RESOLUTION - ACTION REQUESTED 2020-747

MEETING: December 22, 2020

TO: The Board of Supervisors

FROM: Carl Crown, Interim Human Resources Director

RE: Move the Human Resources Function to Administration

RECOMMENDATION AND JUSTIFICATION:
Move the Human Resources function to the Administration Department; approve the addition of one Assistant County Administrative Officer allocation; amend the job description for Assistant County Administrative Officer; and remove the position allocation and job description for Human Resources Director, with all to be effective immediately.

Since the departure of the previous Human Resources Director, the County has been recruiting for a replacement. To date, there have been 93 applicants, eight candidates interviewed and offers made to three individuals. All three candidates that received an offer of employment ultimately turned down our offer. In addition, several highly qualified potential candidates withdrew prior to being interviewed.

Candidates and potential candidates have given several reasons for withdrawing or refusing employment. Among the most common reasons are the salary is too low, the reporting structure is not attractive, and they are looking for increased responsibility where they can have a broader impact on the future of the County.

At the same time, there is a need to take a more strategic approach to talent management in the County. Issues such as the impact on the workforce of new technology, managing change around the implementation of a new Enterprise Resource Planning (ERP) system, “right sizing” our existing workforce, exploring the need for significant change to our classification system, and ensuring policies and procedures are consistent across the County need to be addressed to further the strategic direction laid out by the Board.

The position being proposed would be responsible for ensuring a cohesive talent management system and integrating technology use with the needs of our workforce and departments, while at the same time ensuring the timely and responsive day-to-day management of human resources.

Based on the direction of the Board, and issues outlined above, staff recommends approval of this item. With a need for continuing focus on personnel, the modern approach necessitates vigilance to ensure policies and procedures are standard and
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enforcement is consistent across all departments. Technical services, purchasing, and other functions have been located in administration to meet this need.

BACKGROUND AND HISTORY OF BOARD ACTIONS:
The human resources function was contained within the administration department until October 2012. At that time, Human Resources was established as a standalone department to allow for more focus on personnel issues. Since then, the human resource profession has become more complex with ever-increasing laws and rulings over the years. In addition, employers are held to a very high standard of conduct with increased potential for significant harm to the County for employer and/or employee misconduct.

ALTERNATIVES AND CONSEQUENCES OF NEGATIVE ACTION:
We can continue with the current organizational structure and placement of human resources, but face the ongoing challenge of hiring well-qualified talent to manage the function. In addition, no action risks not taking a more strategic view of talent management and the impact of technology across the County.

FINANCIAL IMPACT:
The Assistant County Administrative Officer position receives an annual salary of $140,675, which is $18,550 more than the Human Resources Director position. Salary savings are sufficient to cover this amount in the current year.

ATTACHMENTS:
Assistant County Admin Officer-draft (PDF)

RESULT: ADOPTED [3 TO 2]
MOVER: Rosemarie Smallcombe, District I Supervisor
SECONDER: Miles Menetrey, District V Supervisor
AYES: Rosemarie Smallcombe, Kevin Cann, Miles Menetrey
NAYS: Merlin Jones, Marshall Long
ASSISTANT COUNTY ADMINISTRATIVE OFFICER  
(At-Will)

DEFINITION/DISTINGUISHING CHARACTERISTICS  
The Assistant County Administrative Officer performs a wide variety of managerial, professional, and administrative duties with limited direction from the County Administrative Officer (CAO). The position provides assistance to the CAO and may be called upon to represent or act on behalf of the CAO in his/her absence.

This position assists with all matters related to the planning, administering, directing, overseeing, evaluating and executing activities and operations of the County Government, however may be assigned specific department oversight, special projects, and duties (e.g., Finance, Information Technology, Human Resources, Economic Development, etc.).

This position will develop procedures and policies guided by direction from the CAO and the County Board of Supervisors, and will facilitate innovation and delivery of critical services to County residents, local businesses, elected officials, and County staff. This position oversees other staff, reports to the CAO and is classified as an “at will” position.

This position assists in providing the highest quality service in the most efficient, cost-effective, equitable and courteous manner possible; provides accurate and timely information and recommendations to executive and elected leaders; implements policies and programs; and manages the day-to-day operations of various County services.

