MEMORANDUM
HUMAN RESOURCES

County of Placer

TO: Board of Supervisors DATE: March 22, 2016

FROM: Lori Walsh, Human Resources Director

SUBJECT: Creation of the Business Process Analyst Classification, and a Salary Adjustment to the Child Support Supervisor Classification.

ACTION REQUESTED

Adopt an Ordinance, introduced on March 8, 2016, amending the un-codified Schedule of Classifications and Compensation Ordinance and the un-codified Allocation of Positions to Departments Ordinance, regarding the creation of the Business Process Analyst and approving a salary adjustment to the Child Support Supervisor classification from salary Grade GNRL 91 ($26.05 to $31.66/hourly) to GNRL 103 ($28.72 - $34.91/hourly).

BACKGROUND

As a result of the meeting held February 8, 2016, the Civil Service Commission is recommending creation of the classification of Business Process Analyst and an adjustment of salary in the Child Support Supervisor classification.

Business Process Analyst

The request to create the classification of Business Process Analyst was the result of managing a myriad of projects related to maintaining and developing various Human Resource Information Systems. The Auditor Controller's Office, County Executive's Office and the Human Resources Department each contribute staff resources to assist in the implementation of technology projects that relate to the payroll/benefit software application program.

The fundamental job responsibility of the Business Process Analyst would be to elicit and document business, organizational systems and/or operational requirements for the purpose of developing and/or recommending effective business solutions for assigned department(s). Simply stated, incumbents in this classification will be expected to attain an in-depth understanding of the business needs and functions of department customers.

It is anticipated that the creation of this classification, with work assigned to the Auditor Controller's Office, the Human Resources Department and the County Executive's Office, would serve as a facilitator to combine business expertise with information technology and assist in managing projects.

This classification is recommended to be placed at the management level. The compensation for this classification is aligned with the Management Analyst classification series and is proposed at the level equivalent to Senior Management Analyst, Grade 432 ($6744- $8195/monthly) based on the scope of responsibility and level of work performed.

Child Support Supervisor Salary Adjustment

During negotiations between the Placer Public Employee's Organization (PPEO) and Placer County, for the Memorandum of Understanding (MOU) from 1/1/2014 to 6/30/2017, it was agreed in section 15.03 that a classification review of the Child Support Specialist series, including Child Support Specialist I/II/Senior, Child Support Supervisor and Senior Child Support Supervisor would be conducted by the Human Resources (HR) department beginning 60 days following the Union ratification and board approval of the MOU.

As negotiated, the Human Resources Department, with the assistance of Shellie Anderson, Bryce Consulting, conducted a classification review of the Child Support Services classification series. As a result of the review, all of the positions were determined to be appropriately classified. At the completion of the classification study an internal salary review revealed that the Child Support Supervisor salary was not in line with other similar county job classifications requiring the same scope of work. Salary negotiations with PPEO resulted in an agreement to modify the salary for the Child Support Supervisor classification changing the salary Grade from GNRL 91, to the salary Grade of the Senior Child Support Supervisor salary level of Grade GNRL 103.

FISCAL IMPACT

Salary and benefit costs to create the Business Process Analyst position is estimated to be $180,000 which is currently available in the Countywide Systems budget – the position(s) will report to the County Executive Office. It is anticipated that the salary increase for salary adjustments to the Child Support Supervisor classification will be an additional $21,500 annually which will be absorbed by the Child Support Department's current budget and will not impact the County's general fund.

ATTACHMENTS

Attachment 1 – Draft Job Specification
Attachment 2 - Ordinance

Placer County
February 2016 - DRAFT

BUSINESS PROCESS ANALYST

DEFINITION:

Under general direction, this position works to elicit and document business, organizational systems and/or operational requirements for the purpose of developing and/or recommending effective business solutions for assigned department(s). Incumbents in this classification will be expected to attain an in-depth understanding of the business needs and functions of department customers. The incumbent serves in a facilitator and liaison capacity to combine business expertise with information technology and assists in managing system enhancements, modifications, upgrades, and/or other department-wide changes.

