

**COUNTY OF PLACER
PERSONNEL DEPARTMENT
MEMORANDUM**

TO: Board of Supervisors
FROM: Nancy Nittler, Personnel Director *nn*
BY: Lori Walsh, Assistant Personnel Director *lw*
DATE: November 12, 2013
SUBJECT: Approval of a contract to conduct a classification and organizational study of information technology positions.

ACTION REQUESTED: Approve a contract with Cooperative Personnel Services HR Consulting for a classification and organizational study of Information Technology classifications countywide in the amount of \$66,425 funded by the Administrative Services Department a budgeted net County cost for the period of November 18, 2013 through November 18, 2014 and authorize the County Executive Officer to sign.

BACKGROUND:

On July 12, 2013, the County solicited quotes to identify firms and/or consultants to conduct a classification and organizational study of the Information Technology positions located throughout the departments and to make recommendations based on the evaluative findings. This resulted from discussions between the County Executive Office, Administrative Services Department and the Personnel Department.

As proposed, the Countywide Information Technology Classification Study will include a comprehensive analysis of the Information Technology classifications in order to accomplish the following:

1. *Review and update existing classification specifications as needed, and/or identify and develop new classification specifications as deemed necessary which are consistent with departments' needs and the Countywide classification plan;*
2. *Review the current organizational structure in order to ensure appropriate classifications reside in Administrative Services Information Technology and Telecommunications Divisions and County departments;*
3. *Identify up-to-date classifications and improvements and resources needed to maximize efficiency and consistency in the use of centralized and operating department staff, streamline current processes and work flow, and as a component for effectively recruiting and selecting staff to fill upcoming vacancies;*
4. *Determine class specification compliance with appropriate State and Federal regulations regarding employment and hiring as well as defining any qualifications and/or requirements related to staff assigned to work in County facilities.*

The last update to the County's Information Technology classifications occurred in 2001. Given the significant changes within the Information Technology field, our current classification structure and descriptions may not reflect current industry standards and practices. To help

ensure the success of this current endeavor, a committee of stakeholders from the Administrative Services Department, Personnel Department, and the County Executive's Office worked jointly in identifying the objectives of the study and will continue to serve as the project management team once the study is initiated with the Personnel Department as the project lead.

The submitted proposals were reviewed by the Committee and interviews were held with the selected vendors. The Committee is prepared to recommend Cooperative Personnel Services HR Consulting as the selected firm for contract approval and project initiation.

FISCAL IMPACT: The total contract cost of \$66,425 will be managed within the Personnel Department and funded by the Administrative Service Department's FY2013/14 Budget (11210).

cc: David Boesch, County Executive Officer
Holly Heinzen, Chief Assistant CEO
Maryellen Peters, Deputy CEO
Jerry Gamez, Director of Administrative Services
Kathy Buchanan, Deputy Director of Information Technology

FISCAL IMPACT STATEMENT

TO: Honorable Board of Supervisors

FROM: Melissa Nunnink, Administrative & Fiscal Operations Manager

DATE: November 5, 2013

SUBJECT: Approve a contract for a classification and organizational study for Information Technology Services.

The Administrative Services Department's Information Technology Services Division has sufficient funding in the FY2013-2014 Budget (11210) to support the award of this Contract for a classification and organizational study.

Administering Agency: Placer County Personnel Department

Contract No.

Contract Description:

CONSULTANT SERVICES AGREEMENT

THIS AGREEMENT is made at Auburn, California, as of November 12, 2013, by and between the County of Placer, ("County"), and Cooperative Personnel Services dba CPS HR Consulting (CPS) ("CONSULTANT"), who agree as follows:

1. **Services.** Subject to the terms and conditions set forth in this Agreement, CONSULTANT shall provide the services described in Exhibit A. CONSULTANT shall provide said services at the time, place, and in the manner specified in Exhibit A.
2. **Payment.** County shall pay Consultant for services rendered pursuant to this Agreement at the time and in the amount set forth in Exhibit A. The payment specified in Exhibit A shall be the only payment made to Consultant for services rendered pursuant to this Agreement. Consultant shall submit all billings for said services to County in the manner specified in Exhibit A; or, if no manner be specified in Exhibit A, then according to the usual and customary procedures which Consultant uses for billing clients similar to County. **The amount of the contract shall not exceed \$66,425.00.**
3. **Facilities, Equipment and Other Materials, and Obligations of County.** Unless otherwise specified herein, CONSULTANT shall, at its sole cost and expense, furnish all facilities, equipment, and other materials which may be required for furnishing services pursuant to this Agreement.
4. **Exhibits.** All exhibits referred to herein will be attached hereto and by this reference incorporated herein.
5. **Time for Performance.** Time is of the essence. Failure of CONSULTANT to perform any services within the time limits set forth in Exhibit A shall constitute material breach of this contract.
6. **Independent CONSULTANT.** At all times during the term of this Agreement, CONSULTANT shall be an independent CONSULTANT and shall not be an employee of the County. County shall have the right to control CONSULTANT only insofar as the results of CONSULTANT's services rendered pursuant to this Agreement. County shall not have the right to control the means by which CONSULTANT accomplishes services rendered pursuant to this Agreement.
7. **Licenses, Permits, Etc.** CONSULTANT represents and warrants to County that it has all licenses, permits, qualifications, and approvals of whatsoever nature, which are legally required for CONSULTANT to practice its profession. CONSULTANT represents and warrants to County that CONSULTANT shall, at its sole cost and expense, keep in effect or obtain at all times during the term of this Agreement, any licenses, permits, and approvals which are legally required for CONSULTANT to practice its profession at the time the services are performed.
8. **Time.** CONSULTANT shall devote such time to the performance of services pursuant to this Agreement as may be reasonably necessary for the satisfactory performance of CONSULTANT's obligations pursuant to this Agreement. Neither party shall be considered in default of this Agreement to the extent performance is prevented or delayed by any cause, present or future, which is beyond the reasonable control of the party.

9. Insurance:

1. HOLD HARMLESS AND INDEMNIFICATION AGREEMENT

The CONSULTANT hereby agrees to protect, defend, indemnify, and hold PLACER COUNTY free and harmless from any and all losses, claims, liens, demands, and causes of action of every kind and character including, but not limited to, the amounts of judgments, penalties, interest, court costs, legal fees, and all other expenses incurred by PLACER COUNTY arising in favor of any party, including claims, liens, debts, personal injuries, death, or damages to property (including employees or property of the COUNTY) and without limitation by enumeration, all other claims or demands of every character occurring or in any way incident to, in connection with or arising directly or indirectly out of, the contract or agreement. CONSULTANT agrees to investigate, handle, respond to, provide defense for, and defend any such claims, demand, or suit at the sole expense of the CONSULTANT. CONSULTANT also agrees to bear all other costs and expenses related thereto, even if the claim or claims alleged are groundless, false, or fraudulent. This provision is not intended to create any cause of action in favor of any third party against CONSULTANT or the COUNTY or to enlarge in any way the CONSULTANT'S liability but is intended solely to provide for indemnification of PLACER COUNTY from liability for damages or injuries to third persons or property arising from CONSULTANT'S performance pursuant to this contract or agreement.

As used above, the term PLACER COUNTY means Placer County or its officers, agents, employees, and volunteers.

2. INSURANCE:

CONSULTANT shall file with COUNTY concurrently herewith a Certificate of Insurance, in companies acceptable to COUNTY, with a Best's Rating of no less than A-:VII showing.

3. WORKER'S COMPENSATION AND EMPLOYERS LIABILITY INSURANCE:

Worker's Compensation Insurance shall be provided as required by any applicable law or regulation. Employer's liability insurance shall be provided in amounts not less than one million dollars (\$1,000,000) each accident for bodily injury by accident, one million dollars (\$1,000,000) policy limit for bodily injury by disease, and one million dollars (\$1,000,000) each employee for bodily injury by disease.

If there is an exposure of injury to CONSULTANT'S employees under the U.S. Longshoremen's and Harbor Worker's Compensation Act, the Jones Act, or under laws, regulations, or statutes applicable to maritime employees, coverage shall be included for such injuries or claims.

Each Worker's Compensation policy shall be endorsed with the following specific language:

Cancellation Notice - "This policy shall not be changed without first giving thirty (30) days prior written notice and ten (10) days prior written notice of cancellation for non-payment of premium to the County of Placer".

Waiver of Subrogation - The workers' compensation policy shall be endorsed to state that the workers' compensation carrier waives its right of subrogation against the County, its officers, directors, officials, employees, agents or volunteers, which might arise by reason of payment under such policy in connection with performance under this agreement by the CONSULTANT.

CONSULTANT shall require all SUBCONSULTANTS to maintain adequate Workers' Compensation insurance. Certificates of Workers' Compensation shall be filed forthwith with the County upon demand.

