



BOARD OF SUPERVISORS
AGENDA LETTER

Agenda Number:

Clerk of the Board of Supervisors
105 E. Anapamu Street, Suite 407
Santa Barbara, CA 93101
(805) 568-2240

Department Name: CEO/Human Resources
Department No.: 064
For Agenda Of: 5/20/08
Placement: Departmental
Estimated Tme: 30 minutes
Continued Item: No
If Yes, date from:
Vote Required: Select_Vote

TO: Board of Supervisors

FROM: Department Michael F. Brown, CEO
Director(s) Susan Paul, Assistant CEO/HR Director

Contact Info: Theresa Duer, Assistant HR Director
568-2822
Jeri Muth, Assistant HR Director
568-2816

SUBJECT: Clerical Classification and Compensation Project – New Classification, Compensation, and Performance Management System for Represented and Unrepresented Clerical Employees

County Counsel Concurrence

As to form: Yes

Other Concurrence: Select_Other

As to form: Select_Concurrence

Recommended Actions:

That the Board of Supervisors:

1. Adopt the Resolution establishing the classifications and compensation necessary to implement the Clerical Classification and Compensation Project, including Bridge Assignment Pay (Attachment A);
2. Direct the Assistant CEO/HR Director to finalize and implement all administrative aspects of the new system including training and performance management;
3. Adopt the Resolution adjusting the salaries of accounting and legal-related classifications related to changes in implementing the clerical classification and compensation changes (Attachment B); and
4. Adopt the Resolution establishing the class 7024, Administrative Professional, with a corresponding salary range of 5736 (\$4240 to \$5176/month) and allocate all existing

Auditor-Controller Concurrence

As to form: Select_Concurrence

Executive Secretary positions into the Administrative Professional classification (Attachment C).

Summary Text:

In March 2006, the Clerical Classification and Compensation Project was initiated as a collaborative effort between County management and Service Employees International Union (SEIU) Local 620 (Local 620) to develop a more effective classification, compensation, and performance management structure for clerical employees. Over the last two years, the Project Team, consisting of representatives from Local 620, CEO/Human Resources (CEO/HR) staff, and managers from the Alcohol, Drug and Mental Health Services, Clerk-Recorder-Assessor, Agricultural Commission, and Social Services Departments (as identified in Attachment D) have worked to create a system that would meet the following objectives:

- Provide a more flexible classification and compensation structure that would increase overall organizational capacity, provide departments with greater operational flexibility, and improve customer service delivery;
- Provide employees with more control over their career paths and advancement within the organization;
- Strengthen the link between pay and performance and the acquisition of increased skills;
- Strengthen the performance management process;
- Establish movement on pay ranges based on experience, skill development, and performance; and
- Address longstanding compensation issues.

Throughout the project design stages, significant outreach was conducted in the form of meetings with department heads, correspondence, surveys with clerical staff, supervisors, and managers, focus groups, newsletters, and an interactive website dedicated to the Project. The result of the Project Team's efforts is a system affecting approximately 900 employees in all 22 County departments that will:

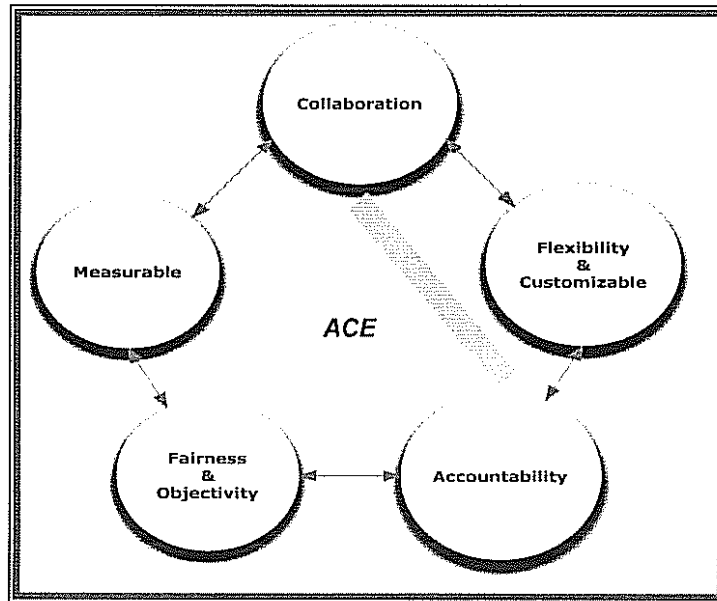
- Reduce the number of classifications from approximately **60 to 12** by **creating four broad classes (Entry level, Journey level, Advance Journey level and Expert level)** in three occupational groups:
 - Administrative Office Professional
 - Financial Office Professional
 - Legal Office Professional

- Implement a "skill-based" pay structure that strongly links pay to performance and the attainment of new skills and includes certain time requirements that provides for the demonstration of skill mastery;
- Implement a new performance management system that includes Individual Development Plans (IDP) which plan for the attainment of skills needed by departments to achieve maximum operational flexibility and efficiency;
- Offer a rigorous training development program for clerical employees designed to develop skills to meet the organization's current and future workforce needs and the employee's personal career and developmental goals; and
- Create a bridge that will allow talented clerical employees to be placed on a path that will prepare them for advancement to technical, professional, or management positions within the organization.

On November 27, 2007, the Board approved the new Office Professional system, a 3% market adjustment, and authorized staff to begin implementing the first phase of the system, including returning at a later date for the adoption of new classifications and salary ranges and the allocation of positions into the new classifications. Adoption of the attached Resolution (Attachment A) will establish the new classifications and salary ranges and allocate positions into the classifications for employees represented by Local 620 and unrepresented, confidential (Unit 32) clerical employees.

The compensation system for clerical employees is built on a skill-based pay structure. Advancement as an Office Professional is dependent on skill development, experience, and overall job performance. To support skill development, each new Office Professional classification has a complement of core and elective advancement skill training opportunities assigned to it. Training may be obtained through the Employees' University (EU), online through a web-based learning library, or through community colleges and universities. Employees must successfully demonstrate mastery of the skills before receiving additional compensation.

A new performance management structure also supports the compensation system. The performance management system revolves around ACE values and as shown below includes five key components that are interwoven through the process:



Employees and their supervisors will use an Individual Development Plan (IDP) within the performance management system to plan for the employee to complete core and elective advancement courses and to identify job responsibilities, expectations, and developmental goals for the year. Annually, employees who master the training and achieve an overall job performance rating of "Successful" are eligible for a skill-based pay step increase. The new system is referred to as *STEPS* – the Skills, Training, Experience and Performance System. Attachment E presents an overview of the new system and performance system

To encourage employee career development, an online Office Professional Opportunities Board (OPOB) was created by the Project Team and Information Technology staff. Departments will be able to market their vacancies to Office Professional employees on the Opportunities Board. Departments will also be able to search the employee database to identify and contact current employees who are interested in moving to a different assignment or department. Employees interested in a department's vacancy will contact the department, present their resume, and indicate their interest in the position. The Opportunities Board also provides employees with information about training opportunities, career advice, and tips on how to work more effectively or efficiently on the job. (Screen samples are contained in Attachment F.)

In designing the new Office Professional systems, the Clerical Classification and Compensation Project Team provided for the advancement of talented Office Professionals into technical, professional, or management positions in the County through a "Bridge Assignment." An employee interested in development for technical, professional, or management positions may be selected by a department to fill a Bridge Assignment. The bridge assignment uses a rigorous IDP designed to develop the employee's skills and knowledge to prepare the employee to meet the employment requirements of the new occupation. An employee selected into a Bridge Assignment is eligible for Bridge Assignment Pay for the duration of the assignment. The Bridge Assignment provides the employee with

career options beyond the Office Professional and provides the County with a powerful succession planning and retention tool.

A mediation component is also provided for those times when, after open and constructive discussions, the department and the employee cannot resolve issues related to the performance management process. Mediation may be requested by either party when an agreement cannot be achieved regarding:

- Individual Development Plan core and elective advancement course choices
- Improvement Plan
- Annual Performance Review with an overall rating of "Needs Improvement"

CEO/HR will provide State-certified mediation training to a group of employees who may be assigned to mediate an issue.

To ensure that the new Office Professional system presented to the Board for adoption meets its critical objectives and contributes to improved customer service throughout the County, SEIU Local 620 and CEO/HR will periodically conduct assessments and reviews designed to verify that the:

- Skill-based pay system is strongly linked to skill mastery and demonstration of proficiency and supports the County's values of Accountability, Customer-focus and Efficiency (ACE);
- Core and elective advancement courses meet the current and future workplace needs of the departments;
- Performance management system facilitates accountability and operational flexibility within departments; and
- Classification and compensation systems are being administered in accordance with administrative guidelines.

The Office Professional *STEPS* Manual (Attachment G) outlines the administrative components of the plan including:

- Classification
- Compensation
- Performance Management
- Skill development
- Bridge Assignment
- Mediation

- Office Professional Opportunities Board

The manual developed in collaboration with Local 620, CEO/HR, and County departments represented on the team may be updated as the County gains experience with the new system.

CEO/HR is also recommending the adoption of the Resolution adjusting the salaries of accounting and legal-related classifications related to classes included in the Office Professional classification and compensation plan (Attachment B). This action will address critical salary issues.

Finally, to maintain an appropriate salary relationship between Office Professionals and the County's existing Executive Secretary positions and to provide a classification that is broader and more flexible into which other confidential (Unit 32) classifications can be collapsed at a later date, CEO/HR recommends the creation of a new classification, Administrative Professional, with a corresponding salary range (Range 5736; \$4,240 - \$5176/mo). It is further recommended that per the Resolution all Executive Secretaries be reclassified as Administrative Professional (Attachment C). This action will address additional critical salary issues.

Background:

The Clerical Classification and Compensation Project is one of a series of projects undertaken by CEO/Human Resources to further the Board's direction to improve service delivery and instill a commitment to excellent customer service in Santa Barbara County government and its workforce. It impacts the lowest paid County employees, provides a career development path, and strongly links pay to skill attainment, experience, and performance, as displayed on Attachment E.

Fiscal and Facilities Impacts: The estimated annual cost of the Clerical Classification and Compensation Project is \$3,233,144. The retirement portion of the annual cost is estimated at \$549,634. The cost of implementation for the remainder of FY 2007-08 is approximately \$373,055. This amount was included in the County's strategic financial plan and FY 2008-09 Budget.

The estimated annual cost of the adjustments to accounting and legal-related classifications is \$383,744. The retirement portion of the annual cost is estimated at \$65,236. The cost of implementation for the remainder of FY 2007-08 is approximately \$44,278.

The estimated annual cost of adjustments to implement the Administrative Professional classification and allocate Executive Secretaries into the new class is estimated at \$87,887. The retirement portion of the annual cost is estimated at \$14,941. The cost of implementation for the remainder of FY 2007-08 is approximately \$10,141.

The recommendations are within the parameters established by the Board in August 2007.

Funding Sources	Current FY Cost:	Annualized On-going Cost:	Total One-Time Project Cost
General Fund	80,643	698,910	
State			
Federal			
Fees			
Other:			
Total	\$ 431,248	\$3,737,486	\$ -

Budgeted: Yes **Fiscal Analysis:**

Narrative:

Staffing Impacts:

Legal Positions: **FTEs:**

Special Instructions:

Please return one copy of the signed resolutions to Susan Kean, CEO/Human Resources.

Attachments:

- A to C - Resolutions
- D - Project Team
- E - Overview of *STEPS*
- F - Opportunities Board Screen Shots
- G - Office Professionals *STEPS* Manual

Authored by: Theresa Duer, Assistant Human Resources Director

cc: Bob Geis, Auditor Controller
Dan Wallace, County Counsel

ATTACHMENT A

RESOLUTION OF THE BOARD OF SUPERVISORS
OF THE COUNTY OF SANTA BARBARA, STATE OF CALIFORNIA

IN THE MATTER OF AMENDING)
RESOLUTION NO. 07-207, AS AMENDED) RESOLUTION NO. _____
BEING THE SALARY RESOLUTION OF)
COUNTY OF SANTA BARBARA)

WHEREAS, Salary Resolution No. 07-207 established a Classification and Compensation Plan, and authorized Departmental Position Allocations effective July 2, 2007; and

WHEREAS, this Board of Supervisors finds that there is good cause for amending said Resolution No. 07-207, as amended, in the manner provided in this Resolution;

NOW, THEREFORE, IT IS HEREBY RESOLVED, AS FOLLOWS:

- 1. Resolution No. 07-207, adopted by the Board on July 10, 2007, is hereby amended by amending those portions identified below to read as follows, effective May 19, 2008:

SECTION 2. Job Classification Table

<u>JOB CLASS</u>	<u>TITLE</u>	<u>SALARY RANGE</u>	<u>LIMIT</u>	<u>RATE MIN/MAX</u>	<u>OT ELIGIBLE</u>
<u>Establish:</u>					
6996	ADMN OFFICE PRO I-MARSHALL	4	A-E	\$13.390-\$16.588	YES
6997	ADMN OFFICE PRO II-MARSHALL	5	A-E	\$17.500-\$21.680	YES
6998	ADMN OFFICE PRO III-MARSHALL	6	A-E	\$22.872-\$28.334	YES
6999	ADMN OFFICE PRO EXPERT-MARSHALL	7	A-E	\$29.893-\$37.032	YES
7000	ADMN OFFICE PRO I	4	A-E	\$13.390-\$16.588	YES
7001	ADMN OFFICE PRO II	5	A-E	\$17.500-\$21.680	YES
7002	ADMN OFFICE PRO III	6	A-E	\$22.872-\$28.334	YES
7003	ADMN OFFICE PRO EXPERT	7	A-E	\$29.893-\$37.032	YES
7004	LEGAL OFFICE PRO I	4	A-E	\$13.390-\$16.588	YES
7005	LEGAL OFFICE PRO II	5	A-E	\$17.500-\$21.680	YES
7006	LEGAL OFFICE PRO III	6	A-E	\$22.872-\$28.334	YES
7007	LEGAL OFFICE PRO EXPERT	7	A-E	\$29.893-\$37.032	YES
7008	FINANCIAL OFFICE PRO I	4	A-E	\$13.390-\$16.588	YES
7009	FINANCIAL OFFICE PRO II	5	A-E	\$17.500-\$21.680	YES
7010	FINANCIAL OFFICE PRO III	6	A-E	\$22.872-\$28.334	YES
7011	FINANCIAL OFFICE PRO EXPERT	7	A-E	\$29.893-\$37.032	YES
7012	ADMN OFFICE PRO I-RES	4	A-E	\$13.390-\$16.588	YES
7013	ADMN OFFICE PRO II-RES	5	A-E	\$17.500-\$21.680	YES
7014	ADMN OFFICE PRO III-RES	6	A-E	\$22.872-\$28.334	YES
7015	ADMN OFFICE PRO EXPERT-RES	7	A-E	\$29.893-\$37.032	YES
7016	LEGAL OFFICE PRO I-RES	4	A-E	\$13.390-\$16.588	YES
7017	LEGAL OFFICE PRO II-RES	5	A-E	\$17.500-\$21.680	YES
7018	LEGAL OFFICE PRO III-RES	6	A-E	\$22.872-\$28.334	YES
7019	LEGAL OFFICE PRO EXPERT-RES	7	A-E	\$29.893-\$37.032	YES
7020	FINANCIAL OFFICE PRO I-RES	4	A-E	\$13.390-\$16.588	YES
7021	FINANCIAL OFFICE PRO II-RES	5	A-E	\$17.500-\$21.680	YES
7022	FINANCIAL OFFICE PRO III-RES	6	A-E	\$22.872-\$28.334	YES
7023	FINANCIAL OFFICE PRO EXPERT-RES	7	A-E	\$29.893-\$37.032	YES

JOB CLASS TITLEDelete:

1702	OFFICE ASST SENIOR
0236	ADMIN SECRETARY
2165	DEPARTMENTAL ASST
2168	DEPARTMENTAL ASST SR
1347	BOARD ASSISTANT SPEC
1348	BOARD ASSISTANT SUPV
0237	ADMIN SECRETARY-RES
1699	OFFICE ASST I-RES
1706	OFFICE ASST SENIOR-RES
0157	ACCOUNT TECHNICIAN
0159	ACCOUNT TECHNICIAN SR
0158	ACCOUNT TECHNICIAN SR-RES
0062	ACCOUNTING ASST SR
2169	DEPARTMENTAL ASST SR-RES
1773	COLLECTIONS OFFICER I
1774	COLLECTIONS OFFICER II
2295	DEP PUBLIC ADM/CONSER AID
7497	TREAS-TAX COLL OPS SPEC I
7498	TREAS-TAX COLL OPS SPEC II
7499	TREAS-TAX COLL OPS SPEC III
7496	TREAS-TAX COLL OPS SPEC SR
7502	TREAS-TAX COLL OPS SUPV
1701	OFFICE ASST II
6648	RETIRE BENEFITS SPEC I
6649	RETIRE BENEFITS SPEC II
1721	CARE SPECIALIST I
1722	CARE SPECIALIST II
1723	CARE SPECIALIST III
1724	CARE SPECIALIST IV
1725	CARE SPECIALIST V
4690	LEGAL SECRETARY III-CONF
4684	LEGAL SECRETARY I-RES

