

POLICY RESOLUTION NO. 2010-02

A RESOLUTION OF THE BOARD OF SUPERVISORS  
OF THE COUNTY OF SHASTA ADOPTING  
POLICY ESTABLISHING AND CLARIFYING THE  
PRACTICES AND PROCEDURES FOR REORGANIZATIONS,  
RECLASSIFICATIONS, AND SALARY AND BENEFIT CHANGES

WHEREAS, the County has a policy establishing and clarifying the practices and procedures for reorganizations, reclassifications, and salary and benefit changes; and

WHEREAS, an update is needed to change its provisions;

NOW, THEREFORE, BE IT RESOLVED that Policy Resolution No. 2008-01 is hereby repealed, and the following is adopted in its place:

1. DEPARTMENT/PROGRAM REORGANIZATIONS

Purpose:

A reorganization is a significant reordering or restructuring of the functions and operations of a department or division of a department requiring a new or different reporting hierarchy, changes in job titles, changes in job descriptions, or a significant change in the mission of the organization. Such reorganizations result from legal requirements, the assumption of new functions or responsibilities, or for improved efficiency or effectiveness. A reorganization differs from a reclassification in that it affects a number of employees and results in organization-wide or program-wide changes, as opposed to working unit or individual classification changes. This process also differs from a reclassification because a reorganization typically involves employee duties that are proposed but not yet assigned.

Procedure:

To propose a reorganization, a department head must prepare a detailed report to the County Administrative Officer (CAO) which includes an explanation of the requested restructure, job duties, and program responsibilities. This report must justify the recommendation, summarize any cost savings, cost increases, program efficiencies, operational advantages, enhanced services, new mandates, or new program requirements. It must also include an updated and detailed organizational chart showing the new reporting relationships and job duties of affected positions.

The proposal will be evaluated on the basis of:

- A. Cost Savings/Revenue Enhancement: Are there financial benefits from a consolidation or expansion of duties, responsibilities, and services? Will such cost savings result in increased productivity? Will the changes generate increased revenues or incur higher operating expenses? Will new revenues offset any increase in expenditures?
- B. Demonstrated or Verifiable Operational Advantages: Does the reorganization enhance services even if it does not

save money or resources? Does the proposal include more expedited or responsive service, or a wider range of services?

- C. Compliance With Mandates: Do state and federal mandates apply to the reorganization? If they do apply, does the reorganization justification include the identification of the source, amount, and time frame for the revenue? Is the mandate unfunded?
- D. Organizational and Management Principles: What is the span of control, the relationship between positions, and how do those relationships and the proposed span of control improve the efficiency and effectiveness of the program? How does the reorganization and proposed restructure compare with other County departments, staffing levels, and salaries?
- E. Budgetary and Internal Service Impact: What is the budgetary impact, the long term funding situation and the need for any supplementary funding or administrative support from the County? What impact will it have on the ability to provide quality services?

Timeframes:

Reorganizations can be proposed during the budget process or at any other time of the year. Typically the analysis, recommendations, and submittal of the report to the Board require 90-120 days.

Responsibilities:

The appropriate department head is responsible for preparing the recommendation and supporting documentation for the reorganization and submitting it to the CAO with a copy to Personnel. The CAO, in turn, will assign it to the appropriate analyst, who will assume the lead role in applying the above criteria to analyze the justification and make a recommendation to the CAO. The CAO may recommend that the Board approve or deny the reorganization. Personnel will assist the analyst by reviewing and recommending appropriate job titles and salaries, and assuring that the reorganization does not violate personnel rules or MOU requirements. Personnel will also provide input on any labor relations impacts, recruiting timetables and other pre-employment activities if the reorganization is to be considered for approval. Personnel creates any necessary salary resolutions.

