

*Final Report*

# **Personnel Management Program Review**

## **June 2008**



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## Introduction

### **Background**

The State Personnel Board (SPB) is vested<sup>1</sup> with the jurisdiction and responsibility of establishing and maintaining personnel standards on a merit basis and administering merit systems for local government agencies, where such merit systems of employment are required by statute as a condition of a state-funded or a federal grant-in-aid program established under certain federal laws.

For counties that operate under an Approved Local Merit System, such as Santa Barbara County, periodic personnel program reviews are conducted to ensure that the county's operations conform to the six merit principles as outlined in the Local Agency Personnel Standards regulations<sup>2</sup> adopted by the SPB.

### **General Description of the County**

Santa Barbara County is located approximately 100 miles northwest of Los Angeles and 300 miles south of San Francisco. It occupies 2,774 square miles, one-third of which is located in the Los Padres National Forest.

The County has a total population of approximately 421,625. It has four distinct areas: Santa Barbara Coast, Santa Ynez Valley, Santa Maria Valley, and Lompoc Valley. The County provides service to the community through its 23 different departments which offer career opportunities for various levels and professions. It employs approximately 4,942 employees. Of those, 4,034 are full-time; 134 are part-time; and 774 are excluded/contract employees.

In 1971, Santa Barbara passed a referendum ordinance where the civil service system covered all County employees, which formally covered only the Sheriff's Office, and established the Civil Service Commission. The civil service system is governed by the Civil Service Rules that ensure employees are hired through a merit-based competitive process. The Civil Service Rules also provide guidance for the recruitment and appointment process, employee compensation, probationary periods, layoff provisions, discipline, and appeal procedures.

The Civil Service Commission is a five-member, quasi-judicial body. The Board of Supervisors appoints the Commissioners, one from each District, to four-year terms of office that are staggered. Each Commissioner must be a registered voter in the county and must not have held any county office or position nor have been an officer of any political party within one year of his/her appointment to the Civil Service Commission.

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<sup>1</sup> Attachment 1 Government Code §§ 19800 - 19810

<sup>2</sup> Attachment 2 LAPS regulations

The Commission oversees the employment relationship between the County and its employees and holds monthly meetings; hearings on appeals of disciplinary actions as provided by the rules; hearings on discrimination complaints; conducts investigations concerning the administration of personnel or conditions of employment; makes recommendations on Civil Service Rules; advises the Board of Supervisors; and submits an annual report to them.

### **General Description of the County's Human Resource Department**

The mission of the County's Human Resources (HR) Department is "to provide quality human resources systems, programs and services to the Board of Supervisors, departments, employees and applicants in support of the County's mission of providing excellent and cost effective services." The County's 23 different departments offer the full spectrum of career opportunities ranging from office services to trades to financial, technical, engineering, medical, and legal professions and much more. The HR Department manages approximately 4,942 employees. Santa Barbara County's HR serves the County departments by employing new technology, innovative practices, and strong customer service. They are committed to attracting quality candidates to their workforce, developing the skills of their employees, providing attractive compensation packages to retain talent in the organization, and rewarding and recognizing excellence in customer service. They are transforming the way they deliver HR services to achieve these goals, help departments meet their business objectives more effectively, and provide support for the County's core ACE Values: **A**ccountability, **C**ustomer-focus, and **E**fficiency.

The County of Santa Barbara works closely with nine recognized employee organizations:

- SEIU Local 620 represents the majority of employees, e.g., clerical, planners, accountants, nurses, ag biologists, appraisers, maintenance workers
- SEIU Local 721 represents social workers and practitioners, eligibility workers, career employment specialists, probation assistants
- Engineers and Technicians Association
- Deputy District Attorneys Association
- Union of American Physicians and Dentists
- Santa Barbara County Fire Fighters Local 2046
- Santa Barbara County Deputy Sheriffs Association
- Sheriff's Managers Association
- Santa Barbara County Probation Peace Officers Association

Executives, managers, and employees in confidential (restricted) positions are not represented.

## Personnel Audit Highlights

In June 2008, the SPB conducted a personnel program review to ensure that the county's operations conform to the six merit principles as outlined in the Local Agency Personnel Standards (LAPS) regulations.

This report covers the SPB's review of the merit system processes of Santa Barbara County and two of its departments: (1) Child Support Services (CSS); and (2) Department of Social Services (DSS), whose programs receive federal and state funding. Information in this report is based on:

- Review of county personnel plan materials, e.g. county charter, county code, civil service rules, ordinances, policies and procedures, questionnaire, memoranda of understanding, budget documents, and various personnel-related files (examination, classification, appeals, grievances) and printouts.
- Interviews held with the Human Resources (HR) Department, CSS, and DSS.

Following is a summary of the major findings of the SPB's audit team:

- The County operates under a traditional merit system.
- The County meets the LAPS standards for all relevant merit principles.
- In the spring of 2005, the Board of Supervisors identified as a priority the creation of a customer-service commitment throughout the County of Santa Barbara and identified three key organizational values to support this direction: **Accountability**; **Customer-focus**; **Efficiency**- the County's ACE Values.
- The County advertises in numerous publications, including minority publications, uses technology to provide easy access to job announcements, and electronic submission of application and resumes. The recruiting staff also advertises on Internet job sites such as: GovernmentJobs.com, Monster, Latpro.com, Diversity.com, Dice.com and SHRM.org and they attend various jobs fairs throughout the year.
- To help attract and retain high qualified candidates for critical positions, the County implemented a New Hire Recruiting Incentives and Reimbursement Policy that provides incentives and reimbursements not to exceed \$20,000.

- ☑ In March 2007, HR transitioned from JobAps and implemented a new e-recruiting system, NeoGov, to streamline the recruitment selection process. As part of the NeoGov system, the County's vacancies are advertised on NeoGov's Governmentjob.com site.
- ☑ Significant improvements have been made to modernize and streamline the County's classification plan.
- ☑ The County established new classifications for executives and managers.
- ☑ The County rolled 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 County established new training curriculum through their Employee University and Mindleaders.com.

## Merit Principles

Chapter 1, Approved Local Merit System (ALMS) Standards of Division 5, Local Agency Personnel Standards (LAPS), define the standards, as adopted by the SPB, to implement Government Code §§ 19800 – 19810. These standards are intended as broad, flexible guidelines which reflect generally accepted personnel practices.

In ALMS counties, such as Santa Barbara, these standards must be met for conformity with both federal and state requirements. There are six “Merit Principles”:

- **Merit Principle 1: Recruitment; Selection**
- **Merit Principle 2: Classification; Compensation**
- **Merit Principle 3: Training**
- 
- **Merit Principle 4: Separation and Layoff; Employee Evaluation**
- **Merit Principle 5: Equal Employment Opportunity; Employee/Management Relations; Appeals**
- **Merit Principle 6: Political Rights and Prohibitions**

### Merit Principle 1: Recruitment & Selection

This principle establishes personnel standards covering recruitment, examinations, eligible lists, appointments, and probationary periods:

Recruitment must be carried out in a manner that assures equal employment opportunity (EEO), including open consideration of qualified applicants. In addition, the recruitment, as well as the selection and advancement of employees must be based on their relative ability, knowledge, and skills.

Examination announcements must appear in public places for a specific duration. The eligible lists resulting from these must be ranked; and appointments from the lists are from designated ranks.

Employees are required to satisfactorily complete their probationary period to obtain a permanent appointment. There may be other types of non-status appointments that are allowed for short-term, temporary, or emergency situations.

## **Discussion**

### **Recruitment**

The County of Santa Barbara is one of the largest employers in the County and recruitment efforts emphasize the unique public sector service and career opportunities offered by the County's 23 departments. A variety of methods are used to attract the most qualified candidates. The department uses a combination of in-house staff and contractors and tailors each recruitment to its specific market and unique challenges. Bulletins are distributed to all areas of the County and to targeted markets. The County advertises in numerous publications, including minority publications, uses technology to provide easy access to job announcements, and electronic submission of application and resumes. The recruiting staff also advertises on Internet job sites such as: GovernmentJobs.com, Monster, Latpro.com, Diversity.com, Dice.com and SHRM.org. Human Resources (HR) Recruiters attend various jobs fairs throughout the year. The Recruiting Team also partners with department staff to identify the most effective professional organizations, periodicals, and events to attract the best candidates.

There are a number of recruiting barriers, not the least of which is the high cost of living and median home price in Santa Barbara County and the cost of gas for employees who choose to live outside the County. To help with this, the Board of Supervisors adopted a "New Hire Recruiting Incentives and Reimbursement Policy" which provides extremely flexible monetary and leave balance incentives to help attract and retain highly qualified candidates for critical positions. Furthermore, the Recruiting section has been modernizing its practices and employing new strategic approaches to recruiting to address these barriers.