<u>JOB CLASS</u>	<u>TITLE</u>
4689	LEGAL SECRETARY CONF
2166	DEPARTMENTAL ASST-RES
5699	HUMAN RESOURCES TECH-RES
5698	HUMAN RESOURCES TECH
0252	ADMIN SERVICES CLERK-RES
4161	INVESTIGATIVE ASST SR
4676	LEGAL PROCESS SUPERVISOR
4686	LEGAL SECRETARY I
4687	LEGAL SECRETARY II
4688	LEGAL SECRETARY III
0160	ACCOUNT TECHNICIAN SUPV
0250	ADMIN SERVICES CLERK
4160	INVESTIGATIVE ASSISTANT
2139	DATA ENTRY OPERATOR
4655	LEGAL INTERPRETER
6232	PUBLIC DEF INVEST ASSIST
1997	CRIME DATA TECHNICIAN
4291	JUDICIAL ASST II-SHERIFF
4290	JUDICIAL ASST I-SHERIFF
1651	OFFICE ASST PRINCIPAL-SHERIFF
6921	SHERIFFS RECORDS SPEC TR
6922	SHERIFFS RECORDS SPEC
6927	SHERIFFS RECORDS SUPV I
6925	SHERIFFS RECORDS SUPV II
6912	INTAKE & RESLEASE SPECIALIST
1660	OFFICE ASST SUPERVISING
0307	ADMIN SUPPORT SUPV
7751	PUBLICATIONS ASST I
7752	PUBLICATIONS ASST II
0061	ACCOUNTING ASST II
1339	BOARD ASSISTANT
1700	OFFICE ASST I
5095	MEDICAL RECORDS TECH
1650	OFFICE ASST PRINCIPAL
5641	PATIENTS ACCOUNTS CLERK SR
5643	PATIENTS ACCOUNTS SUPV
5644	PATIENT REPRESENTATIVE
1580	CLERICAL AIDE
7590	VETERANS SERVICES REP I
7591	VETERANS SERVICES REP II
1570	CLAIMS ASSISTANT

SECTION 4. Departmental Position Allocation

<u>DEPARTMENT/BUDGET UNIT</u>	<u>CLASS</u>	<u>P/T</u>	<u>NO. OF POSITIONS</u>	<u>TITLE</u>	<u>UNIT</u>
<u>General County Programs (#0100)</u>					
Reallocate #1080					
	From:	1702	000	OFFICE ASST SENIOR	23
	To:	7000	001	ADMN OFFICE PRO I or	23
		7001		ADMN OFFICE PRO II or	23
		7002		ADMN OFFICE PRO III	23
<u>Non Departmental/Prop 10 (#0110)</u>					
Reallocate #7575, 10331					
	From:	0236	000	ADMIN SECRETARY	23
	To:	7000	002	ADMN OFFICE PRO I or	23
		7001		ADMN OFFICE PRO II or	23
		7002		ADMN OFFICE PRO III	23
Reallocate #7139					
	From:	2165	000	DEPARTMENTAL ASST	25
	To:	7000	003	ADMN OFFICE PRO I or	23
		7001		ADMN OFFICE PRO II or	23
		7002		ADMN OFFICE PRO III	23

	From:	2168	000	DEPARTMENTAL ASST SR	25
	To:	7000	007	ADMN OFFICE PRO I or	23
		7001		ADMN OFFICE PRO II or	23
		7002		ADMN OFFICE PRO III	23
Reallocate #8163					
	From:	2168	000	DEPARTMENTAL ASST SR	25
	To:	7003	001	ADMN OFFICE PRO EXPERT	23
Clerk of the Board (#0115)					
Reallocate #576, 4870, 5718					
	From:	1347	000	BOARD ASSISTANT SPEC	23
	To:	7000	003	ADMN OFFICE PRO I or	23
		7001		ADMN OFFICE PRO II or	23
		7002		ADMN OFFICE PRO III	23
Reallocate #8992					
	From:	1348	000	BOARD ASSISTANT SUPV	25
	To:	7000	004	ADMN OFFICE PRO I or	23
		7001		ADMN OFFICE PRO II or	23
		7002		ADMN OFFICE PRO III	23
Reallocate #10145					
	From:	2168	000	DEPARTMENTAL ASST SR	25
	To:	7000	005	ADMN OFFICE PRO I or	23
		7001		ADMN OFFICE PRO II or	23
		7002		ADMN OFFICE PRO III	23
Housing & Community Development (#0120)					
Reallocate #9926					
	From:	1702	000	OFFICE ASST SENIOR	23
	To:	7000	001	ADMN OFFICE PRO I or	23
		7001		ADMN OFFICE PRO II or	23
		7002		ADMN OFFICE PRO III	23
County Administrator (#0130)					
Reallocate #4398					
	From:	0237	000	ADMIN SECRETARY-RES	32
	To:	7012	001	ADMN OFFICE PRO I-RES or	32
		7013		ADMN OFFICE PRO II-RES or	32
		7014		ADMN OFFICE PRO III-RES	32
Board of Supervisors-3rd Dist (#0230)					
Reallocate #9858					
	From:	1699	50% 000	OFFICE ASST I-RES	32
	To:	7012	50% 001	ADMN OFFICE PRO I-RES or	32
		7013	50%	ADMN OFFICE PRO II-RES or	32
		7014	50%	ADMN OFFICE PRO III-RES	32
Board of Supervisors-4th (#0240)					
Reallocate #7752					
	From:	0237	000	ADMIN SECRETARY-RES	32
	To:	7012	001	ADMN OFFICE PRO I-RES or	32
		7013		ADMN OFFICE PRO II-RES or	32
		7014		ADMN OFFICE PRO III-RES	32
Reallocate #9859					
	From:	0237	75% 000	ADMIN SECRETARY-RES	32
	To:	7012	75% 001	ADMN OFFICE PRO I-RES or	32
		7013	75%	ADMN OFFICE PRO II-RES or	32
		7014	75%	ADMN OFFICE PRO III-RES	32
Board of Supervisors-5th (#0250)					
Reallocate #6634					
	From:	0237	000	ADMIN SECRETARY-RES	32
	To:	7012	001	ADMN OFFICE PRO I-RES or	32
		7013		ADMN OFFICE PRO II-RES or	32
		7014		ADMN OFFICE PRO III-RES	32

Reallocate #9860

From:	0237	75%	000	ADMIN SECRETARY-RES	32
To:	7012	75%	001	ADMN OFFICE PRO I-RES	or 32
	7013	75%		ADMN OFFICE PRO II-RES	or 32
	7014	75%		ADMN OFFICE PRO III-RES	32

Board of Supervisors-General (#0260)

Reallocate #7614

From:	1706		000	OFFICE ASST SENIOR-RES	32
To:	7012		001	ADMN OFFICE PRO I-RES	or 32
	7013			ADMN OFFICE PRO II-RES	or 32
	7014			ADMN OFFICE PRO III-RES	32

Auditor-Controller (#0410)

Reallocate #390, 8363

From:	0157		000	ACCOUNT TECHNICIAN	25
To:	7008		002	FINANCIAL OFFICE PRO I	or 23
	7009			FINANCIAL OFFICE PRO II	or 23
	7010			FINANCIAL OFFICE PRO III	23

Reallocate #1272, 4486, 5694

From:	0159		000	ACCOUNT TECHNICIAN SR	25
To:	7008		005	FINANCIAL OFFICE PRO I	or 23
	7009			FINANCIAL OFFICE PRO II	or 23
	7010			FINANCIAL OFFICE PRO III	23

Reallocate #5150, 5285

From:	0158		000	ACCOUNT TECHNICIAN SR-RES	32
To:	7020		002	FINANCIAL OFFICE PRO I-RES	or 32
	7021			FINANCIAL OFFICE PRO II-RES	or 32
	7022			FINANCIAL OFFICE PRO III-RES	32

Reallocate #1867

From:	0062		000	ACCOUNTING ASST SR	23
To:	7008		006	FINANCIAL OFFICE PRO I	or 23
	7009			FINANCIAL OFFICE PRO II	or 23
	7010			FINANCIAL OFFICE PRO III	23

Reallocate #5296

From:	2169		000	DEPARTMENTAL ASST SR-RES	32
To:	7012		001	ADMN OFFICE PRO I-RES	or 32
	7013			ADMN OFFICE PRO II-RES	or 32
	7014			ADMN OFFICE PRO III-RES	32

Treasurer/Tax Collector-Public (#0430)

Reallocate #3509

From:	0157		000	ACCOUNT TECHNICIAN	25
To:	7008		001	FINANCIAL OFFICE PRO I	or 23
	7009			FINANCIAL OFFICE PRO II	or 23
	7010			FINANCIAL OFFICE PRO III	23

Reallocate #2737, 4557

From:	0062		000	ACCOUNTING ASST SR	23
To:	7008		003	FINANCIAL OFFICE PRO I	or 23
	7009			FINANCIAL OFFICE PRO II	or 23
	7010			FINANCIAL OFFICE PRO III	23

Reallocate #6020, 6022, 6026, 6027, 6040, 6042

From:	1773		000	COLLECTIONS OFFICER I	or 24
	1774			COLLECTIONS OFFICER II	24
To:	7008		009	FINANCIAL OFFICE PRO I	or 23
	7009			FINANCIAL OFFICE PRO II	or 23
	7010			FINANCIAL OFFICE PRO III	23

Reallocate #2280

From:	2295		000	DEP PUBLIC ADM/CONSER AID	24
To:	7000		001	ADMN OFFICE PRO I	or 23
	7001			ADMN OFFICE PRO II	or 23
	7002			ADMN OFFICE PRO III	23

Reallocate #489, 667, 1530, 1729, 5996, 7177

	From:	7497	000	TREAS-TAX COLL OPS SPEC I	or	23
		7498		TREAS-TAX COLL OPS SPEC II	or	23
		7499		TREAS-TAX COLL OPS SPEC III		23
	To:	7008	015	FINANCIAL OFFICE PRO I	or	23
		7009		FINANCIAL OFFICE PRO II	or	23
		7010		FINANCIAL OFFICE PRO III		23
Reallocate #1932, 6677, 10269						
	From:	7496	000	TREAS-TAX COLL OPS SPEC SR		25
	To:	7008	018	FINANCIAL OFFICE PRO I	or	23
		7009		FINANCIAL OFFICE PRO II	or	23
		7010		FINANCIAL OFFICE PRO III		23
Reallocate #5053, 6678						
	From:	7502	000	TREAS-TAX COLL OPS SUPV		25
	To:	7011	002	FINANCIAL OFFICE EXPERT		23
<u>SBC Employee Retirement (#0431)</u>						
Reallocate #1238, 8865, 10202						
	From:	0157	000	ACCOUNT TECHNICIAN		25
	To:	7008	003	FINANCIAL OFFICE PRO I	or	23
		7009		FINANCIAL OFFICE PRO II	or	23
		7010		FINANCIAL OFFICE PRO III		23
Reallocate #9861, 10484						
	From:	1701	000	OFFICE ASST II		23
	To:	7000	002	ADMN OFFICE PRO I	or	23
		7001		ADMN OFFICE PRO II	or	23
		7002		ADMN OFFICE PRO III		23
Reallocate #1095, 10485						
	From:	6648	000	RETIRE BENEFITS SPEC I	or	24
		6649		RETIRE BENEFITS SPEC II		24
	To:	7000	004	ADMN OFFICE PRO I	or	23
		7001		ADMN OFFICE PRO II	or	23
		7002		ADMN OFFICE PRO III		23
Reallocate #1258, 8268						
	From:	6648	000	RETIRE BENEFITS SPEC I	or	24
		6649		RETIRE BENEFITS SPEC II		24
	To:	7003	002	ADMN OFFICE PRO EXPERT		23
<u>Clerk-Recorder-Assessor (#0440)</u>						
Reallocate #10194						
	From:	0157	000	ACCOUNT TECHNICIAN		25
	To:	7008	001	FINANCIAL OFFICE PRO I	or	23
		7009		FINANCIAL OFFICE PRO II	or	23
		7010		FINANCIAL OFFICE PRO III		23
Reallocate #1796						
	From:	0158	000	ACCOUNT TECHNICIAN SR-RES		32
	To:	7020	001	FINANCIAL OFFICE PRO I-RES	or	32
		7021		FINANCIAL OFFICE PRO II-RES	or	32
		7022		FINANCIAL OFFICE PRO III-RES		32
Reallocate #6345, 7349, 9285, 6315, 6326, 6337, 6342, 11125, 6291, 6295, 6299, 6300, 6301, 6303, 6306, 6307, 6310, 6311, 6312, 6313, 6318, 6321, 6323, 6324, 6325, 6327, 6332, 6334, 6341, 6343, 6344, 6347, 7037, 7519, 9284, 10645, 11126, 5347, 6293, 6333, 6346						
	From:	1721	000	CARE SPECIALIST I	or	23
		1722		CARE SPECIALIST II	or	23
		1723		CARE SPECIALIST III		23
	To:	7000	041	ADMN OFFICE PRO I	or	23
		7001		ADMN OFFICE PRO II	or	23
		7002		ADMN OFFICE PRO III		23
Reallocate #2468, 2855, 6096, 9447						
	From:	1724	000	CARE SPECIALIST IV		23
	To:	7000	045	ADMN OFFICE PRO I	or	23
		7001		ADMN OFFICE PRO II	or	23
		7002		ADMN OFFICE PRO III		23
Reallocate #1035, 3842, 4982, 6407,						

8815, 9265, 11231								
	From:	1725	000		CARE SPECIALIST V			25
	To:	7000	052		ADMN OFFICE PRO I	or		23
		7001			ADMN OFFICE PRO II	or		23
		7002			ADMN OFFICE PRO III			23
Reallocate #4151, 11220, 11280, 11336								
	From:	2165	000		DEPARTMENTAL ASST			25
	To:	7000	056		ADMN OFFICE PRO I	or		23
		7001			ADMN OFFICE PRO II	or		23
		7002			ADMN OFFICE PRO III			23
<u>County Counsel (#0710)</u>								
Reallocate #5644								
	From:	4690	000		LEGAL SECRETARY III-CONF			32
	To:	7019	001		LEGAL OFFICE PRO EXPERT			32
Reallocate #7280								
	From:	4684	000		LEGAL SECRETARY I-RES			32
	To:	7016	001		LEGAL OFFICE PRO I-RES	or		32
		7017			LEGAL OFFICE PRO II-RES	or		32
		7018			LEGAL OFFICE PRO III-RES			32
Reallocate #262, 1306, 1785, 2133, 4592, 9835								
	From:	4689	000		LEGAL SECRETARY CONF			32
	To:	7016	007		LEGAL OFFICE PRO I-RES	or		32
		7017			LEGAL OFFICE PRO II-RES	or		32
		7018			LEGAL OFFICE PRO III-RES			32
<u>Human Resources (#1010)</u>								
Reallocate #6174								
	From:	0237	50%	000	ADMIN SECRETARY-RES			32
	To:	7012	50%	001	ADMN OFFICE PRO I-RES	or		32
		7013	50%		ADMN OFFICE PRO II-RES	or		32
		7014	50%		ADMN OFFICE PRO III-RES			32
Reallocate #10957, 11167								
	From:	2166	000		DEPARTMENTAL ASST-RES			32
	To:	7012	002		ADMN OFFICE PRO I-RES	or		32
		7013			ADMN OFFICE PRO II-RES	or		32
		7014			ADMN OFFICE PRO III-RES			32
Reallocate #3087, 5401, 5548								
	From:	5699	000		HUMAN RESOURCES TECH-RES			32
	To:	7012	005		ADMN OFFICE PRO I-RES	or		32
		7013			ADMN OFFICE PRO II-RES	or		32
		7014			ADMN OFFICE PRO III-RES			32
Reallocate #10491								
	From:	1702	50%	000	OFFICE ASST SENIOR			23
	To:	7000	50%	001	ADMN OFFICE PRO I	or		23
		7001	50%		ADMN OFFICE PRO II	or		23
		7002	50%		ADMN OFFICE PRO III			23
Reallocate #4873, 6635								
	From:	1706	50%	000	OFFICE ASST SENIOR-RES			32
	To:	7012	50%	003	ADMN OFFICE PRO I-RES	or		32
		7013	50%		ADMN OFFICE PRO II-RES	or		32
		7014	50%		ADMN OFFICE PRO III-RES			32
<u>Public Works-Administration (#1610)</u>								
Reallocate #3027								
	From:	5698	000		HUMAN RESOURCES TECH			23
	To:	7000	001		ADMN OFFICE PRO I	or		23
		7001			ADMN OFFICE PRO II	or		23
		7002			ADMN OFFICE PRO III			23
Reallocate #5774, 6633								
	From:	1702	000		OFFICE ASST SENIOR			23
	To:	7000	003		ADMN OFFICE PRO I	or		23
		7001			ADMN OFFICE PRO II	or		23
		7002			ADMN OFFICE PRO III			23
<u>Public Works-Surveyor (#1615)</u>								

Reallocate #7351					
	From:	0236	000		ADMIN SECRETARY
	To:	7000	001		ADMN OFFICE PRO I or
		7001			ADMN OFFICE PRO II or
		7002			ADMN OFFICE PRO III
					23
					23
					23
					23
<u>General Services-Facilities (#1620)</u>					
Reallocate #4838					
	From:	0236	000		ADMIN SECRETARY
	To:	7000	001		ADMN OFFICE PRO I or
		7001			ADMN OFFICE PRO II or
		7002			ADMN OFFICE PRO III
					23
					23
					23
					23
Reallocate #7516, 11179					
	From:	2165	000		DEPARTMENTAL ASST
	To:	7000	003		ADMN OFFICE PRO I or
		7001			ADMN OFFICE PRO II or
		7002			ADMN OFFICE PRO III
					25
					23
					23
					23
Reallocate #4725					
	From:	2168	000		DEPARTMENTAL ASST SR
	To:	7000	004		ADMN OFFICE PRO I or
		7001			ADMN OFFICE PRO II or
		7002			ADMN OFFICE PRO III
					25
					23
					23
					23
<u>General Services (#2500)</u>					
Reallocate #4235, 4337					
	From:	0062	000		ACCOUNTING ASST SR
	To:	7008	002		FINANCIAL OFFICE PRO I or
		7009			FINANCIAL OFFICE PRO II or
		7010			FINANCIAL OFFICE PRO III
					23
					23
					23
					23
Reallocate #2059					
	From:	5698	000		HUMAN RESOURCES TECH
	To:	7000	001		ADMN OFFICE PRO I or
		7001			ADMN OFFICE PRO II or
		7002			ADMN OFFICE PRO III
					23
					23
					23
					23
Reallocate #7619					
	From:	1701	000		OFFICE ASST II
	To:	7000	002		ADMN OFFICE PRO I or
		7001			ADMN OFFICE PRO II or
		7002			ADMN OFFICE PRO III
					23
					23
					23
					23
<u>District Attorney (#2865)</u>					
Reallocate #5608					
	From:	0252	000		ADMIN SERVICES CLERK-RES
	To:	7012	001		ADMN OFFICE PRO I-RES or
		7013			ADMN OFFICE PRO II-RES or
		7014			ADMN OFFICE PRO III-RES
					32
					32
					32
					32
Reallocate #10370, 10371					
	From:	2165	000		DEPARTMENTAL ASST
	To:	7000	002		ADMN OFFICE PRO I or
		7001			ADMN OFFICE PRO II or
		7002			ADMN OFFICE PRO III
					25
					23
					23
					23
Reallocate #9345					
	From:	2168	000		DEPARTMENTAL ASST SR
	To:	7003	001		ADMN OFFICE PRO EXPERT
					25
					23
Reallocate #660, 1082, 8640, 8948, 9227, 10941					
	From:	4161	000		INVESTIGATIVE ASST SR
	To:	7000	008		ADMN OFFICE PRO I or
		7001			ADMN OFFICE PRO II or
		7002			ADMN OFFICE PRO III
					24
					23
					23
					23
Reallocate #1239, 3139					
	From:	4676	000		LEGAL PROCESS SUPERVISOR
	To:	7003	003		ADMN OFFICE PRO EXPERT
					25
					23
Reallocate #808, 1152, 1352,					