2. POSITION RECLASSIFICATIONS

Purpose:

Pursuant to Chapter 4, Section 4.03 of the Shasta County Personnel Manual, when an employee experiences a significant change in duties, the employee or the employee's department head may request that the position be studied for possible reclassification during the timeframes specified in this policy. Typically, a reclassification involves comparing the duties, responsibilities, and scope of work currently being performed by an existing employee with those duties, responsibilities, and scope of work currently assigned to the classification. Reclassification requests made as part of a reorganization or a request for a new position are

discussed in other sections of this document. Positions in Social Services and Child Support Services may be covered by separate Merit System rules.

Procedure:

To initiate a reclassification, an employee or department head must fill out a position reclassification questionnaire. This questionnaire is then considered along with the interviews of the affected employee, his supervisor, and the department head to determine if there has been sufficient change in the duties, responsibilities, and scope of work of the position to justify a reclassification. Reclassifications are recommended for approval to the Board. Employees are notified of Personnel's preliminary recommendation and provided with a justification for the decision. Appeals of recommendations are sent to the Personnel Director. The decision of the Personnel Director can be appealed by the department head of the affected department to the CAO. Based on the study, Personnel may recommend a salary decrease, the addition or deletion of supervisory status, no change, or any other reasonable change. This process is also known as "Y" rating. (See Personnel Manual Section 18.7.C)

Timeframes:

There are two annual periods for submitting a reclassification to Personnel: October and April. In most cases, reclassification requests will be solicited by Personnel for submission in October. Those reclassifications being recommended by Personnel will be submitted to the Board of Supervisors no later than May of the following year. In unusual circumstances, such as new funding or new mandates that did not occur until after the October reclassification request deadline, a reclassification may be submitted by the department head in March of each year as part of the department's preliminary budget request. The CAO analyst and Personnel will determine whether the circumstances justify consideration of a reclassification at that time. If so, then Personnel will conduct a study and make a recommendation. All reclassification requests forwarded to Personnel in March which are subsequently recommended for approval will be submitted to the Board during final budget hearings in August.

Responsibilities:

The Board of Supervisors has final approval authority for any reclassification. Personnel is responsible for administering the reclassification program. Personnel performs the analysis, and the Personnel Director handles appeals of the recommendations. The CAO considers any appeals of the Personnel Director's decisions received from department heads and reviews any reclassification recommendations affecting the staff of Support Services. Personnel creates any necessary salary resolutions.

3. SALARY ADJUSTMENTS FOR RECRUITMENT AND RETENTION PURPOSES

Purpose:

The recruitment and retention of highly qualified employees is a critical task for the County. Therefore, when a department experiences a recruitment problem or has high turnover in a given position, the problem(s) must be evaluated. A recruitment problem exists when, after two completed recruitments, a department fails to find qualified candidates for a position.

After the first failed recruitment, Personnel will evaluate the process to assure that the failure is not due to inadequate advertising or marketing of the position. After the second failed recruitment if further analysis shows that Shasta County does not offer a competitive salary, the department head may, with CAO and Personnel's approval, request that the Board of Supervisors increase the salary of the classification to allow for more competitive recruitment. It is anticipated this will be an infrequent occurrence.

A retention problem exists if a position is subject to excessive turnover in a relatively short period, particularly when such a position has not been historically subject to such turnover. In those situations, the Personnel Director, with the concurrence of the CAO, may recommend to the Board, the approval of a higher salary. In highly unusual circumstances, when Personnel learns that an incumbent in an existing position is contemplating leaving County service due to inadequate compensation, consideration may be given to adjusting the incumbent's pay in order to retain the individual. Such recommendations require CAO approval and will only be made when one or more of the following conditions exist; 1) demonstrated shortage of qualified applicants; 2) other adverse recruiting or job market conditions; 3) severe program impact from continued staff vacancies; and 4) adverse workload conditions.

Procedure:

When a department experiences a recruitment or a retention problem which is proven to be due to inadequate salary, the department head will notify the Personnel Director in writing. This communication will include an explanation of the nature of the position, its impact on the program, and a justification for a higher salary. This request will be reviewed by Personnel, who will then forward a recommendation to the CAO for review and if appropriate, approval. Depending on the specific classification and whether there are employees in the class, the union may be given an opportunity to meet and confer on proposed changes. All requests for a higher salary for a given position require approval by the Board of Supervisors prior to implementation.