The Department is currently in the process of implementing Human Resources Information System (HRIS) technology that will be critical to developing a sound workforce planning document. The first phase of implementation is expected to be completed in January 2009. This technology will enhance recruitment efforts by providing current, up-to-date data that will be essential to quality workforce planning. Absent that, through the budget process, on an annual basis departments notify HR of anticipated staffing needs for the coming year. Staff also attend Operational Review Meetings for each and every department. These meetings are an important forum for identifying upcoming department needs and/or issues. In addition, HR facilitated a labor-management collaborative effort in the Department of Social Services (DSS) and as a result, implemented a Leadership Professional Development Project (a model succession planning process) to develop employees in order to generate a talent pipeline to fill key positions in DSS. Key classifications included in this project are: Deputy Director, Chief Financial Officer, Information Technology Manager, Division Chief, Fiscal Manager, all levels of supervision, and all analyst positions.

Child Support Services (CSS) holds management team meetings every two weeks, to discuss workload processes priorities, possible changes in assignments, and staffing requirements.

Additionally, in March 2008, HR and a team of County managers began an Employment Business Initiative (EBI). The goal of EBI is to design employment systems that are:

- Strategic and Result-Focused for Business Success
- Present the County as an Attractive Employer to Highly Qualified Applicants
- Streamline and offer Flexible Employment Practices for Speed and Effectiveness in Selection

Some of the improvements expected at the conclusion of the EBI are:

- Onboarding plan
- Workforce plan
- Succession plan
- Diversity support and understanding
- Coordinated marketing and promotion of the County as a significant employer
- Coordinated internship program to develop talent pipeline
- Coordinated networking through community event to identify highly qualified and diverse candidates
- Contemporary recruitment and selection practices for reduce time-to-hire and better selection for attitude and potential
- Contemporary classification structures/job design for flexibility in work assignments, skill matching and talent pipeline.

HR's primary role in recruitment activities is as a consultant and lead recruiter for the departments. HR partners with department subject-matter experts and other key staff to design and execute recruitment plans. HR uses a "Department Consultation Form" when meeting with department staff. This approach allows recruiters and department representatives to thoroughly identify department's needs and implement strategies to address them as part of the recruitment plan.

HR recruitment staff consults with Equal Employment Opportunity (EEO) staff and partners with departments to strengthen the County's presence in the community through outreach and marketing efforts in diverse areas. The application process allows candidates to request special accommodation in the selection process. The County's EEO Diversity Statement and request for accommodation are listed in all recruitment materials.

The County of Santa Barbara identifies and actively participates in a number of diversity careers fairs and ensures representation at these fairs by diverse staff, EEO staff, and department representatives. Advertisements are posted on the

diversity boards, websites, and publications. The County's EEO Diversity Statement and information regarding request for accommodation in selection are also included in recruitment materials.

The County of Santa Barbara approaches each recruitment from a strategic perspective. Recruiters determine the factors that will govern any recruitment by assessing the job market, potential candidate pool, recruitment challenges, department needs, and, working with the department designs the recruitment plan accordingly. Initially, the hiring department determines whether HR will conduct an open or promotional recruitment, based on the department's analysis of their business needs. The recruiters determine the type of recruitment that will be conducted (e.g. continuous recruitment). Other considerations are: history of prior recruitments, qualifications required, competitiveness of salary, urgency of vacancy, and exam methodology to be used. Each recruitment plan is uniquely designed with the goal of providing the department with a qualified list of applicants.

Assessing the success of a recruitment includes taking into account: the number of qualified applicants, percentage of qualified applicants placed on eligibility lists, applicants hired from the certified list, statistical analysis of exam, and time-to-hire. In addition, HR tracks the length of time new hires remain with the County and when they are promoted as performance measures for the organization.

In May 2008, a recruitment survey was created to improve the ongoing coordination and quality of recruitment and selection services to better anticipate and meet the County's business needs. The survey was designed to ensure that the services provided by HR meet or exceed customer expectations, and provide valuable feedback that will allow HR to continue to improve the employment process to attract and hire highly qualified candidates in a timely matter. Follow-up methods to assess performance are conducted through feedback from customers, informal and formal check-ins, and annual employee performance reviews.

In March 2007, HR transitioned from JobAps and implemented a new e-recruiting system, NeoGov, to streamline the recruitment selection process. As part of the NeoGov system, the County's vacancies are advertised on NeoGov's Governmentjob.com site. Applicants can easily create an account, submit an application for numerous vacancies on-line, receive updates on their application status, and be notified of new vacancies as they appear. All applicants who visit GovernmentsJobs.com website, which include agencies nationwide, have access to the County of Santa Barbara's recruitments. Additionally, HR recruiters utilize electronic resume mining to target passive applicants.

The County of Santa Barbara has also developed and implemented an interactive electronic bulletin board for Office Professionals (clerical employees). Using match.com-like technology, employees can easily create resumes on-line and

market themselves to departments, which increase career opportunities to transfer or flex-promote throughout the organization. The new technology also allows each department to market their unique jobs and department culture to talented County employees. This encourages departments to recruit from within the County to fill vacancies and encourages employees to develop their skills so that they are more marketable to departments. Lastly, the County has used on-line computer based testing in various recruitments. The results of these exams are available in real time.

There is a minimum posting period of seven days for examination announcements.<sup>3</sup> Any additional time is set by the HR recruiter and hiring authority/department to ensure that the department's needs are met.

### Examinations

The class specification is the foundation of any recruitment and selection process. The Knowledges, Skills, and Abilities (KSAs) section of the specification play a key role in determining the type of exam that will be used to rate and rank applicants. A class specification can be updated before the recruitment is initiated.

HR establishes minimum qualifications by identifying the KSAs of the position. Staff then identifies examples of how applicants might demonstrate those KSAs and incorporate those examples into the employment standards. Special qualifications may be established during the recruitment planning phase with the department in order to help the department meet a critical business need, e.g., bilingual skills, Certified Public Accountant.

HR incorporates EEO consideration by reviewing and discussing the workforce utilization challenges with hiring departments. The ethnic/gender identification portion of the application is collected and separated from the application by the NeoGov system. Recruiters do not have access to a specific applicant's race and gender information; however, race and gender information is aggregated in NeoGov in order to determine if a step in the selection process has adverse impact. HR utilizes the scoring analysis component in NeoGov and takes advantage of on-line computer based testing for Deputy Probation Officer, Juvenile Institution Officer and Custody Deputy recruitments.

HR and subject-matter experts from the hiring department plan and execute all aspects of examination activities. The HR Analyst assigned to exam development, the Recruiter, and the department subject-matter experts (SMEs) work together to identify job duties and KSAs. Based on the result of this review, an existing exam is revised or a new exam is developed. Job analysis is used to establish job-related employment standards and rating and ranking examinations.

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<sup>3</sup> Civil Service Rule 5, Section 501 states in part...such announcements shall provide for a minimum period of seven days in which applications may be filed.

HR has safeguards in place to ensure test security. Written test booklets are stored in locked cabinets; the Recruitment Manager controls access to the cabinets. Written exam proctors are trained before they are allowed to proctor exams. The training includes test security protocol. Proctors are also expected to adhere to written test guidelines which include a security element. HR Recruiters serve as proctors for oral examinations and advise raters of the confidentiality of test materials during the examination orientation.

On average, HR establishes employment lists (from request to list) within 30 days. Several steps are considered in the determination of any examination process. Before a recruitment is initiated, the HR Recruiter reviews the recruitment history file, including the examination content and weights and meets with the hiring manager and SMEs, if required, to review the class specification and update the job duties, KSAs, and employment standards if necessary. The HR Recruiter, with input from the hiring manager and SMEs, determines the exam content and methodology that will be used to rate and rank applicants.

For CSS and DSS, HR utilizes written tests, performance tests, interview panels and education and experience testing methods. The hiring department can then receive the top nine names and one name<sup>4</sup> for every vacancy to consider for hiring. If the recruitment has only a few applicants, an application review can be administered and the candidates will receive a score of 70% and all of the names on the list will be sent to the hiring department.

Written tests are developed based on the class specification with the assistance of SMEs. Most test items come from the Western Region Item Bank (WRIB); some are developed by HR.

Typically, HR develops semi-structured oral examinations which include rating scales and rating criteria. Before the oral exams begin, the HR Recruiter orientates the interview panel, including reviewing the scales, criteria, and rules regarding follow up questions, etc. Interview panels document the reasons for their scores and each rating sheet is reviewed by the Recruiter before the panel is dismissed. Discrepancies are discussed among the panelists before the scores are finalized.

HR and the department collaborate to identify qualified raters. Subject-matter expertise, diversity, and internal verses external representation are considered in the selection process.

Job-relatedness of the interview questions is ensured by developing interview questions that measures the KSA's identified in the class specification. The questions are developed after the rating criteria and scales have been developed with the SMEs. Depending on the requirements of the job testing may include speaking, reading, and/or writing.

