

Solano County

*675 Texas Street
Fairfield, California 94533
www.solanocounty.com*



Agenda - Final

Wednesday, February 10, 2016

6:30 PM

Solano County Board of Supervisors Chambers

Civil Service Commission

SOLANO COUNTY CIVIL SERVICE COMMISSION

*Regular Meeting
February 10, 2016
Wednesday - 6:30 p.m.
Board of Supervisors Chambers*

TO THE PUBLIC

In compliance with the Americans with Disabilities Act (ADA of 1990), the County will provide accommodations for persons with disabilities who attend public meetings. If you have the need for an accommodation such as interpreters or materials in alternative format, please contact Antoinette Rasmussen at 707-784-6180.

If you wish to address the Commission on a matter not listed on the Agenda, you may do so under Items from the Public. The subject matter must be within the jurisdiction of the Commission.

If you wish to address any item listed on the Agenda, please submit a Speaker Card to the Recording Secretary of the Commission before the Commission considers the specific item. Cards are available on the podium in the Board Chambers.

Please limit your comments to five minutes.

For items not listed on the Agenda, please see Item #3, Items from the Public.

1. Call to Order/Roll Call
2. Pledge Of Allegiance
3. Items from the Public

This is your opportunity to address the Commission on a matter not heard on the Agenda, but it must be within the subject matter jurisdiction of the Commission. Please submit a Speaker Card before the first speaker is called and limit your comments to five minutes. Items from the public will be taken under consideration without discussion by the Commission and may be referred to staff.

4. Approval of Minutes of the Commission

[CSC 16-0009](#)

Attachments: [1-13-16.pdf](#)

5. Communications
6. Information Items (No Action Required by Commissioners)
7. Additions to, or deletions from, the Agenda
8. Approval of the Agenda

SCHEDULED CALENDAR

(All items under Scheduled Calendar require Commission Action)

[CSC 16-0007](#) Approve the Continued Registration of Employee Organizations.

[CSC 16-0008](#) Receive a report on the recruitment flow and process from the Director of Human Resources and provide direction on potential process improvement. (Continued from September 9, 2015)

Attachments:

[Exhibit 1 - Merit System Audit](#)

[Exhibit 2 - Grand Jury Report](#)

[Exhibit 3 - Recruitment Flow Chart](#)

[Exhibit 4 - Oral Board Guidelines](#)

[Exhibit 5 - Rating Guidelines](#)

[Exhibit 6 - Employment Resources Specialist III Recruitment Flowchart](#)

[Exhibit 7 - Employment Resources Specialist III Recruitment Announcement](#)

[Exhibit 8 - Employment Resources Specialist III Classification Specification](#)

[Exhibit 9 - October 9, 2015 letter to SEIU](#)

MISCELLANEOUS ITEMS

9. Commission/Staff Comments

Adjourn

To the Civil Service Commission meeting of March 9, 2016 at 6:30 P.M., Board Chambers, 675 Texas Street, Fairfield, CA



Solano County

675 Texas Street
Fairfield, California 94533
www.solanocounty.com

Agenda Submittal

Agenda #:
Type: CSC-Document
File #: CSC 16-0009
Agenda date: 2/10/2016
Title:

Status: Agenda Ready
Department: Civil Service Commission
Contact: Marc Fox, 784-2552
Final action:

Governing body: Civil Service Commission

District:

Attachments: [1-13-16.pdf](#)

Date	Ver.	Action By	Action	Result
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**MINUTES OF THE SOLANO COUNTY
CIVIL SERVICE COMMISSION**

Regular Meeting
Wednesday, January 13, 2016
Board of Supervisors Chambers
County Administration Center
Fairfield, CA 94533

1. Call to Order/Roll Call

President Neal called the meeting to order at 6:31 p.m. Roll was called, and the following Commissioners were present: Commissioner Neal, Commissioner Booe, Commissioner Riley, Commissioner Burton and Commissioner Petullo. Commission Staff present were Marc Fox, Director of Human Resources and Commission Secretary; JoAnn Parker, Deputy County Counsel; and Antoinette Rasmussen, Recording Secretary.

2. Pledge of Allegiance

3. Items from the Public

4. Approval of Minutes of the Commission

A motion to approve the minutes of the December 9, 2015 regular meeting was made by Commissioner Riley with a second by Commissioner Booe. The motion to approve carried 5/0.

5. Communications

There were no communication items.

6. Information Items (No Action Required by Commission)

There were no information items.

7. Additions to, or deletions from, the Agenda

There were no additions to or deletions from the Agenda.

8. Approval of the Agenda

A motion was made to approve the agenda by Commissioner Booe with a second by Commissioner Burton. The motion carried 5/0.

SCHEDULED CALENDAR

CSC 16-0002: Annual election of the Civil Service Commission President and Vice President

A motion was made to nominate Commissioner Neal for President by Commissioner Booe with a second by Commissioner Riley. The motion carried 5/0.

A motion was made to nominate Commissioner Booe for Vice President by Commissioner Riley with a second by Commissioner Petullo. The motion carried 5/0.

CSC 16-0004: Approve the Continued Registration of Employee Organizations

The Employee Employer Rules and Regulations require that recognized bargaining units submit an annual certification of continued registration. Units 10, 11, 12, 13 and 15 have provided those. Since the agenda had been posted, Human Resources received certification of continued registration from units 17, 18, and 19. Mr. Fox recommended that the Commission approve the continued registration for units 10, 11, 12, 13, 15, 17, 18, and 19. Hopefully by the February meeting Human Resources will have received certification from the remaining units and the Commission will be able to approve the balance.

Commissioner Riley asked how many bargaining units are remaining. Mr. Fox responded that the remaining are; Units 1 (Attorneys), 2 (Nurses), 3 (Law Enforcement Employees), 4 (Law Enforcement Supervisors), 5 (Health and Welfare Employees), 6 (Health and Social Services Supervisors), 7 (Regulatory, Technical & General Services), 8 (General Services Supervisors), 9 (Clerical), 14 (Correctional Supervisors), and 16 (Mid-Management). Commissioner Riley asked if there would be any advantages to staff for the Commission to wait for the rest to come in. Mr. Fox responded that the organizations are required by County to submit them by January 15th. Mr. Fox asked that the Commission recognize those that have followed the County Codes. The Commission has the option to delegate authority to the executive secretary to recognize the balance on their behalf or the Commission could wait until the next meeting. Mr. Fox recommended that the Commission wait until the next meeting.

A motion was made to approve the continued registration of employee organizations units 10, 11, 12, 13, 15, 17, 18 and 19 by Commissioner Burton with a second by Commissioner Booe. The motion carried 5/0.

CSC 16-0005: Civil Service Commission Hearing on an allegation of workplace discrimination.

The Civil Service Commission recessed to Closed Session at 6:41 p.m. pursuant to Government Code section 54957(B).

The meeting returned to open session at 8:15 p.m. President Neal reported that the Commission voted unanimously to affirm the Hearing Officer's recommendation and found that the County did not discriminate in the probationary release of "Employee Y."

CSC 16-0001: Approve the 2015 Annual Report of the Civil Service Commission

The Civil Service Rules state that the Commission is to make an annual report to the Board of Supervisors on or before February 15th of each year. Provided in the agenda packet is the staff recommended report. This report follows the same outline as the reports of the past two years. Mr. Fox stated that if approved the report would go to the Board of Supervisors at their February 2, 2016 meeting. Commissioner Booe asked if this was the final version or if the final version would have any color or graphics added to it, similarly to the Solano County Annual Report. Mr. Fox responded this is the final version. Commissioner Booe recommended that Civil Service Commissioners be listed on the report. President Neal also recommended that the Commissioners be listed on the report. Mr. Fox stated he would be happy to list the

Commissioners. Commissioner Booe stated that it would be nice for the report to have color. Mr. Fox responded that he will see what he can do for the next annual report.

A motion was made to approve the 2015 annual report as amended by Commissioner Riley with a second by Commissioner Booe. The motion carried 5/0.

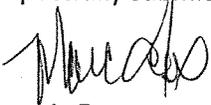
9. Commission/Staff Comments

Mr. Fox recognized that the Board of Supervisors has extended another four year term for President Neal, Commissioner Burton, and Commissioner Booe. President Neal stated that Commission has determined that they would like President Neal to go over the documentation from the hearing and a few things for the coming year with Mr. Fox.

10. Adjourn

President Neal adjourned the meeting at 8:21 p.m.

Respectfully submitted,



Marc A. Fox
Director of Human Resources



Solano County

675 Texas Street
Fairfield, California 94533
www.solanocounty.com

Agenda Submittal

Agenda #: **Status:** Agenda Ready
Type: CSC-Document **Department:** Civil Service Commission
File #: CSC 16-0007 **Contact:** Marc Fox, 784-2552
Agenda date: 2/10/2016 **Final action:**
Title: Approve the Continued Registration of Employee Organizations.

Governing body: Civil Service Commission

District:

Attachments:

Date	Ver.	Action By	Action	Result
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HUMAN RESOURCES' RECOMMENDATION:

It is recommended that the Civil Service Commission approve the requests for continued registration for the following employee organizations:

<u>Unit</u>	<u>Name</u>
1	Attorneys; represented by Teamsters, Local 150
2	Nurses; represented by SEIU, Local 1021
3	Law Enforcement Employees; represented by Solano County Deputy Sheriff's Association
4	Law Enforcement Supervisors; represented by Solano County Deputy Sheriff's Association
5	Health & Welfare Employees; represented by SEIU, Local 1021
6	Health & Social Services Supervisors; represented by Public Employees Union, Local One
7	Regulatory, Technical & General Services; represented by SEIU, Local 1021
8	General Services Supervisors; represented by SEIU, Local 1021
9	Clerical; represented by SEIU, Local 1021
14	Correctional Supervisors; represented by Teamsters, Local 856
16	Mid-Management; represented by Public Employees Union, Local One
17	Law Enforcement Management; represented by Solano County Law Enforcement Mgt. Assoc.
18	Sheriff's Office Management; represented by Solano County Law Enforcement Mgt. Assoc.
19	Executive & Senior Management; represented by Professional & Technical Engineers, Local 21

SUMMARY:

The Employer-Employee Relations Rules and Regulations (EERRR) Section 7, Employee Organization Registration Procedures, paragraph B, provides that requests for continued registration shall be submitted annually between January 1 and January 15 of each year. At the Commission's January 13, 2016 meeting, the Commission approved the continued registration of some of the employee organizations. This February 10, 2016 request is for the balance of the employee organizations.

DISCUSSION:

On December 7, 2015, the Human Resources Department sent to each recognized employee organization the request for annual recognition. Information to be provided by the recognized employee organization is:

1. Name and mailing address of the organization.
2. A statement whether the organization is a chapter or local of, or affiliated with, a regional, state, national or international organization and, if so, the name and address of each such regional, state, national or international organization.
3. A list of principal officers of the organization.
4. A statement that the organization has, as one of its primary purposes, representation of its members in their employer-employee relations with the County.
5. A designation of those persons, not exceeding two (2) in number, and their addresses, to whom notice, sent by regular United States mail will be deemed sufficient notice to the organization for any purpose.
6. A statement that the organization has no restriction on membership based on race, color, creed, national origin, sex, age, or physical or mental impairment.
7. Current copies of the organization's constitution and by-laws.
8. A designation of those persons who are authorized as representatives of the organization in any communications with the Director, the Commission or Board.

Recognized employee organizations began submitting the required annual recognition documentation shortly following the Human Resources Department's request.

ALTERNATIVES:

The Commission could elect to not delegate authority to the Commission Secretary to receive and approve recognition to those employee organizations that submit their documentation.

OTHER AGENCY INVOLVEMENT:

The Human Resources Department worked with each recognized employee organization in gathering the required information for continued recognition.



Agenda Submittal

Agenda #: **Status:** Agenda Ready
Type: CSC-Document **Department:** Civil Service Commission
File #: CSC 16-0008 **Contact:** Marc Fox, 784-2552
Agenda date: 2/10/2016 **Final action:**

Title: Receive a report on the recruitment flow and process from the Director of Human Resources and provide direction on potential process improvement. (Continued from September 9, 2015)

Governing body: Civil Service Commission

District:

Attachments: [Exhibit 1 - Merit System Audit](#)
[Exhibit 2 - Grand Jury Report](#)
[Exhibit 3 - Recruitment Flow Chart](#)
[Exhibit 4 - Oral Board Guidelines](#)
[Exhibit 5 - Rating Guidelines](#)
[Exhibit 6 - Employment Resources Specialist III Recruitment Flowchart](#)
[Exhibit 7 - Employment Resources Specialist III Recruitment Announcement](#)
[Exhibit 8 - Employment Resources Specialist III Classification Specification](#)
[Exhibit 9 - October 9, 2015 letter to SEIU](#)

Date	Ver.	Action By	Action	Result
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HUMAN RESOURCES' RECOMMENDATION:

The Director of Human Resources recommends that the Commission receive the updated report on the recruitment flow and process.

SUMMARY:

In June 2015 the Civil Service Commission received public comment regarding employee dissatisfaction with a recruitment, and the Commission received additional information and provided comments during their August 2015 meeting. The Commission has asked for a review on how the recruitment process is conducted. Following the September 9, 2015 Civil Service Commission meeting, Human Resources Department staff met with SEIU representatives on September 30 and October 8, 2015. These meetings resulted in potential administrative process changes which do not require Civil Service Rule amendments. They are:

1. Human Resources will clarify how supplemental questions are to be used in the process by informing the applicant that responses to the supplemental questions "will be used to assess an applicant's ability to advance in the process."
2. In those cases where a supplemental question is to be used as an examination, if the supplemental questionnaire is score independently, it shall be scored and if weighted, it would be weighted in accordance with Civil Service Rule 5.21, Weighing Sub-Tests.
3. SEIU will discuss the possibility of exploring agreement to a classification analysis for the Eligibility Benefits Specialist and Employment Resource Specialist series.