Timeframes:

Recruitment or retention salary adjustments may be considered any time a prolonged vacancy occurs in an authorized position due to multiple failed recruitments or in highly unusual circumstances when an incumbent declares an intention to resign due to inadequate compensation.

Responsibilities:

Requests for salary adjustments in this situation will be submitted

to Personnel by the department head. Personnel will review them, discuss its findings and recommendations with the appropriate CAO analyst. A copy of any resulting agendized staff report will be forwarded to the affected employees and their unions. If ultimately approved by the CAO, the final staff report and salary resolution will be prepared by and presented to the Board by the department head and or Personnel. The Board of Supervisors has final approval authority for any proposed salary changes. Personnel creates any necessary salary resolutions.

4. ADDITION OF NEW POSITIONS OR DELETION OF VACANT OR UNDERFILLED POSITIONS

Purpose:

Due to new or additional funding, loss of funding, changes in mandates, changes in the business needs of the department, or the approval of new budgeted positions, it may become necessary to add or delete one or more positions in a department.

Procedure:

When any of the above circumstances arise, a department head may request that positions be added or deleted from the salary resolution. To delete a filled position requires a layoff pursuant to the layoff procedures in Chapter 18 of the Personnel Rules. Requesting the deletion of a filled position and immediately adding a different classification in its place is are classification and must be submitted in accordance with the procedure and timeframes specified in this policy. Departments must send a request to add or delete new or vacant positions to the CAO's office, with a copy to Personnel, to review the justification, identification of funding, and analysis of the budgetary impact. Recommendations along with salary revisions, if approved by the CAO, will be submitted to the Board for consideration.

All positions that remain vacant for a period in excess of 12 months will be reviewed by the CAO's office, after consultation with the department head and Personnel, to determine if the position is still needed and justified. In addition, all positions underfilled for a period of 12 months will be reviewed by the CAO's office, after consultation with the department head and Personnel, to determine if the position should be reallocated to the lower classification.

Timeframes:

Requests to add or delete a vacant position are usually made during the budget process. However, the request may be presented at any time of the year as circumstances warrant. Review of long vacant or underfilled positions will take place during the preliminary or supplemental budget process.

Responsibilities:

All recommendations approved by the CAO will then be presented to the Board of Supervisors. The CAO's analyst will review the justification, funding, and prepare the appropriate budget documentation. Personnel will determine the appropriate job title and salary. Personnel will also review such requests in light of existing rules and MOU's. Personnel creates any necessary salary resolutions.

5. SALARY PLAN FOOTNOTES

Purpose: As a result of a negotiated settlement with one or more bargaining units, or changes in the licensure, skill requirements or temporary assignment of a position in a given classification, it may be necessary to add a footnote for that classification in the Salary Plan. Such a footnote may provide for supplemental pay such as a stipend for longevity, Field Training Officer, or an Advanced POST Certificate.

Procedure: The Board may adopt footnotes as part of a salary resolution when a MOU requires a new or amended footnote, or in other unusual circumstances. Department heads must send a PAF to Personnel to assign pay by referencing the footnote.

Timeframes: Salary footnotes may be approved by the Board at any time, but would normally be included as part of an agreement for a successor, MOU or in extraordinary circumstances could be considered during the final budget process.

Responsibilities: The creation of salary footnotes may result from a request by Personnel, a department head, or as a result of an MOU. Personnel reviews the request to determine if the duties fall within or extend beyond the scope of the classification. Personnel will consult with the CAO's office, who will assess the financial and organizational impact. Personnel will also provide input on any labor relations impacts. The Board of Supervisors has final approval authority for adding, deleting, or changing a salary footnote. Personnel creates any necessary salary resolutions.