1881, 2850, 3054, 4562, 7222,
1251, 1562, 1694, 2184, 2320,
2398, 2566, 2669, 2836, 3261,
4328, 4384, 5222, 5513, 5898,
7219

	From:	4686	000	LEGAL SECRETARY I	or	23
		4687		LEGAL SECRETARY II		23
	To:	7004	024	LEGAL OFFICE PRO I	or	23
		7005		LEGAL OFFICE PRO II	or	23
		7006		LEGAL OFFICE PRO III		23
Reallocate #3688	From:	4688	000	LEGAL SECRETARY III		25
	To:	7019	001	LEGAL OFFICE PRO EXPERT		23
Reallocate #2338, 3615, 3647, 4833, 5146	From:	1701	000	OFFICE ASST II		23
	To:	7000	013	ADMN OFFICE PRO I	or	23
		7001		ADMN OFFICE PRO II	or	23
		7002		ADMN OFFICE PRO III		23
Reallocate #3423	From:	1702	000	OFFICE ASST SENIOR		23
	To:	7000	014	ADMN OFFICE PRO I	or	23
		7001		ADMN OFFICE PRO II	or	23
		7002		ADMN OFFICE PRO III		23
Reallocate #10432, 10433	From:	1702	50% 000	OFFICE ASST SENIOR		23
	To:	7000	50% 002	ADMN OFFICE PRO I	or	23
		7001	50%	ADMN OFFICE PRO II	or	23
		7002	50%	ADMN OFFICE PRO III		23
<u>Child Support Services (#2867)</u>						
Reallocate #524, 818, 10028	From:	0157	000	ACCOUNT TECHNICIAN		25
	To:	7008	003	FINANCIAL OFFICE PRO I	or	23
		7009		FINANCIAL OFFICE PRO II	or	23
		7010		FINANCIAL OFFICE PRO III		23
Reallocate #736	From:	0160	000	ACCOUNT TECHNICIAN SUPV		25
	To:	7008	004	FINANCIAL OFFICE PRO I	or	23
		7009		FINANCIAL OFFICE PRO II	or	23
		7010		FINANCIAL OFFICE PRO III		23
Reallocate #2261, 2378, 3201, 3682, 10423	From:	0062	000	ACCOUNTING ASST SR		23
	To:	7008	009	FINANCIAL OFFICE PRO I	or	23
		7009		FINANCIAL OFFICE PRO II	or	23
		7010		FINANCIAL OFFICE PRO III		23
Reallocate #5699	From:	0250	000	ADMIN SERVICES CLERK		25
	To:	7000	001	ADMN OFFICE PRO I	or	23
		7001		ADMN OFFICE PRO II	or	23
		7002		ADMN OFFICE PRO III		23
Reallocate #123	From:	2168	000	DEPARTMENTAL ASST SR		25
	To:	7000	002	ADMN OFFICE PRO I	or	23
		7001		ADMN OFFICE PRO II	or	23
		7002		ADMN OFFICE PRO III		23
Reallocate #1113, 4671	From:	4160	000	INVESTIGATIVE ASSISTANT		24
	To:	7004	002	LEGAL OFFICE PRO I	or	23
		7005		LEGAL OFFICE PRO II	or	23
		7006		LEGAL OFFICE PRO III		23

Reallocate #1511, 1559, 2932,

4390, 4812	From:	4686	000	LEGAL SECRETARY I	or	23
		4687		LEGAL SECRETARY II		23
	To:	7004	007	LEGAL OFFICE PRO I	or	23
		7005		LEGAL OFFICE PRO II	or	23
		7006		LEGAL OFFICE PRO III		23
Reallocate #1513	From:	4688	000	LEGAL SECRETARY III		25
	To:	7004	008	LEGAL OFFICE PRO I	or	23
		7005		LEGAL OFFICE PRO II	or	23
		7006		LEGAL OFFICE PRO III		23
Reallocate #1200, 3093, 5506, 5758, 5759, 9243, 3459, 3570, 5761	From:	1701	000	OFFICE ASST II		23
	To:	7000	011	ADMN OFFICE PRO I	or	23
		7001		ADMN OFFICE PRO II	or	23
		7002		ADMN OFFICE PRO III		23
Reallocate #1880, 5130, 10565, 3886	From:	1702	000	OFFICE ASST SENIOR		23
	To:	7000	015	ADMN OFFICE PRO I	or	23
		7001		ADMN OFFICE PRO II	or	23
		7002		ADMN OFFICE PRO III		23
<u>Public Defender (#2875)</u> Reallocate #7497	From:	0062	000	ACCOUNTING ASST SR		23
	To:	7008	001	FINANCIAL OFFICE PRO I	or	23
		7009		FINANCIAL OFFICE PRO II	or	23
		7010		FINANCIAL OFFICE PRO III		23
Reallocate #3951, 5590	From:	2139	000	DATA ENTRY OPERATOR		23
	To:	7000	002	ADMN OFFICE PRO I	or	23
		7001		ADMN OFFICE PRO II	or	23
		7002		ADMN OFFICE PRO III		23
Reallocate #3923	From:	4655	000	LEGAL INTERPRETER		23
	To:	7004	001	LEGAL OFFICE PRO I	or	23
		7005		LEGAL OFFICE PRO II	or	23
		7006		LEGAL OFFICE PRO III		23
Reallocate #2522	From:	4655	75% 000	LEGAL INTERPRETER		23
	To:	7004	75% 001	LEGAL OFFICE PRO I	or	23
		7005	75%	LEGAL OFFICE PRO II	or	23
		7006	75%	LEGAL OFFICE PRO III		23
Reallocate #2945, 200, 1252, 1543, 2372, 2745, 3283, 6555	From:	4686	000	LEGAL SECRETARY I	or	23
		4687		LEGAL SECRETARY II		23
	To:	7004	009	LEGAL OFFICE PRO I	or	23
		7005		LEGAL OFFICE PRO II	or	23
		7006		LEGAL OFFICE PRO III		23
Reallocate #4174	From:	4686	75% 000	LEGAL SECRETARY I	or	23
		4687	75%	LEGAL SECRETARY II		23
	To:	7004	75% 002	LEGAL OFFICE PRO I	or	23
		7005	75%	LEGAL OFFICE PRO II	or	23
		7006	75%	LEGAL OFFICE PRO III		23

Reallocate #4175

	From:	4686	25%	000	LEGAL SECRETARY I	or	23
		4687	25%		LEGAL SECRETARY II		23
	To:	7004	25%	001	LEGAL OFFICE PRO I	or	23
		7005	25%		LEGAL OFFICE PRO II	or	23
		7006	25%		LEGAL OFFICE PRO III		23
Reallocate #2629, 3483, 3941, 11081							
	From:	4688		000	LEGAL SECRETARY III		25
	To:	7004		013	LEGAL OFFICE PRO I	or	23
		7005			LEGAL OFFICE PRO II	or	23
		7006			LEGAL OFFICE PRO III		23
Reallocate #7296, 7327							
	From:	1701		000	OFFICE ASST II		23
	To:	7004		015	LEGAL OFFICE PRO I	or	23
		7005			LEGAL OFFICE PRO II	or	23
		7006			LEGAL OFFICE PRO III		23
Reallocate #2642, 3709, 5107							
	From:	6232		000	PUBLIC DEF INVEST ASSIST		21
	To:	7004		018	LEGAL OFFICE PRO I	or	23
		7005			LEGAL OFFICE PRO II	or	23
		7006			LEGAL OFFICE PRO III		23
<u>Sheriff (#3110)</u>							
Reallocate #5452							
	From:	0157		000	ACCOUNT TECHNICIAN		25
	To:	7008		001	FINANCIAL OFFICE PRO I	or	23
		7009			FINANCIAL OFFICE PRO II	or	23
		7010			FINANCIAL OFFICE PRO III		23
Reallocate #2327							
	From:	0062		000	ACCOUNTING ASST SR		23
	To:	7008		002	FINANCIAL OFFICE PRO I	or	23
		7009			FINANCIAL OFFICE PRO II	or	23
		7010			FINANCIAL OFFICE PRO III		23
Reallocate #1727, 2433, 2808, 3595, 4330							
	From:	0236		000	ADMIN SECRETARY		23
	To:	7000		005	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23
Reallocate #4804							
	From:	0237		000	ADMIN SECRETARY-RES		32
	To:	7012		001	ADMN OFFICE PRO I-RES	or	32
		7013			ADMN OFFICE PRO II-RES	or	32
		7014			ADMN OFFICE PRO III-RES		32
Reallocate #5814, 9581							
	From:	1997		000	CRIME DATA TECHNICIAN		23
	To:	7000		007	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23
Reallocate #721, 6101, 10811							
	From:	5698		000	HUMAN RESOURCES TECH		23
	To:	7000		010	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23
Reallocate #1499, 751, 9623							
	From:	4291		000	JUDICIAL ASST II-SHERIFF		23
	To:	7000		013	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23
Reallocate #1371, 3637, 5312, 5890							
	From:	4290		000	JUDICIAL ASST I-SHERIFF		23
	To:	7000		017	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23

Reallocate #1270								
	From:	1651	000			OFFICE ASST PRINCIPAL-SHERIFF		25
	To:	7000	018			ADMN OFFICE PRO I	or	23
		7001				ADMN OFFICE PRO II	or	23
		7002				ADMN OFFICE PRO III		23
Reallocate #278, 313, 319, 1300, 1497, 2465, 2604, 2924, 3876, 3987, 4025, 4764, 4778, 5052, 5405, 5619, 6102, 7348, 7732, 7805, 9864, 9865								
	From:	1702	000			OFFICE ASST SENIOR		23
	To:	7000	040			ADMN OFFICE PRO I	or	23
		7001				ADMN OFFICE PRO II	or	23
		7002				ADMN OFFICE PRO III		23
Reallocate #1809, 1847, 2224, 5446, 482, 815, 2972, 3373, 3480, 3645, 3841, 3944, 4611, 5289, 5290, 5978								
	From:	6921	000			SHERIFFS RECORDS SPEC TR	or	23
		6922				SHERIFFS RECORDS SPEC		23
	To:	7000	056			ADMN OFFICE PRO I		23
		7001				ADMN OFFICE PRO II	or	23
		7002				ADMN OFFICE PRO III		23
Reallocate #10726								
	From:	6921	75%	000		SHERIFFS RECORDS SPEC TR	or	23
		6922	75%			SHERIFFS RECORDS SPEC		23
	To:	7000	75%	001		ADMN OFFICE PRO I	or	23
		7001	75%			ADMN OFFICE PRO II	or	23
		7002	75%			ADMN OFFICE PRO III		23
Reallocate #2376								
	From:	6921	50%	000		SHERIFFS RECORDS SPEC TR	or	23
		6922	50%			SHERIFFS RECORDS SPEC		23
	To:	7000	50%	001		ADMN OFFICE PRO I	or	23
		7001	50%			ADMN OFFICE PRO II	or	23
		7002	50%			ADMN OFFICE PRO III		23
Reallocate #10727								
	From:	6921	25%	000		SHERIFFS RECORDS SPEC TR	or	23
		6922	25%			SHERIFFS RECORDS SPEC		23
	To:	7000	25%	001		ADMN OFFICE PRO I	or	23
		7001	25%			ADMN OFFICE PRO II	or	23
		7002	25%			ADMN OFFICE PRO III		23
Reallocate #1940, 1958, 2627, 3208, 10043								
	From:	6927		000		SHERIFFS RECORDS SUPV I		25
	To:	7000		061		ADMN OFFICE PRO I	or	23
		7001				ADMN OFFICE PRO II	or	23
		7002				ADMN OFFICE PRO III		23
Reallocate #1505								
	From:	6925		000		SHERIFFS RECORDS SUPV II		25
	To:	7000		062		ADMN OFFICE PRO I	or	23
		7001				ADMN OFFICE PRO II	or	23
		7002				ADMN OFFICE PRO III		23
<u>Inmate Welfare (#3410)</u>								
Reallocate #4787								
	From:	0157	000			ACCOUNT TECHNICIAN		25
	To:	7008	001			FINANCIAL OFFICE PRO I	or	23
		7009				FINANCIAL OFFICE PRO II	or	23
		7010				FINANCIAL OFFICE PRO III		23
Reallocate #4097, 9156								
	From:	2165	000			DEPARTMENTAL ASST		25
	To:	7000	002			ADMN OFFICE PRO I	or	23
		7001				ADMN OFFICE PRO II	or	23
		7002				ADMN OFFICE PRO III		23

Sheriff-Custody (#3420)

Reallocate #2647
From: 0157 000 ACCOUNT TECHNICIAN 25
To: 7008 001 FINANCIAL OFFICE PRO I or 23
7009 FINANCIAL OFFICE PRO II or 23
7010 FINANCIAL OFFICE PRO III 23

Reallocate #1900
From: 0062 000 ACCOUNTING ASST SR 23
To: 7008 002 FINANCIAL OFFICE PRO I or 23
7009 FINANCIAL OFFICE PRO II or 23
7010 FINANCIAL OFFICE PRO III 23

Reallocate #55, 719, 737,
1068, 1379, 1644, 1764,
2158, 2244, 2718, 2774,
2866, 3116, 3293, 3963,
4023, 4193, 4436, 4979,
5249, 5977, 6587, 3331,
6588
From: 6912 000 INTAKE & RELEASE SPECIALIST 23
To: 7000 024 ADMN OFFICE PRO I or 23
7001 ADMN OFFICE PRO II or 23
7002 ADMN OFFICE PRO III 23

Reallocate #7286
From: 1701 000 OFFICE ASST II 23
To: 7000 025 ADMN OFFICE PRO I or 23
7001 ADMN OFFICE PRO II or 23
7002 ADMN OFFICE PRO III 23

Reallocate #7278
From: 1701 75% 000 OFFICE ASST II 23
To: 7000 75% 001 ADMN OFFICE PRO I or 23
7001 75% ADMN OFFICE PRO II or 23
7002 75% ADMN OFFICE PRO III 23

Reallocate #5795
From: 1702 000 OFFICE ASST SENIOR 23
To: 7000 026 ADMN OFFICE PRO I or 23
7001 ADMN OFFICE PRO II or 23
7002 ADMN OFFICE PRO III 23

Reallocate #41, 466, 862, 3275
From: 6927 000 SHERIFFS RECORDS SUPV I 25
To: 7000 030 ADMN OFFICE PRO I or 23
7001 ADMN OFFICE PRO II or 23
7002 ADMN OFFICE PRO III 23

Reallocate #5979
From: 6925 000 SHERIFFS RECORDS SUPV II 25
To: 7000 031 ADMN OFFICE PRO I or 23
7001 ADMN OFFICE PRO II or 23
7002 ADMN OFFICE PRO III 23

Probation-Institutions (#3435)

Reallocate #7246, 7250, 7251,
7253, 7262, 7268,
From: 6912 000 INTAKE & RELEASE SPECIALIST 23
To: 7000 006 ADMN OFFICE PRO I or 23
7001 ADMN OFFICE PRO II or 23
7002 ADMN OFFICE PRO III 23

Reallocate #7245, 7269, 9210
From: 6912 50% 000 INTAKE & RELEASE SPECIALIST 23
To: 7000 50% 003 ADMN OFFICE PRO I or 23
7001 50% ADMN OFFICE PRO II or 23
7002 50% ADMN OFFICE PRO III 23

Reallocate #4516
From: 1701 000 OFFICE ASST II 23
To: 7000 007 ADMN OFFICE PRO I or 23
7001 ADMN OFFICE PRO II or 23
7002 ADMN OFFICE PRO III 23