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<sup>4</sup> Civil Service Rule 8, Section 804

The departments are responsible for testing applicants for bilingual proficiency at the time of the selection interview. After hired, these same bilingual employees may be used as examiners by their departments. For example, a department submits a request asking HR to certify a list to fill a position that requires bilingual proficiency. If an employment list exists, HR filters the applicants on the list to determine those that identified themselves as bilingual and who also meet criteria required by the hiring department.

### Type of Examinations

The recruitment and hiring process may vary depending upon the classification, but must comply with existing laws and rules to be consistent with the merit principle. SPB audited six examinations administered by Santa Barbara during the review period. A list of those examinations is shown in Attachment 3.

Santa Barbara is required to maintain all examinations it gives for a period of at least three years, after which they may be destroyed.<sup>5</sup>

### Certification

HR uses the NeoGov system; certifications are electronically managed and tracked. There are a variety of ways that lists may be certified which are identified in Civil Service Rules.<sup>6</sup>

Qualified veterans may receive preferential credit of five (ten for disabled veterans) points<sup>7</sup> on the final score for an entry level classification. The points are assigned only to veterans who have passed the examination for the recruitment. The County does not award promotional points or any other extra points, only Veteran's Preference Points.

### Appointments

A person may be employed without the use of an eligible list under the following:

- Lateral transfers from other merit-system agencies
- Internal transfers or voluntary demotions within regular positions in the County
- Certain at-will classifications, per County Ordinance
- Reinstatement of an employee who left the County in good standing within two years to a job in the same or lower classification
- Extra-help position (although CSS and DSS must hire extra help from an eligible list if names are available)

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<sup>5</sup> Civil Service Rule 6, Section 615

<sup>6</sup> Civil Service Rules 803, 808, 902, 904, 905, 909, 915, 1001, and 1414

<sup>7</sup> Civil Service Rule 515, Veteran's Preference

- Contract position
- Staff for an emergency situation
- Volunteer position

Non-status Appointments

The following number and percentage of employees are currently in non-status appointments:

<b>Social Services</b>				
Number and Percentage of Non-Status Appointments				
# Regular Positions	# Other	# Extra Help	# Contractors	Overall %
691	2	21	1 <sup>8</sup>	3.36%
<b>Child Support</b>				
117	0	4	0	3.31%

There are various types of non-status appointments as follows:

- Provisional Appointment – 6 months
- Emergency Appointment – 60 working days
- Temporary or Limited Term Appointment – one day less than 12 months
- Extra-help Appointment – 1040 hours

Provisional, temporary, or limited-term appointments and appointments to fill behind a leave of absence require a certification list. Emergency appointments do not require an eligible list. Extra-help appointments in CSS and DSS require reference to eligible lists if available.

Non-status employees cannot transition to permanent appointments based on performance or promotional examinations; they must compete in an open recruitment and examination process in order to gain permanent status.

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<sup>8</sup> Social Services has one contractor on payroll; Child Support Services has none. Contracting out is permitted when one or more of the following criteria is met:

- There is a need for specialized work to be performed and/or there is no existing class appropriate to do the job.
- The work cannot be performed by an independent contractor as determined by the IRS.
- There is a temporary funding source for the work.
- The work is sporadic and does not warrant a full or part-time regular position.

### Probationary Periods

The probationary period is generally one year (12 months). The flex promotion probationary period is six months. Probationary periods can be extended under limited circumstances.<sup>9</sup>

Permanent appointment of a probationary employee begins on the day following the end of the probationary period. The attainment of permanent status is based upon written certification of satisfactory performance of the employee during the probationary period. In the absence of such certification, an employee automatically attains permanent status upon completion of the probationary period for the class. Employees having permanent status are subject to disciplinary action for cause.

### Performance Management

The probationary period is the final phase of the examination process. For each appointment, promotion, demotion, or transfer to a permanent position, the probationary period is one year, except for an employee who promotes within a flexibly staffed, non-safety class series, which is six months.

Quarterly probationary reports are required to assess the employee's ability to perform the job and provide mandatory feedback; or if the progress is less than satisfactory, possible disciplinary measures. In addition, the name of a rejected probationer at his/her request, and at the discretion of the Personnel Director, may be placed back on the list for that class, but will not be certified to the department from which rejected, except upon written request of the appointing authority.

#### **Merit Principle 1 Recommendation:**

Meets standards.

<b>Merit Principle 2: Classification &amp; Compensation</b>
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This principle requires that classification plans be current and serve as the foundation for selection, compensation, training, promotion, demotion, reduction-in-force, reemployment, and related decisions. The class specifications must include job-related minimum qualifications or employment standards of education, experience, knowledge, and formally adopted by the local agency's governing board or authorized representative.

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<sup>9</sup> Civil Service Rule 9, Section 908

## **Discussion**

### **Classification**

Santa Barbara County has a centralized classification system administered by Human Resources (HR). All classes are established by the Board of Supervisors.

The County has the following classes and positions:

	<u>Classes</u>	<u>Positions</u>
Classified Civil Service:	527	4448
Unclassified At Will:	15	143

HR is responsible for all reclassification and allocation activities. Operational departments provide HR with written documentation outlining duties, responsibilities, reporting relationships, and other necessary job analysis data. HR may request additional job analysis information or conduct desk audits if needed to make classification determinations. Employees may submit reclassification requests through their departments and/or labor organizations. Reclassification recommendations may be appealed to HR.

Class specifications are revised in accordance with professional human resources principles, practices, and law. Most class specification revisions are conducted at the time of recruitment or at the request of departments. Subject-matter experts are used to identify critical duties which are then linked to required knowledge, skills, and abilities (KSAs), as well as to employment standards.

Job analysis is used to develop initial job classes and specifications, including employment standards, KSAs, and/or competencies. The job specification is then used by HR staff and departmental subject-matter experts to determine appropriate selection methods.

When new functions or reorganizations occur that have potential classification impact, HR staff are involved and conduct the appropriate analyses, review the creation of job specifications, and meet with the respective department(s) to mitigate any negative impacts and make appropriate recommendations.

Requests for position reclassification to existing classifications have the highest priority and are usually analyzed and processed by the HR department within a few days of receipt. Other reclassification requests are prioritized between and within departments based upon the criticality, including the need to recruit/fill the position.

Out-of-class<sup>10</sup> assignments and pay, as well as temporary or limited-term appointments<sup>11</sup>, are set forth under Civil Service Rules.

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<sup>10</sup> Civil Service Rule 4, Section 418

Significant improvements have been made and are currently underway to modernize, streamline, and improve the County's classification plan, the system, and the methods used to conduct classification studies. HR is in the process of conducting a Countywide classification project to identify means to streamline the classification process to provide improved customer service to its departments. The Leadership Project and the Clerical Classification and Compensation Project, discussed below, collapsed narrow, inflexible classifications to provide greater operational flexibility at the department level and provide employees in the new classifications<sup>12</sup> with increased career opportunities and mobility in the organization. Staff work on projects designed to continue the process of improving not only the classification plan structure, but to provide more timely and responsive classification services to the departments. Additionally, HR is seeking technology that can further improve and streamline processes.

### Leadership Project

In 2005, the Board of Supervisors identified as a top priority, the creation of a customer-server commitment throughout the County of Santa Barbara, and identified three key organizational values to support this direction: **Accountability**; **Customer-focus**; **Efficiency** - the County's ACE Values. To support this organizational shift, the Board's policy also drove the reformation of key HR business systems in the area of classification, compensation, performance management, recruitment and selection, training and development, and rewards and recognition. The first of many initiatives to achieve this reform was the *Leadership Project* – a project that significantly streamlined and improved business systems in order to provide increased operational flexibility and establish a strong connection between individual performance and corresponding pay with the achievement of critical County business objective and service delivery results (new civil service rules were adopted).

For an organization to dramatically change the way it delivers service, it must acknowledge that it is those on the frontline who turn vision into reality, and it is the organization's leadership who set the tone, establish expectations, and create an environment that supports customer-focus and service delivery improvements. Therefore, upon initiating the *Leadership Project* in June 2005, in accordance with the Board's direction, attention was focused on the County's executive and managers and creating and implementing business system changes through which they could successfully achieve the Board's goals.

Throughout its design and implementation, the *Leadership Project* was intended to:

- Soundly embed the County's ACE Values within the organization and its business systems.

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<sup>11</sup> Civil Service Rule 9, Section 904

<sup>12</sup> Attachments 4 and 5 show the new classifications in the CSS and DSS.