4. GENERAL LIABILITY INSURANCE:

A. Comprehensive General Liability or Commercial General Liability insurance covering all operations by or on behalf of CONSULTANT, providing insurance for bodily injury liability and property damage liability for the limits of liability indicated below and including coverage for:

(1) Contractual liability insuring the obligations assumed by CONSULTANT in this Agreement.

B. One of the following forms is required:

- (1) Comprehensive General Liability;
- (2) Commercial General Liability (Occurrence); or
- (3) Commercial General Liability (Claims Made).

C. If CONSULTANT carries a Comprehensive General Liability policy, the limits of liability shall not be less than a Combined Single Limit for bodily injury, property damage, and Personal Injury Liability of:

→One million dollars (\$1,000,000) each occurrence

→Two million dollars (\$2,000,000) aggregate

D. If CONSULTANT carries a Commercial General Liability (Occurrence) policy:

(1) The limits of liability shall not be less than:

→One million dollars (\$1,000,000) each occurrence (combined single limit for bodily injury and property damage)

→One million dollars (\$1,000,000) for Products-Completed Operations

→Two million dollars (\$2,000,000) General Aggregate

(2) If the policy does not have an endorsement providing that the General Aggregate Limit applies separately, or if defense costs are included in the aggregate limits, then the required aggregate limits shall be two million dollars (\$2,000,000).

E. Special Claims Made Policy Form Provisions:

CONSULTANT shall not provide a Commercial General Liability (Claims Made) policy without the express prior written consent of COUNTY, which consent, if given, shall be subject to the following conditions:

(1) The limits of liability shall not be less than:

→One million dollars (\$1,000,000) each occurrence (combined single limit for bodily injury and property damage)

→One million dollars (\$1,000,000) aggregate for Products Completed Operations

→Two million dollars (\$2,000,000) General Aggregate

(2) The insurance coverage provided by CONSULTANT shall contain language providing coverage up to one (1) year following the completion of the contract in order to provide insurance coverage for the hold harmless provisions herein if the policy is a claims-made policy.

Conformity of Coverages - If more than one policy is used to meet the required coverages, such as a separate umbrella policy, such policies shall be consistent with all other applicable policies used to meet these minimum requirements. For example, all policies shall be Occurrence Liability policies or all shall be Claims Made Liability policies, if approved by the County as noted above. In no cases shall the types of policies be different.

5. ENDORSEMENTS:

Each Comprehensive or Commercial General Liability policy shall be endorsed with the following specific language:

- A. "The County of Placer, its officers, agents, employees, and volunteers are to be covered as an additional insured for all liability arising out of the operations by or on behalf of the named insured in the performance of this Agreement."
- B. "The insurance provided by the Consultant, including any excess liability or umbrella form coverage, is primary coverage to the County of Placer with respect to any insurance or self-insurance programs maintained by the County of Placer and no insurance held or owned by the County of Placer shall be called upon to contribute to a loss."
- C. "This policy shall not be changed without first giving thirty (30) days prior written notice and ten (10) days prior written notice of cancellation for non-payment of premium to the County of Placer."

6. AUTOMOBILE LIABILITY INSURANCE:

Automobile Liability insurance covering bodily injury and property damage in an amount no less than one million dollars (\$1,000,000) combined single limit for each occurrence.

Covered vehicles shall include non-owned and hired automobiles/trucks.

7. PROFESSIONAL LIABILITY INSURANCE (ERRORS & OMISSIONS):

Professional Liability Insurance for Errors and Omissions coverage in the amount of not less than one million dollars for each occurrence (\$1,000,000).

If Consultant sub-contracts in support of Consultants work provided for in the agreement, Professional Liability Insurance for Errors shall be provided by the sub CONSULTANT in an amount not less than one million dollars (\$1,000,000) in aggregate.

The insurance coverage provided by the consultant shall contain language providing coverage up to one (1) year following completion of the contract in order to provide insurance coverage for the hold harmless provisions herein if the policy is a claims-made policy.

8. ADDITIONAL REQUIREMENTS:

Premium Payments - The insurance companies shall have no recourse against the COUNTY and funding agencies, its officers and employees or any of them for payment of any premiums or assessments under any policy issued by a mutual insurance company.

Policy Deductibles - The CONSULTANT shall be responsible for all deductibles in all of the CONSULTANT's insurance policies. The maximum amount of allowable deductible for insurance coverage required herein shall be \$25,000. The maximum amount of allowable deductible for Professional Liability coverage is \$75,000.

