

THE BOARD OF SUPERVISORS OF THE COUNTY OF STANISLAUS  
BOARD ACTION SUMMARY

DEPT: Chief Executive Office

BOARD AGENDA #: \*B-7

AGENDA DATE: September 20, 2016

**SUBJECT:**

Approval of the Chief Executive Office Human Resources Reorganization and to Amend the Salary and Position Allocation Resolution to Restore One Manager IV, Restore and Downgrade a Chief Information Officer Position to Manager IV and Add One Confidential Assistant III Position to Support County Human Resources

**BOARD ACTION AS FOLLOWS:**

No. 2016-477

On motion of Supervisor Withrow, Seconded by Supervisor O'Brien

and approved by the following vote,

Ayes: Supervisors: O'Brien, Chiesa, Withrow, DeMartini, and Chairman Monteith

Noes: Supervisors: None

Excused or Absent: Supervisors: None

Abstaining: Supervisor: None

1)  Approved as recommended

2)  Denied

3)  Approved as amended

4)  Other:

MOTION:

ATTEST:

  
ELIZABETH A. KING, Clerk of the Board of Supervisors

File No.

**THE BOARD OF SUPERVISORS OF THE COUNTY OF STANISLAUS  
AGENDA ITEM**

DEPT: Chief Executive Office  
Urgent  Routine

BOARD AGENDA #: \*B-7

AGENDA DATE: September 20, 2016

CEO CONCURRENCE:



4/5 Vote Required: Yes  No

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**SUBJECT:**

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**STAFF RECOMMENDATIONS:**

Approve the Chief Executive Office Human Resources Reorganization to allocate two Senior Management Consultant Positions and one Confidential Assistant III position by amending the Chief Executive Office – Operations and Services' Salary and Position Allocation Resolution to restore one unfunded Manager IV, restore one unfunded Chief Information Officer (CIO) and downgrade to Manager IV and delete the CIO classification, and add one Confidential Assistant III position to support County Human Resources effective October 1, 2016.

**DISCUSSION:**

**Overview**

Presented in this agenda report is the recommended Chief Executive Office Human Resources Reorganization. The reorganization recommends the addition of three positions to the CEO Human Resources (HR) Division to ensure the County Government organization is properly staffed and positioned to meet the challenges and demands in today's society.

Stanislaus County Government has more than 4,300 employees, 26 distinct County Departments and various Joint Powers Authorities and commissions where County employees provide services in partnership with other public agencies, and has an annual budget that exceeds \$1.1 billion. The organization is complex and provides a wide range of programs and services to our community. The programs range from significant legal and statutory Federal and State mandates with complicated funding streams to local discretionary programs focused on services such as public safety and community health. The County's services are provided by County employees who are vital to our Mission, Values and Priorities as we continue to strive to be the "best County in America."

Looking ahead, we must stay vigilant and responsive to a changing workforce, reflect the diversity of the community we serve, seek and retain outstanding employees, and ensure the workforce is responsive and effective. All of this while including strategic succession planning in order to move successfully through the anticipated retirement of employees with years of institutional knowledge. The plan to enhance CEO Human Resource staffing is supported strongly by key department heads who seek the support of, and understand the value of, these

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much needed resources for the organization. The reorganization as presented below is intended to invest in a stronger organization moving into the future and to focus on the effectiveness of our efforts to serve.

A major function of the Chief Executive Office is to lead the personnel/human resource functions of our county government organization. County Ordinance Section 3.04.235 designates the Chief Executive Officer as the Director of Personnel. In the 2016-2017 Final Budget, the Board of Supervisors approved a position upgrade of one Deputy Executive Officer to serve as the County HR Director. The new HR Director position aligns the level of management oversight consistent with current organizational needs. The Board was advised at that time of an HR reorganization endeavor and that further considerations would be forthcoming in an effort to support the significant unmet needs in the area of human resources.