Reallocate #930, 2374, 5023						
From:	1702		000		OFFICE ASST SENIOR	23
To:	7000		010		ADMN OFFICE PRO I or	23
	7001				ADMN OFFICE PRO II or	23
	7002				ADMN OFFICE PRO III	23
Reallocate #9205						
From:	1660		000		OFFICE ASST SUPERVISING	25
To:	7000		011		ADMN OFFICE PRO I or	23
	7001				ADMN OFFICE PRO II or	23
	7002				ADMN OFFICE PRO III	23
<u>Probation-Officer (#3440)</u>						
Reallocate #1076, 4693, 10222, 392						
From:	0236		000		ADMIN SECRETARY	23
To:	7000		004		ADMN OFFICE PRO I or	23
	7001				ADMN OFFICE PRO II or	23
	7002				ADMN OFFICE PRO III	23
Reallocate #2675, 5455						
From:	0250		000		ADMIN SERVICES CLERK	25
To:	7000		006		ADMN OFFICE PRO I or	23
	7001				ADMN OFFICE PRO II or	23
	7002				ADMN OFFICE PRO III	23
Reallocate #1998, 3130						
From:	0307		000		ADMIN SUPPORT SUPV	25
To:	7003		002		ADMN OFFICE PRO EXPERT	23
Reallocate #3854						
From:	2165		000		DEPARTMENTAL ASST	25
To:	7000		007		ADMN OFFICE PRO I or	23
	7001				ADMN OFFICE PRO II or	23
	7002				ADMN OFFICE PRO III	23
Reallocate #1103, 2635, 3686						
From:	2168		000		DEPARTMENTAL ASST SR	25
To:	7003		005		ADMN OFFICE PRO EXPERT	23
Reallocate #492, 1553, 1676, 1865, 2826, 3144, 3394, 3433, 3447, 3599, 3602, 3697, 3810, 3900, 3997, 4549, 4665, 5229, 5340, 5751, 5753, 4442, 5124						
From:	1701		000		OFFICE ASST II	23
To:	7000		030		ADMN OFFICE PRO I or	23
	7001				ADMN OFFICE PRO II or	23
	7002				ADMN OFFICE PRO III	23
Reallocate #7272						
From:	1701	75%	000		OFFICE ASST II	23
To:	7000	75%	001		ADMN OFFICE PRO I or	23
	7001	75%			ADMN OFFICE PRO II or	23
	7002	75%			ADMN OFFICE PRO III	23
Reallocate #303, 570, 942, 1875, 2391, 3467, 3859, 4182, 4226, 5565, 5580, 7515, 7627, 7739, 10729, 5778, 7303						
From:	1702		000		OFFICE ASST SENIOR	23
To:	7000		047		ADMN OFFICE PRO I or	23
	7001				ADMN OFFICE PRO II or	23
	7002				ADMN OFFICE PRO III	23
Reallocate #1092, 1377, 3481, 4413, 4826, 5252						
From:	1660		000		OFFICE ASST SUPERVISING	25
To:	7000		053		ADMN OFFICE PRO I or	23
	7001				ADMN OFFICE PRO II or	23
	7002				ADMN OFFICE PRO III	23
Reallocate #632, 1046,						

1350, 1570, 2131, 2136, 5317								
	From:	7751	000		PUBLICATIONS ASST I	or		23
		7752			PUBLICATIONS ASST II			23
	To:	7000	060		ADMN OFFICE PRO I	or		23
		7001			ADMN OFFICE PRO II	or		23
		7002			ADMN OFFICE PRO III			23
<u>Fire (#3710)</u>								
Reallocate #2041								
	From:	0157	000		ACCOUNT TECHNICIAN			25
	To:	7008	001		FINANCIAL OFFICE PRO I	or		23
		7009			FINANCIAL OFFICE PRO II	or		23
		7010			FINANCIAL OFFICE PRO III			23
Reallocate #318, 6498								
	From:	0159	000		ACCOUNT TECHNICIAN SR			25
	To:	7008	003		FINANCIAL OFFICE PRO I	or		23
		7009			FINANCIAL OFFICE PRO II	or		23
		7010			FINANCIAL OFFICE PRO III			23
Reallocate #2388, 3806								
	From:	0062	000		ACCOUNTING ASST SR			23
	To:	7008	005		FINANCIAL OFFICE PRO I	or		23
		7009			FINANCIAL OFFICE PRO II	or		23
		7010			FINANCIAL OFFICE PRO III			23
Reallocate #733								
	From:	2139	000		DATA ENTRY OPERATOR			23
	To:	7000	001		ADMN OFFICE PRO I	or		23
		7001			ADMN OFFICE PRO II	or		23
		7002			ADMN OFFICE PRO III			23
Reallocate #814, 3683, 3838, 11236								
	From:	2165	000		DEPARTMENTAL ASST			25
	To:	7000	005		ADMN OFFICE PRO I	or		23
		7001			ADMN OFFICE PRO II	or		23
		7002			ADMN OFFICE PRO III			23
Reallocate #10809								
	From:	2165	80%	000	DEPARTMENTAL ASST			25
	To:	7000	80%	001	ADMN OFFICE PRO I	or		23
		7001	80%		ADMN OFFICE PRO II	or		23
		7002	80%		ADMN OFFICE PRO III			23
Reallocate #10810								
	From:	2165	20%	000	DEPARTMENTAL ASST			25
	To:	7000	20%	001	ADMN OFFICE PRO I	or		23
		7001	20%		ADMN OFFICE PRO II	or		23
		7002	20%		ADMN OFFICE PRO III			23
Reallocate #2109								
	From:	5698		000	HUMAN RESOURCES TECH			23
	To:	7000		006	ADMN OFFICE PRO I	or		23
		7001			ADMN OFFICE PRO II	or		23
		7002			ADMN OFFICE PRO III			23
Reallocate #1115, 5786								
	From:	7751	000		PUBLICATIONS ASST I	or		23
		7752			PUBLICATIONS ASST II			23
	To:	7000	008		ADMN OFFICE PRO I	or		23
		7001			ADMN OFFICE PRO II	or		23
		7002			ADMN OFFICE PRO III			23
<u>Agriculture & Cooperative Extension (#4010)</u>								
Reallocate #5211								
	From:	0250	000		ADMIN SERVICES CLERK			25
	To:	7000	001		ADMN OFFICE PRO I	or		23
		7001			ADMN OFFICE PRO II	or		23
		7002			ADMN OFFICE PRO III			23
Reallocate #7322, 11563								

	From:	1701	50%	000	OFFICE ASSIST II		23
	To:	7000	50%	002	ADMN OFFICE PRO I	or	23
		7001	50%		ADMN OFFICE PRO II	or	23
		7002	50%		ADMN OFFICE PRO III		23
Reallocate #11229, 40, 11562							
	From:	1701		000	OFFICE ASST II		23
	To:	7000		004	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23
Reallocate #11514							
	From:	1702		000	OFFICE ASST SENIOR		23
	To:	7000		005	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23
<u>Planning & Dev-Building/Safety (#4020)</u>							
Reallocate #746							
	From:	0236		000	ADMIN SECRETARY		23
	To:	7000		001	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23
Reallocate #5765, 5766							
	From:	1701		000	OFFICE ASST II		23
	To:	7000		003	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23
Reallocate #9890							
	From:	1702		000	OFFICE ASST SENIOR		23
	To:	7000		004	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23
<u>Planning & Dev-Petroleum (#4050)</u>							
Reallocate #6468							
	From:	1702		000	OFFICE ASST SENIOR		23
	To:	7000		001	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23
<u>Public Health-Animal Health (#4360)</u>							
Reallocate #1855							
	From:	0061		000	ACCOUNTING ASST II		23
	To:	7008		001	FINANCIAL OFFICE PRO I	or	23
		7009			FINANCIAL OFFICE PRO II	or	23
		7010			FINANCIAL OFFICE PRO III		23
Reallocate #516							
	From:	0062		000	ACCOUNTING ASST SR		23
	To:	7008		002	FINANCIAL OFFICE PRO I	or	23
		7009			FINANCIAL OFFICE PRO II	or	23
		7010			FINANCIAL OFFICE PRO III		23
Reallocate #3060, 4109, 7315, 7316, 1732							
	From:	1701		000	OFFICE ASST II		23
	To:	7000		005	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23
<u>Planning & Development (#4390)</u>							
Reallocate #6459							
	From:	0157		000	ACCOUNT TECHNICIAN		25
	To:	7008		001	FINANCIAL OFFICE PRO I	or	23
		7009			FINANCIAL OFFICE PRO II	or	23
		7010			FINANCIAL OFFICE PRO III		23

Reallocate #1431

	From:	0159		000	ACCOUNT TECHNICIAN SR		25
	To:	7008		002	FINANCIAL OFFICE PRO I	or	23
		7009			FINANCIAL OFFICE PRO II	or	23
		7010			FINANCIAL OFFICE PRO III		23
Reallocate #3677							
	From:	0062		000	ACCOUNTING ASST SR		23
	To:	7008		003	FINANCIAL OFFICE PRO I	or	23
		7009			FINANCIAL OFFICE PRO II	or	23
		7010			FINANCIAL OFFICE PRO III		23
Reallocate #728							
	From:	0236		000	ADMIN SECRETARY		23
	To:	7000		001	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23
Reallocate #10479							
	From:	0237		000	ADMIN SECRETARY-RES		32
	To:	7012		001	ADMN OFFICE PRO I-RES	or	32
		7013			ADMN OFFICE PRO II-RES	or	32
		7014			ADMN OFFICE PRO III-RES		32
Reallocate #4606							
	From:	0307		000	ADMIN SUPPORT SUPV		25
	To:	7003		001	ADMN OFFICE PRO EXPERT		23
Reallocate #10706, 11265							
	From:	1339		000	BOARD ASSISTANT		23
	To:	7000		003	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23
Reallocate #2459, 8520, 10225							
	From:	1347		000	BOARD ASSISTANT SPEC		23
	To:	7000		006	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23
Reallocate #8522							
	From:	1347	80%	000	BOARD ASSISTANT SPEC		23
	To:	7000	80%	001	ADMN OFFICE PRO I	or	23
		7001	80%		ADMN OFFICE PRO II	or	23
		7002	80%		ADMN OFFICE PRO III		23
Reallocate #7094							
	From:	1348		000	BOARD ASSISTANT SUPV		25
	To:	7000		007	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23
Reallocate #9944							
	From:	2168		000	DEPARTMENTAL ASST SR		25
	To:	7000		008	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23
Reallocate #854, 2046, 3249, 3349, 4100, 5282, 5788							
	From:	1702		000	OFFICE ASST SENIOR		23
	To:	7000		0015	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23
Planning & Dev-Energy(#4395)							
Reallocate #2615							
	From:	1702		000	OFFICE ASST SENIOR		23
	To:	7000		001	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23

Public Works-Roads (#4510)

Reallocate #3662	From:	0157	000	ACCOUNT TECHNICIAN	25
	To:	7008	001	FINANCIAL OFFICE PRO I	or 23
		7009		FINANCIAL OFFICE PRO II	or 23
		7010		FINANCIAL OFFICE PRO III	23
Reallocate #2140, 2828	From:	0062	000	ACCOUNTING ASST SR	23
	To:	7008	003	FINANCIAL OFFICE PRO I	or 23
		7009		FINANCIAL OFFICE PRO II	or 23
		7010		FINANCIAL OFFICE PRO III	23
Reallocate #3062, 3796	From:	2165	000	DEPARTMENTAL ASST	25
	To:	7000	002	ADMN OFFICE PRO I	or 23
		7001		ADMN OFFICE PRO II	or 23
		7002		ADMN OFFICE PRO III	23
Reallocate #3290	From:	2165	90% 000	DEPARTMENTAL ASST	25
	To:	7000	90% 001	ADMN OFFICE PRO I	or 23
		7001	90%	ADMN OFFICE PRO II	or 23
		7002	90%	ADMN OFFICE PRO III	23
Reallocate #1304	From:	1700	000	OFFICE ASSIST I	or 23
		1701		OFFICE ASST II	23
	To:	7000	003	ADMN OFFICE PRO I	or 23
		7001		ADMN OFFICE PRO II	or 23
		7002		ADMN OFFICE PRO III	23
Reallocate #704, 3408, 4450, 4689, 7295, 7941	From:	1702	000	OFFICE ASST SENIOR	23
	To:	7000	009	ADMN OFFICE PRO I	or 23
		7001		ADMN OFFICE PRO II	or 23
		7002		ADMN OFFICE PRO III	23
Reallocate #4985	From:	7751	000	PUBLICATIONS ASST I	or 23
		7752		PUBLICATIONS ASST II	23
	To:	7000	010	ADMN OFFICE PRO I	or 23
		7001		ADMN OFFICE PRO II	or 23
		7002		ADMN OFFICE PRO III	23
<u>Public Health (#5210)</u>					
Reallocate #4882, 6608	From:	0159	000	ACCOUNT TECHNICIAN SR	25
	To:	7008	002	FINANCIAL OFFICE PRO I	or 23
		7009		FINANCIAL OFFICE PRO II	or 23
		7010		FINANCIAL OFFICE PRO III	23
Reallocate #2395	From:	0160	000	ACCOUNT TECHNICIAN SUPV	25
	To:	7008	003	FINANCIAL OFFICE PRO I	or 23
		7009		FINANCIAL OFFICE PRO II	or 23
		7010		FINANCIAL OFFICE PRO III	23
Reallocate #5080, 6454	From:	0061	000	ACCOUNTING ASST II	23
	To:	7008	005	FINANCIAL OFFICE PRO I	or 23
		7009		FINANCIAL OFFICE PRO II	or 23
		7010		FINANCIAL OFFICE PRO III	23
Reallocate #452, 2543, 4605, 8990, 8991, 5537	From:	0062	000	ACCOUNTING ASST SR	23
	To:	7008	011	FINANCIAL OFFICE PRO I	or 23
		7009		FINANCIAL OFFICE PRO II	or 23
		7010		FINANCIAL OFFICE PRO III	23
Reallocate #2180					

	From:	0250		000	ADMIN SERVICES CLERK	25
	To:	7000		001	ADMN OFFICE PRO I or	23
		7001			ADMN OFFICE PRO II or	23
		7002			ADMN OFFICE PRO III	23
Reallocate #562, 1894, 8614						
	From:	2139		000	DATA ENTRY OPERATOR	23
	To:	7000		004	ADMN OFFICE PRO I or	23
		7001			ADMN OFFICE PRO II or	23
		7002			ADMN OFFICE PRO III	23
Reallocate #9776						
	From:	2139	50%	000	DATA ENTRY OPERATOR	23
	To:	7000	50%	001	ADMN OFFICE PRO I or	23
		7001	50%		ADMN OFFICE PRO II or	23
		7002	50%		ADMN OFFICE PRO III	23
Reallocate #788, 2324, 983, 3927, 6610, 8332, 8333, 9657, 10257, 10497, 10922, 10923, 10924, 11000, 11266, 11173						
	From:	2165		000	DEPARTMENTAL ASST	25
	To:	7000		020	ADMN OFFICE PRO I or	23
		7001			ADMN OFFICE PRO II or	23
		7002			ADMN OFFICE PRO III	23
Reallocate #6606						
	From:	2168		000	DEPARTMENTAL ASST SR	25
	To:	7003		001	ADMN OFFICE PRO EXPERT	23
Reallocate #11144						
	From:	2166		000	DEPARTMENTAL ASST SR-RES	32
	To:	7023		001	ADMN OFFICE PRO EXPERT-RES	32
Reallocate #7277, 7310						
	From:	5698		000	HUMAN RESOURCES TECH	23
	To:	7000		022	ADMN OFFICE PRO I or	23
		7001			ADMN OFFICE PRO II or	23
		7002			ADMN OFFICE PRO III	23
Reallocate #1763, 4006, 5019						
	From:	5095		000	MEDICAL RECORDS TECH	25
	To:	7000		025	ADMN OFFICE PRO I or	23
		7001			ADMN OFFICE PRO II or	23
		7002			ADMN OFFICE PRO III	23
Reallocate #276, 418, 643, 935, 1946, 2533, 2729, 2999, 3082, 4379, 4443, 4677, 5642, 5770, 5771, 7275, 7282, 7290, 7291, 7299, 7307, 7314, 7320, 7325, 7326, 9095, 10498, 10499, 10971, 7287, 7306, 7324, 7651, 11444, 7279						
	From:	1701		000	OFFICE ASST II	23
	To:	7000		060	ADMN OFFICE PRO I or	23
		7001			ADMN OFFICE PRO II or	23
		7002			ADMN OFFICE PRO III	23
Reallocate #11445						
	From:	1701	50%	000	OFFICE ASST II	23
	To:	7000	50%	002	ADMN OFFICE PRO I or	23
		7001	50%		ADMN OFFICE PRO II or	23
		7002	50%		ADMN OFFICE PRO III	23
Reallocate #1939, 3086, 3984, 7983, 8998, 10365						
	From:	1650		000	OFFICE ASST PRINCIPAL	25
	To:	7000		066	ADMN OFFICE PRO I or	23
		7001			ADMN OFFICE PRO II or	23
		7002			ADMN OFFICE PRO III	23
Reallocate #1706, 2054,						

2174, 3131, 3417,
4066, 4261, 4416, 5520,
5615, 7284, 7301, 7317,
7318, 7352, 8524, 10081, 10561

From:	1702	000	OFFICE ASST SENIOR	23
To:	7000	084	ADMN OFFICE PRO I or	23
	7001		ADMN OFFICE PRO II or	23
	7002		ADMN OFFICE PRO III	23

Reallocate #7289, 11168

From:	1702	75%	000	OFFICE ASST SENIOR	23
To:	7000	75%	002	ADMN OFFICE PRO I or	23
	7001	75%		ADMN OFFICE PRO II or	23
	7002	75%		ADMN OFFICE PRO III	23

Reallocate #9071, 9072

From:	1702	50%	000	OFFICE ASST SENIOR	23
To:	7000	50%	004	ADMN OFFICE PRO I or	23
	7001	50%		ADMN OFFICE PRO II or	23
	7002	50%		ADMN OFFICE PRO III	23

Reallocate #1666, 2700, 2795,
10569

From:	1660	000	OFFICE ASST SUPERVISING	25
To:	7000	088	ADMN OFFICE PRO I or	23
	7001		ADMN OFFICE PRO II or	23
	7002		ADMN OFFICE PRO III	23

Reallocate #7961

From:	5641	000	PATIENTS ACCOUNTS CLERK SR	23
To:	7000	089	ADMN OFFICE PRO I or	23
	7001		ADMN OFFICE PRO II or	23
	7002		ADMN OFFICE PRO III	23