4. SEIU will discuss with prior job applicants if there is interest in coaching on how to complete a job application, how to respond to supplemental questionnaires, or if there is interest in attending the County's "Effective Interview Techniques" training course.
5. The County and SEIU will work together to develop an initial set of competencies for SEIU-represented classifications, which would be sent to employees and supervisors to validate. Validated competencies will be components for the examination and/or hiring interview.
6. The County will inform union representatives about current opportunities employees have to develop themselves in preparation to promote and to hear ideas the unions may have to further inform employees of these opportunities.

All of the above items are within the Human Resources Director's ability to implement and none require any Civil Service Rule change.

DISCUSSION:

Merit System Principles

The Human Resources Department conducts recruitments in accordance with merit system principles, as required by the Federal Uniform Guidelines on Selection Procedures and as codified in the Solano County Code Chapter 20, Human Resources, Article I, Civil Service (adopted on September 6, 1966 and amended on April 28, 1992).

County Code Section 20-10, Purpose of personnel system, states:

It is the purpose of this article to provide for a comprehensive personnel system for the county civil service which will do the following:

- (a) Promote and increase economy and efficiency in the county civil service.
- (b) Provide for equitable and uniform procedures for dealing with personnel matters.
- (c) Provide for the grouping of positions with comparable duties and responsibilities into appropriate classes.
- (d) Provide for appointment and promotion of employees based on merit as determined by competitive examination, thus assuring the recruitment and retention of well-qualified employees.
- (e) Assure the county employment is made a career by providing for security of tenure and advancement within the service whenever practicable.
- (f) Provide for the right of employees to appeal from actions taken which affect them adversely and to be heard on all matters with which they are concerned.

The federal Uniform Guidelines on Employee Selection Procedures is the framework for our merit system audit of Child Support Services and social services programs. The six federal merit principles audited were:

1. Recruitment and Selection - *Employees are recruited, selected, and advanced on the basis of their relative ability, knowledge, and skills, including open consideration of qualified applicants for initial appointment.*
2. Compensation - *Employees are paid equitable and adequate compensation.*
3. Training - *Employees are trained as needed to assure high quality performance.*
4. Retention of Permanent Employees - *Employees are retained on the basis of adequacy of their performance, inadequate performance is corrected, and when inadequate performance cannot be corrected, employees are separated.*
5. Fair Treatment - *Applicants and employees are treated fairly in all aspects of personnel administration without regard to political affiliation, race, color, national origin, sex, religious creed, age or handicap and with proper regard to their privacy and constitutional rights as citizens.*
6. Political Rights and Prohibitions - *Employees are protected against coercion for partisan political purposes and are prohibited from using their official authority for the purpose of interfering with or affecting the result of an election or a nomination for office.*

The December 23, 2014 federal merit system audit found Solano County's human resources practices, including recruitment and selection, "in full compliance" following the "thorough assessment of the County's personnel system for both Health and Social Services and Child Support Services Departments..." (**Exhibit 1**)

The Solano County Grand Jury issued its 2015 report on Procedures for Hiring Solano County Employees. As part of the Grand Jury's research, they interviewed:

- Members of the County Administrator's Office
- Members of the Human Resources leadership
- Members of the Health & Social Services Department (HSS)
- A former HSS employee
- A prospective applicant for a County position
- Several Human Resources Analysts

The Grand Jury also reviewed:

- Two County-wide Vacancy Reports
- New Requisition Guide for Hiring (flowchart for hiring)
- Social Worker III open recruitment and hiring steps
- Office Assistant II open recruitment and hiring steps
- Clinic Physician Supervisor open recruitment and hiring steps
- Environmental Health Manager recruitment and hiring steps
- 2014 Human Resources goals
- Solano County bargaining units by departments
- Human Resources' organizational chart
- Vacant positions and average lag days

The Grand Jury did not find fault with the recruitment process, but rather, described it as complex and made recommendations to fill the two vacant Human Resources Analyst positions and to be more engaged in educating others about the complexities involved in the hiring process. **(Exhibit 2)**

General Recruitment Process

Civil Service Rule 4.02, Method of Recruitment, states

The Director of Human Resources shall determine the recruiting plan that in his/her judgment will result in the most successful recruitment possible within practical limitations of budget, time, and needs of the County departments.

Civil Service Rule 5.01, Establishing Selection Procedures, states

The Director of Human Resources has the authority to establish examinations and examination selection procedures when in his/her discretion and judgment such procedures are called for. The Director shall make the final decision as to whether an open or promotional examination will best serve the interests of the County.

A sample recruitment process is attached as **Exhibit 3**.

A recruitment can either have either a fixed filing deadline (Civil Service Rule 4.05) or have no deadline (continuous recruitment, Civil Service Rule 4.03). In addition to the filing deadline (fixed or continuous), the recruitment will either be promotional (open only to current County employees, Civil Service Rule 5.06) or competitive (open to any person, Civil Service Rule 5.05).

In addition to the employment application, the Human Resources Director identifies the various testing and selection procedures which may include written tests, oral interview appraisal, evaluation of education and experience, performance of tasks required, and other recognized objective methods of determining proficiency (Civil Service Rule 5.01, 5.02 and 5.03).

Having identified the recruitment deadline, recruitment audience (promotional or competitive) and testing and selection procedures, the recruitment announcement is prepared (Civil Service Rule 4.01). Recruitments must be open for a minimum of five working days (Civil Service Rule 4.01), although most are open for 14 days or longer.

The testing and selection procedures are designed to differentiate applicants based on their relative knowledge, skills and

abilities in relationship to the applied-for classification. An examination may include one or more of the following elements:

- Supplemental questionnaire
- Written examination
- Job-skills performance test
- Oral interview

Utilization of these various testing and selection procedures is an important and necessary screening protocol as it measures applicants knowledge, skills and abilities to successfully perform the work of the applied-for classification. Scoring of these various procedures differentiates applicants between not qualified (failed the test), qualified and well-qualified applicants and serves the merit system principles to hire well-qualified candidates with selection based on the relative ability, knowledge and skills of the applicants.

A common testing and selection procedure is the use of an oral board panel. The composition of this oral interview panel is set both under the Civil Service Rules and through the Director of Human Resources' established guidelines (Civil Service Rule 5.18 and **Exhibit 4**). Rating Guidelines have been prepared (Civil Service Rule 5.16 and **Exhibit 5**) and the scoring is set per Civil Service Rule 5.17.

After the completion of all phases of the examination, applicants' are placed on the eligible list. The eligible list may be weighted between the various testing and selection procedures or wholly based on one element such as the oral interview (Civil Service Rule 5.21).

At limited stages of the recruitment process, an applicant for employment may appeal

- Who is found to lack any of the requirements or qualifications established for the examination (Civil Service Rule 4.13A)
- Who is physically unfit to perform the duties of the class (Civil Service Rule 4.13B)
- Who is addicted to illegal drugs or the habitual use of alcohol to excess and is not entitled to the protections of the Americans with Disabilities Act (Civil Service Rule 4.13C)
- Who presents evidence of immoral, infamous, or disgraceful conduct (Civil Service Rule 4.14D)
- Who has been convicted of or pled *nolo contendere* to a felony or misdemeanor if there is a rational relationship between the conviction and the applied-for position (Civil Service Rule 4.14E)
- Who has been discharged from the Armed Forces under conditions less than honorable (Civil Service Rule 4.14F)
- Who has submitted a false, incomplete, misleading or late application (Civil Service Rule 4.14G)
- Who was removed for job-related reasons upon the written request of the appointing authority (Civil Service Rule 4.13H)
- Who has been previously dismissed from public or private employment or has resigned to avoid such dismissal for any of the reasons listed above (Civil Service Rule 4.13I)
- Who finds an ambiguous or doubtful question or items upon an examination and calls it to the attention of the proctor either during or immediately after the examination (Civil Service Rule 5.15)
- As soon as the rating of an examination has been completed and the eligibility list established (Civil Service Rule 5.23 - see the full text, below)

Civil Service Rule 5.23, Examination Results Notice

As soon as the rating of an examination has been completed and the eligible list established, each candidate shall be notified by mail of the result of the examination, and, if successful, of his/her examination final score.

- A. Any candidate may, within ten days after the date upon which the notices of the written examination results were mailed request to review his/her answer sheet and compare it with a "key" answer sheet to determine the accuracy of his/her score. Exam questions will not be available. For those exams obtained from professional psychometric organizations, a request can be made to have that organization double check his/her score.
- B. The application and examination records of applicants are confidential records which may be

reviewed by appropriate appointing authorities in accordance with procedures established by the Director of Human Resources.

C. Candidates may not view the examination rating forms or the written comments of the oral board raters.

Recent Recruitment Process

A recent recruitment was for Employment Resources Specialist III. A copy of the recruitment process is enclosed (**Exhibit 6**) as well as the recruitment announcement (**Exhibit 7**).

A copy of the classification specification (job description) is enclosed (**Exhibit 8**). The definition of this classification is:

“Under general supervision, serves as lead worker and expert resource to other staff; provides expert advice to case carrying staff to assist in the management of integrated cases; performs specialized assignments requiring an advanced level of technical knowledge in both public assistance grant programs and employment services; and performs related duties as required.”

Some of the listed job duties are:

- Interviews, advises and guides a diverse population of clients to ascertain employability, isolate barriers to employment, evaluate need for and authorize public assistance benefits, and authorize ancillary benefits/services necessary to mitigate the impact of employment barriers.
- Conducts complete appraisal of case records to assess clients education, work experience, skills, abilities and job interest and attempts to match them with available employment opportunities.
- Provides guidance to case carrying staff in the development of individual employment plans and recommends appropriate refers to employment, training, and social services.

The recruitment plan was for a competitive recruitment with a fixed application filing deadline. Applicants were reviewed for minimum qualifications and all applicants who were unable to demonstrate meeting the minimum qualifications were sent a disqualification notice.

Concurrent with the completion of the employment application, applicants also completed and submitted a supplemental questionnaire. (The supplemental questionnaire was contained within the recruitment announcement and applicants were advised that it was part of the selection process.) The supplemental questionnaire consisted of two narrative questions and an affirmation, which were:

1. Please explain your work experience in determining and authorizing public assistance benefits. Please include the name of your employer, the type of public assistance benefits you granted, and your average case size.
2. Please explain your work experience leading and coordinating the work of other staff. Please include the name of the employer, the dates you performed the lead work, and the number of staff you directed.
3. I understand that a copy of my college degree or transcripts is required to verify that I meet the education requirement of this class specification. I further understand that failure to submit my educational documents by the final filing deadline will result in immediate disqualification from the recruitment.

Following screening and determination of the minimum qualifications, the first phase of the examination was to rate the supplemental questionnaire. A relative ranking was made of these applicants with greater weight given to question #1 than question #2. As this is a lead worker and expert resource classification, greater weight was given to those applicants with experience in ascertaining employability, isolating barriers to employment, and developing plans and recommending appropriate referrals for employment, training and social services (question #1).

Those applicants who demonstrated a higher relative knowledge, skills and abilities were invited to an oral board interview. The balance of the applicants were provided written notice which included, “Although you met the minimum experience requirements, you were not among the most qualified as based on your answers to the supplemental questions.”

Included in the grouping of applicants who met the minimum qualifications but were not the most well-qualified were Eligibility Benefit Specialists II who did not articulate as successfully as others work experience in employment development duties as articulated within the Employment Resources Specialist III classification. The Director of Human Resources received letters from some applicants "appealing the denial of my application" and asserting that the supplemental questionnaire should be used only to support meeting the minimum qualifications and not as part of the selection procedures.

The use of the supplemental questionnaire to differentiate applicants was consistent with the Civil Service Rules, particular Civil Service Rule 4.02 (Method of Recruitment) and Civil Service Rule 5.01 (Establishing Selection Procedure). The Civil Service Rules do not provide for an appeal when an applicant is dissatisfied with a score/ranking.

On September 30, 2015 Human Resources Department staff met with SEIU representatives. A further meeting between Human Resources Department staff and SEIU representatives was held of October 8, 2015 and resulted in the October 9, 2015 letter to SEIU shop steward Nadeen Roach (**Exhibit 9**). This October 9th letter outlined six potential administrative changes which the Department could implement, which are:

1. Human Resources will clarify how supplemental questions are to be used in the process by informing the applicant that responses to the supplemental questions "will be used to assess an applicant's ability to advance in the process."
2. In those cases where a supplemental question is to be used as an examination, if the supplemental questionnaire is score independently, it shall be scored and if weighted, it would be weighted in accordance with Civil Service Rule 5.21, Weighing Sub-Tests.
3. SEIU will discuss the possibility of exploring agreement to a classification analysis for the Eligibility Benefits Specialist and Employment Resource Specialist series.
4. SEIU will discuss with prior job applicants if there is interest in coaching on how to complete a job application, how to respond to supplemental questionnaires, or if there is interest in attending the County's "Effective Interview Techniques" training course.
5. The County and SEIU will work together to develop an initial set of competencies for SEIU-represented classifications, which would be sent to employees and supervisors to validate. Validated competencies will be components for the examination and/or hiring interview.
6. The County will inform union representatives about current opportunities employees have to develop themselves in preparation to promote and to hear ideas the unions may have to further inform employees of these opportunities.

ALTERNATIVES:

The Civil Service Commission could elect to not receive this report on the recruitment flow and process; however, this alternative is not recommended at the Commission's last meeting the request was made for additional information. The Commission, alternatively, would provide different direction to the Director of Human Resources.

OTHER AGENCY INVOLVEMENT:

None.

Exhibit 1

December 23, 2014

County of Solano
Department of Human Resources
Birgitta Corselo, County Administrator
675 Texas Street, Suite 6500
Fairfield, CA 94533

Dear Birgitta,

Enclosed please find the final report which summarizes the results of the Human Resource Program Review of the County of Solano's personnel system. As noted in the attached report, the County of Solano is in full compliance with the six federal merit principles.