- Modernize and streamline HR business systems to support dedication to excellent service delivery.
- Align employees with County business objectives, including a strong commitment to quality customer service.
- Provide the operational flexibility needed for departments to improve responsiveness to customer service demands and overall service delivery.
- Intrinsically link individual performance and pay to the achievement of business objectives and improve service delivery.
- Streamline an archaic classification structure – reducing nearly 200 classifications for approximately 375 managers to approximately 20 broad, flexible classifications.
- Streamline an equally archaic compensation structure – eliminating approximately 77 five- step pay ranges and lockstep cost-of-living-adjustments and replacing them with approximately 20 broad pay bands that provide flexible salary movement based on quality of performance and contributing to achieving service delivery improvements.
- Implement performance-based pay elements – combining variable base building increases as well as lump sum, re-earnable, pay components to recognize levels of performance and reward exceptional performance and completion of significant projects with service delivery outcomes.
- Implement a stronger performance management system – employing a comprehensive process that includes performance planning, and individual development plan, performance check-ins, and a strengthened performance evaluation to align the daily efforts of each manager with Board direction, County and department business objective, and ACE Values to achieve improved customer service.
- Create and institutionalize core leadership competencies – supporting management in acquiring, developing, and demonstrating the skills, abilities, knowledge, and attributes required to successfully achieve improved customer service results.
- Institute annual service-oriented goal setting with customer-oriented criteria.
- Change the way the County recruits for and develops leadership positions – incorporating leadership competencies into recruiting and training and development strategies.

### Office Professionals

The County rolled out a new, highly innovative classification, compensation, and performance management system to empower their clerical employees to gain critical skills and manage their careers. The new system, called STEPS – **S**kills, **T**raining, **E**xperience, and **P**erformance **S**ystem, supports the Board of Supervisors' vision to create an organization dedicated to excellence in customer service and embraces the County's ACE Values. This new system also symbolizes the commitment the County has as a critical provider of exceptional service to clients and the public.

STEPS was developed by a Clerical Classification and Compensation Project Team consisting of representatives from Service Employees International Union (SEIU), Local 620, County departments, and HR. The Project Team created 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 acquisition of increased skills.
- Strengthen the performance management process.
- Establish movement on pay ranges based on experience, skill development, and performance.
- Address longstanding compensation issues.

The project team created a classification system that impacted over 900 employees<sup>13</sup> in all of the 22 County departments. It created four broad classes (entry level, journey level, advance journey level, and expert level) across three occupational groups,

1. Administrative Office Professional
2. Financial Office Professional
3. Legal Office Professional

thus, reducing the number of classifications from approximately 60 to 12<sup>14</sup>.

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<sup>13</sup> Attachment 6 is a listing of the old classes.

<sup>14</sup> Attachment 7 is a listing of the new classes.

### Public Works Project

HR is also in the process of conducting a countywide classification project for the Public Works area to identify a means to streamline the classification process and to provide improved customer service to the departments.

### Compensation

Typically, Santa Barbara County uses the existing base salary to establish or revise salaries; however, surveys related to other forms of compensation, benefits, and total compensation are conducted as needed for warranted.

HR meets with labor organizations after the compensation study has been conducted; however, some studies are conducted collaboratively, including those specifically requested by labor or where an equity fund was established as part of a Memorandum of Understanding (MOU).

Special circumstances may be present where the County may look at salaries in other organizations (e.g. salaries paid by hospitals might be considered when looking at nurses salaries). In addition, certain classifications warrant a broader look at the market and HR may look at other jurisdictions, cities, counties, special districts and even the private sector.

In Child Support Services (CSS) and the Department of Social Services (DSS), the non-management classifications identified comparison counties in their MOUs, and a salary survey was completed to compare Santa Barbara County's salaries in relation to that market. In addition, factors such as difficulty recruiting and retaining employees and internal salary relationships are usually considered in setting compensation. Bi-annual market surveys are conducted for benchmarked management classifications and broad pay bands are adjusted as warranted.

Santa Barbara County uses both pay bands and salary ranges. In CSS and DSS, management compensation is per a broadband; all other employees are in a salary range. Office Professionals are in a skills-based salary range that is unique from other non-management employees in those departments.

Generally, funds for equity adjustments are authorized by the Board of Supervisors and negotiated as part of contract negotiations. Provisions typically reside in the MOU's; however, the County considers other equity adjustment requests from Departments and labor organizations and obtains Board approval where necessary.

### **Merit Principle 2 Recommendation:**

Meets standards.

### **Merit Principle 3: Training**

This principle requires as-needed training for employees to improve performance, as well as preparation for more responsible assignments, and to implement equal employment opportunity (EEO) plans.

#### **Discussion**

Santa Barbara County completed training assessments in 1998, 2000, and 2003. The information from the surveys was compiled into a report with suggested training topics to meet the needs of staff. A new survey was conducted in 2008. Currently, the Employee University (EU) is in the process of aligning it with the County's vision, department operational needs, employee training and development, and modern business practices.

The County offers training through:

- Employee University (classroom style).
- Mindleaders.com (web-based).
- Liebert, Cassidy, Whitmore on Fair Labor Standards Act updates, Disability Discrimination, Family Medical Care Leave Acts, Workers' Compensation and Disability Retirement: Administering Overlapping laws and Employment Law updates (supervisors and managers only).
- Partnership with Cal State Northridge and Santa Barbara City College.
- The Departments of Child Support and Social Services, which provide job required and legally mandated training.

#### **Employee University**

The EU focuses on creating training and development programs related to competency development in a classroom-style training environment. It is tied to the Board of Supervisors' Strategic Plan and designed to enhance employee skills to better meet the demands of the community. Most trainers are Santa Barbara County employees and experts in their fields. The EU supports the skill development required as part of the new Office Professional Classification and Compensation Project.<sup>15</sup> The EU supports mandatory training for new supervisors and managers, as well as providing legally-required harassment training. The EU offers County employees the opportunity to obtain training on subjects useful in all departments. The courses offered in the EU are designed to be hands-on

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<sup>15</sup> Attachments 7, 8, and 9 are tables of skill training requirements for Office Professionals

workshops that will provide practical skills for employees that can be put to use immediately.

### Mindleaders

Mindleaders offers self-paced training through e-learning at Mindleaders.com for Office Professional employees. Mindleaders provides over 800 courses at no charge to staff. Employees can log into Mindleaders from any computer with internet connectivity at any time of day. An employee can “pause” a training session and return at a later time further allowing them to continue training at their convenience. Mindleaders not only offers courses to help the Office Professional employees through the **S**kills, **T**raining, **E**xperience, and **P**erformance **S**ystem (STEPS) process but, offers a wide range of e-learning tools covering topics ranging from networking in an enterprise environment to use of the personal computer and from healthcare privacy issues to business skills.

In the Office Professional and Leadership classes, specific Individual Development Plans (IDP) are created for each employee on an annual basis. In part, IDP's identify training needs and requirements for either pay-for-performance or skill-based pay advancements. In the Leadership Project, development opportunities related to leadership competencies (intensity, ethical, influence, commitment, interpersonal leadership, resiliency, and craftsmanship) are identified and become a part of the IDP. For all other classes, supervisors work with employees to identify developmental classes based on the employee's performance review, expressed career goals, and business needs of their department to enhance their skills.

### **Merit Principle 3 Recommendation:**

Meets standards.

<b>Merit Principle 4: Separation &amp; Layoff, Evaluation</b>
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This principle addresses the general requirements of employee performance evaluation and correcting inadequate performance, including separating those whose performance cannot be corrected. Included are provisions covering layoff and retention of employees in the event of a reduction-in-force.

### **Discussion**

The County developed a performance management structure for their executives and managers; it will link individual performance and pay to the achievement of business objectives and improve service delivery.

Additionally, the County developed a more effective performance management structure for their clerical employees. The Clerical Classification and Compensation Project team worked to create a system that would strengthen the performance management process.

### Separation and Layoff

In a layoff situation, the Department Head identifies the positions to be deleted/unfunded; and submits an abstract of the employees of the impacted classes in the order of layoff. The Chief Executive Officer approves the budgetary and organizational changes; and reviews the abstract for accuracy before the labor organizations and employees are notified. The last layoff in Child Support Services was in 2004. The last layoff in the Department of Social Services was in 2003.

Layoffs<sup>16</sup> are made by positions, either full-time or part-time, or any combination of full-time or part-time, and by classification. Layoffs may be department-wide or by district office, division, program, or function, as recommended by the appointing authority, and reviewed by the County Administrator. Extra help positions must be considered for deletion prior to the deletion of regular positions. Designation of classifications affected, the number of positions in the affected classifications, and an abstract of employees of the affected classifications in order of layoff, must be prepared by the appointing authority.

When specific positions within a class require special skills, knowledge, or abilities<sup>17</sup>, these can be considered as a separate class for layoff purposes, with the approval of the County Administrator and Personnel Director. "Bumping" rights are department-wide. Reemployment lists<sup>18</sup> are established and expire two years from the date of layoff.