Reallocate #3989

From:	5643	000	PATIENTS ACCOUNTS SUPV	25
To:	7000	090	ADMN OFFICE PRO I or	23
	7001		ADMN OFFICE PRO II or	23
	7002		ADMN OFFICE PRO III	23

Reallocate #804, 1367, 1412,
1566, 1698, 1861, 1870, 2000,
2167, 2357, 2406, 2596,
2778, 3197, 3487, 3538,
3552, 4399, 4461, 5122,
5199, 5689, 6156, 6565,
7653, 8855, 9007, 9008,
9009, 9477, 9558, 11216,
11217, 11232, 11396, 11397

From:	5644	000	PATIENT REPRESENTATIVE	23
To:	7008	047	FINANCIAL OFFICE PRO I or	23
	7009		FINANCIAL OFFICE PRO II or	23
	7010		FINANCIAL OFFICE PRO III	23

Mental Health Services (#5250)

Reallocate #11558

From:	0157	000	ACCOUNT TECHNICIAN	25
To:	7008	001	FINANCIAL OFFICE PRO I or	23
	7009		FINANCIAL OFFICE PRO II or	23
	7010		FINANCIAL OFFICE PRO III	23

Reallocate #3721, 10392

From:	0159	000	ACCOUNT TECHNICIAN SR	25
To:	7008	003	FINANCIAL OFFICE PRO I or	23
	7009		FINANCIAL OFFICE PRO II or	23
	7010		FINANCIAL OFFICE PRO III	23

Reallocate #1609

From:	0062	000	ACCOUNTING ASST SR	23
To:	7008	004	FINANCIAL OFFICE PRO I or	23
	7009		FINANCIAL OFFICE PRO II or	23
	7010		FINANCIAL OFFICE PRO III	23

Reallocate #4723, 10394

	From:	0236		000	ADMIN SECRETARY		23
	To:	7000		002	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23
Reallocate #10393							
	From:	0307		000	ADMIN SUPPORT SUPV		25
	To:	7000		003	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23
Reallocate #2438							
	From:	1580	50%	000	CLERICAL AIDE		23
	To:	7000	50%	001	ADMN OFFICE PRO I	or	23
		7001	50%		ADMN OFFICE PRO II	or	23
		7002	50%		ADMN OFFICE PRO III		23
Reallocate #5409							
	From:	2139		000	DATA ENTRY OPERATOR		23
	To:	7000		004	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23
Reallocate #3525, 5811, 1419							
	From:	2165		000	DEPARTMENTAL ASST		25
	To:	7000		007	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23
Reallocate #6524, 5782							
	From:	5698		000	HUMAN RESOURCES TECH		23
	To:	7000		009	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23
Reallocate #148, 3972, 5397, 4126, 10509							
	From:	5095		000	MEDICAL RECORDS TECH		25
	To:	7000		014	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23
Reallocate #2186, 2758, 2810, 2864, 3232, 5123, 5754, 5539							
	From:	1701		000	OFFICE ASST II		23
	To:	7000		022	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23
Reallocate #1073							
	From:	1701	50%	000	OFFICE ASST II		23
	To:	7000	50%	002	ADMN OFFICE PRO I	or	23
		7001	50%		ADMN OFFICE PRO II	or	23
		7002	50%		ADMN OFFICE PRO III		23
Reallocate #599, 1424, 1471, 1677, 1798, 2662, 2694, 3466, 3725, 4392, 4789, 5783, 9921, 1594, 2010, 2577, 3292, 3834, 5781							
	From:	1702		000	OFFICE ASST SENIOR		23
	To:	7000		041	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23
Reallocate #655, 1550, 3121, 3560, 3588, 3730, 3818, 4129, 4311, 10395, 12							
	From:	5644		000	PATIENT REPRESENTATIVE		23
	To:	7000		052	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23

Alcohol and Drug Programs (#5260)

Reallocate #10367
From: 0236 000 ADMIN SECRETARY 23
To: 7000 001 ADMN OFFICE PRO I or 23
7001 ADMN OFFICE PRO II or 23
7002 ADMN OFFICE PRO III 23

Reallocate #5022, 5755, 5762
From: 1701 000 OFFICE ASST II 23
To: 7000 004 ADMN OFFICE PRO I or 23
7001 ADMN OFFICE PRO II or 23
7002 ADMN OFFICE PRO III 23

Reallocate #5787, 5779
From: 1702 000 OFFICE ASST SENIOR 23
To: 7000 006 ADMN OFFICE PRO I or 23
7001 ADMN OFFICE PRO II or 23
7002 ADMN OFFICE PRO III 23

Mental Health Services Act (#5270)

Reallocate #4680
From: 1701 000 OFFICE ASST II 23
To: 7000 001 ADMN OFFICE PRO I or 23
7001 ADMN OFFICE PRO II or 23
7002 ADMN OFFICE PRO III 23

Reallocate #881, 5780
From: 1702 000 OFFICE ASST SENIOR 23
To: 7000 003 ADMN OFFICE PRO I or 23
7001 ADMN OFFICE PRO II or 23
7002 ADMN OFFICE PRO III 23

Public Health-Environmental (#5280)

Reallocate #1507
From: 0062 000 ACCOUNTING ASST SR 23
To: 7008 001 FINANCIAL OFFICE PRO I or 23
7009 FINANCIAL OFFICE PRO II or 23
7010 FINANCIAL OFFICE PRO III 23

Reallocate #859
From: 2165 000 DEPARTMENTAL ASST 25
To: 7000 001 ADMN OFFICE PRO I or 23
7001 ADMN OFFICE PRO II or 23
7002 ADMN OFFICE PRO III 23

Reallocate #1254
From: 1701 000 OFFICE ASSIST II 23
To: 7000 002 ADMN OFFICE PRO I or 23
7001 ADMN OFFICE PRO II or 23
7002 ADMN OFFICE PRO III 23

Reallocate #2381, 3651, 5492
From: 1702 000 OFFICE ASST SENIOR 23
To: 7000 005 ADMN OFFICE PRO I or 23
7001 ADMN OFFICE PRO II or 23
7002 ADMN OFFICE PRO III 23

Public Health-Emergency (#5670)

Reallocate #980
From: 0250 000 ADMIN SERVICES CLERK 25
To: 7000 001 ADMN OFFICE PRO I or 23
7001 ADMN OFFICE PRO II or 23
7002 ADMN OFFICE PRO III 23

Social Services-Administration (#5810)

Reallocate #4698, 6500, 10510
From: 0157 000 ACCOUNT TECHNICIAN 25
To: 7008 003 FINANCIAL OFFICE PRO I or 23
7009 FINANCIAL OFFICE PRO II or 23
7010 FINANCIAL OFFICE PRO III 23

Reallocate #953

	From:	0160	000	ACCOUNT TECHNICIAN SUPV	25
	To:	7008	004	FINANCIAL OFFICE PRO I	or 23
		7009		FINANCIAL OFFICE PRO II	or 23
		7010		FINANCIAL OFFICE PRO III	23
Reallocate #474, 694, 973, 2677, 3057, 7677, 9560					
	From:	0061	000	ACCOUNTING ASST II	23
	To:	7008	011	FINANCIAL OFFICE PRO I	or 23
		7009		FINANCIAL OFFICE PRO II	or 23
		7010		FINANCIAL OFFICE PRO III	23
Reallocate #258, 1728, 3668, 5451, 6469					
	From:	0062	000	ACCOUNTING ASST SR	23
	To:	7008	016	FINANCIAL OFFICE PRO I	or 23
		7009		FINANCIAL OFFICE PRO II	or 23
		7010		FINANCIAL OFFICE PRO III	23
Reallocate #2947, 3036, 4188					
	From:	0236	000	ADMIN SECRETARY	23
	To:	7000	003	ADMN OFFICE PRO I	or 23
		7001		ADMN OFFICE PRO II	or 23
		7002		ADMN OFFICE PRO III	23
Reallocate #3439, 9452					
	From:	0250	000	ADMIN SERVICES CLERK	25
	To:	7000	005	ADMN OFFICE PRO I	or 23
		7001		ADMN OFFICE PRO II	or 23
		7002		ADMN OFFICE PRO III	23
Reallocate #131, 368, 608, 6436, 7464, 7681, 8170, 9994, 10354					
	From:	2165	000	DEPARTMENTAL ASST	25
	To:	7000	014	ADMN OFFICE PRO I	or 23
		7001		ADMN OFFICE PRO II	or 23
		7002		ADMN OFFICE PRO III	23
Reallocate #4861					
	From:	2169	000	DEPARTMENTAL ASST SR-RES	32
	To:	7012	001	ADMN OFFICE PRO I-RES	or 32
		7013		ADMN OFFICE PRO II-RES	or 32
		7014		ADMN OFFICE PRO III-RES	32
Reallocate #3058					
	From:	2166	000	DEPARTMENTAL ASST-RES	32
	To:	7012	002	ADMN OFFICE PRO I-RES	or 32
		7013		ADMN OFFICE PRO II-RES	or 32
		7014		ADMN OFFICE PRO III-RES	32
Reallocate #1010, 3543, 5789					
	From:	5698	000	HUMAN RESOURCES TECH	23
	To:	7000	017	ADMN OFFICE PRO I	or 23
		7001		ADMN OFFICE PRO II	or 23
		7002		ADMN OFFICE PRO III	23
Reallocate #1960, 3203, 7684, 124, 478, 685, 807, 810, 932, 966, 1050, 1317, 1393, 1683, 1699, 1838, 2193, 2370, 2734, 2919, 3002, 3168, 3176, 3187, 3586, 3740, 3985, 4138, 4143, 4173, 4194, 4228, 4415, 5151, 5372, 5410, 5434, 5597, 5744, 5745, 5746, 5747, 5748, 6441, 6516, 6517, 7329, 7332, 7334, 7336, 9923, 10355, 10514					
	From:	1700	000	OFFICE ASSIST I	or 23
		1701		OFFICE ASST II	23
	To:	7000	070	ADMN OFFICE PRO I	or 23
		7001		ADMN OFFICE PRO II	or 23
		7002		ADMN OFFICE PRO III	23
Reallocate #712, 2375, 4988, 5382					

	From:	1650		000	OFFICE ASST PRINCIPAL		25
	To:	7000		074	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23
Reallocate #330, 572, 941, 961, 1118, 1290, 1381, 1639, 1663, 1665, 1770, 1966, 2245, 2423, 2515, 2610, 2768, 2938, 3157, 3391, 3498, 3678, 4265, 4338, 4407, 4497, 4585, 4715, 4768, 5087, 5790, 5791, 5792, 5793, 5794, 6439, 6520, 6521, 6522, 8021, 8044, 8045, 8352, 8927, 9011, 10175, 10517, 11192							
	From:	1702		000	OFFICE ASST SENIOR		23
	To:	7000		122	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23
Reallocate #10631, 11170							
	From:	1702	50%	000	OFFICE ASST SENIOR		23
	To:	7000	50%	002	ADMN OFFICE PRO I	or	23
		7001	50%		ADMN OFFICE PRO II	or	23
		7002	50%		ADMN OFFICE PRO III		23
Reallocate #7687							
	From:	1660		000	OFFICE ASST SUPERVISING		25
	To:	7000		123	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23
Reallocate #3533, 7238							
	From:	7751		000	PUBLICATIONS ASST I	or	23
		7752			PUBLICATIONS ASST II		23
	To:	7000		125	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23
<u>SB IHSS Public Authority (#5850)</u>							
Reallocate #6504							
	From:	2165		000	DEPARTMENTAL ASST		25
	To:	7000		001	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23
Reallocate #111, 9012, 9559, 9741, 9924, 10516							
	From:	1702		000	OFFICE ASST SENIOR		23
	To:	7000		007	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23
<u>Treasurer-Veteran Services (#6910)</u>							
Reallocate #269, 699, 1041							
	From:	7590		000	VETERANS SERVICES REP I	or	24
		7591			VETERANS SERVICES REP II		24
	To:	7000		003	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23
<u>Public Health-Human Services (#7110)</u>							
Reallocate #3700							
	From:	0250		000	ADMIN SERVICES CLERK		25
	To:	7000		001	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23

Parls (#7620)

Reallocate #797	From:	0061	50%	000	ACCOUNTING ASST II		23
	To:	7008	50%	001	FINANCIAL OFFICE PRO I	or	23
		7009	50%		FINANCIAL OFFICE PRO II	or	23
		7010	50%		FINANCIAL OFFICE PRO III		23
Reallocate #3274	From:	0062		000	ACCOUNTING ASST SR		23
	To:	7008		001	FINANCIAL OFFICE PRO I	or	23
		7009			FINANCIAL OFFICE PRO II	or	23
		7010			FINANCIAL OFFICE PRO III		23
Reallocate #1812	From:	0250		000	ADMIN SERVICES CLERK		25
	To:	7000		001	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23
Reallocate #2234	From:	0307		000	ADMIN SUPPORT SUPV		25
	To:	7000		002	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23
Reallocate #5143	From:	5699		000	HUMAN RESOURCES TECH-RES		32
	To:	7012		001	ADMN OFFICE PRO I-RES	or	32
		7013			ADMN OFFICE PRO II-RES	or	32
		7014			ADMN OFFICE PRO III-RES		32
Reallocate #11369	From:	1701	25%	000	OFFICE ASST II		23
	To:	7000	25%	001	ADMN OFFICE PRO I	or	23
		7001	25%		ADMN OFFICE PRO II	or	23
		7002	25%		ADMN OFFICE PRO III		23
Reallocate #10597	From:	1702		000	OFFICE ASST SENIOR		23
	To:	7000		003	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23
Reallocate #3044	From:	1702	50%	000	OFFICE ASST SENIOR		23
	To:	7000	50%	001	ADMN OFFICE PRO I	or	23
		7001	50%		ADMN OFFICE PRO II	or	23
		7002	50%		ADMN OFFICE PRO III		23
<u>General Services Vehicle Ops (#8610)</u>							
Reallocate #923	From:	2165		000	DEPARTMENTAL ASST		25
	To:	7000		001	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23
<u>General Services-Workers Comp (#8630)</u>							
Reallocate #1428, 1883, 4421, 8871	From:	1570		000	CLAIMS ASSISTANT		24
	To:	7008		004	FINANCIAL OFFICE PRO I	or	23
		7009			FINANCIAL OFFICE PRO II	or	23
		7010			FINANCIAL OFFICE PRO III		23
Reallocate #7273	From:	1701		000	OFFICE ASST II		23
	To:	7000		001	ADMN OFFICE PRO I	or	23
		7001			ADMN OFFICE PRO II	or	23
		7002			ADMN OFFICE PRO III		23

Public Works-Solid Waste (#8810)

Reallocate #1341, 4612

From:	0157	000	ACCOUNT TECHNICIAN	25
To:	7008	002	FINANCIAL OFFICE PRO I	or 23
	7009		FINANCIAL OFFICE PRO II	or 23
	7010		FINANCIAL OFFICE PRO III	23

Reallocate #4923

From:	0236	000	ADMIN SECRETARY	23
To:	7000	001	ADMN OFFICE PRO I	or 23
	7001		ADMN OFFICE PRO II	or 23
	7002		ADMN OFFICE PRO III	23

Reallocate #2724

From:	2165	000	DEPARTMENTAL ASST	25
To:	7000	002	ADMN OFFICE PRO I	or 23
	7001		ADMN OFFICE PRO II	or 23
	7002		ADMN OFFICE PRO III	23

Reallocate #5776, 7350, 1256

From:	1702	000	OFFICE ASST SENIOR	23
To:	7000	005	ADMN OFFICE PRO I	or 23
	7001		ADMN OFFICE PRO II	or 23
	7002		ADMN OFFICE PRO III	23

General Services-ITS (#8815)

Reallocate #6986

From:	0236	000	ADMIN SECRETARY	23
To:	7000	001	ADMN OFFICE PRO I	or 23
	7001		ADMN OFFICE PRO II	or 23
	7002		ADMN OFFICE PRO III	23

Reallocate #8256, 8751

From:	7751	000	PUBLICATIONS ASST I	or 23
	7752		PUBLICATIONS ASST II	23
To:	7000	003	ADMN OFFICE PRO I	or 23
	7001		ADMN OFFICE PRO II	or 23
	7002		ADMN OFFICE PRO III	23

Public Works-Flood Control (#8998)

Reallocate #4288

From:	0157	000	ACCOUNT TECHNICIAN	25
To:	7008	001	FINANCIAL OFFICE PRO I	or 23
	7009		FINANCIAL OFFICE PRO II	or 23
	7010		FINANCIAL OFFICE PRO III	23

Reallocate #11239

From:	2168	000	DEPARTMENTAL ASST SR	25
To:	7000	001	ADMN OFFICE PRO I	or 23
	7001		ADMN OFFICE PRO II	or 23
	7002		ADMN OFFICE PRO III	23

Reallocate #1227, 1585

From:	1702	000	OFFICE ASST SENIOR	23
To:	7000	003	ADMN OFFICE PRO I	or 23
	7001		ADMN OFFICE PRO II	or 23
	7002		ADMN OFFICE PRO III	23

Public Works-Laguna Sanitation (#9141)

Reallocate #4509, 9681

From:	2165	000	DEPARTMENTAL ASST	25
To:	7000	002	ADMN OFFICE PRO I	or 23
	7001		ADMN OFFICE PRO II	or 23
	7002		ADMN OFFICE PRO III	23

2. Except as amended by this Resolution, Resolution No. 07-207, as amended, shall continue unchanged and in full force and effect.