As you know, under contract with the California Department of Human Resource (CalHR), Merit System Services (MSS) is charged with ensuring that the personnel systems of local agencies receiving federal and state funding for Social Services and Child Support Services programs are in conformance with the federal and state requirements. For counties operating an Approved Local Merit System, such as the County of Solano, MSS periodically conducts a personnel program review comparing its operations with the six federal merit principles. This review focused on your policies and practices related to the following six federal merit principles:

1. Recruiting, selecting and advancing employees on the basis of relative ability
2. Providing equitable and adequate compensation
3. Training employees to assure high quality performance
4. Retaining/separating employees on the basis of performance
5. Fair treatment of applicants/employees in all aspects of personnel administration
6. Political rights and prohibitions

Should you have any questions, please feel free to contact me via email at lconner@cpshr.us or by phone at 916-471-3402.

Sincerely,



Lisa Conner
Senior Consultant

Enclosure

County of Solano Personnel Management Program Review

Report of Findings

SUBMITTED BY:

CPS HR CONSULTING
MERIT SYSTEM SERVICES

241 Lathrop Way
Sacramento, CA 95815
t: 916-263-3614 f: 916-648-1211
www.mss.ca.gov

Team Members:

Lisa Conner
Judy Capaul
Mike DeSousa

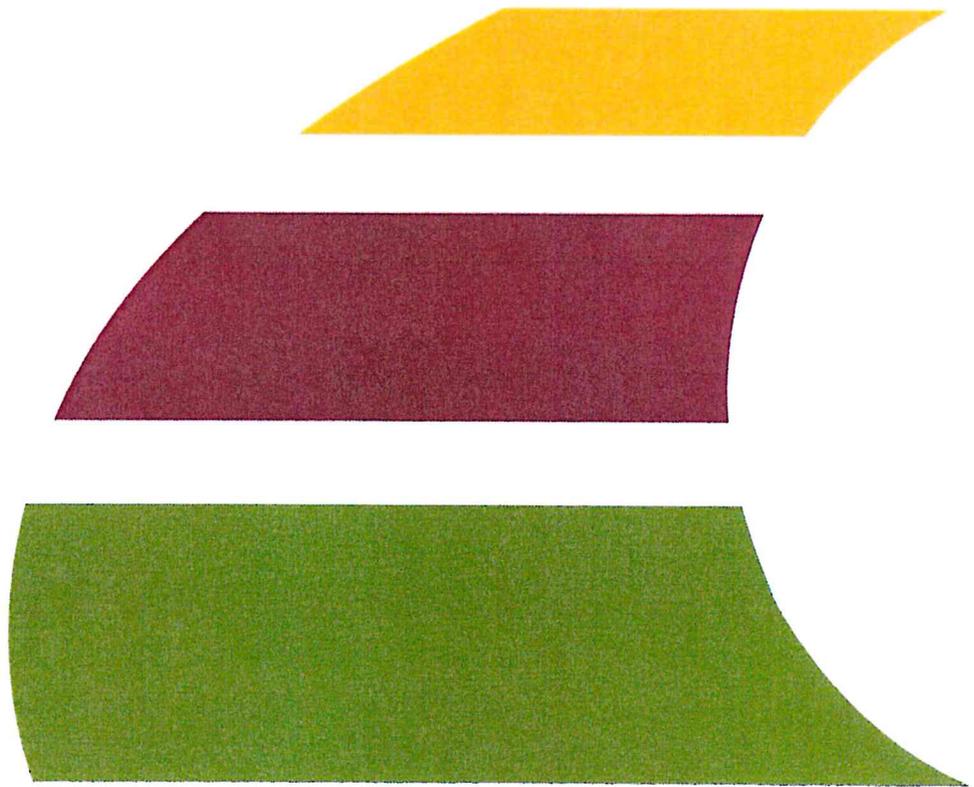


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REPORT OF FINDINGS

Background

Under contract with the California Department of Human Resource (CalHR), Merit System Services (MSS) is charged with ensuring that the personnel systems of local agencies receiving federal and state funding for Social Services and Child Support Services programs are in conformance with the federal and state requirements. For counties operating an Approved Local Merit System, such as the County of Solano, MSS periodically conducts a personnel program review comparing its operations with the six federal merit principles. This report summarizes the results of the personnel program review of the County of Solano.

The information included in this report is based on:

- County Code
- County Civil Service Rules
- Personnel and Salary Resolution
- County Ordinances, Policies, and Procedures
- Employer-Employee Relations Rules and Regulations
- County Memoranda of Understanding
- Interviews with Human Resources Director and staff, the Director of Health and Social Services, and the Director of Child Support Services
- Responses to questions answered in advance of the onsite review
- Various personnel related files (examination, discipline, appeals) and printouts
- Prior final audit report for County of Solano, issued in August 2008

Outline of Audit Process

- On September 15, 2014, pre-audit materials were sent via email to the HR Director. Materials included the questions for advance response, a copy of the pertinent sections of the Code of Federal Regulations, and a cover memo outlining the audit process.
- On September 25, 2014, MSS had follow-up phone call with the HR Director and Assistant HR Director to clarify the audit process.
- On October 14, 2014, MSS had a pre-audit phone call with the HR Director and Assistant HR Director to address questions, clarify the audit process, materials needed, and logistics.
- On October 14, 2014, the HR Director emailed MSS the staff responses to the questions for advance response.
- On October 14, 2014, MSS sent the Requested Documents and Statistics document via email to the HR Director to ensure files and statistics were available for the audit team once onsite.

- On October 22nd and October 23rd, 2014, three audit team members conducted an onsite review of the County's personnel system.
- On December 10, 2014, the Draft Report of Findings was submitted to the HR Director and Assistant HR Director via email.
- On December 19, 2014, MSS received a response from the HR Director and Assistant HR Director with regard to the Draft Report of Findings. No substantive changes were suggested by the County; however, all edits provided by the County were made by MSS.
- On December 23, 2014, MSS submitted a Final Report of Findings to the HR Director, the Director of Health and Social Services, the Director of Child Support Services, the Chair of the Civil Service Commission, the Chair of the Board of Supervisors, the County Administrator, California Department of Human Resources, Department of Health Services, California Department of Social Services, and California Department of Child Support Services.

Overview of Solano County

Solano County is a general law county with approximately 2,800 allocated positions. Within the County, there are 19 Departments and 23 bargaining groups. The personnel system is established by County Code, which establishes a Civil Service Commission (CSC) and Civil Service Rules (CSRs). The Civil Services Rules were adopted under the authority of the Solano County Civil Service Ordinance. The intent of the Rules is to provide for equitable and uniform procedures for dealing with personnel matters. The Rules cover, but are not limited to recruitment, examination, and selection matters; certifications and appointments; classification; discipline, separation, and appeals; and employee performance evaluation considerations.

The five member Civil Service Commission is appointed by the Board of Supervisors. The Commission has responsibility for hearings on appeals of disciplinary actions as provided by the rules; hearings on allegations of discrimination complaints; advising the Board of Supervisors and the Director of Human Resources on issues concerning personnel policy and administration; and reviewing and approving new classifications and/or changes to classification specifications.

The Director of Human Resources is appointed by the County Administrator and is responsible for planning, organizing, and directing the County's human resource system. The Human Resources Director acts as the Executive Officer and the Secretary of the Civil Service Commission. The Department of Human Resources has 27 regular employees and is divided into three divisions: Personnel Services/Employee Benefits, Training and Organizational Development, and Risk Management. The Personnel/Employee Benefits Division provides for centralized human resources activities, to include, but not limited to the following: recruiting, testing, selection of applicants; ongoing review of the position classification and employees compensation; serving as staff to the Civil Service Commission; resolving employee grievances; employee/labor relations and negotiations; processing of personnel action forms, maintaining the position allocation list and list of classes and salaries; meeting with departments to assist with personnel related matters; overseeing the County's employee benefits program. Within Risk Management, staff are responsible for administering all County insurance programs to include liability, Workers' Compensation, Property, Unemployment, Medical Malpractice, and Vehicle.

The Health and Social Services Department has approximately 1,205 budgeted full-time equivalent (FTE) positions. The Health and Social Services Department provides Adult and Child Protective

Services, Employment and Eligibility Services, Public Health Services, Public Authority, Mental Health Services, Substance Abuse Services, and Fiscal and Administrative Services.

The Child Support Services Department has approximately 107 budgeted FTEs. The Child Support Services Department establishes and enforces orders for Child Support Services.

Highlights of Major Findings

Based upon a thorough assessment of the County's personnel system for both Health and Social Services and Child Support Services Departments in relationship to the six federal merit standards, the County is in full compliance.

MERIT PRINCIPLE 1 RECRUITMENT AND SELECTION

Recruitment and Selection

Employees are recruited, selected, and advanced on the basis of their relative ability, knowledge, and skills, including open consideration of qualified applicants for initial appointment.

Discussion

Recruitment

Related Rules, Policies, and Procedures

The County of Solano has Civil Service Rules (Rules) which address recruitment and examination activities. Specific to recruitment, the Rules¹ have provisions related to the timeframe in which announcements must be posted for all open competitive examinations. The Rules require a minimum posting period of at least five working days. Further, Rules² require specific content on announcements, to include the following: class title; compensation for the classification; a statement of duties and responsibilities; the time and last date on which applications may be filed; the location of where completed applications must be returned; the qualification guidelines for the class; a statement explaining the examination/selection process; the notice that a minimum exam score of 70% is required to pass; other information to help applicants understand the nature of employment and procedure for participating in the examination.

Overview of Practices

The audit team reviewed a total of 16 recruitment and examination files (four Child Support classifications, eleven Social Services classifications, and one countywide classification of Office Assistant). The sampling of files included both open competitive as well as promotional recruitments. Additionally, since not all of the hard copy files included the certification lists and outcomes, a sampling of eleven certification lists were reviewed by the audit team.

The audit team examined both hard copy recruitment/exam files and online files, using the County's JobAps applicant tracking system. Files included job announcements, information about the selection process, examination materials, item analyses when applicable, and relevant documentation regarding the recruitment and selection process. In the audit team's review of the files, it was confirmed that the job announcements were posted for a minimum of five working days, and that the announcements included the information required by County's Rules. Further, job announcements reviewed had language to note that "all employment decisions and personnel policies will be applied equally to all County employees and applicants and be based upon the needs of County service, job related merit, and ability to perform the job." Job announcements also stated that the County is an Equal Opportunity Employer (EOE) and that applicants with disabilities who need special testing arrangements may contact the HR Department.

¹ County of Solano Civil Service Rules, Section IV, §4.01

² County of Solano Civil Service Rules, Section IV, §4.01

County staff regularly attends job fairs at Travis Air Force Base, Solano Community College and Workforce Investment Board. In some of the exam files reviewed, there was evidence of outreach targeted to that specific classification; however, most of the files did not include information as to the County's outreach strategies. In reviewing the Child Support Program Manager recruitment and selection file, evidence of outreach included the use of various resources, such as printed publications (Jobs Available, newspapers); online websites, such as Craigslist and CSAC; Professional Association Websites, such as CSDA; and email distribution lists, such as CA Cities and CA Counties.

Advertising and recruiting strategies are normally decided by the HR Analyst; however, feedback and recommendations from the Department are considered prior to posting. Human Resources staff and CSS and HSS department heads confirmed SME involvement at the onset of a recruitment, prior to the announcement being posted. HR Analysts meet with the Departments to review the class specification and discuss the recruitment plan, with consideration of the Department's needs, as well as reasonable limitations such as time and budget.

Further, HR staff conducts bi-monthly meetings with the HSS and CSS departments for the purposes of monitoring any current or upcoming vacancies, progress on current recruitments and examinations, as well as other personnel matters. Attendance at the meetings includes the designated HR Analyst, the department director and/or other pertinent HSS and CSS executive and/or senior management.

Examination

Related Rules, Policies, and Procedures

Civil Service Rules³ specify that, "All examinations shall be competitive. An examination shall be deemed to be competitive when applicants are tested as to their relative qualifications and abilities or when a single applicant's score is compared to a set standard score." Further, the Rules indicate that all examinations shall be competitive in nature, but may consist of one or more of the following examinations: written tests; oral interview appraisal; evaluation of education and experience; performance of tasks required; and other recognized objective methods of determining proficiency.

Overview of Practices

Both CSS and DSS utilize similar assessment tools to assess the relative knowledge, skills, and abilities of candidates, including an initial screening of minimum qualifications as outlined on each class specification.

As noted above, HR Analysts meet with the SMEs to review the classification specification prior to the start of a recruitment and selection process. Additionally, an examination plan is discussed with SME's prior to posting. Files and input from HR staff indicate that the following processes and factors are discussed with SME's in determining the exam plan:

- review of the classification specification to ensure it is up to date and accurate;
- review and determination of the knowledge, skills, and abilities (KSAs) to be assessed;
- review of the proposed selection tools with the Subject Matter Experts; and

³ County of Solano Civil Service Rules, Section V, §5.03

- outreach considerations

Based upon a review of files and in discussions with HR, more commonly used examinations are written examinations and oral examinations to determine the most highly qualified candidates. Less frequently used are Supplemental Questions (SQs) as a part of the selection process. While HR was not able to produce a report to note how many exams over a period of time included rated supplemental questions versus written exams, and/or oral boards, discussions with HR indicate that the County is moving toward using more orals in conjunction with the written examinations. Additionally, the County is in the process of implementing Development Dimensions International (DDI) – Targeted Selection, an on-line computer based assessment system. The system will match Solano County job families to the DDI competency data base and recommend appropriate job-related competencies and behavioral based oral examination questions for review by HR staff and SME's. Because of the automated review process, it is the understanding of the audit team that documentation to note SME involvement in the examination process will be enhanced.

The following outlines the different assessment tools that are utilized within DSS and CSS:

Use of Supplemental Questions:

Applications are routinely screened to determine if applicants possess the minimum requirements for the job. Supplemental questions with rating criteria may be used to elicit more detail relating to minimum or desirable requirements. According to the responses provided by Human Resources staff, supplemental questions are infrequently used. However, when used, the questions are collaboratively developed by SME's and HR staff prior to the announcement being posted, and based upon the classification specification. Further, the HR Analyst works with the hiring department to determine which knowledge, skills, and/or abilities need to be highlighted and are most relevant to the current vacancy.