DISTINGUISHING CHARACTERISTICS: Incumbents in this classification work in partnership with department and information technology staff on a variety of projects relating to enterprise-wide system needs. Incumbents exercise broad discretion in determining the work methods and assignments. This classification is distinguished from the Information Technology Analyst in that the Business Process Analyst directs, plans, and manages system implementation projects from the functional, non-technical perspective. This includes gathering, documenting, and recommending new, functional business system solutions or enhancements in the implementation of information technology projects; the analysis of system structure, system configuration, workflow, and work processes; and business process re-engineering.

The Business Process Analyst is distinguished from the Information Technology Specialist in that the Information Technology Specialist provides effective technical support for network systems and business applications requiring advanced, specialized technical knowledge and performs a variety of technical support duties pertaining to computer systems and related equipment. In contrast, the Business Process Analyst is responsible for the conceptual and operational aspects of adapting information systems to department needs, as well as working with departments to change their business processes to work with existing systems so that customization is not needed, and for communicating those needs and changes to information systems professionals. For this reason, the Business Process Analyst must possess a broad and detailed knowledge of business policies, programs, and practices as well as knowledge of systems analysis for all County departments.

SUPERVISION RECEIVED AND EXERCISED: Receives general direction from higher level management staff in coordination with related technology implementation steering committee(s).

May exercise technical and functional supervision over project teams.

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

- Consult with functional unit management and personnel to identify, define and document business needs and objectives, current operational procedures, problems, and input and output requirements;
- Define and conduct best-practice studies by researching and benchmarking other departments and/or agencies. Evaluate existing County business process models to identify potential areas for automation and streamlining.
- Identify ways to more effectively utilize County resources, and eliminate waste and duplication. Seek ways to continuously improve the policies, procedures, definitions, and standards to enhance the delivery and security of County services.
- Conduct studies of departmental operations and management systems through analysis of organizational structure, information flow, records management, work methods, job descriptions, staffing patterns and functions, and by conducting gap/fit analyses; participate in discussions of departmental goals and objectives with senior management.
- Design and develop solution testing plans, strategies and quality management tools to ensure appropriate results prior to final implementation; review solution defects and makes strategy adjustments as needed; plan implementation timeline.
- As a member of a cross-functional team, lead, conduct, and participate in the collection, identification, analysis, and validation of business cycle information, including key performance indicators; ensure the correct selection, analysis and interpretation of data and the identification of business trends.
- Direct, plan, develop, and write formal documentation of business and functional specifications, describing customer business requirements; develop departmental forms, templates, documentation, and marketing and media support for employees, managers, and citizens.
- Analyze labor relations proposals during the County's negotiation process and state and federal legislation to evaluate the ability to implement needed system changes; design alternative, comparable counter-proposals needed for system compatibility.
- Conduct detailed analytic and data-based studies of departmental business functionality, including financial, program, and/or operational activities using explanatory and predictive modeling methods; develop business scenarios, options, priorities and alternatives; prepare cost and revenue projections.
- Design, implement, and maintain system set-up tables and parameters to ensure compliance with state and federal requirements; interpret and analyze new or updated regulations to identify needed system changes.
- Confer with hardware and software vendors; assist with the evaluation and selection of hardware and software applications.
- Identify, formulate and implement business rules, quality standards, policies and procedures; design and implement automated processes; create and generate reports and statistics to meet user and program requirements; interface with other departments, jurisdictions and users on regulations and reporting requests.
- Prepare complex analytical reports outlining study findings as well as process improvement solutions and analyses; develop cost allocations and indirect cost rate proposals based on third-party payer and/or other requirements.

- Prepare and present a variety of financial, statistical, and narrative documents, including charts, tables, and other visual data tools; prepares and answers correspondence and questionnaires; make graphic and oral presentations to individuals and groups.
- Develop as-is and to-be flow diagrams to document current and future processes; design complex data tools and system queries; assist in the development of departmental business systems security programs and processes.
- Develop training materials and provide training to system users regarding new or modified business systems.
- Communicate with customers and community organizations by making presentations, hosting clarifying meetings and training sessions, and providing other forms of written, oral, and multi-media communication; conduct presentations to executive and senior staff, Board of Supervisors, external public and private sector organizations and media outlets.
- Serve as business process resource on all matters involving the support, maintenance, enhancement, and upgrade of the County's integrated enterprise systems; provide functional support, analysis, and design specifications, as needed, to programming staff.
- Ensure that the necessary plans and resources exist to smoothly transition current business processes into the newly automated or updated solutions.
- Participate in special projects as required.
- Keep up-to-date on business functional areas.