6. SALARY ADJUSTMENTS FOR ALTERNATELY STAFFED ALLOCATIONS

Purpose: Within some departments approved Position Allocation list are allocations that are alternately staffed. For example, Deputy Probation Officer (DPO) I/II is an alternately staffed position. When the Board adopts a salary resolution which includes alternately staffed positions, the department head is authorized to hire at either level, depending upon the current eligible list and a candidate's specific experience.

Procedure: Department heads who wish to hire a new employee must appoint them to the classification that matches the eligible list. Under extraordinary circumstances, with the approval of Personnel, a department may also hire a candidate who is on an eligible list for a higher, directly related level position (i.e. DPO III) for a lower level position (DPOII), but the reverse is not allowed. Thus, a candidate cannot be hired as a DPO II who is only on a DPO I list. However, when a candidate hired at the lower classification of an alternately staffed position meets the experience and/or training requirements of the higher alternate classification, the department head can process a PAF promoting the employee to the higher alternate classification. No recruitment is necessary at that time. If a department head wishes to hire a new employee from a list that includes all of the alternately staffed positions, (i.e., DPO I/II), the department head may hire the new employee at the appropriate

level for which the candidate qualifies.

Timeframes:

The department head can appoint/promote an employee to a higher alternately staffed allocation at any time if he meets the qualifications of the higher level classification.

Responsibilities:

Department heads have discretion to appoint/promote to any level of an alternately staffed allocation provided the employee meets the eligibility requirements. Under the recruitment rules Personnel will verify that employees meet the requirements for initial appointment and for promotion to the higher classification.

7. HIGHER SALARY RANGE PLACEMENT

Purpose:

Pursuant to Chapter 18, Section 18.1, of the Shasta County Personnel Rules, the Personnel Director may, at the request of a department head, authorize a new employee to be placed at either "B" or "C" steps of an existing salary range if the applicant's experience is equivalent to an employee who is currently at an equivalent salary step. Placement of employees at "D" or "E" or "F" steps shall only be recommended by the Personnel Director and approved by the CAO because of exceptional qualifications and experience equal to an employee who is currently at an equivalent salary step.

At the request of a department head, the Personnel Director may authorize a new extra-help employee to be placed at either "B" or "C" steps of an existing salary range if the applicant has sufficient experience.

Procedure:

Department heads wishing to place a new employee or extra-help employee at either step "B" or step "C" must submit a written request, which substantiates that the applicant meets the higher level qualification, to the Personnel Director prior to extending a job offer. Department heads wishing to place an employee or extra-help employee at "D", "E", or "F" step must submit a written request to the Personnel Director and the request must be approved by the CAO prior to extending a job offer.

Timeframes:

Requests for appointment to fill a vacancy at higher than "A" step can be made at any time prior to making a job offer.

Responsibilities:

Department heads make the request. Personnel approves or denies the request for "B" and "C" steps. For step placement above "C" step, Personnel receives, reviews, and makes recommendations to the CAO for approval or denial.

8. SALARYRANGE PLACEMENT UPON EXTRA-HELP TO REGULAR EMPLOYMENT OR REGULAR EMPLOYMENT TO EXTRA HELP STATUS

Purpose:

Extra-help employees at D, E, or F step who have applied for and are offered a regular position, the Personnel Director, at the request of the Department Head, may place the extra help employee at the same step (D, E, or F) in the regular allocation as previously held while in extra help status.

When a regular employee at D, E, or F step leaves regular employment and immediately moves to an extra-help status in the same classification he held as a regular employee, the Personnel Director, at the request of the department head, may place the employee at the same step (D, E, or F) . The Personnel Director may approve D, E, or F in a lower, related classification if an employee leaves employment and immediately moves to an extra-help status, when it is not appropriate to retain the employee in the higher classification. Such may be the case if the employee was a department head or supervisor whose duties as extra help would not require use of the current classification. After initial appointment to extra-help, the department head may request to appoint the employee to another related classification at D, E, or F step under the same conditions, if there is a change in assignment.

Procedure: Department heads must submit a written request to the Personnel Director.

Timeframes: Requests for appointment at D, E, or F steps must be submitted by the department head to the Personnel Director prior to making a job offer.