PASSED AND ADOPTED by the Board of Supervisors of the County of Santa Barbara, State of California, this _____ day of _____, 2008 by the following vote:

AYES:

NOES:

ABSENT:

CHAIR, BOARD OF SUPERVISORS

MICHAEL F. BROWN
CLERK OF THE BOARD

By: _____ (SEAL)
Deputy

APPROVED AS TO FORM:

DANIEL J. WALLACE
COUNTY COUNSEL

By:  _____
Deputy County Counsel

REPLACEMENT # 1
DATE 5/19 TIME 11:00 AM

A-8

RESOLUTION OF THE BOARD OF SUPERVISORS
OF THE COUNTY OF SANTA BARBARA, STATE OF CALIFORNIA

LATE
DIST

IN THE MATTER OF AMENDING)
RESOLUTION NO. 07-207, AS AMENDED) RESOLUTION NO. _____
BEING THE SALARY RESOLUTION OF)
COUNTY OF SANTA BARBARA)

WHEREAS, Salary Resolution No. 07-207 established a Classification and Compensation Plan, and authorized Departmental Position Allocations effective July 2, 2007; and

WHEREAS, this Board of Supervisors finds that there is good cause for amending said Resolution No. 07-207, as amended, in the manner provided in this Resolution;

NOW, THEREFORE, IT IS HEREBY RESOLVED, AS FOLLOWS:

1. Resolution No. 07-207, adopted by the Board on July 10, 2007, is hereby amended by amending those portions identified below to read as follows, effective May 19, 2008:

SECTION 2. Job Classification Table

<u>JOB CLASS</u>	<u>TITLE</u>	<u>RATE MIN/MAX</u>	<u>OT ELIGIBLE</u>
<u>Change:</u>			
5579	PARALEGAL	\$22.961-\$28.030	YES
5580	PARALEGAL	\$22.961-\$28.030	YES
0014	ACCOUNTANT I	\$22.373-\$27.313	YES
0015	ACCOUNTANT II	\$24.231-\$29.581	NO
0016	ACCOUNTANT III	\$27.918-\$34.083	NO
0017	ACCOUNTANT SUPERVISING	\$31.626-\$38.608	NO
1878	COST ANALYST I	\$28.623-\$34.943	NO
1879	COST ANALYST II	\$31.626-\$38.608	NO

2. Except as amended by this Resolution, Resolution No. 07-207, as amended, shall continue unchanged and in full force and effect.

PASSED AND ADOPTED by the Board of Supervisors of the County of Santa Barbara, State of California, this _____ day of _____, 2008

by the following vote:

AYES:

NOES:

ABSENT:

CHAIR, BOARD OF SUPERVISORS

MICHAEL F. BROWN
CLERK OF THE BOARD

By: _____ (SEAL)
Deputy

APPROVED AS TO FORM:

DANIEL J. WALLACE
COUNTY COUNSEL

By:  _____
Deputy County Counsel

RESOLUTION OF THE BOARD OF SUPERVISORS
OF THE COUNTY OF SANTA BARBARA, STATE OF CALIFORNIA

IN THE MATTER OF AMENDING)
RESOLUTION NO. 07-207, AS AMENDED) RESOLUTION NO. _____
BEING THE SALARY RESOLUTION OF)
COUNTY OF SANTA BARBARA)

WHEREAS, Salary Resolution No. 07-207 established a Classification and Compensation Plan, and authorized Departmental Position Allocations effective July 2, 2007; and

WHEREAS, this Board of Supervisors finds that there is good cause for amending said Resolution No. 07-207, as amended, in the manner provided in this Resolution;

NOW, THEREFORE, IT IS HEREBY RESOLVED, AS FOLLOWS:

1. Resolution No. 07-207, adopted by the Board on July 10, 2007, is hereby amended by amending those portions identified below to read as follows, effective May 19, 2008:

SECTION 2. Job Classification Table

<u>JOB CLASS</u>	<u>TITLE</u>	<u>RATE MIN/MAX</u>	<u>OT ELIGIBLE</u>
<u>Add:</u>			
7024 ADMIN PROFESSIONAL		\$24,377-\$29,759	YES
<u>Delete:</u>			
3423 EXECUTIVE SECRETARY CEO		\$21,518-\$26,270	YES
3421 EXECUTIVE SECRETARY-R		\$20,884-\$25,495	YES

SECTION 4. Departmental Position Allocation

<u>DEPARTMENT/BUDGET UNIT</u>	<u>CLASS</u>	<u>P/T</u>	<u>TOTAL NO. OF POSITIONS</u>	<u>TITLE</u>	<u>UNIT</u>
<u>Housing & Community Development (#0120)</u>					
Reallocate #2848					
From: 3421		000		EXECUTIVE SECRETARY-R	32
To: 7024		001		ADMIN PROFESSIONAL	32
<u>County Administrator (#0130)</u>					
Reallocate #6486					
From: 3423		000		EXECUTIVE SECRETARY CEO	32
To: 7024		001		ADMIN PROFESSIONAL	32
Reallocate #488, 10443					
From: 3421		000		EXECUTIVE SECRETARY-R	32
To: 7024		003		ADMIN PROFESSIONAL	32
<u>Treasurer/Tax Collector-Public (#0430)</u>					
Reallocate #10478					
From: 3421		000		EXECUTIVE SECRETARY-R	32
To: 7024		001		ADMIN PROFESSIONAL	32
<u>SBC Employee Retirement (#0431)</u>					
Reallocate #10203					
From: 3421		000		EXECUTIVE SECRETARY-R	32
To: 7024		001		ADMIN PROFESSIONAL	32
<u>Human Resources (#1010)</u>					
Reallocate #322					
From: 3421		000		EXECUTIVE SECRETARY-R	32
To: 7024		001		ADMIN PROFESSIONAL	32
<u>Public Works-Administration (#1610)</u>					
Reallocate #1884					
From: 3421		000		EXECUTIVE SECRETARY-R	32
To: 7024		001		ADMIN PROFESSIONAL	32
<u>General Services (#2500)</u>					
Reallocate #2371					
From: 3421		000		EXECUTIVE SECRETARY-R	32
To: 7024		001		ADMIN PROFESSIONAL	32
<u>District Attorney (#2865)</u>					
Reallocate #1630					
From: 3421		000		EXECUTIVE SECRETARY-R	32
To: 7024		001		ADMIN PROFESSIONAL	32
<u>Child Support Services (#2867)</u>					
Reallocate #6607					
From: 3421		000		EXECUTIVE SECRETARY-R	32
To: 7024		001		ADMIN PROFESSIONAL	32
<u>Public Defender (#2875)</u>					
Reallocate #4224					
From: 3421		000		EXECUTIVE SECRETARY-R	32
To: 7024		001		ADMIN PROFESSIONAL	32

Sheriff (#3110)

Reallocate #634

From:	3421	000	EXECUTIVE SECRETARY-R	32
To:	7024	001	ADMIN PROFESSIONAL	32

Sheriff-Custody (#3420)

Reallocate #3014

From:	3421	000	EXECUTIVE SECRETARY-R	32
To:	7024	001	ADMIN PROFESSIONAL	32

Probation-Officer (#3440)

Reallocate #1641

From:	3421	000	EXECUTIVE SECRETARY-R	32
To:	7024	001	ADMIN PROFESSIONAL	32

Fire (#3710)

Reallocate #4020

From:	3421	000	EXECUTIVE SECRETARY-R	32
To:	7024	001	ADMIN PROFESSIONAL	32

Public Health (#5210)

Reallocate #5050

From:	3421	000	EXECUTIVE SECRETARY-R	32
To:	7024	001	ADMIN PROFESSIONAL	32

Social Services-Administration (#5810)

Reallocate #5303

From:	3421	000	EXECUTIVE SECRETARY-R	32
To:	7024	001	ADMIN PROFESSIONAL	32

Parks (#7620)

Reallocate #11368

From:	3421	000	EXECUTIVE SECRETARY-R	32
To:	7024	001	ADMIN PROFESSIONAL	32

2. Except as amended by this Resolution, Resolution No. 07-207, as amended, shall continue unchanged and in full force and effect.

PASSED AND ADOPTED by the Board of Supervisors of the County of Santa Barbara, State of California, this _____ day of _____, 2008 by the following vote:

AYES:

NOES:

ABSENT:

CHAIR, BOARD OF SUPERVISORS

MICHAEL F. BROWN
CLERK OF THE BOARD

By: _____ (SEAL)
Deputy

APPROVED AS TO FORM:

DANIEL J. WALLACE
COUNTY COUNSEL

By:  _____
Deputy County Counsel

**CLERICAL CLASSIFICATION AND COMPENSATION
PROJECT TEAM**

SEIU Representatives

- Walt Hamilton
- George Green

Clerical Representatives

- Lurdes Gonzalez, Social Services
- Sylvia Guzman, Public Health
- Muriel Jones, Probation

Department Representatives

- Lyndi Swanson, Alcohol, Drug and Mental Health Services
- Dana Bentley, County Clerk Recorder Assessor
- Elena Morelos, Agricultural Commissioner
- Duncan Thomas, Social Services

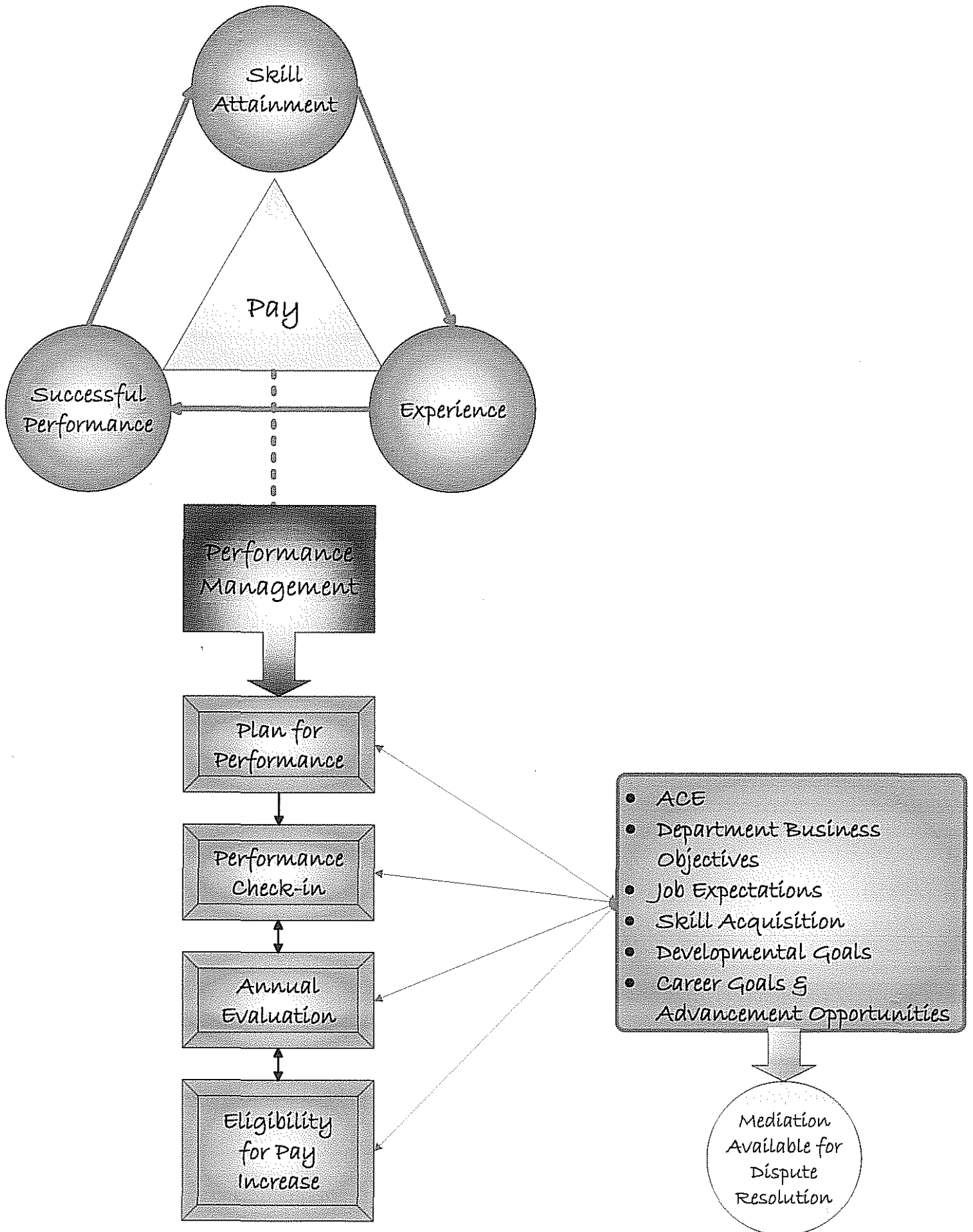
County Representatives – CEO/Human Resources

- Susan Paul
- Melissa Grisales
- Bob MacLeod
- Theresa Duer

Facilitator

- Anita Johnson

STEPS - How it Works Attachment E



ATTACHMENT F

OP Bulletin Board - Microsoft Internet Explorer provided by County of Santa Barbara

http://161.213.11.21/portal/bvs/DesktopDefault.aspx?tabindex=1&tabid=25

OP Bulletin Board

Office Professional

Home MyProfile Courses Resume FAQs Admin

Jobs I'm Qualified For

Administrative Office Professional II
This position is in the County Probation office providing support to staff accountants preparing budget documents for public hearings.

Administrative Office Professional II
This position is in the

Jobs I've Been Selected For

Select Checkbox to Release Resume

Administrative Office Professional II
 This position is in the County Probation office providing support to staff accountants preparing budget documents for public hearings.

Administrative Office Professional II
 This position is in the County Probation office providing support to staff accountants preparing budget documents for public hearings.

MasterProfile

Current Position: **Administrative Office Professional I**

Job Start Date: 10/22/2003

Employee ID: 4600

FirstName: Robert

Initial: G

LastName: Leaver

Address: 105 East Anapamu St

City: Santa Barbara

State: Select a State

Zip: 93101

Primary Phone: 805 555 1212

Alternative Phone: 805 555 1213

Email Address: rob@leaver.com

Interested In:
 All Openings Promotions Flex Promotions Transfers
 Full Time Part Time
 Day Evening Night Rotating Weekend On-Call All Shifts
 Santa Barbara Santa Maria Lompoc Santa Ynez Carpinteria All Locations
 Spanish Spoken Written
 Hmong Spoken
 Hixtec Spoken

Depts Considered:

<input checked="" type="checkbox"/> All	<input checked="" type="checkbox"/> Agriculture Commission	<input checked="" type="checkbox"/> Alcohol, Drug, Mental Health
<input checked="" type="checkbox"/> Auditor Controller	<input checked="" type="checkbox"/> Board of Supervisors	<input checked="" type="checkbox"/> Dept of Child Support
<input checked="" type="checkbox"/> Clerk, Recorder, Assessor	<input checked="" type="checkbox"/> County Counsel	<input checked="" type="checkbox"/> County Executive Office
<input checked="" type="checkbox"/> District Attorney	<input checked="" type="checkbox"/> Fire	<input checked="" type="checkbox"/> General Services
<input checked="" type="checkbox"/> Human Resources	<input checked="" type="checkbox"/> Parks	<input checked="" type="checkbox"/> Planning & Development
<input checked="" type="checkbox"/> Probation	<input checked="" type="checkbox"/> Public Defender	<input checked="" type="checkbox"/> Public Health Dept
<input checked="" type="checkbox"/> Public Works	<input checked="" type="checkbox"/> Sheriff, Coroner	<input checked="" type="checkbox"/> Dept of Social Services
<input checked="" type="checkbox"/> Treasurer Tax Collector		

modified: 5/13/2008 8:13:33 AM by COVleaver

Current Job Openings

Administrative Office Professional II
This position is in the County Probation office providing support to staff accountants preparing budget documents for public hearings.

Administrative Office Professional II
This position is in the County Probation office providing support to staff accountants preparing budget documents for public hearings.

[Add New Vacancy](#)

Done

Trusted sites | Protected Mode: Off

100%

OP Bulletin Board - Microsoft Internet Explorer provided by County of Santa Barbara

http://161.213.11.21/portal/uber/DesktopDefault.aspx?tabindex=4&tabid=67

OP Bulletin Board Emulate IE7

Office Professional

Home My Profile Courses Resumes Probation FAQ Admin

Probation Department

[Edit](#) **Department** [Add New](#)
[Vacancies](#)

Probation is a county correctional program. Its basic legal framework and mandates are found in Sections of the Penal Code and the Welfare and Institutions Code. Each county in the state has a probation department. The Santa Barbara County Probation Department was established in 1909 and appointed Myra Morgan as its first Chief Probation Officer. The Santa Barbara County Probation Department serves the courts and assists adult and juvenile offenders in establishing and maintaining law abiding productive lives. The type of service provided is determined by the law, the orders of the Court, the risk the offender presents to the community, and the needs of the offender and family. Probation Officers are peace officers and may arrest probationers if they commit new law violations, or if their actions violate the orders of the Court or the conditions of their probation. This publication will introduce you to the various services provided by our Department. Please call us at 805.882.3653, or speak to our Public Information Officer at 805.882.3669, if you would like more detailed information regarding any of our programs.

- Administrative Office Professional II**
 This position is in the County Probation office providing support to staff accountants preparing budget documents for public hearings.
- Administrative Office Professional II**
 This position is in the County Probation office providing support to staff accountants preparing budget documents for public hearings.

Trusted sites | Protected Mode: Off | 100%

http://161.213.11.21/portal/bvs/DesktopModules/EditDeptJobList.aspx?ItemID=6&mid=648&tabid=876j - Microsoft Internet Explorer p

http://161.213.11.21/portal/bvs/DesktopModules/EditDeptJobList.aspx?ItemID=6&mid=648&tabid=876j

Emulate IE7

Office Professional

Home MyProfile Courses Resumes Probation FAQs Admin

Matched Applicants

Select Applicant

Leaver, Robert G

1

Job Details

Job ID: 5551313

Job Title: Administrative Office Professional II

Read More Link

Department: Probation

Description: This position is in the County Probation office providing support to staff accountants preparing budget documents for public hearings.