Permanent employees that are laid off or demoted-in-lieu of layoff have the right to appeal such layoff or demotion; however, such appeals are limited only to the layoff or demotion procedures prescribed. All employees who are to be laid off or displaced must be given written notice of such action at least 30 calendar days<sup>19</sup> prior to the effective date.

Formal written performance evaluations systems have been adopted by the County: Guidelines for Performance Management (for non-management employees), Leadership Project Performance Management System for Allocated Managers and Executives, and the Office Professional STEPS Guide Reference

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<sup>16</sup> Civil Service Rule 11, Sections 1104 and 1107

<sup>17</sup> Civil Service Rule 11, Section 1105 defines special skills, knowledge or abilities to include, e.g. specialized certification or licensure, bilingual skills, or other skills or abilities deemed critical to the County's operational needs.

<sup>18</sup> Civil Service Rule 7, Section 705. Civil Service Rule 11, Section 1108.

<sup>19</sup> Civil Service Rule 11, Section 1110

Guide. These provide employees with the tools and information to function successfully and to guide their development.

**Merit Principle 4 Recommendation:**

Meets standards.

<b>Merit Principle 5: EEO, Employee Relations, Appeals</b>
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This principle requires equal employment opportunity (EEO) in the areas of recruitment, examination, appointment, training, promotion, retention, discipline, or any other aspects of employment. It establishes written procedures for resolving employee grievances and discrimination complaints, as well as appeal rights through an impartial process.

**Discussion**

Equal Employment Opportunity

Santa Barbara County's EEO Office provides services countywide through its main programs of investigations and workforce compliance, training, and commission support. It is the goal of this office to enforce federal, state, and local laws, ordinances, and policies related to non-discrimination, anti-harassment and retaliation.

The EEO Office evaluates and investigates complaints filed by applicants and employees who believe they are experiencing discrimination, harassment, or retaliation in County employment. This office also provides an opportunity to resolve issues quickly in a non-adversarial setting which provide an alternative option to resolve certain EEO complaints.

The EEO Office provides training for departments, supervisors, and employees on various topics such as harassment prevention, working in a diverse environment, and reasonable accommodation efforts consistent with the Americans with Disabilities Act (ADA). The EEO Office also coordinates and monitors the sexual harassment prevention training for County managers and supervisors in compliance with law.<sup>20</sup>

Santa Barbara County has areas of statistically significant underutilization among racial and gender groups. To respond to these challenges, the County's EEO Office distributed this information to all County departments for review and committed to working with Human Resources (HR) in the areas of recruitment and

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<sup>20</sup> Assembly Bill 1825, Chapter 933, Statutes of 2004, requires an employer In California with 50 or more full-time, part-time, or temporary employees to provide all "supervisors" with a minimum two hours of harassment training every two years.

retention to ensure EEO exist within such processes and to enhance the County's diversity outreach efforts.

The County acknowledges that artificial barriers exist to prevent or slow the upward mobility of certain individuals. To address this issue, the County monitors on an annual basis the utilization of all its employees and potential employees in comparison to the available community labor pool. The County's EEO Office also maintains annual information on recruitment, employment and developmental activities to ensure equal access and participation to all qualified individuals. Furthermore, the County's EEO Office coordinates the effort to provide disability accommodations in all major components of the organization.

Santa Barbara County complies with the basic EEO requirements under Executive Order 11246<sup>21</sup>. Through the Non-Discrimination Policy, the County prohibits unlawful employment discrimination by:

Placing EEO posters in common and conspicuous work areas.

Including EEO language in all employment advertising and job bulletins.

Maintaining copies of four years of personnel records.

Filing an annual EEO-4 report with the EEO Commission.

The County's EEO Office maintains annual information on recruitment, employment, and developmental activities to ensure equal access and participation to all qualified individuals. Such information is shared with HR in an effort to communicate EEO program data, enhance diversity recruitment efforts to ensure a broad applicant pool, and increase personnel program accountability.

The County's EEO Office periodically reviews classifications as they pertain to EEOC Job Categories and updates them, as necessary. Upon such review, classifications are also evaluated to ensure the duties described are job-related for the position in question and consistent with business necessity. The EEO Office may investigate an examination if a discrimination complaint is filed.

Employees and/or labor organizations can request classification studies, or request that the Civil Service Commission investigate recruitment or selection procedures. The impacts of layoffs are subjects of collective bargaining, and the underlying decisions in these areas are not negotiable.

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<sup>21</sup> The provisions of Executive Order 11246, September 24, 1965, appear at 30 FR 12319, 12935, 3 CFR, 1964-65 Comp., p. 339, unless otherwise noted. It prohibits federal contractors and federally-assisted construction contractors and subcontractors, who do over \$10,000 in government business in one year from discriminating in employment decisions on the basis of race, color, religion, sex, or national origin. The Executive Order also requires government contractors

## Grievances

Grievance procedures generally include an informal discussion with the employee's supervisor at step one of the process. The role of employee relations personnel would typically involve inquiring into the facts in the case, working to negotiate a settlement agreement if appropriate, and advising supervisors, managers, department heads, and/or the County Executive Officer on the merits of the grievance in terms of e.g., Memoranda of Understanding (MOU), civil service rules, employment law.

Formal grievance forms<sup>22</sup> are made available to the employee through the HR Department, other County departments, and labor organizations. All formal grievances are required to be submitted on these forms. Formal grievance forms must be complete upon filing and explicitly specify the policy or the particular section of the agreement, rule, resolution, or ordinance, the violation of which is being alleged as the basis for the grievance.

In accordance with MOU<sup>23</sup> provisions, a grievance is defined as a claim by an employee or group of employees of an alleged violation, misinterpretation or misapplication of MOU, department-wide policy or practice or County rules, regulations, resolutions, or ordinances, except the following issues have their own means of administrative appeal:

Appeals of disciplinary actions and appeals relating to civil service examinations are filed and processed pursuant to Santa Barbara County civil service rules<sup>24</sup>.

Complaints relating to discrimination, occupational health and safety, worker's compensation, and matters under the jurisdiction of the Santa Barbara Employees Retirement System Board are processed pursuant to established County complaint procedures in these areas.

MOUs include comprehensive procedures for resolving grievances in a timely manner and at the lowest level that preclude recourse to formal appeals procedures.<sup>25</sup>

An EEO memo is distributed to all employees instructing employees how to report incidents of discrimination instructing the employee to file incidents of discrimination with any of the following individuals:

- Supervisor
- Manager

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<sup>22</sup> MOU, Union 620, Section 43, Grievance Procedures, Subsection 3 Basic Rules.

<sup>23</sup> MOU, Union 721, Section 54, Grievance Procedures.

<sup>24</sup> Civil Service Rule 13

<sup>25</sup> MOUs Unions 620 and 721, as well as personnel management regulations, provide for procedures to resolve grievances in a timely manner.

- HR Advisory Committee
- Department HR Manager
- Department Head
- County EEO Office
- County Counsel

The memo also instructs the employee to forward a copy of the complaint to the EEO Officer. This process is designed to remove any potential conflict of interest, ensure fair and thorough investigation and fulfill the County's responsibility for appropriately addressing such issues.

### Hearings

All hearings and investigations are governed by the initiative ordinance and rules of practice and procedure adopted by the Commission<sup>26</sup>. It is the intent of these rules that the conduct of any hearing or investigation is as informal as possible, and any informality in any proceeding or in the manner of taking testimony does not invalidate any order, decision or rule made, approved, or confirmed by the Commission. Employees are free from reprisals or other punitive actions for availing themselves of the appeal procedures.

No later than 10 working days after service of the Notice of Disciplinary action, the employee may file with the Secretary of the Commission c/o County Personnel Department, a written admission or denial of the material allegations of the Notice of Disciplinary Action, including a request for hearing.

Upon filing of a request for a hearing by an employee, the Personnel Director makes available to the Secretary of the Commission, the Notice of Proposed Disciplinary Action and the Notice of Disciplinary Action. With the consent of the Commission or its authorized representative, an amended answer may subsequently be filed. If the employee fails to answer within the time specified, or after answer, withdraws his/her appeal, the disciplinary action taken by the appointing authority is final. A copy of the employee's answer and any amended answer is filed with the Personnel Director and the appointing authority. 'Working days' is defined as Monday through Friday. If the last day for filing an answer falls on a holiday on which the County Personnel Department is closed, then the filing deadline is extended to the next day the County Personnel Department is open for business.

### Discrimination

Appeals of alleged discrimination, by an applicant or employee, are heard through an impartial process that results in timely, enforceable decisions.

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<sup>26</sup> Civil Service Rule 13

Persons alleging discrimination have the right to challenge the alleged discrimination at a hearing before the Civil Service Commission, but must first file the complaint with the County EEO Manager, who performs an investigation and files a factual report with the Civil Service Commission. This process is designed to remove any potential conflict of interest within a department, ensure a fair and thorough investigation, and fulfill the County's responsibility for appropriately addressing such issues.