The business of the Human Resources Division is becoming increasingly complicated and demanding. It is currently staffed with 13 positions – a Human Resources Director, five managers and seven confidential assistants with responsibilities ranging from recruitment, training, Americans with Disabilities Act compliance, administering discipline, court litigation and beyond. Targeted statutory and mandated changes, coupled with dynamic labor relations responsibilities associated with 11 labor groups, require ongoing increased activity. Those areas impacted by the increases in activity are budget review and submissions, independent contractor and personal service agreement negotiations and monitoring, policy review and administration, classification and salary audits, assistance with informal and formal performance and discipline issues brought forward by individual departments, and Equal Employment Opportunity / Equal Rights complaint investigations and resolution.

The labor intensive nature of human resource work can be clearly seen in a brief snapshot of the level of activity required to respond to discipline matters. In 2013 there were approximately 40 discipline matters and 28 matters in 2014. 2015 saw a significant increase compared to the prior two years with 49 formal actions taken. Discipline matters are becoming increasingly complex and involve significant resources and efforts from County departments, CEO and County Counsel resources. They are lengthy in duration and involve the need for ongoing preparation, discussion and negotiation with County employees. A formal action that commenced in 2015 was recently decided upon by the County's discipline appeal board action in September of this year. In excess of 400 hours of joint effort were devoted to this one action. These activities require a more rapid response to the stringent demands of adapting to the needs of our changing workforce environment.

Stanislaus County has certain centralized human resource functions in the Chief Executive Office, as well as the Office of County Counsel, while some decentralized human resource support is provided in the larger County Departments. Together, the professionals collaborate and coordinate with the centralized CEO Human Resources Team. Every County department relies to some extent on the Chief Executive Office Human Resources team.

It has become increasingly clear that we are at a crossroads and the expectations, needs and requirements of the organization have surpassed the Chief Executive Office's ability to meet these increasing demands with existing resources. Several County department heads have

Approval of the Chief Executive Office Human Resources Reorganization and to Amend the Salary and Position Allocation Resolution to Restore One Manager IV, Restore and Downgrade of a Chief Information Officer Position to Manager IV and Add One Confidential Assistant III Position to Support County Human Resources

---

been urging the Chief Executive Office to evaluate the need to devote more resources to this critical function. In addition to the growing workload of an organization of more than 4,300 employees, continuously over the next sixteen months, the County will be in labor negotiations with 11 labor groups as follows:

- California Nurses Association (C.N.A.)
- Stanislaus County Employee's Association – AFSCME Local 57
- Service Employees International (SEIU Local 521)
- County Attorneys Association (CAA)
- Deputy Sheriffs Association (DSA)
- Stanislaus Sworn Deputies Association (SSDA)
- Stanislaus County Sheriff's Supervisors Association (SCSSA)
- Stanislaus County Sheriff's Management Association (SCSMA)
- Stanislaus County Probation Officers Association (SCPOA)
- Stanislaus County Probation Corrections Officers Association (SCPCOA)
- Stanislaus County District Attorney Investigators Association (SCDAIA)

The County is continuing to work to ensure that it attracts a quality workforce and has sustainable resources to retain existing employees in existing positions. The responsibilities of the Division include the recent increased demands of recruitment and selection activities for civilian and sworn staff. Recruitments in general have increased exponentially since 2008 with 115 opened in 2007-2008, 196 in 2011-2012 and 230 in 2015-2016. Based on recruitments opened during the first three months of 2016-2017, it is anticipated that over 250 recruitments will be opened. These increased activities associated with the hiring and onboarding of all County employees include providing customer service and reception responsibilities, records management and payroll tasks of the Chief Executive Office. These activities have raised an awareness of an improved need for resources in the clerical support and processing areas. The Division is responsible for providing leadership training through the Learning Institute, the County's supervisory training resource. The HR Division offers general training to all County employees designed to enhance an employee's professional development. There are significant training and resource needs in order to adhere to mandates in this area. As an example, newly required training for all County employees falls under AB 2053 and AB 1855 that speak to civility and appropriate behaviors in the workplace.

For all of these reasons, it is recommended that three positions be added to the CEO HR Division in an effort to focus on the major service functions that are currently underserved. These functions are extremely vital to leading a sound and effective organization.