Responsibilities: Departments heads make the request. Personnel reviews the request to verify that employees meet the requirements for placement at D, E, or F steps.

#### 9. SALARY STEP ADVANCES

Purpose: Pursuant to Chapter 19, Sections 19.00 through 19.07 of the Shasta County Personnel Rules, employees on a salary range may be considered for merit step advances in accordance with their original starting salary and service time with the County.

Procedure: Step advances are activated following submission of a Personnel Action Form (PAF) to Personnel on the salary anniversary date of the employee, provided the employee's job performance as reflected in his most recent performance evaluation meets expected standards or above.

Timeframes: Regular full-time and part-time employees (except those represented by the Deputy Sheriff's Association) hired at "A" step who meet performance standards, as reflected in the performance evaluation advancement to "B" step after six months of full time employment. (See the DSA MOU for specific merit step increase timeframes.) Employees hired at "B" through "E" steps are entitled to advancement to the next step after one year of full time equivalent service provided their performance meets expected standards. Subsequent step advances will occur in one year increments until the employee reaches "F" step.

The salary anniversary date may change for many reasons, including promotion, demotion, suspension, performance evaluations of less than "meets expected standards," and leaves



of absence.

Extra help employees hired at step "A" who have worked at least 2,080 hours over a period of time are eligible for advancement to step "B." If they have worked a minimum of 2,080 hours at "B" step, they are eligible for advancement to step "C." Additional salary step advances each require an additional 2,080 hours of work and requests are routed to the Personnel Director. In all cases, the department head must have completed a performance evaluation which shows the employee is performing the full duties of the class and is meeting accepted standards. Again, all step increases assume the employees written performance evaluation shows they meet expected standards.

Responsibilities: The Board sets the salary ranges by approving a salary resolution. Personnel is responsible for reminding departments of the anniversary dates for step advancements for regular employees. Department heads are responsible for completing performance evaluations, preparing and transmitting the PAF's, and tracking extra help hours.

10. MEMORANDA OF UNDERSTANDING

Purpose: Pursuant to the Meyers Milias Brown Act (California Government Code Sections 3500 et. seq.) and Shasta County's Employer/Employee Relations Resolution #97-154, the County has an obligation to meet and confer with employee organizations on wages and terms and conditions of employment.

Procedure: Employee salaries may be changed as a result of an agreement reached during this process which is ratified by the union and approved by the Board of Supervisors. This agreement will be documented in a MOU.

Timeframes: Such a salary changes could occur at any time and may be effective over several years as specified in a given MOU.


Responsibilities: The Board of Supervisors has ultimate negotiations authority for the County. The CAO is the County's "Chief Negotiator." The CAO may delegate this responsibility to the Personnel Director. The CAO and the Personnel Director recommend negotiation parameters to the Board of Supervisors. The Personnel Director, in conjunction with Personnel staff, will consult with County Counsel and may utilize contract labor negotiators and attorneys.

BE IT FURTHER RESOLVED, that the above action shall be effective on and after the 6th day of April, 2010.

DULY PASSED AND ADOPTED this 6thday of April, 2010, by the Board of Supervisors of the County of Shasta by the following vote:

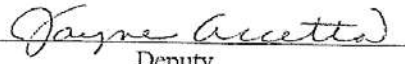
AYES: SupervisorsHartman, Baugh, Kehoe, Moty, and Hawes  
NOES: None  
ABSENT: None

ABSTAIN: None  
RECUSE: None

  
DAVID A. KEHOE, CHAIRMAN  
Board of Supervisors  
County of Shasta  
State of California

ATTEST:

LAWRENCE G. LEES  
Clerk of the Board of Supervisors

By:   
Deputy

THIS INSTRUMENT IS A CORRECT COPY  
OF THE ORIGINAL ON FILE IN THIS OFFICE

ATTEST APR 07 2010

CLERK OF THE BOARD  
Supervisors of the County of Shasta, State of California  
BY: 