**Merit Principle 5 Recommendation**

Meets standards.

<b>Merit Principle 6: Political Rights &amp; Prohibitions</b>
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This principle requires employees to be notified of their political rights and prohibited activities under the Federal Hatch Act and state laws.

**Discussion**

The political rights and prohibitions of employees are defined in County rule<sup>27</sup>. No County officer or employee is allowed to engage in political activity of any kind during work hours. No County officer or employee in the classified service in any department engaged in the administration of federal grant-in-aid programs shall take an active part in partisan political management or campaigns.

Santa Barbara County includes a discussion of the Federal Hatch Political Activities Act as part of the orientation process for newly hired employees. In addition, the Department of Social Services' departmental manual, which is given to all employees, includes a separate section on their rights and prohibitions under the Hatch Act. There have been no reports from either the Department of Social Services or Child Support Services of any difficulties in this area.

**Merit Principle 6 Recommendation:**

Meets standards.

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<sup>27</sup> Civil Service Rule 18, Section 1801

<b>GOVERNMENT CODE §§ 19800 - 19810</b>
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**19800.** The State Personnel Board is hereby vested with the jurisdiction and responsibility of establishing and maintaining personnel standards on a merit basis and administering merit systems for local government agencies where such merit systems of employment are required by statute as a condition of a state-funded program or a federal grant-in-aid program established under the following federal laws: Social Security Act, as amended; the Public Health Service Act; and the Federal Civil Defense Act, as amended.

**19801.** For the purposes of administration of state or federally supported programs under Section 19800, the State Personnel Board shall, by regulation, establish and maintain personnel standards on a merit basis for local agencies (including therein standards of qualifications, competency, education, experience, tenure, and compensation) necessary for proper and efficient administration, and to assure state conformity with applicable federal requirements.

**19802.** Nothing in this chapter shall prevent any local agency from establishing its own merit system and determining thereunder the personnel standards to be applicable to its employees, but as to employees engaged in administering state and federally supported programs under Section 19800, such local systems and standards shall be subject to approval and review by the board to the extent necessary to qualify for federal funds.

**19802.5.** Notwithstanding the provisions of Sections 19801 and 19803, and after the State Personnel Board approves the memorandum of understanding standards, the State Personnel Board may waive administration of all or part of a local agency merit system where administration of merit system standards, including, but not limited to, certification, appointment and other transactions, layoff and reinstatement, position classifications, compensation standards, and disciplinary action are established pursuant to a legally binding memorandum of understanding negotiated between the local agency governing board and an employee organization recognized pursuant to applicable law representing employees engaged in federally supported programs under Section 19800. Upon request of the local agency governing board and the recognized employee organization, such waivers shall be granted on any or all standards following determination by the State Personnel Board that the provisions of the memorandum of understanding maintain merit system standards to the extent necessary to qualify for federal funds. All merit system standards waivers shall be subject to periodic audit, approval, or revocation by the State Personnel Board. Upon revocation of a waiver, the State Personnel Board may require any additional information as a condition of waiver reinstatement.

**19803.** The merit system for employees engaged in administering programs under Section 19800 in a local agency not administering its own merit system approved under this chapter shall be administered by the board. This may include, but is not limited to, recruitment, examination, certification, appointment and other transactions, position classification, compensation standards, and disciplinary actions. As part of such administration, the board shall hear and decide appeals of any applicant for employment or officer or employee from the decision of a local agency or the board's executive officer affecting the employment rights of such persons. Any decision rendered in such an appeal shall be binding upon the local agency.

The board may bill the state departments having responsibility for the overall administration of grant-in-aid programs for the costs incurred in conducting hearings involving employees of local agencies not administering their own merit systems pursuant to this chapter.

**19804.** In the exercise of functions under this chapter, the board shall exercise no authority with respect to the selection, tenure of office and compensation of any individual employed in accordance with established standards.

**19805.** The board shall by regulation, establish and administer procedures, including provisions for investigations and hearings, to determine whether a particular merit system is in conformity with the standards established or approved by the board pursuant to Section 19801. In conducting any hearing provided by such procedures, or in conducting an appeal hearing under Section 19803, the board shall have the same authority as it does in conducting hearings pursuant to Sections 18671 to 18680, inclusive, of this code.

**19806.** When the board, after hearing, determines that a local merit system is not in conformity with the established standards, it shall notify such local agency and appropriate state officer in writing of its decision. If the governing body of the local agency does not bring the system into conformity within 60 days of notification of the board's decision, or within such longer period as the board determines, the board shall certify to the state officer having responsibility for the overall administration of the program, pursuant to which the grant-in-aid requiring such merit system was made, that the particular merit system is not in conformity with established standards.

**19807.** Notwithstanding any other provisions of law, upon receiving certification of the board, pursuant to Section 19806, the appropriate state officer shall take such action against the local agency as permitted by law or as necessary to obtain compliance without an additional administrative hearing being held by such officer.

**19808.** Local agencies shall provide such information and reports relating to merit system administration as are required by the board.

**19809.** State departments having responsibility for the overall administration of grant-in-aid programs under Section 19800 shall reimburse the board for all costs incurred by the board in administering this chapter. The board may equitably prorate such costs among such departments.

**19810.** As used in this chapter, "local agency" means any city, county, city and county, district, or other subdivision of the state, or any independent instrumentality thereof.

**Division 5. Local Agency Personnel Standards**  
**Chapter 1. Approved Local Merit System Standards**  
**Article 3. Merit Principles**

**Subarticle 1. Merit Principle 1**

**17110. General Requirement.**

Recruiting, selecting and advancing employees shall be on the basis of their relative ability, knowledge and skills, including open consideration of qualified applicants for initial appointment.

**17111. Recruitment.**

Recruitment efforts shall be planned and carried out in a manner that assures equal employment opportunity and open competition for initial career service appointment for all job applicants. Basic recruitment efforts for entry into the career service shall include posting of examination announcements in appropriate public places for a minimum of five working days to ensure that an adequate number of candidates will apply.

**17112. Selection.**

- (a) Selection procedures, including appropriate ranking for entry to the career service, shall be job related and shall maximize to the extent practicable validity, reliability and objectivity. The Uniform Guidelines on Employee Selection Procedures, as published in the Consolidated Federal Register (at 5 CFR, 900, Subpart F, Appendix B), are incorporated into these rules.
- (b) Competition for appropriate positions may be limited to facilitate the employment of persons with a disability or participants in employment or rehabilitation programs authorized by Congress or the California Legislature.
- (c) Appointments to permanent career service positions shall be made through selection from appropriately ranked eligible lists. Appointment procedures may not allow appointment either beyond the top ten eligibles or the top ten percent of eligibles or the top predetermined score group of those on an eligible list who are willing to accept the conditions of employment.
- (d) Permanent appointment for entry to the career service will be contingent upon satisfactory performance by the employee during a reasonable, time-limited probationary period. As a general rule, probationary periods may not exceed one year.
- (e) Non-status appointments shall not be used as a way of defeating the purpose of the career service and shall have a reasonable time limit. As a general rule, reasonable time limit is one year. If lists of eligibles are available, they shall be

used for filling temporary positions. Short-term, emergency appointments may be made without regard to the other provisions of this section, to provide for maintenance of essential services in an emergency situation where normal procedures are not practical.

**17113. Career Advancement.**

Formal promotional examination processes are encouraged when filling higher level career service positions. Such processes shall be maximized to the extent practicable validity, reliability and objectivity.

**Subarticle 2. Merit Principle 2**

**17120. General Requirement.**

Equitable and adequate compensation will be provided.

**17121. Classification.**

Classification plans shall be maintained on a current basis, and shall:

- (a) be the foundation for selection, compensation, training, promotion, demotion, reduction in force, reemployment, and related decisions;
- (b) include class specifications formally adopted by the local agency's governing board or its authorized representative; and
- (c) include job-related minimum qualifications or employment standards of education, experience, knowledge, and abilities.

**17122. Compensation.**

To maintain a high quality public work force and to assure equitable compensation for comparable work, the compensation plan shall take into account the responsibility and difficulty of the work, the compensation needed to compete in the labor market, and other pertinent factors.

**Subarticle 3. Merit Principle 3**

**17130. Training.**

Employees will be trained as-needed to assure high-quality performance. In addition to providing training to improve performance, training should also be provided as needed to prepare employees for more responsible assignments and to implement affirmative action plans for equal employment opportunity.

#### **Subarticle 4. Merit Principle 4**

**17140. General Requirement.**

Employees shall be retained on the basis of the adequacy of their performance, and provision shall be made for correcting inadequate performance and separating employees whose inadequate performance cannot be corrected.