The use of supplemental questions as a rated assessment is usually a pass/fail component in the selection process. The Analyst determines how to rate the questions prior to the recruitment being posted. A typical rating will be "Unsatisfactory", "Good", "Very Good", or "Outstanding". Each rating scale point is given a numeric value (1, 2, 3, 4, or 5) and after all scores have been calculated, a pass point is established. In terms of rating, a single SME is normally used to rate the supplemental questions. If multiple raters are reviewing the responses, an average rating is determined based on the individual rater's score. While HR staff may serve as a rater, this is usually not the case.

Written Examinations:

Written examinations are typically developed using an outside agency or the Western Region Item Bank (WRIB). Based upon discussions with HR, it was noted that there are meetings with SMEs, and exam questions are reviewed, modified based upon the knowledge, skills, and abilities required for the position. A review of a sampling of exam files by the MSS audit team verified that written examinations are being utilized for some classifications.

Based upon discussions with HR and in reviewing the item analyses, HR utilizes a true 70% pass point per administration, which is typically based upon the raw score, not a rescaled score. The pass point may be adjusted, if needed, after assessing the performance of the candidate pool and/or consideration adverse impact implications and business factor considerations.

Oral Examinations:

Oral examinations are developed in collaboration with the Department. A review of the classification specification determines what knowledge, skills, and abilities are to be assessed in the oral examination component. As mentioned above, the County is working towards implementing DDI Targeted Selection, which is expected to result in enhanced documentation of SME involvement in the development, review, and approval of the behaviorally based questions. Currently, discussions with the SMEs may be informal or formal in nature, dependent upon the recruitment and needs of the department. The audit team reviewed a sampling of files where an oral examination was included as a selection tool. While the specified assigned score ranges and categories are ultimately decided upon by the HR Analyst assigned to the Department, the scoring concept is similar across all exams. Candidates are rated numerically against pre-determined rating criteria and guidelines on a range from unsatisfactory to outstanding.

Typically, the oral exam board consists of three panelists. Human Resources staff conducts a panel orientation to ensure a structured and standardized oral exam process occurs. Additionally, the panel orientation content includes an overview of illegal questions, per California and Federal fair employment laws. The Human Resources Analyst does not act as a rater, but does debrief with the panel.

While HR encourages consensus among the panelists, consensus ratings are not required. Per the CSRs⁴, if there are panelists on the oral board who provide the candidate with ratings of 70 or higher while other panelists provide the candidate with ratings below 70, the majority rating will govern, regardless of the average. However, when this is not the case, the average rating is the candidate's final score for the oral examination component.

Selection, Certification, and Appointments

Related Rules, Policies, and Procedures

At the conclusion of a competitive exam process, candidates are ranked on employment lists in order of their final ratings.⁵ Final ratings are determined based on scores on examination parts plus application of Veterans preference points and promotional preference points for county employees on open competitive exams. Tie scores in the last ranked position are included in the total names certified for consideration. If multiple types of eligible lists exist (reemployment, departmental promotional, open, etc.), the Civil Service Rules define a specific order of use⁶. The life of an employment list is normally one year but the HR Director has the authority to determine a longer or shorter life based on list viability.

The appointing authority receives the top three ranks or a minimum of four names plus the number of approved vacancies for hiring consideration.⁷ The appointing authority is required to consider all candidates who respond to the notice of certification.⁸ If an appointing authority cannot find an acceptable hire within the initial certification, he/she can request a second certification after completing a justification questionnaire. If such a request is made, the HR

⁴ County of Solano Civil Service Rules, Section V, §5.17

⁵ County of Solano Civil Service Rules, Section VI, §6.01

⁶ County of Solano Civil Service Rules, Section VI, §6.10

⁷ Solano County Code, Chapter 20, Section 20-15 (i)

⁸ County of Solano Civil Service Rules, Section VI, §7.03

Analysts review the hiring interview questions and the interviewing supervisor(s) notes from each candidate's interviews. If justification is adequate, HR may approve processing a second certification.

After a new appointment, re-employment, promotion or transfer to a permanent position, employees within the civil service are subject to a probationary period as the final step in the selection process. The duration of the probationary period is either 13 or 26 pay periods depending upon the classification, representation unit and the type of appointment⁹. The probationary period may be extended in accordance with the CSR's or per the MOU. A probationary employee may be rejected from the service at any time during the probationary period without the right of appeal unless the employee alleges that the rejection is based on discrimination.

Overview of Practices

All certification for approved hires, management of eligible names on lists, and tracking of appointments are centrally performed and controlled in the HR Department. The MSS on-site review team examined a sample of eleven different certification records of open and promotional employment lists for entry, professional and supervisory classifications in CSS and HSS. All were found to be in compliance with the Civil Service Rules related to certification and employment list management.

Non-Status Appointments

Related Rules, Policies, and Procedures

County Civil Service Rules exclude extra help employees from the civil service but state that extra help appointments shall not be used to circumvent filling of regularly allocated positions except on a temporary basis (defined as no more than 999 hours in a fiscal year).¹⁰ Solano County rules require, when an extra help employee is appointed into a regular position, that the extra help employees be hired from an eligibility list.¹¹ Incumbents of limited term positions, which are established for a project or assignment with a termination date, are included in the civil service but have some limitations on certain seniority provisions.¹²

The Civil Service Rules also allow provisional appointments in the absence of an employment list. A provisional appointment is limited to 30 days after the establishment of a new eligible list or a maximum of six months in any twelve consecutive months¹³. Provisional appointments are rarely used in Solano County.

In addition, County Code defines employees included and excluded from the civil service¹⁴. Excluded categories relevant to this MSS review include, "Employees designated as executive management, senior management, and mid-management, except those required by state law to be included in the county civil service." Attorneys are also excluded by County Code.

⁹ County of Solano Personnel and Salary Resolution and MOU's

¹⁰ County of Solano Civil Service Rules, Section II, §2.25

¹¹ County of Solano Civil Service Rules, Section VII, §7.02

¹² County of Solano Civil Service Rules, Section II, §2.31.1

¹³ County of Solano Civil Service Rules, Section VII, §7.04

¹⁴ Solano County Code, Chapter 20, §20-13

Overview of Practices

In practice, Solano County makes few extra help or provisional appointments. As of the date of the MSS on-site review, CSS had no extra help employees. HSS had two extra help employees currently assigned within the divisions of CSW, EES, and ODA. The single provisional appointment is the interim Director of Health and Social Services Department.

HR staff reported that extra help appointments are typically made from individuals on regular employment lists who are willing to accept extra help assignments. If no one on relevant existing lists is available, a 5-day extra help recruitment will be posted and an extra help list established.

As allowed by County Code, Solano County exempts executive, senior and mid-management from the civil service. The major impact to exempt employees is they are at-will without access to the seniority, layoff procedures and discipline appeals processes available to civil service employees. The County routinely conducts selection procedures for exempt positions in accordance with Civil Service Rules, although there is no requirement to do so.

One of the findings of the 2008 MSS review of Solano County's personnel program, was that there were a number of exempt mid-management classifications in HSS that were beyond the scope of exempted positions allowed by LAPS. Subsequent agreements between the County and the Executive Officer of the State Personnel Board resulted in transferring positions in CWS, ODA and EES in nine mid-management classifications to civil service coverage. This change was made effective May 2010.

As of the current MSS review, the exempt management positions within CSS and the CWS, ODA, and EES divisions of HSS are:

- Director of Child Support Services
- Assistant Director of Child Support Services
- Deputy Director E&E Programs
- Deputy Director Social Programs CWS
- Deputy Director Social Programs ODA
- Employment/Eligibility Administrator (2 positions)
- Social Services Administrator-CWS

The Director, Assistant Director, and Deputy Director positions are executive management positions, responsible for a department or major operations function. After the 2008 MSS review, the Executive Officer of the California State Personnel Board (SPB) confirmed that the deputy positions were appropriately exempted from the LAPS standards. The Administrator positions are senior management that direct one or more programs and assist the Deputy Directors in overall operations and division administration.

Findings

Meets the federal standards as related to Recruitment and Selection

MERIT PRINCIPLE 2 COMPENSATION

Employees are paid equitable and adequate compensation.

Discussion

Related Rules, Policies, and Procedures

The County of Solano's compensation plan and attendant pay practices are codified within the Personnel and Salary Resolution and implemented at the direction of the HR Director. The resolution specifies all aspects of pay practices and benefits, such as establishment of salary ranges, salary upon changes to employment status, longevity pay, out of class pay, incentives, and differential pay and paid leave conditions.

The regulation of the salary range of compensation for officers and employees is fixed by resolution of the Board of Supervisors as noted section 4.4 of the Resolution. The HR Director makes recommendations to the Board of Supervisors on related aspects pay practices, the establishment of ranges and any requirements to adjust ranges to retain the skills required by the County.

Resolutions of the Board of Supervisors are adopted for designated executive and senior management levels, legislative employees, and elected officials.

Collective Bargaining

The HR Department's Employee Relations Division negotiates wages, hours, and benefits and other terms and conditions of employment within the scope of representation as required by the State Law (Myers/Milias Brown Act). As noted¹⁵ ...a recognized employee organization shall have the right to meet and confer in good faith with appropriate level of County management regarding wages, hours and other terms and conditions of employment..."

The County encompasses 23 bargaining units, 19 of which are represented by 9 recognized employee organizations. Memoranda of Understanding for represented employees within the scope of this review include Service Employees International Union, Local 1021, Unit #5; Public Employees Union Local One, Unit #6; Service Employees International Union Local 1021, Units #2,7, 9; Public Employees Union Local One, Unit #16; Professional and Technical Engineers Local 21, Unit #19.

Compensation Surveys

The County regularly conducts compensation surveys (both base pay and total compensation surveys, including benefits). The surveys are conducted to ensure a competitive position with the relevant labor market. For most positions, the relevant labor market includes the regional neighboring cities of Concord, Fairfield, Richmond, Sacramento, Vacaville, Vallejo, and Walnut Creek. Additionally, various Counties are used for some of the management classifications. The County maintains a specific labor market list for compensation surveys for the employment

¹⁵ County of Solano, Employer-Employee Relations Rules and Regulations, Section 10,A

subgroups: non-management/non-exempts employees; professional and mid-management employees; executives and senior management; elected officials.

The most recent county-wide survey was a total compensation survey entailing 55 benchmark classes completed in 2012 ("Total Compensation Study June 2012—October 2012"). The survey included the following core elements of total compensation: maximum value of health and welfare benefits; value of employer paid retirement; and base pay top step of the range for benchmark classes.

The aforementioned 2012 county-wide survey was conducted internally by senior HR Department staff. Another broad county-wide survey is currently planned for 2015 indicating a continued commitment to compensation competitiveness.

A sampling of five classifications from the Child Support Services and Health and Social Services Departments (Child Support Specialist, Child Support Attorney IV, Eligibility Benefits Specialist, Welfare Fraud Investigations Manager, Employment/Eligibility Services Manager) showed that the County was essentially comparable (within 5%) to the medians of the labor market for the other agencies surveyed, meaning the County is providing total competitive compensation. Such data was provided in the aforementioned 2012 county-wide study. Additionally, the HR Department will also conduct smaller targeted compensation analyses for specific classes, as required for the purpose of market competitiveness issues or internal equity considerations among specific classifications.

Benefits

Benefits are established for employees through collective bargaining for represented employees and by Board Resolution for unrepresented employees. As noted above, the County, through the HR Department, ensures relative competitiveness of benefits via County-wide compensation surveys that will commonly include total compensation, including benefits, in data gathering and subsequent analysis.

Findings

Meets the federal standards as related to Compensation

MERIT PRINCIPLE 3 TRAINING

Employees are trained as needed to assure high quality performance

Discussion

Related Rules, Policies, and Procedures

The County of Solano has no formal training policy but operates a centralized county training program within the Human Resources Department. The program is managed by the Organizational Development (OD) and Training Officer, who reports to the HR Director. Some MOU's have training provisions relating to time off to attend continuing education courses required for licensing. The County also offers a tuition reimbursement benefit.

The OD/Training Officer manages a series of mandated and elective classes designated for line staff, supervisors and managers. The delivery method may be on-line instruction, webinar or instructor led in a classroom depending upon the curriculum. The county partners or contracts for about half of their offerings through Targeted Solutions, Liebert Cassidy Whitmore, Managed Health Network, and CSAC-EIA.

Overview of Processes and Practices

Solano County's Leadership Development Model drives its countywide training program. The model includes five core organizational values that guide work for all employees in the county. Additional competencies are identified for those interested in advancement and for those in middle, senior and executive leadership roles.

The OD/Training Officer publishes a guide of mandated and suggested training for line staff, lead workers, supervisors, and managers so employees and their supervisors can plan staff development. This guide is distributed to departmental training coordinators and directly to new employees at the New Employee Orientation (NEO). Employees access the current offerings and registration information on the county intranet.

The countywide curriculum includes training available to all staff to improve performance. In addition, there are classes relating to the federal merit principles of selection, training, retention, and fair treatment. For example, mandated training for all staff and supervisors includes harassment prevention and diversity training, which incorporates training on state laws and the county EEO and harassment prevention policies. Elective classes on principles of supervision and leadership, hiring and interviewing, and all stages of performance management and discipline, are offered to all levels of supervisors and managers in a 9-course Leadership Academy.

The OD/Training Officer meets with departmental training coordinators to monitor attendance in both the mandated and elective classes. A review of attendance for a sampling of two elective supervisory development classes corroborates that the Departments of Child Support Services and Health and Social Services are using the county training program. The table below shows the number of current employees who attended the classes from 2008 to current.