Closing Date: 5/26/2008

Work Types: Full Time Part Time

Shifts: Day Evening Night Rotating Weekend On-Call

Location: Santa Barbara Santa Maria Lompoc Santa Ynez

Carpinteria

Spanish Spoken Written

Bilingual: Hmong Spoken

Mixed Spoken

Required Courses: Advanced Microsoft Word 2000
Introduction to Microsoft Excel 2000
Human Behavior in the Workplace (supervisors, peers, subordinates) Part A
Human Behavior in the Workplace (supervisors, peers, subordinates) Part B
Effective Written Communication
Time Management
Customer Service and Focus

[Update](#) [Cancel](#) [Delete this item](#)

Created by CD\leaveron 5/13/2008

Done Trusted sites | Protected Mode: Off 100%

**SANTA BARBARA COUNTY OFFICE PROFESSIONAL
SKILLS, TRAINING, EXPERIENCE, AND PERFORMANCE
SYSTEM (STEPS)**



TABLE OF CONTENTS

LETTER FROM MICHAEL F. BROWN, CEO

REFERENCE GUIDE

BACKGROUND

Connection to ACE

**YOUR CAREER AS AN OFFICE PROFESSIONAL
*STEPS***

Plan Your Skill, Training, and Performance

IDP

Check-in

Performance Evaluation

Manage Your Individual Development Plan

Office Professional Opportunities Board

Course Requirements

Performance Improvement Plan

SUPERVISOR'S SECTION

- Plan Performance and Skill Training
- Provide Performance Feedback
- Conduct Performance Check-in
- Continue Performance Feedback
- Evaluate Overall Performance
- Create Performance Improvement Plan

COMPENSATION

BRIDGE ASSIGNMENT

CONFLICT RESOLUTION

- Mediation

Memorandum



Date: May 12, 2008

To: County Office Professionals

From: Michael F. Brown, County Executive Officer

Subject: **NEW OFFICE PROFESSIONAL CLASSIFICATION, COMPENSATION, AND PERFORMANCE MANAGEMENT SYSTEM**

cc: Members, Board of Supervisors
Assistant CEOs
Department Heads
Assistant Department Heads
Service Employees International Union, Local 620

I am extremely pleased to announce that the County is rolling out a new, highly-innovative classification, compensation, and performance management system that empowers over 900 clerical employees to gain critical skills and manage their careers! The new system is called *STEPS* – Skills, Training, Experience, and Performance System. *STEPS* supports the Board of Supervisors' vision to create an organization dedicated to excellence in customer service and embraces the County's values of Accountability, Customer-focus, and Efficiency (ACE). This new system also symbolizes the commitment the County has to you as a critical provider of exceptional service to our clients and the public.

STEPS was developed by a Clerical Classification and Compensation Project Team consisting of representatives from Service Employees International Union, Local 620, County departments, and CEO/Human Resources (CEO/HR). The accomplishments of the team are an outstanding example of the County's vision to use creative and collaborative strategies to develop workplace solutions. I commend the team for its grand effort, vision, and fine work!

To support *STEPS*, the project team developed an Office Professional Opportunities Board website, an Administrative Manual, and an Orientation Program for Office Professionals. The Opportunities Board will allow you to market your skills within the County and allow departments to market job openings to you. The Administrative Manual will serve as a reference tool and repository of information about your job expectations, skill development, career goals, and achievements. The training will provide detailed information on how you can make *STEPS* work for you.

5/13/2008

I trust that you will be as excited as I am with the changes we have made to create an opportunity for your career to flourish as an Office Professional with the County of Santa Barbara.

STEPS REFERENCE GUIDE

County of Santa Barbara Office Professionals – welcome to STEPS – your new classification, compensation and performance management plan!

This reference guide was prepared to serve as a source of valuable information to employees who are a part of the Skills, Training, Experience, and Performance System (STEPS). STEPS is the classification, compensation, and performance management plan for the new Office Professional classifications. You are encouraged to read the information provided carefully as it will help you operate successfully within *STEPS*.

If you read the entire document, you will notice that some information is repeated in more than one section. The redundancy of information is intended to make it easier for employees and their supervisors to use the document as a reference guide. This STEPS Administrative Manual is offered as an online reference guide so that you can easily access information and the County can efficiently maintain and update information as needed.

As you read and use this guide, you will find **hyperlinks** that will take you to various sections of the reference guide as well as link you to additional information to assist you in successfully engaging in STEPS. If you have any suggestions for corrections, content clarification, or website navigation improvements, please contact Theresa Duer tduer@sbcountyhr.org.

BACKGROUND

In February 2005 the Board of Supervisors adopted a CEO structure focused on strengthening the County's organizational coordination, effectiveness, and accountability. The Board envisioned a new structure that promoted the effective coordination of County services and provided exceptional customer service.

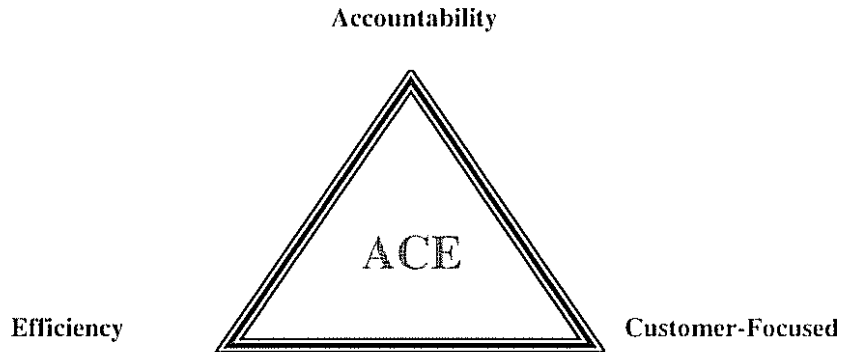
These objectives were later translated by the Board into three key values - Accountability, Customer-focus, and Efficiency (ACE). ACE is the way we do business in the County:

- **Accountability:** Individual and/or group responsibility for achieving measurable outcomes to meet customer needs
- **Customer-focus:** Understanding the needs and problems of the citizens of Santa Barbara (external customers) and our fellow County colleagues (internal customers) in order to provide quality service (courteous, respectful, non-discriminatory, responsive, consistent, efficient and accountable)
- **Efficiency:** Achieving desired outcomes through the use of flexible, creative, available, limited resources in a timely manner, ultimately exceeding expectations

Because Office Professionals are key contributors to the County's ability to accomplish ACE, the County embarked on a collaborative project to develop a new classification, compensation, and performance management system that:

- Supports the Board of Supervisor's vision to create an organization dedicated to excellence in customer service; and
- Reflects the organization's commitment to the County's values of Accountability, Customer-focus, and Efficiency.

As an Office Professional, you will be supporting the County's commitment to Accountability, Customer-focus, and Efficiency through advanced training and application of new, highly-developed skills.



YOUR CAREER AS AN OFFICE PROFESSIONAL

The Office Professional classification, compensation, and performance management system is called *STEPS* (Skills, Training, Experiences, and Performance System). In *STEPS*, your advancement in classification and compensation is based on a combination of three elements:

- *Skill Training;*
- *Experience; and*
- *Successful Job Performance.*

STEPS is intended to encourage and reward your skill development, give you more control over your career advancement, and through bridge assignments, provide opportunities for you to develop the skills necessary to promote into technical, professional, and managerial positions.

Your New Classification System:

There are three Office Professional (OP) groups: Administrative OP, Financial OP, and Legal OP. Each group has four classification levels:

- OP I – Entry
- OP II – Journey
- OP III – Advance Journey
- OP Expert

The OP I, II and III levels in each OP group (Administrative, Financial, and Legal) are “flexibly staffed” which means that you may move from one level to the next without going through a competitive examination process. Advancement within the flexibly staffed levels requires that employee meet the experience and advancement skill requirements for the next level and receive an overall performance rating of “Successful” on the most recent performance evaluation. In order to advance from the OP II to the OP III level, work at the III level must be available. If advancement to the OP III level is not available in your department, you can use the online **Office Professional Opportunity Board (OPOB)** to check for available positions elsewhere in the County and to market yourself to all or selected departments and locations. Promotion to the OP Expert level is through the Civil Service Rule’s competitive process.

Office Professionals who reach the OP Expert level may have an opportunity to “bridge” into professional, technical, and management positions within the County. Each bridge assignment will have a specific development plan and timeline for completion. Employees who successfully complete the bridge assignment may be considered for appointment to the professional, technical, or management position without going through a competitive process. Additional information about bridge assignments is available in the **Bridge Assignment** section of this manual.

In addition to advancement, Office Professionals may also move laterally within the County to other departments. Supervisory responsibilities may be assigned to any employee who is at the journey-level or higher. The new **classification specifications** for each job is posted on the Office Professional Opportunities Board (OPOB).

Skill Development and Advancement

Skill development is an avenue for both classification and compensation advancement in the OP series. In order to advance to a higher classification, you will need to gain core advancement skills applicable to the higher class as well as a certain number of elective advancement skills. The Office Professional advancement courses and certification of content mastery will be available through the Employees' University (EU), in a traditional classroom setting as well as online formats through a partnership with *MindLeaders*. There will also be opportunities to take comparable courses at local colleges and from other training providers.

Once you have completed all of the core and advancement requirements for your classification, you will need to complete and certify mastery of at least one course from the **OP Training Course Library** each year to qualify for further available salary step increases. The OP **Classification and Compensation Advancement Matrix** will guide you in planning your career, skill development, and advancement under *STEPS*. Courses identified on the Matrix are also available on the **OPOB** web page.

Because the skill development component of *STEPS* was designed to build a cadre of highly-skilled office professional employees across the County, some of the skills you develop may not be applicable to your current job. However, Office Professionals and supervisors are encouraged to create opportunities to demonstrate and use new skills on the job wherever possible.

While the OP Training Course Library is extensive, the OP advancement courses represent only a small portion of the online courses you will be able to access through *MindLeaders*. The online courses include many professional and personal development courses that you may wish to take on your own time and at no cost to you. You are welcome to take online courses that are of interest to you by accessing them through the **MindLeaders** web site (<http://www.mindleaders.com/login/>) and signing on using your user ID and Password from home and other locations during non-work time.

OPOB is There for YOU!

The OPOB supports both lateral moves to equivalent positions and advancement to higher level positions. Departments will advertise their Office Professional vacancies on the OPOB and can notify employees who have posted their qualifications and interest information on OPOB of vacancies via email. Employees can also monitor the OPOB and submit an email expressing interest in a specific position to a department. The OPOB is also a good source of information on upcoming courses, resume writing, and interviewing. If you are interested in advancement within the OP series or lateral moves, go to the OPOB and follow the instructions to register to receive notification of those vacancies of interest to you for which you may be qualified. The **OPOB** provides a great opportunity for you to market yourself and the new skills you are developing while maintaining control over who has access to your information. You can access the OPOB by clicking on the *STEPS* graphic at the bottom of the **County Intranet Page**, or through the **CEO/HR Employment Center**.

PLAN YOUR SKILL TRAINING AND PERFORMANCE

Your advancement as an Office Professional is dependent on your attainment of skills through training, experience, and performance. Your skill training and performance plan is called an Individual Development Plan (IDP). The IDP has three components:

Skill Training

Each Office Professional classification has a group of core and elective advancement skill training opportunities assigned to it. Annually, you and your supervisor will discuss which skill training opportunities best fit your career goals and the needs of your department. You may take advancement courses identified in your IDP on County-time. Each course has a standard for the amount of time typically required to take the course and master the content. You and your supervisor should schedule time for you to take online and instructor-presented courses. You should inform your supervisor if you are exceeding the standard time allotted for any course.

Job Performance Expectations

In addition to planning your skill training opportunities for the year, you will plan your job with your supervisor. Planning your job involves identifying your responsibilities and the expectations or standards that your supervisor expects you to meet when carrying out those responsibilities. Typically, your supervisor will explain how your responsibilities will help the department meet its business objectives, including ACE.

Developmental Goals

You and your supervisor may also decide on some developmental goals for you for the year. Usually these include incorporating some of your new skills into your job responsibilities, taking on a new project, or expanding your job responsibilities. Your goals should be something you can achieve and measure during the rating period.

Before you meet with your supervisor to develop your IDP, do some pre-planning on your own, including identifying:

- Important aspects of your job and how the job you do helps your department meet its business objectives
- Opportunities that you could take advantage of to increase ACE in your department
- Your advancement skills, including those you developed over the last year and how they could be incorporated into your job responsibilities
- The skills (core and elective) that you would like to develop in the coming year

- Your career goals

In addition, refer to the OP **Classification and Compensation Advancement Matrix** to identify core and elective courses you need to complete to qualify for classification and salary advancement. The **OP Training Course Library** provides more information about each skill training course, including a description of the course content, a detailed list of the learning objectives for the course, the topics that are covered, and the individual lessons within each topic.

Your meeting with your supervisor is typically scheduled in advance, at your request or your supervisor's. In the meeting, you and your supervisor will discuss the important aspects of your job and develop your IDP. The meeting should be a collaborative effort between you and your supervisor, with both parties trying to reach a mutual understanding on your performance plan for the year. Mutual agreement is sought; however, your supervisor makes the final determination on the composition of your IDP, including the courses you should take. The IDP is formally recorded on the **Individual Development Plan and Performance Evaluation Form**.

CHECK-IN

Managing performance is an ongoing process, not a once-a-year event. A performance Check-in is an opportunity for your supervisor to coach you for performance results, provide feedback and guidance, discuss obstacles and solutions, and ensure that there are "no surprises" in your final performance evaluation. You do not need to wait for your supervisor to schedule a Check-in; you may request a Check-in with your supervisor at any point during the rating period, including requesting coaching/guidance to help you fulfill your IDP. You should notify your supervisor if the mid-point of the evaluation period arrives and a formal Check-in has not been scheduled.

Performance Check-ins can be formal or informal. Informal Check-ins (hallway discussions, periodic updates, etc.) occur throughout the year on an ongoing basis. You and your supervisor should meet for at least one formal Check-in near the midpoint of your performance rating period. If you are in a probationary period, your supervisor is required to meet with you for at least one formal Check-in. In the event that your supervisor believes that your performance will rate an overall "Needs Improvement" rating, a formal Check-in at the midpoint or later in the rating period is required.

Check-ins are the perfect opportunity to:

- Discuss ongoing performance, deadlines, needed resources, and any other aspect related to successful performance
- Review IDP, assess progress, and make modifications if necessary
- Address issues and strategize on steps for improving performance
- Discuss progress in increasing ACE and making modifications if appropriate

Formal Check-ins are also documented on the **Individual Development Plan and Performance Evaluation Form**.

PERFORMANCE EVALUATION

At the end of the performance rating period, your supervisor will prepare the Evaluation section of the **Individual Development Plan and Performance Evaluation Form**. It will document your supervisor's assessment of your overall performance during the rating period and assign you an overall performance rating.

The performance evaluation looks back on the rating period and assesses your overall performance including but not limited to:

- The quality and effectiveness of your job performance in the delivery of service and day-to-day activities including accuracy, thoroughness, neatness, quantity, and judgment
- Demonstration of core skills on the job, including using up-to-date skills and office practices
- Contribution to ACE enhancements/improvements, including efficiency, timeliness, and dependability
- Developmental accomplishments including your progress completing your IDP
- Success completing special assignments and projects
- Unanticipated accomplishments

The evaluation meeting is scheduled by your supervisor but, as with the IDP, you can initiate scheduling the meeting. Usually the evaluation is a collaborative process between you and your supervisor, although the supervisor is responsible for the final assessment with their supervisor or a manager reviewing and affirming the overall assessment and performance rating.

As you did before when you met with your supervisor to develop your IDP, you should spend time before this meeting with your supervisor to identify your:

- Day-to-day accomplishments and how they helped the department meet its business objectives
- Success enhancing ACE in your department
- Skills, including those you developed over the last year and how they were incorporated into your job responsibilities
- Special projects or assignments

Your supervisor may ask you to provide this information by:

- Drafting your own performance evaluation, which can then be reviewed and amended by the supervisor; or

- Preparing a list (written or oral format) for the supervisor that the supervisor can refer to when preparing your evaluation

You and your supervisor will meet to review the evaluation before it is finalized. In addition to the narrative assessment, your supervisor will assign you an overall performance rating.

There are three performance rating categories available in STEPS:

Exceptional

- Substantially and consistently exceeds expectations and standards in all significant areas of assignment
- Consistently focuses on delivering the best services possible to customers
- Successfully completes planned skill training (core and elective) in IDP within course time standards
- Meets other developmental goals

Successful

- Consistently meets performance standards and expectations
- Competently performs the full range of duties expected in assignment
- Work reflects a customer-focus
- May exceed some performance standards and expectations
- No critical areas where performance is less than planned
- Successfully completes planned skill training (core and elective) in IDP within course time standards

Needs Improvement

- Frequently or consistently does not meet job expectations and/or planned skill training
- Shows a pattern of performance that fails to meet performance standards to such a degree that it has a significant negative impact on others or operations

Before you receive a draft of your evaluation, your supervisor and his/her supervisor or manager will review the evaluation to make certain that it is a fair evaluation. Once the evaluation is finalized, you will be asked

5/13/2008

to review and sign it. Your signature documents receipt of the evaluation; it does not mean that you agree with everything in it.

While the performance evaluation process is designed to be a collaborative one, sometimes an employee may disagree so much with the evaluation, that there is a need for a third-party to help the parties resolve the disagreement or mediate the conflict. The specifics of the conflict resolution process are covered in the **Conflict Resolution** section of this manual.

MANAGE YOUR INDIVIDUAL DEVELOPMENT PLAN

Individual Develop Plans are designed to cover a specific rating period, usually one year. To complete the plan takes some planning and dedication on your part. Here are some things that you can do to successfully manage your IDP:

Course Work

You and your supervisor identified some specific courses for you to take during the rating period. As soon as you know which courses are included in your IDP, check the Employees' University (EU) course catalogue to see when the courses will be offered, clear the course dates with your supervisor, and enroll online. You can view the [catalogue](#) online enroll in EU courses.