SUPERVISION RECEIVED AND EXERCISED  
Receives general direction from the County Administrative Officer.

Exercises supervision over assigned staff.

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

Assists the CAO in the execution, coordination, and implementation of policies and directives of the Board of Supervisors; prepares and presents recommendations for Board of Supervisors’ consideration and action; assists in administering daily operations, monitors service delivery, and acts for the CAO in his/her absence as directed.

Works with the CAO to identify organizational issues; conducts research and develops policy recommendations regarding a variety of County programs and services; develops related strategies and objectives as appropriate for the maintenance or enhancement of efficient and effective County operations.

Provides County departments with guidance, technical, and administrative support.

Drafts proposed resolutions and ordinances.
May guide the activities of various departments and/or divisions to ensure they are aligned with County policies and goals of the CAO and Board.

Assists in the development of the County strategic plan and department objectives.

Appoints, supervises, trains, mentors, directs and evaluates performance of staff.

Monitors state and federal legislation to identify potential funding and operational impacts.

Develops related strategies and objectives to maintain or enhance operational efficiencies.

Coordinates County activities with other governmental agencies and outside organizations.

Assists with the Board of Supervisor’s agenda process and may represent the CAO at meetings.

Coordinates daily interdepartmental activities and builds positive relationships with leadership, staff and individual constituents.

Maintains regular contact with and keeps the CAO informed.

Responds to public inquiries, requests for assistance and complaints.

Works regularly with local organizations and civic groups for the purposes of interpreting, formulating and executing programs and plans.

Maintains good rapport with department heads and works with department leadership to identify complex policy issues and implement comprehensive solutions.

Develops and maintains systems and records that provide for proper documentation, control and evaluation of operations.

May oversee divisions, function or special projects related to community or economic development, information technology, purchasing, public information, legislative analysis, real estate and space needs, emergency services, organizational development and strategy, etc.

Upholds the values of the organization and has strong customer service orientation.

Performs other related duties as assigned.

**Will be assigned specific department or organizational oversight in Finance and/or Human Resources. Scope of assigned area will depend on departmental structure and is at the discretion of the CAO:**
Finance:
- Serves as the County’s chief budget officer and is responsible for ensuring that the Board of Supervisors and County’s executive team have the correct financial information to make sound financial and strategic decisions.
- Participates in and contributes to the development and administration of the annual County budget, and coordinates and facilitates the County’s budget process.
- Directs the preparation and implementation of budgetary adjustments.
- Reviews operations of departments for fiscal, operational and political implications.
- Leads in the development of long-term budget and fiscal planning; creates forecasting models; provides financial projections and recommendations; develops performance management metrics, dashboards, and fiscal policy, etc.
- Ensures financial data is accurate, easily accessible for the public and staff, and analyzed to support County efforts to make data-driven decisions.
- Develops and presents on financials, funding strategies, and fiscal recommendations.
- Works cooperatively with the Auditor; prepares and administers self-insurance funds; administers budget balancing strategies, etc.

Human Resources:
- Builds collaborative partnerships with labor union representatives and assists with labor relations activities, including active participation in labor negotiations.
- Responsible for the overall direction and vision of the Human Resources function, including oversight of an annual budget and staff.
- Masterful at having difficult conversations to address organizational structure, employee and labor relations, and politically or emotionally charged issues.
- Effectively advise and provide consultative services across the organization on a variety of HR matters.
- Maintains and updates the County’s classification and compensation system.
- Establish, maintain and modify as necessary all HR policies, best practices and procedures. Ensures that staff have access to tools and information on employee benefits, rules, expectations, rights, guidelines and opportunities.
- Oversees labor relations, collective bargaining, administering the County’s recruitment process, organizational and employee development, workers compensation and employee personnel records.
- Develop and maintain training schedule requirements and manuals for various types of personnel. Track adherence to the training schedule and ensure it is included in employee performance metrics.
- Understands and administers job classification and salary issues.
- Remains informed and up to date on HR local, state, and federal laws, rules, and regulations.
- Ensures technology decisions consider the full range of change management issues including training, scheduling, business impact and the impact on the workforce.
EMPLOYMENT STANDARDS (for all assignments)

Knowledge of:

All pertinent federal, state, and county laws, codes, ordinances, regulations and standards affecting County administration.