Class Title	Number attending CSS	Number attending HSS
Conducting Effective Employee Evaluations	11	185
Introduction to Progressive Discipline	11	185

The OD/Training Officer is responsible for a monthly NEO. The MSS review team examined the contents of the NEO and found it thorough in its coverage of County policies and employee complaint procedures, disability accommodations, and mandated and elective trainings. Attendees in NEO receive a hard copy packet of County policies. The County's policy on political rights and prohibitions is not provided in the NEO policy packet but is sent to all employees prior to election dates.

Findings

Meets federal standards related to training

MERIT PRINCIPLE 4 RETENTION OF PERMANENT EMPLOYEES

Employees are retained on the basis of adequacy of their performance, inadequate performance is corrected, and when inadequate performance cannot be corrected, employees are separated

Discussion

Related Rules, Policies, and Procedures

Evaluation of Performance (Performance Planning and Evaluation)

Civil Service Rules specify that Department Heads are responsible for the evaluation of each employee in their department but the HR Director is responsible for establishing evaluation forms and procedures¹⁶. Departments are required to generate evaluation reports for both civil service and civil service exempt employees as follows¹⁷:

- Twice during a probationary period
- Just prior to the date of eligibility for a merit salary increase
- Annually, for those at the top step of their salary range

An employee may appeal a performance evaluation in writing to the Appointing Authority, who has the authority to either sustain or change the evaluation¹⁸.

Progressive Discipline and Separation

Rules¹⁹ specify the nature of disciplinary action, grounds for taking disciplinary action and the terms for various appeal processes within progressive discipline. Discipline is defined to include the following: dismissal, demotion, suspension, salary reduction, and formal written reprimand, which is housed in the employee's personal file in the HR Department. Grounds for discipline include the customary range of fraudulent and illegal behaviors, incompetence, willful disregard of property and authorized work direction, abusive personal behaviors directed to employees or the public, etc.

Overview of Practices

Evaluation of Performance (Performance Planning and Evaluation)

The HR Department provides two performance evaluation forms – one for management level employees and one for all other employees. Both forms include a section for setting goals and objectives for the next evaluation period and for reviewing progress on previous goals. The management evaluation links to the core values and competencies identified in the Solano County Leadership Development Model described in this report, Merit Principle 3. Management

¹⁶ Civil Service Rules, County of Solano, Section XII, §12.01

¹⁷ Ibid

¹⁸ Civil Service Rules, County of Solano, Section XII, §12.04

¹⁹ Civil Service Rules, County of Solano, Section IX

employees are rated on a 5-point scale ranging from Unsatisfactory to Distinguished; other employees are rated as either meets or does not meet expectations. A performance improvement plan is required for a rating of “does not meet expectations”. Departments initially had been given a choice to use the management level evaluation form or continue using the employee form for all; however, both CSS and HSS have recently begun using the management form.

The MSS review team examined a sampling of seventeen performance evaluations. The sample included evaluations of line workers, lead workers, mid-management and executive management. All were thorough and followed stated procedures. Performance improvement plans were included when an employee received a rating of does not meet expectations.

Both HSS and CSS Department Heads are responsible for monitoring their compliance with the Civil Service Rule standards relating to frequency and timing of performance evaluations. In Solano County, merit salary increases are not granted unless an evaluation has been completed. Retroactive pay is processed if a late evaluation results in a late merit salary increase. The MSS review team examined records for the CSS and HSS departments to determine if these departments were meeting the Civil Service Rule standards for evaluations for regular employees. A past due date of September 1 was chosen to allow for those that may be in progress in September and October but are not yet processed (i.e., if the date of the last evaluation was prior to September 1, 2013, it was tallied as past due). The results are shown below:

Performance Evaluations Past Due (Evaluation due date before September 1)		
Dept. or Division	No. Past Due	No. Allocated FTE Positions²⁰
CSS	28	105
HSS-Child Welfare Services	50	124
HSS-Employment & Eligibility Services	12	387.5
HSS-Older & Disabled Adult Services	21	60.5

As can be seen by the above table, compliance with the Civil Service Rule relating to frequency of performance evaluation is inconsistent. The Employment and Eligibility Services (EES) Division is mostly meeting the standards but the other divisions are late on approximately one-third of their evaluations. Of the total employees with past due evaluations, over 30 individuals have not had a performance evaluation since 2012 or earlier. While the County’s performance management policy, program design and management tools provided by the HR Department meet the intent of this merit principle, the operations departments need to adhere to implementing the program in accordance with the Civil Service Rules.

²⁰ County of Solano, Position Allocation Report Summary, FY2013/14 – Third Qtr as of April 22, 2014

Correction of Performance, Discipline and Separation

Reviewed records for the approximate four-year period noted below verify that appointing authorities use separation in cases where corrective action (via coaching, performance improvement plan, and/or training) cannot be successfully achieved. For example, the table below indicates recent dismissals for cause for HSS and CSS Departments, respectively.

Employment Termination for Cause--2010 to Present (October 2014)	
Department	Number of Terminations
HHS	13*
CSS	2

*3 resigned in lieu of termination

The County’s disciplinary appeal process includes an appeal to the appointing authority and a subsequent appeal to the Civil Service Commission via the HR Director for all disciplinary actions except the written reprimand. The written reprimand does not include appeal rights beyond those to the appointing authority.²¹ In addition, disciplinary appeal processes are afforded via the MOUs, which includes an adjustment board and binding arbitration step.

In support of consistent disciplinary practices, supervisory and manager training is regularly provided (e.g., "Introduction to Progressive Discipline Processes") as part of the HR Leadership Academy curriculum. Review of the training materials showed the training to be comprehensive, very cognizant of employee engagement in the corrective action process, and consistent with stated disciplinary action standards in Civil Service Rules and the Memoranda of Understanding (MOUs) with the bargaining units. Current training roster records reviewed also confirmed the regular completion of such training by HSS and CSS supervisors and managers.

In addition to training, standardized forms and templates are provided to County departments to have more consistent disciplinary coaching and corrective action processes. One example is the template "Counseling Memo and Performance Improvement Plan" form. The form stipulates content themes for the management of the performance improvement process including:

- Identification of performance deficiencies and required standards
- Scheduled cycle of follow-up meeting to review progress
- Citation of objective and measured work behaviors under review
- Recommendations and directions for improvement
- Clear citation of consequence for failure to make improvements

Findings

Meets the federal standards as related to Retention of Permanent Employees.

²¹ Civil Service Rules, County of Solano, Section IX.04,C

MERIT PRINCIPLE 5 FAIR TREATMENT

Applicants and employees are treated fairly in all aspects of personnel administration without regard to political affiliation, race, color, national origin, sex, religious creed, age or handicap and with proper regard to their privacy and constitutional rights as citizens.

This “fair treatment” principle includes compliance with the Federal equal employment opportunity and nondiscrimination laws.

Discussion

Related Rules, Policies, and Procedures

Equal Employment Opportunity

The County is an Equal Opportunity Employer with comprehensive policy and program elements to: 1) prevent discrimination/harassment via policy stances and training; 2) investigate and implement corrective actions arising from complaints when warranted by findings. The HR Department, through the EEO Compliance Officer, investigates complaints, makes recommendations for policy changes, provides prevention and complaint process training, and is the point of contact for departmental EEO representatives and state or federal fair employment agencies.

Additionally, the EEO Compliance Officer provides needed compliance reports, to include the required federal EEO-4 report, and the EEOP Short Form report that may be required for federal grants for specialized funding. An example EEOP Short Form report for a Sheriff’s Department grant in FY12 was reviewed. The report included a county workforce utilization report via-a-vis the County labor market for that period.

Anti-Harassment Policy

The County Anti-Harassment Policy²² as well as state and federal laws prohibit all of the following conduct affecting job applicants, employees, and persons providing County services under contract:

- Conduct which harasses or discriminates based on the protected status of the person(s) receiving the harassing or discriminatory conduct
- Retaliation due to the affected persons’ opposition to the harassing or discriminatory conduct

The Policy details the how affected persons may file complaint alleging harassment or discriminatory conduct, the means through which the policy shall be publicized and promulgated throughout the County, and the responsibilities of the supervisor and managers to both prevent discriminatory conduct and act to resolve violations of the Policy. The Policy continues to set

²² “Equal Employment Opportunity Harassment/Discrimination Policy,” revised 8-13-13

training requirements for supervisors and managers (every two years and within six months of promotion to supervision), and non-management employees (every three years). The Policy is subject to annual review in March, to ensure the Policy is consistent with any new state or federal requirements.

Finally, the Policy establishes an EEO Committee whose role is to review related policies and programs, and to make recommendations to the EEO Compliance Officer regarding improvements and the reduction of barriers to equal opportunity employment. A review of recent EEO Committee agendas (October and September 2014) show that the Committee continues to be active and supporting its advisory role to the County.

The County disseminates the Policy via employee orientation materials, employee handbook content, supervisory/manager required training, posting on the HR website and communication center postings, and refresher training for departmental EEO representatives. A review of recent EEO representative training content verified the emphasis on understanding County, state and federal law requirements, clarification of the complaint process, and the EEO representative role in prevention and supporting fair and thorough investigations.

Appeal and Hearing Procedures

Appeal and hearing procedures pertinent to discriminatory and harassing conduct complaints are referenced in the Rules.²³ The complaint procedures include the following:

- The completion of the complaint form
- Review of the complaint and investigation by the EEO Compliance Officer or designee—findings are referred to the appropriate County official, appointing authority regarding corrective actions
- Complainant rights for appeal to the Civil Services Commission after investigation findings and proposed corrective actions are determined

In practice, investigations are conducted by the EEO Compliance Officer or an expert investigator appointed by the Officer, such as an attorney. Department EEO Representatives serve the role as initial intake persons who may gather certain core information (i.e., identification of the complainant, identification of the alleged discriminator), for forwarding to the EEO Compliance Officer. Departmental EEO Representatives meet periodically with the EEO Compliance Officer to receive refresher training on EEO Policy and complaint processes.

Overview of Practices

Protections include, as noted above, active communication and distribution of the EEO Discrimination/Harassment Policy and complaint procedure, ongoing training for management and non-management employees to prevent inappropriate conduct, full and thorough investigations, and implementation of corrective actions when the finding support the allegations. Levels of discrimination complaints indicate, as noted in the table below and other reviewed records, that employees do use the complaint procedures, and that complaints represent the normal range of potential harassment or discrimination topics:

²³ Civil Service Rules, County of Solano, Sections I, 031-033.

County Overall EEO Complaints 2009--October, 2014

Year	Total Discrimination Complaints Received	Complaint Source: DFEH/EEOC	Complaint Source: Internal	Complaint Source: Other
2014	7	2	5	0
2013	15	10	5	0
2012	23	11	10	2
2011	5	0	5	0
2010	14	4	10	0
2009	10	5	5	0

Of the total complaints in the table above, CSS originated only one complaint while HSS originated 17 complaints.

The nature of the complaints concerned the following:

- Race discrimination
- Medical-ADA-Disability discrimination
- Sexual harassment
- Gender discrimination
- Retaliation for making the complaint
- Military service status
- National origin discrimination

Complainants also represented a range of job classifications throughout the County including non-management employees, professional classifications, as well as supervisory and management level employees. Filing a complaint within County policy does not preclude the filing with a state or federal fair employment agency as well.

Investigation Process

The County maintains a robust and thorough process for the investigation and tracking of discrimination and harassment complaints. A review of six recent complaint case files showed them to be complete and well-organized records of case information and collateral documents. Case files included the following:

- initial complaint forms
- EEO Officer notes

- inter-county email correspondence regarding the case
- phone logs for calls regarding the case
- external agency (e.g., State DFEH and federal EEOC) complaint forms and requests for County response
- records of County certified mail communications
- acknowledgement of advisement forms regarding meetings with the EEO Officer
- investigations findings
- County decisions regarding corrective actions when required.

The review of cases also verified that external attorney investigators, when used, provided very thorough reporting of the investigation process.

Findings

Meets the federal standards as related to Fair Treatment

MERIT PRINCIPLE 6 POLITICAL RIGHTS AND PROHIBITIONS

Employees are protected against coercion for partisan political purposes and are prohibited from using their official authority for the purpose of interfering with or affecting the result of an election or a nomination for office.

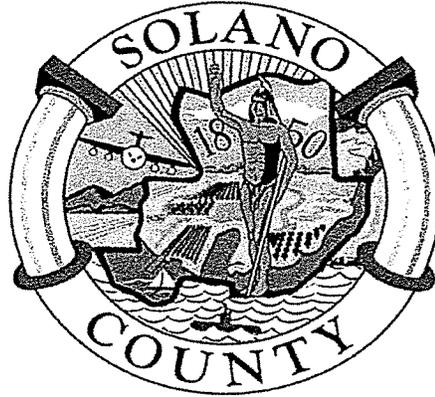
Discussion

The Board of Supervisors adopted County Policy, C-10 (Political Activities), on October 13, 1992. The Policy states County officers and employees political rights and prohibitions during working hours and/or on the premises of the County. In addition to the Policy, the audit team was provided with a recent memorandum (dated August 29, 2014), from the Director of Human Resources, reminding employees of their political rights and prohibitions pursuant to County Policy and the Federal Hatch Act. A copy of the aforementioned Policy was attached to the memorandum.

Findings

Meets the federal standards as related to Political Rights and Prohibitions

Exhibit 2



SOLANO COUNTY GRAND JURY
2014 - 2015

PROCEDURES FOR HIRING
SOLANO COUNTY EMPLOYEES

**PROCEDURES FOR HIRING
SOLANO COUNTY EMPLOYEES
2014-2015 Solano County Grand Jury**

I. Summary

The Solano County Human Resources mission is to *provide the county with a well-qualified and well trained work force that reflects the diversity of the community, appropriately classified and equitably compensated and to develop and implement policies, procedures, and programs which promote a positive and productive work environment.*

The 2014-15 Solano County Grand Jury conducted an inquiry of the Solano County Human Resources Department (HR) to gain a better understanding of county hiring procedures and the length of time it takes to fill a vacancy. The hiring process is lengthy and results in a hiring pool of decidedly qualified candidates.