The Chief Executive Officer and CEO Leadership Team have carefully prepared a Chief Executive Office Human Resources reorganization for Board of Supervisors consideration. This reorganization is a careful balance of restoring previously authorized positions, internal transfers and the addition of one new position. In addition to the recommended CEO Human Resource reorganization, the Chief Executive Officer is working with the Office of the County Counsel to further evaluate the needs for legal support and the cost of outside counsel services to support human resources. Those recommendations will be presented in the First Quarter Financial Report in November, 2016.

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Staffing levels from 2006 to present have been fully analyzed in the preparation of the recommended reorganization. The table below illustrates staff for human resources over that 10 year period to demonstrate previous staffing reductions and increased responsibilities of the Chief Executive Office.

<b>HISTORICAL STAFFING AT A GLANCE</b>				
<b>Year</b>	<b>Staffing</b>		<b>Year</b>	<b>Staffing</b>
2006	17.5		2012	8.5
2007	15.5		2013	8.5
2008	17.5		2014	9
2009	15		2015	9
2010	13		2016	13
2011	12			

**2016 and Beyond—The Recommended Reorganization**

This proposed reorganization will focus the efforts of our most senior management staff on the most significant areas of ongoing HR concerns. To accomplish this, a position at the Manager IV level would oversee all Labor and Employee Discipline responsibilities. The second Manager IV position would be assigned to Program and Policy Operations. These Manager IV positions will allow for appropriate distribution of the complex and increasing workloads, while providing equitable assistance at the highest management consultant level to all County departments. Existing Manager III positions will be grouped into teams under the new Manager IV positions to allow for improved coordination of departmental matters in order to better assist and support all County Department Heads and HR managers. The addition of one Confidential Assistant I/II/III will provide clerical support for the increased work generated by both of these important areas of oversight as well as assist with the identified need for support in the area of recruitment, training, and overall HR administration.

**POLICY ISSUE:**

Changes to the Salary and Position Allocation Resolution must be approved by the Board of Supervisors.

**FISCAL IMPACT:**

The total annual cost of each Manager IV position at the mid-range of the band, including salaries and benefits, is approximately \$143,000. The total annual cost of the Confidential Assistant III position at the mid-rate, including salary and benefits, is approximately \$70,000. Total costs for the three additional positions to support County Human Resources, for the remainder of Fiscal Year 2016-2017, are estimated to be \$267,000 for nine months. Approximately 50% of County Human Resources is charged to County departments through the Cost Allocation Plan for central support services. These three positions will generate approximately \$133,500 in estimated revenues, with the remainder of the cost, \$133,500 to be covered by CEO Net County Cost approved in the 2016-2017 Adopted Final Budget. The

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CEO has successfully maintained Net County Cost Savings over the past several fiscal years and was eligible to carry forward savings in the amount of \$1,385,485 into Fiscal Year 2016-2017 to support CEO Operations and Services. These savings should be sufficient to cover the additional cost of these positions but, if not, the Chief Executive Office will return to the Board as part of the Mid-Year Financial Report to request additional funding as necessary.

<b>Cost of recommended action:</b>		\$ 267,000
<b>Source(s) of Funding:</b>		
Cost Allocation Plan Revenue	133,500	
<b>Funding Total:</b>		\$ 133,500
<b>Net Cost to County General Fund</b>		\$ 133,500
<b>Fiscal Year:</b>	2016-2017	
<b>Budget Adjustment/Appropriations needed:</b>	No	
<b>Fund Balance as of</b>	N/A	

**BOARD OF SUPERVISORS' PRIORITY:**

The recommended actions support the Board of Supervisors priority of the Efficient Delivery of Public Services.

**STAFFING IMPACT:**

It is recommended that the Salary and Position Allocation Resolution be amended to reflect the restoration of one Manager IV, the restoration and downgrade of a Chief Information Officer position to Manager IV, and the addition of one Confidential Assistant III position to support County Human Resources effective October 1, 2016.

**CONTACT PERSON:** Tamara Thomas, Interim Human Resources Director, 209-525-6333

**ATTACHMENT(S):** None