CONSULTANT's Obligations - CONSULTANT's indemnity and other obligations shall not be limited by the foregoing insurance requirements and shall survive the expiration of this agreement.

Verification of Coverage - CONSULTANT shall furnish the County with original certificates and amendatory endorsements or copies of the applicable policy language effecting coverage required by this clause. All certificates and endorsements are to be received and approved by the County before work commences. However, failure to obtain the required documents prior to the work beginning shall not waive the CONSULTANT's obligation to provide them. The County reserves the right to require complete, certified copies of all required insurance policies, including endorsements required by these specifications, at any time.

Material Breach - Failure of the CONSULTANT to maintain the insurance required by this agreement, or to comply with any of the requirements of this section, shall constitute a material breach of the entire agreement.

11. **CONSULTANT Not Agent.** Except as County may specify in writing CONSULTANT shall have no authority, express or implied, to act on behalf of County in any capacity whatsoever as an agent. CONSULTANT shall have no authority, express or implied pursuant to this Agreement to Bind County to any obligation whatsoever.
12. **Assignment Prohibited.** CONSULTANT may assign its rights and obligations under this Agreement only upon the prior written approval of County, said approval to be in the sole discretion of County.
13. **Personnel.**
 - A. CONSULTANT shall assign only competent personnel to perform services pursuant to this Agreement. In the event that County, in its sole discretion, at any time during the term of this Agreement, desires the removal of any person or persons assigned by CONSULTANT to perform services pursuant to this Agreement, including those members of the Project Team as explained below, CONSULTANT shall remove any such person immediately upon receiving notice from County of the desire of County for removal of such person or persons.
 - B. Notwithstanding the foregoing, if specific persons are designated as the "Project Team" in Exhibit A, CONSULTANT agrees to perform the work under this agreement with those individuals identified. Reassignment or substitution of individuals or subCONSULTANTs named in the Project Team by CONSULTANT without the prior written consent of County shall be grounds for cancellation of the agreement by County, and payment shall be made pursuant to Section 15 (Termination) of this Agreement only for that work performed by Project Team members.
14. **Standard of Performance.** CONSULTANT shall perform all services required pursuant to this Agreement in the manner and according to the standards observed by a competent practitioner of the profession in which CONSULTANT is engaged in the geographical area in which CONSULTANT practices its profession. All products of whatsoever nature which CONSULTANT delivers to County pursuant to this Agreement shall be prepared in a substantial first class and workmanlike manner and conform to the standards or quality normally observed by a person practicing in CONSULTANT's profession.
15. **Termination.**
 - A. County shall have the right to terminate this Agreement at any time by giving notice in writing of such termination to CONSULTANT. In the event County shall give notice of termination, CONSULTANT

shall immediately cease rendering service upon receipt of such written notice, pursuant to this Agreement. In the event County shall terminate this Agreement:

- 1) CONSULTANT shall deliver copies of all writings prepared by it pursuant to this Agreement. The term "writings" shall be construed to mean and include: handwriting, typewriting, printing, Photostatting, photographing, and every other means of recording upon any tangible thing any form of communication or representation, including letters, words, pictures, sounds, or symbols, or combinations thereof.
- 2) County shall have full ownership and control of all such writings delivered by CONSULTANT pursuant to this Agreement.
- 3) County shall pay CONSULTANT the reasonable value of services rendered by CONSULTANT to the date of termination pursuant to this Agreement not to exceed the amount documented by CONSULTANT and approved by County as work accomplished to date; provided, however, that in no event shall any payment hereunder exceed the amount of the agreement specified in Exhibit B, and further provided, however, County shall not in any manner be liable for lost profits which might have been made by CONSULTANT had CONSULTANT completed the services required by this Agreement. In this regard, CONSULTANT shall furnish to County such financial information as in the judgment of the County is necessary to determine the reasonable value of the services rendered by CONSULTANT. The foregoing is cumulative and does not affect any right or remedy, which County may have in law or equity.

B. CONSULTANT may terminate its services under this Agreement upon thirty- (30) working days' advance written notice to the County.