II. Introduction/Background

The Grand Jury conducted numerous interviews and reviewed various documents pertaining to Solano County HR policies and procedures, to better understand Solano County's hiring process and to determine if there were areas of concern that could cause a delay in the process.

III. Methodology

INTERVIEWED

- Members of the County Administrators Office (CAO)
- Members of the Human Resources Leadership (HR)
- Members of the Health & Social Services Department (HSS)
- A Former HSS Employee
- A Prospective Applicant for a County Position
- Several Human Resources Analysts

DOCUMENTS REVIEWED

- Two County-wide Vacancy Reports
- New Requisition Guide for Hiring (Flowchart for hiring)
- Social Worker III Open Recruitment and Hiring Steps
- Office Assistant II Open Recruitment and Hiring Steps
- Clinic Physician Supervisor Open Recruitment and Hiring Steps
- Environmental Health Manager Recruitment and Hiring Steps

- 2014 Human Resources Goals
- Solano County Bargaining Units by Departments
- Human Resources Organizational Chart
- Vacant Positions and Average Lag Days

IV. STATEMENT OF FACTS

As a result of the 2009 economic downturn, there was a 25% staffing reduction in Solano County. Since that time, the county has been working under a “soft freeze” which is designed to minimize layoffs as the county recovers from the economic downturn. There are 37 departments within the county employing approximately 2,836 positions. As of March 2015, there are 236 vacant positions (including two HR analyst positions) resulting in a vacancy rate of 8.8%. Some of the county-wide vacant positions are not being filled because the workload may not support filling the positions at this time.

Currently, seven HR analysts are responsible for filling employee vacancies in 19 departments, containing 18 divisions. Various positions are represented by 15 unions and associations. Within the 15 unions and associations, there are different rules, regulations and guidelines that may affect the process; i.e., Civil Service rules. The analysts are responsible for filling each position as they are requested, as well as responding to additional requests by management. Of the seven analysts, three are assigned to the largest department in the county, Health & Social Services (HSS).

The average time to fill a position is 60 to 90 days. More complex positions may require more than 90 days. Positions such as Physicians and Psychiatrists are difficult to fill and retain due to factors such as pay, benefits and incentives. Private hospitals offer higher pay and better incentives; e.g., hiring bonuses, benefits packages etc.

To fill a position, the hiring manager submits a requisition to the Human Resources Department (HR). HR will review the requisition and forward it to the County Administrator’s Office (CAO) for review and approval by a CAO analyst. Once approved, the requisition is returned to HR to begin the recruitment process. This process seems simple, however in reality there are many steps in the process to be considered and executed before selecting a viable candidate. Some of the hiring steps may include:

Opening recruitment process

- Check for current eligibility list
- Conduct job analysis
- Develop job announcement
- Create recruitment plan
- Create advertising plan
- Set-up recruitment file

Closing recruitment process

- Identify subject matter expert
- Determine opening and closing dates of recruitment
- Determine applicable exams
- Establish oral board panel
- Certify names of applicants to hiring department
- Determine hiring interview dates

Selection process

- Candidates meeting the minimum requirements then go through the interview process.

Initial interview questions may include:

- Behavior characteristics
- Customer Service skills
- Multi-tasking skills
- Managing difficult situations

If a prospective candidate passes the initial interview, the next step is the hiring interview.

Hiring interview focuses on:

- Position applied for
- Job knowledge

As a result of the 2009 economic downturn, there was a reduction in HR staffing. Prior to the Grand Jury investigation of the HR department, there was a question as to whether the department was adequately staffed and if vacancies were filled in a timely manner. At the beginning of our investigation, it was surmised that the county's hiring process was deficient. Through our investigation we discovered that, in fact, the hiring process is quite adequate based on the parameters set forth by the many types of jobs in the county. With HR's current staffing level, there is no evidence that the process is unduly extended. However, as the Grand Jury conducted various interviews, it was apparent that a number of Solano County Department leadership and interviewees did not have a clear understanding of the hiring process.

V. FINDINGS AND RECOMMENDATIONS

Finding 1

As a result of the 2009 economic downturn, there was a reduction in staffing in the Human Resources Department. Requests have been made to fill three vacant positions with only one filled.

Recommendation 1

The Human Resources Department immediately fill the two vacant positions in HR to bring the department to full complement to expedite the hiring process.

Finding 2

Some of the Solano County leadership other than the Human Resources Department do not have an accurate understanding of the hiring process.

Recommendation 2

Human Resources leadership should be more engaged in educating their peers about the complexities involved in the hiring process. The education will help stem some of the negative perceptions as to how HR performs its duties.

Comments

The hiring process can be justifiably lengthy because of its complexities.

Required Responses

Solano County Administrator Office (Findings All)
Solano County Human Resource Department (Findings All)

Courtesy Copies

Clerk, Solano County Board of Supervisors

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DEPARTMENT OF HUMAN RESOURCES



**SOLANO
COUNTY**

675 Texas Street, Suite 1800
Fairfield, CA 94533-6342
(707) 784-6170
Fax (707) 784-1988

www.solanocounty.com

July 10, 2015

The Honorable E. Bradley Nelson
Presiding Judge of the Superior Court
Solano Superior Court
600 Union Avenue
Fairfield, CA 94533

Regarding: Response to the FY2014/15 Grand Jury Report –
Procedures for Hiring Solano County Employees

Dear Honorable Presiding Judge Nelson:

Pursuant to Penal Code sections 933(c) and 933.05, I am responding to the findings and recommendations in the FY2014/15 Grand Jury report received June 25, 2015 on Procedures for Hiring Solano County Employees that pertain to matters under my control as the Director of Human Resources.

Finding 1

As a result of the 2009 economic downturn, there was a reduction in staffing in the Human Resources Department. Requests have been made to fill three vacant positions with only one filled.

Response to Finding 1

The Director of Human Resources partially agrees with the finding.

There have been vacancies within the Human Resources Department, and positions have been filled. Two Human Resources Analyst positions were filled, with one hired in October 2014 and the other in January 2015. The Employment Relations Manager was hired effective March 2015. The remaining vacancy within the Human Resources Department is the Administrative Secretary, which supports the Director and Assistant Director.

Recommendation 1

The Human Resources Department immediately fill the two vacant positions in HR to bring the department to full complement to expedite the hiring process.

Response to Recommendation 1

The Director of Human Resources partially agrees with the finding.

All Human Resources Analyst vacancies are filled, with the vacancies filled in October 2014 and January 2015.

Finding 2

Some of the Solano County leadership other than the Human Resources Department do not have an accurate understanding of the hiring process.

Response to Finding 2

The Director of Human Resources agrees with the finding.

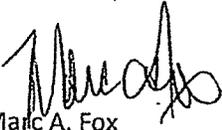
Recommendation 2

Human Resources leadership should be more engaged in educating their peers about the complexities involved in the hiring process. The education will help stem some of the negative perceptions as to how HR performs its duties.

Response to Recommendation 2

The Director of Human Resources partially agrees with the finding. As part of the County's leadership academy, the Human Resources Department trains supervisors and managers on "Interview and Hiring Guidelines." Bimonthly, the assigned Human Resources Analyst and either the Director or Assistant Director of Human Resources meet with each department director to review existing vacancies, recruitment efforts, and those recruitments anticipated during the following 60 days. Additionally, in September and October 2014 the Human Resources Department sponsored two hiring summits for all County hiring managers to better educate managers on the hiring process. In addition to these efforts, the Human Resources Department will prepare and distribute information to all County departments on the hiring process.

Respectfully submitted,



Marc A. Fox

Director of Human Resources

Copy:

Grand Jury

Board of Supervisors

Birgitta Corsello, County Administrator

Dennis Bunting, County Counsel

Michelle Heppner, Legislative, Intergovernmental and Public Affairs Officer

Chris Rogers, Management Analyst

COUNTY ADMINISTRATOR'S OFFICE

BIRGITTA E. CORSELLO
County Administrator
(707) 784-6100
NANCY HUSTON
Asst. County Administrator
(707) 784-6107



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August 12, 2015

Honorable E. Bradley Nelson
Presiding Judge of the Superior Court
County of Solano
600 Union Avenue
Fairfield, CA 95433

The Honorable Judge Nelson,

RE: Response to Grand Jury Report on June 25, 2015: Procedures for Hiring Solano County Employees

Pursuant to Penal Code sections 933(c) and 933.05, the Solano County Administrator responds to all Findings and all Recommendation contained in the 2014/2015 Grand Jury Report of June 25, 2015, 2015 regarding the Procedures for Hiring Solano County Employees.

Finding 1

As a result of the economic downturn, there was a reduction in staffing in the Human Resources Department. Requests have been made to fill three vacant positions with only one filled.

Response to Finding 1

County Administrator: I agree with this finding as of June 25, 2015 regarding Human Resource Analyst positions.

Recommendation 1

The Human Resources Department immediately fills the two vacant positions in HR to bring the department to full complement to expedite the hiring process.

Response to Recommendation 2

County Administrator: The recommendation has been implemented. It should be noted that all Human Resource Analyst positions have been filled with one in October 2014 and the other January 2015.

Finding 2

Some of the Solano County leadership other than the Human Resources Department does not have an accurate understanding of the hiring process.

Response to Finding 2

County Administrator: I agree with this finding. Not all managers have the same familiarity with the requirements for recruitments or the civil service process.

Recommendation 2

Human Resources leadership should be more engaged in educating their peers about the complexities involved in the hiring process. The education will help stem some of the negative perceptions as to how HR performs its duties.

Response to Recommendation 2

County Administrator: The recommendation has been implemented. Under my direction, County department heads are encouraged to meet regularly with the Human Resources Director (or Assistant Human Resource Director) to discuss staffing needs including recruitments, existing and anticipated vacancies. Additionally, Human Resource Department Analysts work with County hiring managers to educate them on the "best practices" when it comes to recruitment and interviewing techniques.

Respectfully,



Birgitta E. Corsello
County Administrator, Solano County

cc: Clerk of the Board, Solano County Board of Supervisors
Marc A. Fox, Human Resources, Solano County
Dennis Bunting, County Counsel, Solano County
Grand Jury Office

Exhibit 3

Recruitment Process

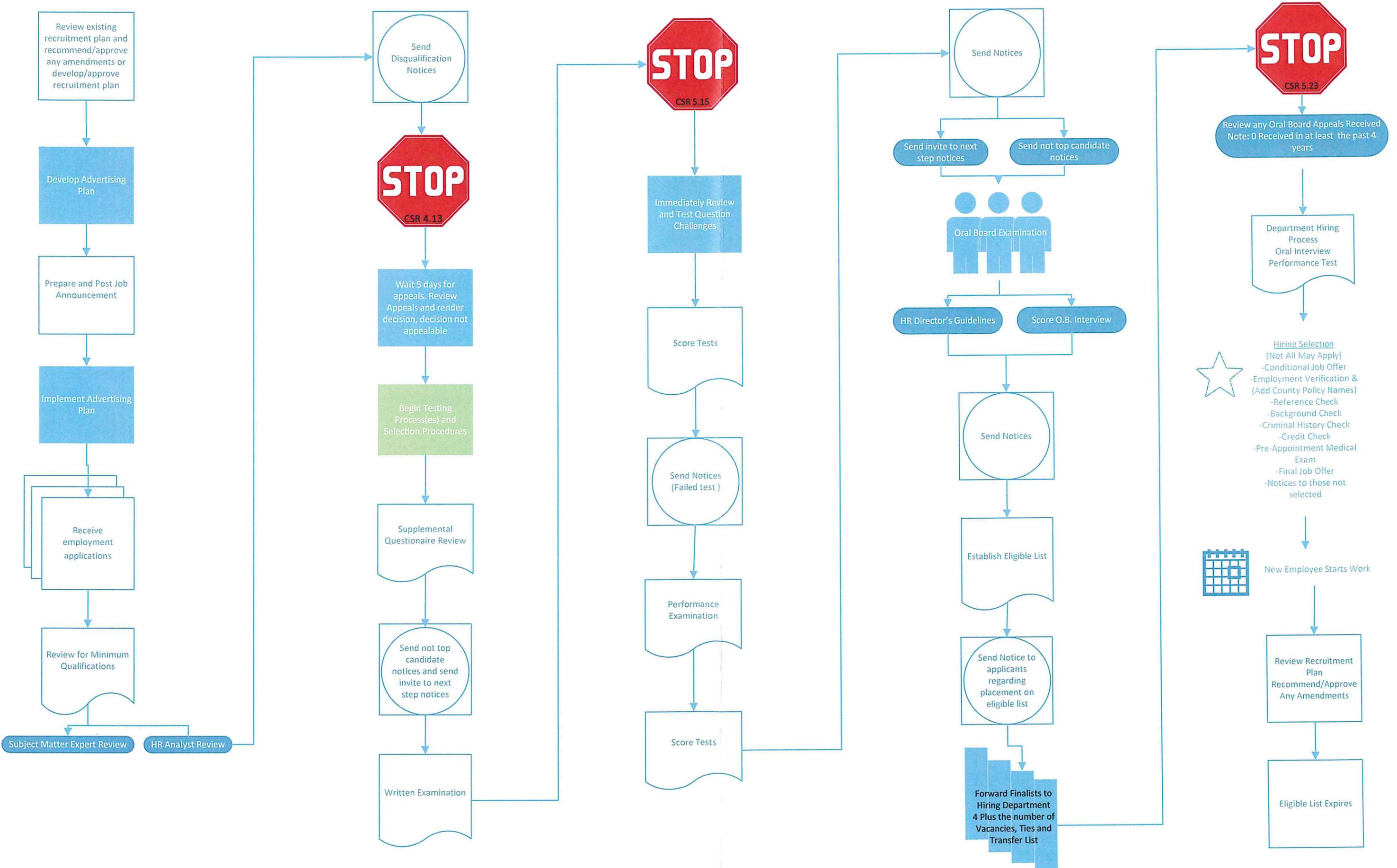


Exhibit 4

**Solano County
Oral Board Interview Panel Guidelines**

- Applies to Oral Board interviews for permanent and limited-term recruitments; does not apply for extra help hiring.
- Minimum number of members on the oral board interview panel is three (3). More interviewers are allowed, but stacking from within the department should be avoided.
- Level of interviewers: except for executive management, a minimum of one (1) interviewer must be at least one level above class being interviewed (e.g., if interviewing for lead-worker, must have a supervisor from the class family or closely related family)
- Interview panels should provide a diversity of ethnicity and gender.
- The term “**Department**” includes all divisions with a particular department.
- With prior approval, the Director of Human Resources may waive the composition requirements of an oral board interview panel.