MINIMUM QUALIFICATIONS:

Knowledge of:

- Principles and practices of project management on large business implementation or change management projects.
- Principles and practices of business and systems analysis including planning and monitoring, requirements management and communication, requirements analysis, and solution assessment and validation.
- Research methods and procedures.
- Principles and methods of communicating information through written and oral reports and presentations.
- Theories, principles, and methods related to the business process life cycle including the identification of key performance indicators, quantitative data analytics techniques and procedures associated with research, collection, compilation, statistical evaluation, and modeling of data.
- Methods of long-term strategic management and technical planning.
- Business class and process modeling, using case analysis, and functional story boards.
- Laws and regulations pertaining to area of assignment.
- Business and financial best-practices; methods of developing project documentation and business process specifications.
- Methods, metrics, tools and techniques of business process reengineering; procedures and methods for testing business functions.
- Standard techniques for identifying and defining logical relationships among data, processes or events.

- Use of various diagrams, including case, sequence, class, collaboration, state chart, activity and implementation diagrams.
- Team dynamics, team building and leadership.
- Principles of public administration, organization and management, business administration, marketing, and business information systems and practices.
- Application software including presentation, statistical, spreadsheet, project management, and word processing applications; business systems applications in finance, materials management (logistics) and/or human resources; principles and techniques of software and systems quality assurance and control.
- Quality assurance procedures and techniques.
- Principles and practices of technical problem solving.

Ability to:

- Analyze, evaluate and integrate business and/or systems processes and procedures in order to improve current practices; develop effective solutions for complex issues; develop a solid understanding of departmental business processes and technology requirements.
- Analyze business data in order to identify trends, resolve problems, and recommend potential areas of process improvement based on departmental goals and objectives.
- Work with users/customers to define, analyze and document system and user requirements and translate them into functional system design specifications that can be successfully executed.
- Manage large and/or multi-faceted projects of moderate to high complexity.
- Administer countywide client server applications; employ appropriate operating systems management.
- Adapt quickly to changes in policies, procedures, assignments and work locations; perform well under pressure.
- Recognize problems, develop recommendations and solutions, and oversee corrections.
- Analyze facts and exercise independent judgment and discretion in establishing, applying and interpreting policies and procedures.
- Develop flow charts, data flow diagrams, and fishbone diagrams.
- Translate technical information into non-technical terms.
- Perform well under pressure.
- Interpret technical concepts and develop and present information clearly and concisely, both orally and in writing for a wide variety of audiences.
- Coordinate and manage large groups of people from various business units or departments in the development of change management and business re-engineering projects.
- Supervise, coach and mentor professional and technical staff.
  Manage multiple tasks, develop effective schedules and work effectively in a diversified team environment; guide and support project team members, business managers, and staff; use appropriate style and approach to ensure team cohesiveness and cooperation.
- Establish and maintain cooperative working relationships with those contacted in the course of work.

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:** Three years of increasingly responsible experience conducting professional, quantitative analysis of financial, programmatic, and/or operational business data utilizing business analytics methodologies, as well as developing and presenting process improvement recommendations.

  Training: Equivalent to a Bachelor's degree in Management Information Systems, Business Administration, Public Administration, Business Analytics, Accounting, Finance, Human Resources, Computer Science, Office Automation, or a field closely related to the functional area of assignment.

- **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 and the un-codified Allocation of Positions to Departments Ordinance, regarding the creation of the Business Process Analyst and the salary adjustment of the Child Support Supervisor classification.

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 and the un-codified Allocation of Positions to Departments Ordinance are 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
11761	**Business Process Analyst**	MNGT	432
12710	Child Support Supervisor	GNRL	~~91~~ **103**

Section 2. That the un-codified Allocation of Positions to Departments Ordinance is hereby amended to read as follows:

COUNTY EXECUTIVE OFFICE			
	(a) Administration	**Business Process Analyst**	~~0~~ **2**

Section 3. That this ordinance shall be effective the first day of the pay period 30 days following adoption.

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