Principles, practices, methods, and procedures of public sector budget development and administration.

Administrative principles and methods, including goal setting, policy and organizational analysis, strategic planning, program development and implementation, and county government.

Modern principles and practices of management and supervision.


English usage, spelling, grammar, and punctuation.

Mathematics as related to administrative analysis and common statistical functions used for data analysis.

Modern office procedures, practices, and technology.

Information systems technology and specific applications for administrative analysis, recordkeeping and reporting.

Social, political, and economic issues influencing area of responsibility.

Principles and practices of conflict resolution.

A solid foundation of core competencies identified as essential for strategic leadership, including mission focus, visioning, strategic thinking, business thinking, diplomacy, global mindset, accessibility, judgement, risk taking, leadership identification, and presentation skills.

Ability to:

Interpret, analyze, and apply federal, state, and local laws, rules, and regulations pertaining to County administration.

Develop, implement, and interpret department/County goals, objectives, policies, procedures, and work standards.

Establish cooperative and effective working relationships with the Board of Supervisors, a variety of County departments, colleagues, outside organizations, and the citizens served; act with a high degree of political acumen.
Identify challenges and problems and conceive of analytical strategies to work toward solutions.

Select, train, motivate, develop, direct, and evaluate assigned staff.

Analyze complex problems, evaluate alternatives, and make sound recommendations.

Keep abreast of trends and requirements in County administration and operations.

Exercise sound, independent judgment within general policy guidelines.

Gain cooperation through discussion and persuasion.

Appraise situations and people accurately and quickly and adopt an effective course of action.

Represent the County effectively in meetings with others and make formal presentations to various groups.

Communicate effectively, both orally and in writing.

Prepare, review, and present reports, recommendations, and other correspondence and communications in a clear and concise manner.

Use and direct the use of computer programs for financial/administrative record-keeping and reporting.

Perform mathematical computations related to financial and data analysis.

Continue to develop professional knowledge, skills and networks through participation in appropriate professional organizations, events and training opportunities.

**TYPICAL WORKING CONDITIONS**

Work is performed in a normal office environment. Tasks may involve extended periods of time at a keyboard or workstation.

**TYPICAL PHYSICAL REQUIREMENTS**

Requires the mobility to work in an office environment. Requires the ability to sit at desk for long periods of time and intermittently walk, stand, stoop, kneel, crouch and reach while performing office duties; use hands to finger, handle or feel objects, tools or controls; lift and/or move objects and materials of up to 25 pounds. Must be able to maintain effective audio-visual discrimination and perception needed for making observations, communicating with others, reading and writing, and operating office equipment. Must be able to use a telephone to communicate verbally and a keyboard to communicate through written means, to review information and enter/retrieve data, to see and read characters on a computer screen.
MINIMUM QUALIFICATIONS
Any combination of experience and education that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:
Three or more years of increasingly responsible managerial, fiscal, and professional administrative work in a government setting.

Education:
A Bachelor’s degree from an accredited college or university with a major in public or business administration, accounting, economics, finance, human resources, or a closely related field. A Master’s degree in public or business administration or human resources is preferred. Current technical/professional knowledge of complex principles, methods, standards and techniques associated with the scope of work of a recognized professional.
Desired licenses and/or certifications associated with the assignment, such as:
- Credentialed Manager Certification
- Financial Certifications e.g., Certified Public Financial Officer (CPFO)
- Human Resources Certifications

Additional Requirements:
Possession of a valid California driver’s license. Under certain circumstances, the County may accept a valid driver’s license from another State if applicant acknowledges his/her intent to acquire a California driver’s license within three months by signing an acknowledgement form.

The duties of this position will involve access to confidential and sensitive information requiring a background investigation and credit check.

This class specification lists the major duties and requirements of the job and is not all-inclusive. Incumbents may be expected to perform job-related duties other than those contained in this document.

Creation date: 03/04 (B/S Res. 04-92)
Revision date: 02/06 (B/S Res. 03-73); 03/06 (B/S Res. 06-77); 02/14 (B/S Res. 14-57); 06/17 (B/S Res. 17-344); 12/20 (B/S Res. 20-747)