16. **Non-Discrimination.** CONSULTANT shall not discriminate in its employment practices because of race, religious creed, color, national origin, ancestry, physical handicap, medical condition, marital status, or sex in contravention of the California Fair Employment and Housing Act, Government Code section 12900 et seq.
17. **Records.** CONSULTANT shall maintain, at all times, complete detailed records with regard to work performed under this agreement in a form acceptable to County, and County shall have the right to inspect such records at any reasonable time. Notwithstanding any other terms of this agreement, no payments shall be made to CONSULTANT until County is satisfied that work of such value has been rendered pursuant to this agreement. However, County shall not unreasonably withhold payment and, if a dispute exists, the withheld payment shall be proportional only to the item in dispute.
18. **Ownership of Information.** All professional and technical information developed under this Agreement and all work sheets, reports, and related data shall become the property of County, and CONSULTANT agrees to deliver reproducible copies of such documents to County on completion of the services hereunder. The County agrees to indemnify and hold CONSULTANT harmless from any claim arising out of reuse of the information for other than this project.
19. **Waiver.** One or more waivers by one party of any major or minor breach or default of any provision, term, condition, or covenant of this Agreement shall not operate as a waiver of any subsequent breach or default by the other party.
20. **Conflict of Interest.** CONSULTANT certifies that no official or employee of the County, nor any business entity in which an official of the County has an interest, has been employed or retained to solicit or aid in the procuring of this agreement. In addition, CONSULTANT agrees that no such person will be employed in the performance of this agreement without immediately notifying the County.

21. **Entirety of Agreement.** This Agreement contains the entire agreement of County and CONSULTANT with respect to the subject matter hereof, and no other agreement, statement, or promise made by any party, or to any employee, officer or agent of any party, which is not contained in this Agreement, shall be binding or valid.
22. **Alteration.** No waiver, alteration, modification, or termination of this Agreement shall be valid unless made in writing and signed by all parties, except as expressly provided in Section 15, Termination.
23. **Governing Law.** This Agreement is executed and intended to be performed in the State of California, and the laws of that State shall govern its interpretation and effect. Any legal proceedings on this agreement shall be brought under the jurisdiction of the Superior Court of the County of Placer, State of California, and CONSULTANT hereby expressly waives those provisions in California Code of Civil Procedure §394 that may have allowed it to transfer venue to another jurisdiction.
24. **Notification.** Any notice or demand desired or required to be given hereunder shall be in writing and deemed given when personally delivered or deposited in the mail, postage prepaid, and addressed to the parties as follows:

COUNTY OF PLACER:

Placer County Personnel Dept
Attn: Nancy Nittler, Director
145 Fulweiler Ave., Suite 200
Auburn, CA 95603

Phone: (530) 889-4060
Fax: (530) 886-4626

CONSULTANT:

Cooperative Personnel Services
Attn: Jill Engelmann
241 Lathrop Way
Sacramento, CA 95815

Phone: (916) 471-3433
Fax: (916) 561-8489

Any notice so delivered personally shall be deemed to be received on the date of delivery, and any notice mailed shall be deemed to be received five (5) days after the date on which it was mailed.

Executed as of the day first above stated:

COUNTY OF PLACER

By: _____

Printed Name/Title:

Approved As to Form – County Counsel:

By: _____
Mark Rathe, Deputy County Counsel

CONSULTANT -

By: _____

Name: Linda Kegerreis

Title: Chief Workforce Officer

**If a corporation, agreement must be signed by two corporate officers; one must be the secretary of the corporation, and the other may be either the President or Vice President, unless an authenticated corporate resolution is attached delegating authority to a single officer to bind the corporation.*

EXHIBIT A

Work Plan and Time Schedule

Work Plan

The purpose of this study is to perform an in depth analysis of the County's information technology classifications/positions and organizational structure and provide recommendations regarding appropriate classification structures, new and/or revised classification specifications, and the optimal organizational structure for information technology classifications across the Administrative Services Information Technology and Telecommunications Divisions and other County departments. This study will encompass approximately 120 positions in thirteen classifications across fourteen departments, including any additional super users identified during the course of the study.

Organizational and Classification Study Tasks

Tasks for each phase of the work plan are presented below. As referenced below, "Consultant" shall mean CPS HR Consulting's Project Team, including the Technical Advisor, where appropriate.

Task #1 –Background Materials Review – Upon contract execution, the Consultant will request background information from the County in order to prepare for the initial meeting. To develop a full understanding of the County's current classification plan, and organizational structure, the Consultant will review the governing statutes, regulations, policies, or any other information describing program goals and objectives; as well as, classification concepts, organization charts, position allocation data, workload and performance metric reports, and any other documentation relating to the study.