Miscellaneous Job Classes

Line/Lead Staff	Supervisors	Mid-Management	Sr. Management	Executive Management
<ul style="list-style-type: none"> • Same Department – minimum of one • Different Department – minimum of one • Outside County – not required <p>Note: For line staff, can include a lead worker on the interview panel.</p>	<ul style="list-style-type: none"> • Same Department – minimum of one; if more than one, others are from different division/functional area • Different Department / Outside County – minimum of one (if two from different department then no outside County person is needed) 	<ul style="list-style-type: none"> • Same Department – minimum of one • Different Department – minimum of one • Outside County – minimum of one 	<ul style="list-style-type: none"> • Same Department – minimum of one • Different Department – minimum of one • Outside County – minimum of one 	<ul style="list-style-type: none"> • Same Department – minimum of one • Different Department – minimum of one • Outside County – minimum of one

Safety Light Job Classes (e.g., Probation, District Attorney)

Line/Lead Staff	Supervisory Staff	All Management Staff
<ul style="list-style-type: none"> • Same Department – minimum of one • Different Department – minimum of one • Outside County member recommended 	<ul style="list-style-type: none"> • Same Department – minimum of one from a different division/functional area • Outside County – minimum of one 	<ul style="list-style-type: none"> • Same Department – minimum of one from a different division/functional area • Outside County – minimum of two

Safety Job Classes (e.g., Sheriff's Office)

Line/Lead Staff	Supervisory Staff	All Management Staff
<ul style="list-style-type: none"> • Panel composition to be determined in consultation with HR 	<ul style="list-style-type: none"> • Same Department – minimum of one from a different division/functional area • Outside County – minimum of one 	<ul style="list-style-type: none"> • Same Department – minimum of one from a different division/functional area • Outside County – minimum of two

Exhibit 5

RATING GUIDELINES

UNSATISFACTORY – 60 - 65

Demonstrated **little or no** preparedness for this aspect of the position. Knowledge, skills, and abilities shown were **unacceptable** for satisfactory job performance. Candidate did not know how to approach the problem, or response was inappropriate or very narrow in scope. Written and/or oral communication skills were **inadequate**. Candidate would **require a significant training** to perform the duties addressed by this exercise or question.

GOOD – 70 – 75

Demonstrated **average** preparedness for this aspect of the position. Knowledge, skills, and abilities as shown were **acceptable** and were presented reasonably well and with a degree of confidence. Candidate was able to provide some solutions to the problem, though the answer was **somewhat limited in scope**. Written and/or oral communication skills were **good**. Candidate conveyed readiness to accept the duties addressed by this exercise or question given **adequate supervision**.

VERY GOOD – 80 – 85

Demonstrated **significant** preparedness for this position by drawing on education, experience, and/or training. Knowledge, skills, and abilities shown indicated **self-assuredness and competency**. Candidate was able to provide **well-rounded** solutions to the exercise/question. Written and/or oral communication skills were **very good**. Candidate conveyed readiness to accept the responsibilities of this class given **limited direction**.

OUTSTANDING – 90 – 95 – 100

Demonstrated **superior** preparedness for this position in relation to education, experience, and/or training. Knowledge, skills, and abilities shown indicated **complete and comprehensive understanding** of the full scope of this dimension. Written and/or oral communication skills were **excellent**. Candidate conveyed readiness to handle responsibilities of this class very proficiently, given **minimal guidance**.

Exhibit 6

Employment Resources Specialist III

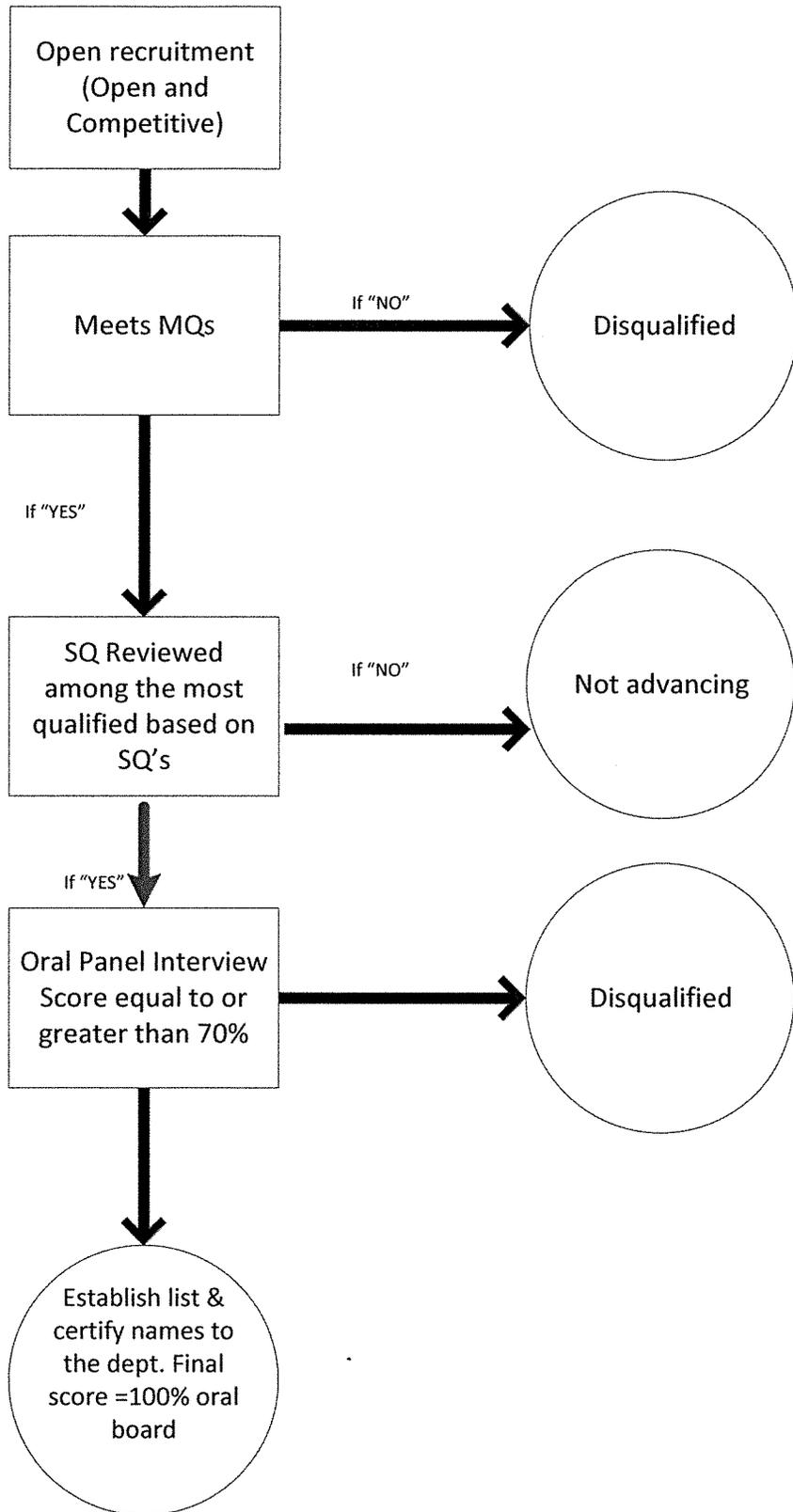


Exhibit 7



Employment Resources Specialist III

Recruitment #15-444050-01

Approximate Salary: \$57,956.44 - \$70,446.41/year

Opening Date: 4/9/2015 6:00:00 PM

Final Filing Date: 4/24/2015 5:00:00 PM

Contact Information: Bobbi Wallace (707) 784-6190

Type of Recruitment: Open Competitive

[Go Back](#) [Click HERE to Apply](#) [View Benefits](#) [Printer Friendly Version](#)

INTRODUCTION

Help Provide Public Assistance and Employment Services



The Employment and Eligibility Services Division within the Health and Social Services Department assists citizens to become more independent and productive through programs designed to reduce dependency on welfare and promote personal responsibility. Also, it provides eligibility determination and benefit issuance for customers who apply for various public assistance benefits. To learn more about the Health and Social Services Department, and the services we provide, please visit

our website <http://www.solanocounty.com/depts/hss/default.asp>

THE POSITION

The current vacancy exists in the Health & Social Services for a regular position. The eligible list created as a result of this recruitment will be used to fill part-time and full-time regular, limited-term or extra-help positions as vacancies occur throughout the County.

Under general supervision, this position serves as lead worker and expert resource to other eligibility staff; provides expert advise to case carrying staff to assist in the management of integrated cases; performs specialized assignments requiring an advanced level of technical knowledge in both public assistance grant programs and employment services; and performs related duties as required. This is the lead and advanced level in the Employment Resource Specialist class series. Under general supervision, incumbents assist the unit supervisor in overseeing and guiding the work of unit staff.



Incumbents may also either (1) perform a variety of public assistance grant and employment services appraisal, assessment, plan development and case management duties necessary to move clients from dependency to self-sufficiency within prescribed time limits or (2) perform formal quality control duties encompassing both public assistance grant and employment services programs or (3) perform administrative studies of eligibility and employment services programs. Incumbents serve as expert resource staff to assist management in developing, implementing and applying policies, procedures and methodologies related to employment services programs.

To review the full job description which includes examples of duties, please visit: <http://www.solanocounty.com/civicax/filebank/blobdload.aspx?blobid=15786>

POSITION REQUIREMENTS:

Experience requirement

1. Two years of experience performing duties equivalent to an Employment Resources Specialist II or an Eligibility Benefits Specialist II (Eligibility Worker II) in a California County Department of Social Services

OR

2. Three years of professional casework experience performing public funded vocational guidance services, employment counseling or placement work.

AND

Education requirement: Completion of the equivalent of 30 semester units, 40 quarter units or 45 continuing education credits preferably in behavioral science in sociology, psychology, counseling, vocational guidance or coursework related to the granting of public assistance benefits or the provision of employment services. This required coursework may be obtained through colleges, universities, university extension, business school, or employer provided career development training

OR

A bachelor's degree in behavioral science work or a related field may be substituted for one year of the required experience. A continuing education unit is equivalent to point sixty (.60) semester units.

BENEFITS

Solano County offers a comprehensive benefit package to full and part-time employees which includes a cafeteria-style medical package with health benefits offered through CalPERS. The County contributes 75% of the Kaiser family rate for the Bay area for coverage that begins the first of the month following date of hire. The County offers a cash back provision for those who choose employee-only medical coverage or those who waive medical insurance coverage. Dental and vision insurances for the employee and eligible dependents are paid 100% by the County.

Solano County participates in CalPERS retirement, and contributes to Social Security.

Vacation is accrued at approximately 10 days per year for the first 78 full time pay periods (approximately 3 years). Sick leave accrues at approximately 12 days per year. Additionally, the County observes 12 fixed, paid holidays per year.

To review complete benefits information, please visit:

<http://www.solanocounty.com/civicax/filebank/blobdload.aspx?blobid=16514>

SELECTION PROCESS

Based on the information provided in the application documents, the qualified applicants will be invited for further examination. All applicants meeting the minimum qualifications are not guaranteed advancement through any subsequent phase of the examination. Depending upon the number of applications received, the selection process may consist of an initial application screening, a mandatory information meeting, a written and/or practical exam, an oral interview, or any combination listed. Information contained herein does not constitute either an expressed or implied contract.

All potential new hires and employees considered for promotion to management, confidential positions or unrepresented will be subject to a background and reference check after contingent job offer is accepted. These provisions are subject to change.

A minimum score of 70% is required to continue in the selection process.

HOW TO APPLY

Please visit the County of Solano website, www.jobsatsolanocounty.com, to apply. All additional application materials as requested in the job announcement (e.g. copies of diploma and/or transcripts, certificates, DD-214) must be submitted with a document cover sheet, available on the County's employment website: <http://www.jobaps.com/Solano/sup/doccover.pdf> or at the of Human Resources' office, and are due **by the final filing date**.

Previously submitted application materials for prior recruitments will not be applied for this recruitment but must be re-submitted for this recruitment.

Questions can be directed to the Human Resources Department at (707) 784-6170 or at 675 Texas Street, Suite 1800 Fairfield. The office is open Monday-Friday, 8:00 a.m.-5:00 p.m. EOE/AA

DOCUMENT SUBMITTAL REQUIREMENTS

All applicants must submit a copy of their college diploma (verifying the degree, date earned and area of specialization) or official/unofficial transcripts (verifying the courses and units completed) by the final filing date. Candidates who fail to submit their diploma or transcripts (if required) **by the final filing date** will be disqualified from the recruitment.

PLEASE NOTE: Candidates who attended a college or university that is accredited by a foreign or non-U.S. accrediting agency must have their educational units evaluated by an educational evaluation service. The result must be submitted to the Human Resources Department no later than the close of the recruitment. Please contact the local college or

university to learn where this service can be obtained.

In addition to uploading attachments when applying online, candidates may submit documents in-person, by mail at Solano County Department of Human Resources 675 Texas Street, Suite 1800, Fairfield CA 94533, by fax to (707) 784-3424, or by email at recruitment@solanocounty.com. When submitting documents in-person, by email or by fax, include the recruitment title (e.g., Office Assistant II) and the recruitment number (e.g., 12-123456-01).

SUPPLEMENTAL QUESTIONNAIRE

This Supplemental Questionnaire will be used to determine applicants' qualifications for this position and whether they will continue in the recruitment process; therefore, applicants are encouraged to answer all questions thoroughly and completely. Omitted information will not be considered or assumed. Applicants who have no experience in a specific area are recommended to state "no experience in this area" instead of leaving the space blank.