**17141. Separation and Layoff.**

Employees who have acquired permanent status shall not be subject to separation except for cause or such reason as curtailment of work or lack of funds.

Procedures will be established to provide for the transfer, demotion or separation of employees whose performance continues to be inadequate after reasonable efforts have been made to correct it. Retention of employees in classes affected by reduction in force shall be based upon systematic consideration of type of appointment and other relevant factors.

**17142. Employee Evaluation.**

Local agencies should establish a systematic method of evaluating employee performance which should influence such personnel management decisions as merit salary adjustments, need for training, and order of layoff.

#### **Subarticle 5. Merit Principle 5**

**17150. General Requirement.**

Fair treatment of applicants and employees in all aspects of personnel administration will be assured, without discrimination and without regard to political affiliation, and with proper regard to their privacy and constitutional rights as citizens.

**17151. Equal Employment Opportunity.**

- (a) Equal opportunity shall exist in recruitment, examination appointment, training, promotion, retention, discipline, or any other aspect of employment.
- (b) Prohibitions against discrimination consistent with the Civil Rights Act of 1964 as amended (42 U.S.C. §2000e et seq.), the Rehabilitation Act of 1973 as amended (29 U.S.C. § 791 et seq.), the Age Discrimination in Employment Act of 1967 as amended (29 U.S.C. 621 et seq.), the Equal Pay Act of 1963 (29 U.S.C. § 206 (d)(1)) and other relevant statutes shall be established and enforced.
- (c) Equal employment opportunity programs shall be developed and implemented to include the following:

- (1) Removal of artificial barriers to equal employment opportunity.
- (2) Assessment of the local agency's work force, including a comparison of the local agency's work force composition with the relevant labor force composition. Records of such assessments and comparisons shall be provided annually and at such other time as required to the State Personnel Board Executive Officer.
- (3) Where there is statistically significant underutilization of any group based on race, ethnicity or gender as shown by the work force-labor force comparison, the local agency shall:

Develop and implement written recruitment plans which will ensure all-inclusive outreach and equal opportunity for all groups. Copies of such recruitment plans shall be made available, upon request, to the State Personnel Board Executive Officer.

Assess selection processes to ensure they are based solely on job-related criteria and are free of illegal adverse impact as defined in the Uniform Guidelines on Employee Selection Procedures (Guidelines), incorporated in Section 17112, against any group. Such assessments shall be conducted consistent with procedures outlined in the Guidelines. Where illegal adverse impact is found, the local agency shall identify the cause and take appropriate corrective action on a timely basis.

Comply with all equal employment opportunity requirements mandated by federal agencies as a condition for obtaining or maintaining federal funding of programs.

**17152. Employee/Management Relations.**

- (a) Nothing in a local agency employee-management relations agreement shall conflict with these standards.
- (b) There shall be written procedures for resolving employee grievances and discrimination complaints. To the maximum extent possible, the procedures should include steps to resolve discrimination and all other types of employee grievances without recourse to formal appeals procedures.

**17153. Appeals.**

- (a) In the event of separation for cause or demotion for cause, local agencies shall provide permanent employees in covered programs with the right to appeal through an impartial process that results in timely, enforceable decisions.
- (b) Local agencies shall provide for appeals of alleged discrimination, by an applicant or employee, through an impartial process that results in timely, enforceable decisions.

- (c) In the event of reduction in force, employees with permanent status shall have the right to appeal the application of reduction in force rules as they related to the establishment of and certification from layoff and reemployment lists. Such appeals shall be through an impartial process that may be recommendatory or enforceable on the appointing authority. This provision shall not be construed to provide for employee appeals of management rights to identify the classes of layoff, number of positions to be reduced, and effective date of the layoffs.

<b>Subarticle 6. Merit Principle 6</b>
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**17160. Political Rights and Prohibitions.**

The provisions of the Federal Hatch Act and applicable state statutes shall be followed. All employees shall be informed of their political rights and prohibited practices under the Hatch Act and applicable state laws.

**SANTA BARBARA COUNTY EXAMINATIONS**

<b>DEPARTMENT</b>	<b>EXAM TITLE</b>	<b>FINAL FILING DATE</b>	<b>EXAM BASE</b>	<b>PUBLICITY PERIOD (Calendar Days)</b>	<b>EXAM METHOD</b>	<b>NUMBER OF ELIGIBLES</b>	<b>COMMENTS</b>
Child Support	Child Support Officer I	12/15/06	Open	24 Days	Supplemental Questionnaire and Written Test	65	Eligible list was not used
Social Services	Eligibility Worker I	09/18/07	Open	30 Days	Written Test	132	22 Appointments Made
Social Services	Social Services Practitioner	12/07/07	Open	22 Days	E&E	14	2 Appointments Made
Social Services	Deputy Social Services Director	12/19/07	Open	15 Days	Supplemental Questionnaire	9	1 "at will" Exempt Appointment Made
Social Services	Social Services Division Chief	02/12/08	Open	29 Days	Supplemental Questionnaire	29	1 Appointment Made
Social Services	Eligibility Supervisor	04/03/08	Promo	7 Days	Written Test	17	3 Appointments Made

**County of Santa Barbara  
Child Support Services**

**New Job Class Titles**

Admin Professional	Child Support Officer II
Admin Office Prof Expert	Child Support Officer Sr
Admin Office Prof I	Child Support Officer Supv
Admin Office Prof II	Computer Systems Spec I
Admin Office Prof III	Computer Systems Spec II
Asst Dept Leader Exec	Dept/Corp Leader Exec
Child Support Attorney I	Financial Office Prof I
Child Support Attorney II	Financial Office Prof II
Child Support Attorney III	Financial Office Prof III
Child Support Attorney IV	Legal Office Prof I
Child Support Attorney Sr	Legal Office Prof II
Child Support Attorney Supv	Legal Office Prof III
Child Support Invest Spec	Program/Bus Leader Gen
Child Support Officer I	Team/Project Leader Gen

**County of Santa Barbara  
Department of Social Services**

**New Job Class Titles**

Accountant I	EDP Sys & Prog Analyst II
Accountant II	EDP Sys & Prog Analyst Sr
Accountant III	Eligibility Supervisor
Accountant Supervising	Eligibility Worker I
Admin Professional	Eligibility Worker II
Admin Office Prof Expert Res	Eligibility Worker III
Admin Office Prof I	Enterprise Leader Gen
Admin Office Prof II	Financial Office Prof I
Admin Office Prof III	Financial Office Prof II
Admin Office Prof I Res	Financial Office Prof III
Admin Office Prof II Res	Interagency Network Coord
Admin Office Prof III Res	Program/Bus Leader Gen
Asst Dept Leader Exec	Public Health Nurse
Career Emp Specialist	Social Servs Info Sys Coord
Career Emp Specialist Sr	Social Servs Info Sys Coord Sr
Career Emp Specialist Supv	Social Servs Staff Dev Coord
Computer Systems Spec I	Social Servs Case Aide
Computer Systems Spec II	Social Servs Supv I
Cost Analyst I	Social Servs Supv II
Cost Analyst II	Social Servs Worker
Dept Analyst Program	Social Servs Worker Sr Ps/L
Dept Analyst Fiscal	Social Servs Practitioner
Dept/Corp Leader Exec	Social Servs Prog Analyst
EDP Office Auto Spec I	Storekeeper
EDP Office Auto Spec II	Team Project Leader Gen
EDP Sys & Prog Analyst I	Utility Clerk Dept

**SANTA BARBARA COUNTY OFFICE PROFESSIONAL  
PROJECT CLASSIFICATIONS**

<b>Old Class Title</b>	<b># Positions</b>	<b>Old Class Title</b>	<b># Positions</b>
Account Technician	23	Investigative Assistant	2
Account Technician SR	10	Investigative Asst SR	6
Account Technician SR-RES	3	Judicial Asst II-Sheriff	7
Account Technician SUPV	3	Legal Interpreter	2
Accounting ASST II	11	Legal Process Supervisor	2
Accounting ASST SR	33	Legal Secretary I/II	39
Admin Secretary	23	Legal Secretary III	6
Admin Secretary- RES	8	Legal Secretary III-Conf	1
Admin Services Clerk	10	Legal Secretary I-R	1
Admin Services Clerk- R	1	Legal Secretary-Conf	6
Admin Support SUPV	5	Medical Records Tech	8
Board Assistant	3	Office Asst I/II	54
Board Assistant SPEC	7	Office Asst II	116
Board Assistant SUPV	1	Office Asst I-Res	1
Care Specialist I/II/III	42	Office Asst Principal	10
Care Specialist IV	4	Office Asst Principal- Sheriff	1
Care Specialist V	7	Office Asst Senior	186
Claims Assistant	4	Office Asst Senior-R	2
Clerical Aide	1	Office Asst Senior-Res	1
Collections Officer I/II	6	Office Asst Supervising	12
Crime Data Technician	2	Patient Accounts Clerk – SR	1
Data Entry Operator	8	Patient Accounts Supv	1
Dep Public Adm/Conser Aid	1	Patient Representative	47
Departmental Asst	56	Public Def Invest Asst	3
Departmental Asst SR	15	Publications Asst I/II	7
Departmental Asst SR	1	Publication Asst II	7
Departmental Asst SR -R	2	Retire Benefits Spec I/II	4
Departmental Asst SR-R	1	Sheriffs Records Spec Tr/Spe	19
Departmental Asst SR- Res	1	Sheriffs Records Supv I	9
Departmental Asst- R	3	Sheriffs Records Supv II	2
Human Resources Tech	13	Treas-Tax Coll Ops Spec I/II/III	6
Human Resources Tech R	4	Treas-Tax Coll Ops Spec SR	3
Intake & Release Specialist	33	Treas-Tax Coll Ops Supv	2
		Veterans Services Rep I/II	3
			922