If the courses in your IDP are offered online courses through *MindLeaders*, you will use your employee number as the "User ID" and the password, "*MindLeaders*" to log on. When you log on to *MindLeaders* for the first time (using *Mindleaders* as the password), you will be prompted to enter a personal password that you will use thereafter. You should plan time with your supervisor to work on courses at a computer terminal. If you work in an area where you are often interrupted, you may wish to ask your supervisor to allow you to work in a quieter environment. The OP [Training Course Library](#) provides a description of each course, the learning objectives for the course, and a list of the major topics and the individual lessons within each topic. *MindLeaders* has determined an amount of time that is reasonable to complete each course and complete the skill assessment. The "time standard" for each course is indicated in the OP Training Course Library. Should you require additional time to complete any course offering, discuss it with your supervisor. To assist you in using *MindLeaders*, [additional instructions](#) are available before you access the [MindLeaders](#) website.

Job Expectations

Strategize about the best ways to successfully accomplish the work you and your supervisor identified for you. Keep a record or notes of your accomplishments, problems, and the status of your work. Provide your supervisor with a list of the status of your assignments on a regular basis, e.g., once a month. If you need input from your supervisor to resolve problems or require some mentoring on ways to accomplish your work, you should ask your supervisor for assistance.

If you determine that some of your skills are out-of-date, you can brush up on those skills by taking additional courses. To do this on County time requires permission from your supervisor before you take the course.

Check-ins

Don't forget that you can ask for a Check-in with your supervisor at any time if you need to determine if you are meeting expectations or to ask for assistance in solving a work problem.

PERFORMANCE IMPROVEMENT PLAN

In some cases, an employee may not meet the three components of *STEPS*. When this happens the supervisor and the employee will collaboratively create an action plan that focuses on achieving success. Usually this Improvement Plan is created at the Check-in or at the Evaluation but it could be initiated at any point in the rating period when an employee's performance is not meeting expectations.

The Improvement Plan will include:

- A description of the performance that needs to be improved
- The impact of performance deficiencies on the operation of the work unit
- What specifically needs to occur in order to bring performance to a successful level
- A timeframe for making each improvement (correcting each deficiency)
- The date at which the supervisor and employee will meet next to discuss progress

Employees are not eligible for a step increase until they have successfully met the requirements of the plan and received an overall "successful" performance evaluation.

SUPERVISOR'S SECTION

This section of the manual is directed towards supervisors but the information is also valuable to employees. You are encouraged to read this section so that you can better understand the performance management process from your supervisor's point of view.

As a supervisor, your performance is judged in part, by your ability to get outstanding results through the collective efforts of your team. This is not an easy assignment; it requires skills that most of us weren't born with, including organization, planning, delegation, coaching, problem solving, and objectivity.

For each employee, you will need to:

- Plan performance and skill training
- Provide performance feedback
- Conduct a formal Check-in
- Evaluate overall performance

PLAN PERFORMANCE AND SKILL TRAINING

Meet with your employee to set job expectations and develop an Individual Development Plan (IDP), including skill training and other developmental goals. To prepare for your meeting, you will need to:

Define Job Expectations

Evaluate the responsibilities of the employee in terms of what and how work gets done. Identify the employee's responsibilities using a results-oriented approach. For example:

- Welcome patients and visitors to the clinic by greeting them in person and answering questions and referring inquiries to the appropriate medical staff;
- Keep appointments on schedule by notifying the physician of the patient's arrival and updating the patient's contact and insurance information before the patient's scheduled appointment time, reviewing the schedule to determine if appointments are on time, and notifying the physician if patient appointments are backed-up;
- Ensure availability of treatment information to the physician by accurately filing and retrieving patient information.

Review the job expectations against the performance rating standards to determine whether or not you have described the performance you expect. If possible, add objective measures, e.g., **each day**, welcomes **approximately 100** patients and visitors to the clinic by greeting them in person and answering questions and referring inquiries to the appropriate medical staff; keeps appointments on schedule by notifying the physician of the patient's arrival, updating the patient's contact and insurance information before the patient's scheduled appointment time, reviewing the schedule to determine if appointments are on time and notifying the physician if patient appointments are backed-up **by more than 20 minutes**.

Review the job expectations against the County's ACE Values to determine whether or not you have described performance that supports these values.

Prepare an IDP

- Review the core and elective advancement courses assigned to the employee's classification. The skill training advancement requirements are accessible on the OPOB website using the link, OP Classification and Compensation Advancement Matrix. Typically, an employee should be able to complete the core and elective advancement courses required to promote from an OP I to an OP II in one year; OP II to OP III in two years; OP III to OP Expert in two years. (There is no typical timeline for the OP Expert.) Prioritize the courses in terms of how they could best help your team deliver results by enhancing or developing skills critical to the group's success.
- Identify other developmental needs of the employee that would benefit the team, the department, or the County.
- Identify areas where opportunities for improvement exist.

- Meet with your manager prior to your meeting with the employee to review the Performance Plan to ensure it meets the bigger objectives of the organization. Stay open to the idea that all of the above is subject to change based on your meeting with the manager and later with the employee.

Schedule the Performance Planning Meeting

Employees can be anxious when talking to you about job expectations. To reduce that anxiety:

- Take time to meet and explain to the employee what you hope to accomplish in the performance planning meeting
- Ask the employee to prepare for the meeting and allow the employee time to prepare
- Arrange for a meeting place in a private area where neither of you will be interrupted or distracted

Hold the Performance Planning Meeting

The performance planning meeting is a time to engage the employee in setting performance expectations and creating his/her IDP. It also a time to discuss with the employee how you and the employee can measure performance and accomplishments. During the meeting, you and the employee can:

- Complete the final list of job expectations based on your discussion of the job with the employee
- Identify the core and elective advancement courses that the employee will be taking during the next rating period. Make appropriate plans with the employee to ensure that coursework can be completed
- Identify developmental opportunities

Prepare and Deliver the IDP

After your meeting, document the Performance Expectations and IDP on the Annual **IDP and Performance Evaluation Form**. Have your supervisor review the document before you share the final draft with the employee. Have the employee sign the form, acknowledging receipt, and file the original in the department's employee file.

PROVIDE PERFORMANCE FEEDBACK

Typically, you will assign and review an employee's performance over a one-year period (with at least one formal performance Check-in at the mid-point of the rating period). During the rating period, your responsibility is to provide ongoing feedback (written or verbal; formal or informal), not just at the end of the rating period. If the feedback is positive, offer it as close to the event as possible. If the feedback is negative, time the feedback so that the employee can best hear what you are saying and use the feedback to prepare the employee before his/her next try at the desired performance.

CONDUCT PERFORMANCE CHECK-IN

Schedule at least one formal Check-in around the mid-point of the rating period. Discuss the employee's performance to date, including progress in achieving the IDP. Document the Check-in on the **Annual IDP and Performance Evaluation Form**. Again, have the employee sign the form and file the original in the department's employee file.

Schedule additional Check-ins if the employee requests formal feedback or if the employee's performance needs correction/improvement.

CONTINUE PERFORMANCE FEEDBACK

Document specific instances of employee performance, positive or negative, throughout the rating period. Also document what you did to help the employee, when you recognized the employee for his/her achievements, and what the employee's response was to your suggestions. Your documentation should be sufficient to answer the following, "Do I have enough of the kind of information I need to make a sound decision about this employee's performance?" Keep your notes in a temporary supervisor's file.

Remind and encourage employees individually to complete courses or accomplish developmental goals.

Ensure that the employee understands how his/her job contributes to the overall results. Actively listen to the employee to determine the employee understands.

EVALUATE OVERALL PERFORMANCE

A good performance evaluation must be an accurate and fair assessment of the employee's performance over the entire rating period. The evaluation reviews the employee's performance from a results-oriented perspective. You may note the employee's efforts and career goals, but the evaluation is ultimately what the employee did to produce results. You will need to:

Consolidate Performance Information

Before you draft the performance evaluation, you will need to:

- Review the IDP and Check-in documentation
- Determine if the employee successfully completed and demonstrated mastery of the core and elective advancement courses that were identified in the IDP
- Review your notes from your temporary supervisory file regarding the employee's job performance during the rating period
- Make a list of the employee's demonstrated strengths and weaknesses from a results-oriented perspective
- Solicit information from the users of the employee's services
- Review the performance rating definitions

Finally, ask the employee to provide you with a list of his/her accomplishments during the rating period. (Be sure to give the employee time to develop his/her list.) It is a good practice to review the list with the employee so that you can understand the employee's perspective, identify accomplishments that you may have forgotten, and identify areas where the two of you may disagree. Use the meeting for information gathering.

Draft the Performance Evaluation

Draft the performance evaluation before you assign an overall performance rating. The evaluation must be factual, specific, and directly related to the job. Your comments should not include generalizations or conclusions, but instead should provide facts and specify the behaviors that prove the conclusions.

After you have finished the narrative of the evaluation, review the evaluation and assign an overall rating to the evaluation using the following performance rating categories:

Exceptional

- Substantially and consistently exceeds expectations and standards in all significant areas of assignment
- Consistently focuses on delivering the best services possible to customers

- Successfully completes planned skill training (core and elective) in IDP
- Meets other developmental goals

Successful

- Consistently meets performance standards and expectations
- Competently performs the full range of duties expected in assignment
- Work reflects a customer-focus
- May exceed some performance standards and expectations
- No critical areas where performance is less than planned
- Successfully completes planned skill training (core and elective) in IDP

Needs Improvement

- Frequently or consistently does not meet job expectations and/or planned skill training
- Shows a pattern of performance that fails to meet performance standards to such a degree that it has a significant negative impact on others or operations

Check for Fairness and Consistency

Review the evaluation and ask yourself the following questions:

- Did I rate this employee higher than others because I like the employee?
- Did I rate this employee lower because I don't like the employee?
- Did I avoid making a call on the employee's performance to avoid conflict with the employee?
- Did I use only the most recent accomplishments or problems to come to my conclusions rather than reviewing the employee's work over the entire rating period?

When you have completed the final draft of the evaluation, you should have your supervisor review it before you give the evaluation to the employee.

Deliver the Performance Evaluation

More so than in the performance planning meeting, employees can be very anxious when talking to you about their job performance. As in the planning meeting, you can reduce that anxiety if you:

- Take time to meet and explain to the employee what you hope to accomplish in the meeting; and
- Arrange to meet in a private area where neither of you will be interrupted nor distracted.

It is a good practice to discuss your evaluation of the employee's performance with the employee before you hand the employee the formal evaluation form. Listen to the viewpoint of the employee as you review the employee's performance against the job expectations. Employees may not "agree" with the rating but they should understand how the rating was determined.

If after your discussion with the employee, you are comfortable with the evaluation you prepared, give the employee a copy to review and schedule a follow-up meeting for the employee to sign the evaluation. If, based on your discussion with the employee, you want to revise the evaluation, tell the employee when you will give him/her a copy and schedule the follow-up meeting. Review your revised draft with your supervisor before you give it to the employee.

Should a dispute arise between you and the employee regarding the annual evaluation (when the evaluation has an overall rating of Needs Improvement), the employee may exercise the conflict resolution process. The intent of the process is to resolve the dispute through a good-faith effort by you and the employee to meet to discuss your differences and reach an agreement on the issue. Entering into the conflict resolution process is NOT an indication that you have poor supervisory or problem solving skills; it is only a process to encourage communication and mutual understanding.

The process begins with the employee meeting with your manager and department head (or designee) to try to resolve the issue. If it cannot be resolved at that level, the employee or your department head may ask for a mediator to be brought in to try to resolve the issue.

You can refer to the **Conflict Resolution** section for details.

CREATE A PERFORMANCE IMPROVEMENT PLAN

A Performance Improvement Plan is an action plan focused on achieving success when an employee's performance is not meeting performance expectations. If you determine that the employee's overall performance is not meeting expectations, you should place the employee on a Performance Improvement Plan immediately. Your role in performance improvement is to help, support, and encourage change. Your role is to identify your expectations, how those expectations will be measured (quality, quantity, accuracy, behavior, time, etc.) and the date by which they must be successfully accomplished. If you plan to provide the employee with training, identify the type and breadth of the training to be provided, and what you expect the employee should be able to do upon completion of the training.

Therefore, the Performance Improvement Plan must be written and should address the following:

- A description of the performance that needs to be improved
- The impact of performance deficiencies on the operation of the work unit
- What specifically needs to occur in order to bring performance to a successful level
- A timeframe for making each improvement (correcting each deficiency)
- The date on which you and employee will meet next to discuss progress

Make it clear to the employee that the employee must meet the requirements of the Improvement Plan within a specific time and must sustain this level (or ideally improve) going forward.

An employee in a Performance Improvement Plan is not eligible for a step increase; however, upon successful completion of the Performance Improvement Plan, the employee may be eligible. For more details on compensation, refer to the Compensation section.

If an employee does not meet the requirements of the Performance Improvement Plan, you and your supervisor will need to decide what to do next. You and your supervisor should contact CEO/HR before you take a disciplinary action more serious than a written reprimand.

COMPENSATION

Each OP classification is assigned to a salary range. Within that range there are five salary steps. Advancement to the next step in the range is based on *STEPS*, meaning that employees must successfully complete the requirements of their IDP (Skill Training), gain one year of experience in the current step (Experience) and receive a performance rating of "Successful" on their most recent performance evaluations (successful job Performance) to receive a step increase.

Employees in a Performance Improvement Plan do not meet the requirements for advancement to the next step in the range because their overall performance rating was not "Successful." These employees are eligible for a step increase if they successfully meet the requirements of their Performance Improvement Plan and achieve an overall rating of "Successful."

Likewise, advancement to the next higher flexibly staffed classification (II, III) requires that the employee meet the experience and advancement skill requirements and receive an overall performance rating of "Successful" on his/her most recent performance evaluation. In the case of advancement from the II to the III level, work at the III level must be available. Promotion to the OP Expert classifications is through the Civil Service Rule's competitive process.

After an employee has completed all of the core and elective skill training advancement requirements for his/her current classification, further salary step advancement within the class requires completion of one or more elective courses within the OP Training Course Library each year. Please refer to the OP Classification and Salary Matrix and the OP Training Course Library on the OPOB web page.

BRIDGE ASSIGNMENT

At the initiation of a department head, an approved on-the-job assignment or project may be offered to employees who demonstrate significant skill and who have attained the "expert level." The assignment is intended to assist employees in moving from Office Professional positions to other professional, technical, specialized, or management positions within the County.

The employee's IDP must be approved by the CEO Human Resources Director prior to commencement of the assignment. The IDP may include independent (non-County sponsored) study. Employees must maintain satisfactory job performance in the bridge assignment and must meet the requirements of the IDP in order to be placed on an employment list for professional, technical, specialized, or management positions within the County.

The assignment will generally last one year but may be extended upon mutual agreement of the employee, the department head and the CEO Human Resources Director. An employee may voluntarily exit the bridge assignment at any time during the assignment.

Employees are eligible for bridge assignment pay of approximately 5.5% above the employee's current step within the OP Expert class during the assignment period. If the employee's salary is higher than the maximum salary of the technical, professional, or management class for which they are training, upon entering the class, the employee's salary will be "Y" rated until the employee's salary is within the range.

CONFLICT RESOLUTION

A conflict resolution process (Mediation) is available to assist you and your supervisor to resolve issues related to the performance management process when you have sincerely tried but are unable to reach mutual agreement. When disagreements arise, employees are strongly encouraged to resolve disputes by first speaking with their immediate supervisor. Discussions should be open and constructive with a goal of reaching a mutual understanding. If an agreement cannot be reached, then an employee shall meet with the Supervisor's Manager and Department Director or designee, in an attempt to resolve the issue. Once those alternatives are exhausted, mediation may be requested.

Issues Eligible for Mediation

Mediation may be requested when an agreement cannot be achieved regarding any of the following:

- Individual Development Plan (IDP) core and elective advancement course choices
- Improvement Plan
- Annual Performance Review with an overall rating of less than satisfactory.

Mediation

Employees are responsible for submitting a Request for Mediation to CEO/HR. Requests for mediation shall be submitted within seven (7) calendar days of the meeting between the employee and the department head relating to issues eligible for mediation. The time for filing may be extended in the event of extenuating circumstances and/or by mutual agreement of the employee and the employee's supervisor.

Mediators

Upon receiving a request for mediation, a mediator will be selected from a list of trained mediators by CEO/HR from a list of trained mediators. CEO/HR will contact the selected mediator to coordinate the mediation. Mediators will not be selected to conduct mediation for their individual departments.

Mediation Scheduling

As soon as practicable following receipt of the request, mediation will be scheduled. If the parties resolve the issue(s) prior to the date of the scheduled mediation, they must contact the selected mediator to withdraw the Request for Mediation.

Attendance and Representation at Mediation

Both parties must attend the mediation and each party may have one representative present during the mediation.

Conduct of Mediation

At the mediation, the role of the mediator is to use his/her mediation skills and experience to facilitate and enable the parties to reach their own agreement as to any issue in dispute. The role of the employee and the employee's supervisor is to participate in good faith in an effort to achieve mutual agreement to any issues in dispute. Neither party may call any witnesses at the mediation. The role of the representative is to cooperate in the mediation process, and to protect the rights of, and provide such counsel as they may deem advisable to, the party they represent.

The mediators do not represent either party, and have no authority to impose a decision or resolution on the parties.

In the event the parties resolve their issues through the mediation process, the mediators shall prepare a "Mediation Agreement" for execution by the employee and the employee's supervisor. One copy of the Mediation Agreement shall be given to each of the following:

- The employee
- The supervisor
- The representative of the employee and the supervisor present at the mediation

The mediator and the parties shall coordinate with the Department to the extent necessary to implement the resolution of any issue.

Confidentiality

This process is to be considered confidential. Except as otherwise mandated by State or Federal law, all members shall observe confidentiality and shall refrain from disclosing the identities of any parties or the substance of any issues.

No documentation of any kind related to the process shall be placed in an employee's personnel file.

One confidential file shall be created for each mediation, which shall contain all documentation relating to the mediation. Except as necessary for mediation hearings, all files shall be maintained in the Human Resources Department with the Employee Relations Officer.