1. Please explain your work experience in determining and authorizing public assistance benefits. please include the name of your employer, the type of public assistance benefits you granted, and your average case size.

2. Please explain your work experience leading and coordinating the work of other staff. Please include the name of the employer, the dates you performed the lead work, and the number of staff you directed.

3. I understand that a copy of my college degree or transcripts is required to verify that I meet the education requirement of this class specification. I further understand that failure to submit my educational documents by the filing deadline will result in immediate disqualification from the recruitment.

SELECTION PLAN

04/24/15 Final Filing date and Deadline to submit all documents

05/07/15 Tentative date for oral panel interviews

05/08/15 Tentative date to establish list

VETERANS PREFERENCE POINTS

To be eligible, applicant must have served at least 181 consecutive days of active duty in the Armed Forces of the United States and have received either an honorable discharge or a general discharge under honorable conditions. A copy of the DD214, showing discharge type, must be received in the Human Resources Department **by the final filing date**.

Applicants who have a service connected disability must submit a recent award letter from the VA stating they are receiving disability benefits for service connected reasons. Disability must be rated at least 10% to be eligible for disabled veteran's points. Veteran applicants for initial County employment with an honorable or general under honorable conditions shall have five (5) points added to their combined score. Disabled veterans shall have ten (10) points added to their combined score. Veteran preference points will only be added to passing scores in competitive open examinations.

AMERICANS WITH DISABILITIES ACT

It is the policy of Solano County that all employment decisions and personnel policies will be applied equally to all County employees and applicants and be based upon the needs of County service, job related merit, and ability to perform the job.

APPLICANTS WITH DISABILITIES: Qualified individuals with a disability, who are able to perform the essential functions of the job, with or without reasonable accommodation, and need special testing arrangements, must complete the following Request for Testing Accommodation by Applicants with Disabilities Form:

<http://webstartadmin/civica/filebank/blobload.asp?BlobID=6664>. This form must be received in the Human Resources Department by the final filing date of the recruitment. Applicants will be contacted to discuss the specifics of the request.

SOLANO COUNTY



Located 45 miles northeast of San Francisco and 45 miles southwest of Sacramento, Solano County is home to rolling hills, waterfronts and fertile farmland.

Solano offers a blend of agriculture, corporate business, cultural venues, festivals and events, and provides residents with many recreation and entertainment choices. The County is also home to Travis Air Force Base.

With its strategic location, affordable housing, natural resources, responsible land use planning, and attractive quality of life, Solano County is a great place to live, learn, work and play.

County Population (January 2012): 413,786

The provisions of this bulletin do not constitute an expressed or implied contract. Any provision contained in this bulletin may be modified or revoked without notice.

SOLANO COUNTY IS AN EQUAL EMPLOYMENT OPPORTUNITY EMPLOYER

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Exhibit 8

**SOLANO COUNTY
EMPLOYMENT RESOURCES SPECIALIST III**

Rev. 12/00

DEFINITION:

Under general supervision, serves as lead worker and expert resource to other staff; provides expert advise to case carrying staff to assist in the management of integrated cases; performs specialized assignments requiring an advanced level of technical knowledge in both public assistance grant programs and employment services; and performs related duties as required.

DISTINGUISHING CHARACTERISTICS:

This is the lead and advanced working level in this series. Incumbents assist the unit supervisor in overseeing and guiding the work of unit staff. Incumbents may also either (1) perform a variety of public assistance grant and employment services appraisal, assessment, plan development, and case management duties necessary to move clients from dependency to self-sufficiency within prescribed time limits or (2) perform formal quality control duties encompassing both public assistance grant and employment services programs or (3) administrative studies of eligibility and employment services programs. Incumbents serve as expert resource staff to assist management in developing, implementing and applying policies, procedures and methodologies related to employment services programs.

This class is distinguished from Eligibility Benefits Specialist III class in the performance of lead/advanced level duties involving the determination of eligibility for public assistance benefits AND the concurrent provision of basic employment services. The Eligibility Benefits Specialist III class performs only lead duties in eligibility-only functions while the Employment Resources Specialist III performs lead/advance level duties in both eligibility and employment services functions.

EXAMPLES OF DUTIES:

1. Interviews, advises and guides a diverse population of clients to ascertain employability, isolate barriers to employment, evaluate need for and authorize public assistance benefits, and authorize ancillary benefits/services necessary to mitigate the impact of employment barriers.
2. Conducts complete appraisal of case records to assess clients education, work experience, skills, abilities and job interest and attempts to match them with available employment opportunities.
3. Reviews cases for accuracy and compliance with established policy and procedure.
4. Identifies and presents alternative solutions to client issues and problems such as transportation, financial needs, employee/employer relations, and in setting priorities.
5. Performs case studies to assess problems and develops appropriate types and methods of meeting client needs; works with a multi-disciplinary team to develop an appropriate case treatment plan
6. Provides guidance to case carrying staff in the development of individual employment plans and recommends appropriate referrals to employment, training, and social services.

EXAMPLES OF DUTIES: (Continued)

Employment Resources Specialist III

Page 2

7. Maintains liaison with other department staff to ensure prompt, efficient provision of services or application of appropriate sanctions.
- 8.. Leads and coordinates the work of other staff and serves as expert resource in one or more areas to guide and assist other staff in employment services activities.
- 9 Interprets and explains regulations, rules, and policies to clients; apprises clients of their rights, responsibilities and eligibility for program participation.
10. May conduct field visits to monitor and investigate progress and compliance by clients with their employment and diversion from problems that hinder employability.
11. Develops and implements employment and training workshops designed to assist clients in obtaining and maintaining employment.
12. Identifies clients out of conformity with employment plan and works with other staff to apply sanctions or to make other efforts to reconcile situation.
13. Inputs necessary information into automated systems, organizes caseload, and takes required action with specific time limits established by regulation and local policy.
14. Serves as liaison with other service providers including other public agencies and professional staff.
15. Consults with and coordinates case management with other staff and service providers.
16. May consult with business, non-profit organizations, and public agencies to develop job opportunities including establishment of agreements and protocols for placement of clients.
17. Arranges for the administration and interpretation of vocational aptitude tests; researches labor market information.
18. Consults with business. service providers, educational entities and other organizations to identify pre-employment knowledge, skills and abilities necessary for effective transition to non-subsidized employment.
19. Evaluates and investigates selected grant-in-aid cases to verify the accuracy and completeness of all statements of fact made by applicants or recipients during initial and continuing eligibility determinations.
20. Conducts formal quality control work including the identification, analysis, and evaluation of a variety of facts and substantiation of pertinent eligibility information.
21. Contacts and interviews applicants, recipients, individual representatives of business or government organizations to verify facts and resolve discrepancies pertinent to the determination of eligibility for public assistance benefits.
22. Prepares written quality control reports with recommendations for corrective action.
23. Maintains a variety of state-mandated quality control statistical, error-rate, and workload records.

TYPICAL PHYSICAL REQUIREMENTS

Sit for extended periods; frequently stand and walk; sufficient manual dexterity to perform repetitive motion in various duties such as: key boarding, writing, filing, reaching and grasping above shoulder level; normal eye-hand coordination; body strength sufficient to lift and carry case files; corrected vision to normal range to read fine print and computer screen; corrected hearing to speak and hear sufficiently to communicate clearly over the telephone and in person; ability to use of office equipment including telephones, calculators, copiers, facsimile, computers, and other related peripheral equipment such as printers and scanners.

TYPICAL WORKING CONDITIONS

Work is performed in an office environment and includes continuous contact with staff and the public; may be required to enter private homes to make family home visits for purpose of investigation; work may involve stressful situations and includes dealing with erratic and sometimes threatening behavior; may travel to community areas that are potentially dangerous.

MINIMUM QUALIFICATIONS

Knowledge of: Laws, rules and regulations governing public funded employment, training and public assistance benefit programs; sources of information necessary to establish eligibility for multiple public assistance benefit and employment programs; principles and techniques of supervision and staff development; community resources providing social, health, nutrition, housing, employment, training, child care, transportation and other necessary client services; general goals and purposes of public social services programs; in-depth interactive interviewing and information gathering techniques; customary practices used in employment training and job placement; hiring trends and practices in the private and public sector; general theory and techniques in career planning, vocational guidance programs and employment guidance; record management, work-load management; quality control, and program review practices; standard office practices and procedures, including filing and operation of standard and automated office equipment; record keeping and case management principles and practices; techniques for dealing with a variety of individuals from various socio-economic, ethnic and cultural backgrounds; and basic computer applications,, systems, coding protocols, input screens and formats related to the work.

Ability to: Lead, direct and train staff; conduct interactive interviews; read, apply, and explain complex regulations, procedures and policies governing multiple public assistance benefit and employment programs; analyze and interpret written numerical, and verbal data from a variety of sources; understand and apply vocational guidance, work-readiness appraisal, employment plan, and assessment theory and concepts; understand and apply methods and procedures for mitigation/reduction of barriers to employment; motivate clients to attain self-sufficiency; draw logical conclusions and make appropriate recommendations, independent judgements and decisions; communicate clear and accurate information regarding clients; organize and prioritize work assignments; conduct case review and evaluations; maintain accurate and systematic records; prepare statistical and narrative reports; use automated technology to maintain records and files; train and guide other staff in the more complex activities; establish and maintain cooperative working relationships with fellow employees, clients and the general public; deal effectively with people from a variety of socio-economic, ethnic, and cultural backgrounds.

EDUCATION AND EXPERIENCE:

1. Two years of experience performing duties equivalent to an Employment Resources Specialist II or an Eligibility Benefits Specialist II (Eligibility Worker II) in a California County Department of Social Services, OR

EDUCATION AND EXPERIENCE: (Continued)

- 2. Three years of professional casework experience performing public funded vocational guidance services, employment counseling or placement work.

AND

Completion of the equivalent of 30 semester units, 40 quarter units or 45 continuing education credits preferably in behavioral science in sociology, psychology, counseling, vocational guidance or coursework related to the granting of public assistance benefits or the provision of employment services. This required coursework may be obtained through colleges, universities, university extension, business school, or employer provided career development training; OR

A bachelor's degree in behavioral science work or a related field may be substituted for one year of the required experience. A continuing education unit is equivalent to point sixty (.60) semester units.

SPECIAL REQUIREMENTS

Drivers License: Possession of a valid California Class C Drivers License may be required at the time of appointment. Loss of the Class C Drivers License is a cause for discipline. Individuals who do not meet this requirement due to a physical disability will be considered for accommodation on a case-by-case basis.

Language Proficiency: Some positions allocated to these classes may require bilingual skills.

Assignment Requirements: Some positions in these classes may require work in an out-station location or in a setting with other professionals integrated as a team.

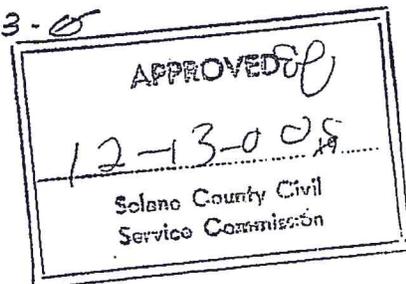
SUPPLEMENTAL INFORMATION

Travel: Independent travel may be required.

Child Abuse Reporting: Selectees for employment must as a condition of employment sign a statement agreeing to comply with Section 11166 of the California Penal Code relating to child abuse reporting.

[Signature] for Donald R. Reese, 12-13-05
Department Head Date

Spec0835
Rev. 12/00



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DEPARTMENT OF HUMAN RESOURCES



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October 9, 2015

Nadeen Roach, Union Steward
SEIU 1021
2300 Boynton Ave, Suite 200
Fairfield, CA 94533

Subject: Possible Resolution of ERS III Examination Civil Service Appeal

Dear Nadeen:

Thank you again for taking the time to meet with me to explore a settlement of SEIU's concerns surrounding the ERS III recruitment, which closed on 4/24/15. During our meeting, we discussed a couple of options. I advised that I would discuss it further with Human Resources Director Marc Fox and I am offering the following as a proposed resolution:

1. Human Resources will clarify how supplemental questions are to be used in the process by informing the applicant that responses to the supplemental questions "will be used to assess an applicant's ability to advance in the process."
2. In those cases where a supplemental questionnaire is to be used as an examination, if the supplemental questionnaire is scored independently, it shall be announced and if weighted, it would be weighted in accordance with Section 5.21 of the Civil Service Rules, 5.21 Weighing Sub-Tests, which states:

"In examinations composed of several tests which are scored independently, weights may be assigned to each test representing the relative value in ascertaining the score of the applicant. This weight shall be multiplied by the candidate's score in that test; the sum of the resulting products shall be the final examination score of the candidate."

3. The Union will discuss the possibility of exploring agreement to a classification analysis for the Eligibility Benefits Specialist and Employment Resource Specialist series. While you acknowledged the County may embark on this venture, we both agreed the possibility of success increases if we move forward cooperatively.
4. You will discuss with the ERS III candidates (who are currently employed as EBS III's and who filed a complaint to the Commission), if there is interest in coaching on how to complete a job application, how to respond to supplemental questionnaires, or if there is interest in attending the County's training class on Effective Interview Techniques.
5. The County and the Union will work together to develop an initial set of competencies for SEIU represented positions, which will be sent to incumbents and supervisors to validate. Validated competencies will be components for the examination and/or hiring interview.

1. The County will invite all union representatives together to inform them about current opportunities employees have to develop themselves in preparation to promote and to hear additional ideas the unions may have to further inform its employees of these opportunities.

Again, I want to thank you for the chance to dialogue with you on this topic. I am excited about the progress that we have made, and also on the possibility of being able to work together on this topic in the future.

If you believe I have mischaracterized our discussion, please let me know by noon on Tuesday. I do not want to incorrectly report our resolution to the Civil Service Commission at the meeting on Wednesday evening.

Sincerely,



Jeannine Seher
Assistant Director of Human Resources

C: file