Task #2 – Initial Project Meetings – The Consultant will meet with the County's project team - Administrative Services project liaison, Personnel Analyst, CEO Analyst and other management staff - to agree upon the project's full scope, contract deliverables and goals, to clarify issues, and to identify the communication processes which best meet the County's needs. This includes on-site visits, periodic conference call meetings, written status reports and other methods of communicating study progress and deliverable schedules. Other committees, panels, or additional key stakeholders may be included in the meeting as determined by the County.

Task #3 – PDQ Development – The Consultant will develop tools to ensure valid information is gathered, analyzed, and documented consistently. This activity includes finalizing a Position Description Questionnaire [PDQ] for distribution to the study employees. Study incumbents

will be asked to complete the PDQ and each incumbent's supervisor will then review the PDQ to ensure that the incumbent has accurately and sufficiently captured all pertinent information. Depending on the Consultant's assessment, either the standard PDQ or a modified pre-populated PDQ will be utilized. The PDQ developed for the classification study will also be used as a resource for determining tasks assigned to information technology staff for purposes of the organizational review. Additional questions such as workload and time required to generate identified work products may also be included.

Task #4 – Management interviews – The Consultant will conduct interviews with senior management. The purpose is to receive input regarding specific roles of and services provided by different County Information Technology units, workflow and division of labor; as well as, day-to-day procedural issues, workload, backlog, strengths and weaknesses of the current organizational structure and staffing model, and metrics used to determine service efficiency/effectiveness.

Task #5 – Conduct Orientation Meetings – The Consultant will conduct orientation sessions for all study participants to further explain the purpose of the study, to communicate study timeframes, respond to any questions or concerns, and to distribute and provide direction on how to complete the PDQ. The contract amount presumes one day of on-site meetings which will be devoted to employee orientation sessions. The average number of participants per session should be about 30, and each session typically lasts anywhere between 45 minutes and an hour. The Consultant will work with the County on the most effective and inclusive way of conducting these sessions.

This is the first of three interface points between the Consultant and the employees within the classification process. Subsequent interface points for employees include conducting job audit interviews [as described in Task #6] and an employee notification process wherein study participants can provide feedback on the allocation recommendation for their position or the content of the classification specification [as described in Task #12].

Task #6 – PDQ Completion – All employees included in the study will be asked to complete the PDQ to provide details on the current duties, responsibilities, qualifications, typical working conditions, and physical requirements of their position. Employees in the same classification, performing the same duties may be allowed to complete a group PDQ. Supervisors and/or managers will be asked to review and sign the PDQ to affirm that all pertinent information is captured. Should there be differences of opinion between the employee and his/her supervisor/manager on job related duties and responsibilities, these are reviewed and addressed by the consultant during the interview process below.

Task #7 – Survey Users of IT Services – The Consultant will survey the users of IT Services in various County departments either through a structured survey or focus groups to collect information regarding the nature of IT services used; service levels, gaps, and opportunities; and/or suggested improvements.

Task #8 – Review PDQs and Conduct Interviews – The Consultant will thoroughly review each PDQ to obtain an understanding of the duties and responsibilities assigned to each position. In addition to the written PDQs, position audits will be conducted for a representative sampling of study employees to ensure the Consultant has a complete understanding of the duties and responsibilities assigned to each position. Position audits will be conducted with all single incumbent positions and a selection of incumbents within multiple incumbent position descriptions. In order to ensure a complete understanding of the duties and responsibilities of similar positions across the different departments, approximately 68 incumbents or supervisors (for vacant positions) will be interviewed. Further, the Consultant will also inform the County of any recommended changes based on the quality of submitted PDQs. Where possible, group interviews for employees in the same classification performing the same work may be conducted. For planning purposes, each individual interview is approximately 45 minutes and group interviews an hour, depending on the size of the group. Interviews with supervisors/or managers may also be held to further clarify information documented on their subordinate employees' PDQs.

Task #9 – Analyze Classification Data – All information submitted through the PDQ and interview process will be analyzed to identify levels, scope, typical duties, requisite knowledge, skills, abilities, and other job-related characteristics. This analysis will be used to develop classification concepts and a classification structure, and to evaluate the proper classification for the study employees. The classification concepts serve as the foundation for a classification plan by identifying the nature and level of jobs, with clear definitions of the differences between them. Classification concepts will also provide the framework for the development of classification specifications to ensure they properly identify scope and level of authority relative to other classifications and to ensure that there is consistent titling within the classification plan.

