underline, deletions shown with strike-through.)

Section 1. That the un-codified Schedule of Classifications and Compensation Ordinance is hereby amended to read as follows:

ADMIN CODE	CLASSIFICATION TITLE	SALARY PLAN — APPENDIX	GRADE
11762	**Deputy Director – Human Resources**	MNGT	457

Section 2. That this ordinance shall be effective the first day of the pay period following adoption.

Section 4. That this ordinance amendment is adopted as an un-codified ordinance.