■ Classification concepts include:

- Definition of classification levels, such as entry, journey, advanced journey, supervisory or management
- Definition of nature of work such as clerical, technical, professional, supervisory and management
- Titling protocols and standards within the classification structure
- The use of common classification allocation factors such as decision making, scope and complexity of work, contact with others, supervision received and exercised, and knowledge, skills and abilities.

- The analysis will also take into consideration opportunities to consolidate position descriptions into broad classifications, and to determine the appropriate levels of work within each classification series.

Task #10 – Prepare a Draft Classification Report –The Consultant will prepare a Draft Classification Report including classification concepts, classification structure, study

methodology, findings, recommendations, and preliminary position allocations for the County's review and comment. A brief outline of the report contents is presented below:

- History/background for the study
- Tasks conducted by the Consultant to complete the study
- Classification concepts
- Application of the classification concepts in the development of the new classification structure
- A list of classifications within the new classification structure
- Identification of any current County classifications that have been eliminated or re-titled
- Identification and documentation of any newly created or revised classification specifications
- Allocation of positions into the new classification structure – the Consultant will write a brief summary [two to three sentences] describing the rationale for the recommendation for each position allocation.

The draft report will also provide a summary of each classification so the County can see the purpose and major duties for each, but final classification specifications will not be developed until the County has reviewed and approved the classification concepts. An on-site review of these recommendations will be conducted with the County's project team.

Task #11 – Develop Classification Specifications – Classification specifications will be revised or developed for all positions included in the study. The Consultant will ensure that these classification specifications are in compliance with applicable State and Federal regulations regarding employment and hiring. Classification specifications would encompass the following sections:

- General statement of duties
- Statement of supervision received and exercised
- Distinguishing characteristic statements for classifications within a job series
- Essential and non-essential function statements
- Knowledge, skills and abilities statements
- Minimum qualification statements consistent with the County's practices.
- Required special training, licensure, or certifications [to be validated by the County for consistency with their standards]
- Physical requirements; statements to be consistent with the County's standard language
- Typical working environment; statements to be consistent with the County's standard language

While it is estimated that approximately five [5] classification specifications may be developed for this study, the Consultant will have a better understanding of the scope of this once all of the positions have been reviewed and the classification concepts have been reviewed/approved.

Task #12 – Identification of Career Ladders and Promotional Opportunities –The Consultant will develop career ladders for the new classification structures for this study to provide clarity on career progression, with the goal of facilitating employee knowledge of growth and development opportunities.

Task #13 – Conduct Employee Review Process – Each study employee will receive a letter advising him or her of the classification to which their position has been assigned, as well as a copy of the draft classification specification, and they may submit written comments regarding their allocation and the content of the draft classification specification. The Consultant will review all employee comments, and will provide the County with a summary of the nature of each employee review, as well as the recommended disposition of any employee issues for discussion and consensus with the County prior to finalizing study recommendations. The Consultant will respond to each employee who submits written comments regarding their allocation and/or the content of the draft classification specification to include the outcome of his/her request and the final study recommendation. The contract amount presumes that all comments received by employees pertaining to the content of the classification specification will be reviewed for reasonableness and incorporated as appropriate; the contract amount further assumes that approximately 10% [12] employees may have questions and/or concerns with the allocation for their position.

Task #14 –Analyze Organizational Data –All information collected in the background review, initial project meetings, management interviews, user surveys, PDQs, and classification study interviews will be analyzed by the Consultant in order to assess at a high level the County's organizational structure including lines of authority and reporting relationships, span of control, and staffing levels; as well as, work processes, work flow, and workload.

Task #15 – Prepare Draft High Level Organizational Review Report – The Consultant will prepare a draft High Level Organizational Review report that will provide findings and observations on the following topics:

- Documentation of information technology functions performed by central Information Technology as well as other County departments
- Identification of any overlaps between central Information Technology and other County departments
- Strengths and weaknesses of the current organizational structure
- Group recommendations for any proposed structural changes to County information technology functions; as well as, any proposed changes to work processes or workflow

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- The Consultant's findings and recommendations on potential changes to the current Information Technology organizational structure, reporting relationships, process improvements, and staffing levels based on the research and analysis conducted

Once the County has had an opportunity to review the Draft High Level Organizational Review Report, the Consultant will conduct an on-site review of the report with the County's Project Team and designated stakeholders to obtain their feedback, comments, and concerns, which the Consultant will resolve prior to development of the final report.

Task #16 – Prepare and Present a Final Classification and High Level Organizational Review Report –The Consultant will prepare the Final Classification and High Level Organizational Review Report incorporating the elements of the draft reports in both areas. The Consultant will serve as a Subject Matter Expert during the presentation of the Final Report to the County Executive Officer, County Civil Service Commission, and Board of Supervisors as needed.

Outcomes

Based on the tasks listed above, it is expected that this study will provide the following outcomes:

- Completion of a detailed job analysis of each position to incorporate all essential duties and typical working conditions to ensure compliance with the Americans with Disabilities Amendments Act (ADAAA).
- Determination of a practical and progressive Classification Plan that reflects the County's current human resources needs and priorities as well as anticipated growth within the foreseeable future. This Classification Plan will define and differentiate the job series being studied and each inclusive job class based on progressive proficiency levels of performance. This Classification Plan will also include clear and concise definitions of all applicable career ladders and parallel lattices.
- Review of the class plan fundamentals in light of industry best practices and any relevant changes in laws. Specific areas to include review of class concepts including definitions of: classification levels, class series, titling conventions, levels of supervision and allocation factors as well as the structure and standard language used in class specifications.
- The development of classification specifications that are up-to-date, accurate, and reflect the County's organization as it currently exists and supportive of the County's plans for the future.

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- The class specs will include, in addition to appropriate job definitions, distinguishing characteristics, essential and non-essential duty statements and a qualifications section that addresses minimum but critical qualifying levels of knowledge, skills, and physical and mental abilities for each of the classifications. Each qualifying statement will be directly applicable to the essential job functions as listed in the examples of duties section.
 - Allocation of each position being studied to the appropriate classification based on the duties being performed, level of responsibility exercised, and knowledge/skills exhibited.
 - An appeals process that allows each incumbent in the positions being studied to provide feedback and input regarding the proposed job description and the recommended allocation of his/her position which is consistent with applicable County policies and procedures.
 - Formal recommendation of an organizational structure designed to maximize staffing efficiency and clarify organizational roles, with development of supporting organizational charts and/or career ladders as needed.
 - Assessment of organizational structure including lines of authority and reporting responsibility and span of control.. Make recommendations for reorganization and/or restructured organizational composition to maximize staffing efficiency and to clarify organizational roles.
 - Review workload and performance measurements to determine appropriate classification designation and staffing levels and submit recommendations with a focus on process improvement and maximizing efficiency.
 - Develop future review plan for updating the County classifications by series, taking into consideration last review date, industry or market changes and other current best practices.

Timeline

Task #	Task Item	Completion Date
Task 1	Background Materials Review	Ongoing
Task 2	Initial Project Meeting	Week of November 18, 2013
Task 3	PDQ Development	November 27, 2013
Task 4	Management Interviews	December 6, 2013
Task 5	Conduct Orientation Meetings	December 13, 2013
Task 6	PDQ Completion	Completed by January 24, 2014 (Employee completes by 1/10/14; management review 1/13/14 – 1/24/14)
Task 7	Survey Users of IT Services	January 6 –17, 2014
Task 8	Review PDQs and Conduct Interviews	January 27, 2014 – February 14, 2014 with interviews to begin week of February 10, 2014
Task 9	Analyze Classification Data	February 14 – 28, 2014
Task 10	Prepare a Draft Classification Report	March 7, 2014
Task 11	Develop Classification Specifications	March 28, 2014
Task 12	Identification of Career Ladders and Promotional Opportunities	March 28, 2014
Task 13	Conduct Employee Review Process	April 11, 2014
Task 14	Analyze Organizational Data	April 11, 2014
Task 15	Prepare Draft Organizational Review Report	April 25, 2014
Task 16	Prepare and present Final Classification and Organizational Review Report	May 16, 2014 for presentation at the June 9, 2014 or July 14, 2014 Civil Service Commission meeting.

EXHIBIT B

COUNTY shall pay CONSULTANT a fee not to exceed \$66,425.00 for general professional consultant services and related expenses within 30 days of receipt of invoice from CONSULTANT. A description of costs will appear on the monthly invoice from CONSULTANT for payment.

COUNTY will provide CONSULTANT with a 1099 Form at the end of the taxable year in which payment is received. CONSULTANT is responsible for taxes and/or assessments imposed on account of the payment of fees to CONSULTANT or CONSULTANT'S own employees pursuant to this agreement.