**County of Santa Barbara**

**12 New Job Class Titles**

Admin Office Professional I
Admin Office Professional II
Admin Office Professional III
Admin Office Professional Expert
Financial Office Professional I
Financial Office Professional II
Financial Office Professional III
Financial Office Professional Expert
Legal Office Professional I
Legal Office Professional II
Legal Office Professional III
Legal Office Professional Expert

**Administrative Office Professional I  
Core Skill Training Requirements**

<b>Number</b>	<b>Title</b>	<b>Competence</b>	<b>Source</b>	<b>Hours</b>
OP-121	Introduction to Microsoft Outlook 2003	Outlook	Online	10
OP-122	Introduction to Microsoft Word 2003	Word	Online	18
OP-191	Intermediate English Grammar	Written	Online	10
Plus one (1) elective course from the list below				

**Administrative Office Professional II  
Core Skill Training Requirements**

<b>Number</b>	<b>Title</b>	<b>Competence</b>	<b>Source</b>	<b>Hours</b>
OP-211	Time Management	Self Management	Online	11
OP-212	Customer Service and Focus	Customer Service	EU	7
OP-222	Advanced Microsoft Word 2003	Word	Online	14
OP-223	Introduction to Microsoft Excel 2003	Excel	Online	15
OP-231	Human Behavior in the Workplace I	Interpersonal	Online	4
OP-291	Effective Written Communication	Written	Online	11
Plus one (1) elective course from the list below				

**Administrative Office Professional III  
Core Skill Training Requirements**

<b>Number</b>	<b>Title</b>	<b>Competence</b>	<b>Source</b>	<b>Hours</b>
OP-311	Customer Service Practicum	Customer Service	EU	7
OP-326	Introduction to Microsoft PowerPoint 2003	PowerPoint	Online	11
OP-341	Introduction to Business Math	Math	Online	8
OP-342	Intermediate Business Math	Math	Online	5
OP-351	Effective Basic Communication	Oral	Online	7
OP-391	Business Writing Practicum	Written	EU	7
Plus two (2) elective courses from the list below				

**Administrative Office Professional Expert  
Core Skill Training Requirements**

<b>Number</b>	<b>Title</b>	<b>Competence</b>	<b>Source</b>	<b>Hours</b>
OP-424	Introduction to Microsoft Access 2003	Access	Online	13
OP-441	Statistics for Administrative Analysis and Reporting	Math	EU	6
OP-452	Effective Presentation	Oral	Online	10
OP-482	Building and Leading Project Teams	Team Work	Online	12
OP-491	Advanced Business Writing Practicum	Written	EU	7
Ideally, employees at the Expert level will complete two (2) or more courses per year from the list below.				

**Administrative Office Professional  
Elective Skill Training Options**

<b>Number</b>	<b>Title</b>	<b>Competence</b>	<b>Source</b>	<b>Hours</b>
OP-413	County Budget Development/Administration	Customer Service	EU	7
OP-511	Introduction to the California Legal Systems	Legal	EU	TBD
OP-512	Introduction to Legal Office Practices	Legal	EU	TBD
OP-513	Advanced Legal Office Practices	Legal	EU	TBD
OP-514	Legal Terminology	Legal	EU	TBD
OP-515	Litigation Rules and Procedures	Legal	EU	TBD
OP-516	Court Practices and Procedures	Legal	EU	TBD
OP-611	Introduction to Accounting Principles and Practices	Accounting	EU	TBD
OP-612	Introduction to SBC Accounting Principles and Practices	Accounting	EU	TBD
OP-613	SBC Chart of Accounts	Accounting	EU	TBD
OP-614	SBC Financial/Accounting Computer Systems	Accounting	EU	TBD
OP-615	Intermediate SBC Accounting Principles and Practices	Accounting	EU	TBD
OP-616	Advanced SBC Accounting Principles and Practices	Accounting	EU	TBD
OP-617	SBC Financial Statements	Accounting	EU	TBD
OP-618	SBC Cost Accounting and Systems	Accounting	EU	TBD
OP-623	Intermediate Microsoft Excel 2003	Excel	Online	17
OP-811	Ethics	Customer Service	Online	5
OP-812	Records Management	Customer Service	EU	4
OP-813	Managing Change	Self Management	EU	7
OP-814	Introduction to Conversational Spanish	Customer Service	EU	TBD

OP-821	Advanced Microsoft Outlook 2003	Outlook	Online	12
OP-822	Intermediate PowerPoint 2003	PowerPoint	Online	14
OP-824	Advanced Microsoft Access 2003	Access	Online	9
OP-825	Introduction to Microsoft Project 2000	Project	Online	18
OP-826	Intermediate Microsoft Project 2000	Project	Online	12
OP-827	Crystal Reports XI	Reporting	Online	21
OP-828	Project Management Concepts and Strategies	Project	Online	16
OP-832	Human Behavior in the Workplace II	Interpersonal	Online	4
OP-871	Operational Leadership/Supervisor Academy	Supervision	EU	64
OP-872	Strategic Leadership Academy	Supervision	EU	142
OP-881	Concepts and Practices for Developing Training Programs	Team Work	Online	17
OP-883	Motivating Employees	Team Work	Online	12
OP-891	Basic English Grammar	Written	EU	8
OP-892	Advanced Writing Practicum	Written	EU	7

<b>STEPS Advancement Criteria</b>	<b>Administrative Office Professional I</b>	<b>Administrative Office Professional II**</b>	<b>Administrative Office Professional III**</b>	<b>Administrative Office Professional Expert**</b>
<b>Minimum Experience</b>		1 Year at or equivalent to the level of AOP I	2 years at or equivalent to the level of AOP II	3 years at or equivalent to the level of AOP III
<b>Skill Training Required for Salary Step Advancement</b>	One (1) or more course(s) per year selected from the Office Professional Skill Training Library	One (1) or more course(s) per year selected from the Office Professional Skill Training Library	One (1) or more course(s) per year selected from the Office Professional Skill Training Library	One (1) or more course(s) per year selected from the Office Professional Skill Training Library
<b>Job Performance</b>	Overall Performance Evaluation rating of "Successful" on most recent EPR	Overall Performance Evaluation rating of "Successful" on most recent EPR	Overall Performance Evaluation rating of "Successful" on most recent EPR	Overall Performance Evaluation rating of "Successful" on most recent EPR
<b>Supervision</b>	** First level supervisory duties may be assigned at and above the AOP II level to employees who have completed the EU Operational Leadership/Supervisor Academy curriculum.			

**Financial Office Professional I  
Core Skill Training Requirements**

<b>Number</b>	<b>Title</b>	<b>Competence</b>	<b>Source</b>	<b>Hours</b>
OP-121	Introduction to Microsoft Outlook 2003	Outlook	Online	10
OP-122	Introduction to Microsoft Word 2003	Word	Online	18
OP-223	Introduction to Microsoft Excel 2003	Excel	Online	15
Plus one (1) elective course from the list below				

**Financial Office Professional II  
Core Skill Training Requirements**

<b>Number</b>	<b>Title</b>	<b>Competence</b>	<b>Source</b>	<b>Hours</b>
OP-191	Intermediate English Grammar	Written	Online	10
OP-211	Time Management	Self Management	Online	11
OP-212	Customer Service and Focus	Customer Service	EU	7
OP-611	Introduction to Accounting Principles and Practices	Accounting	EU	TBD
OP-612	Introduction to SBC Accounting Principles and Practices	Accounting	EU	TBD
OP-613	SBC Chart of Accounts	Accounting	EU	TBD
OP-614	SBC Financial/Accounting Computer Systems	Accounting	EU	TBD
OP-623	Intermediate Microsoft Excel	Excel	Online	17
Plus one (1) elective course from the list below				

**Financial Office Professional III  
Core Skill Training Requirements**

<b>Number</b>	<b>Title</b>	<b>Competence</b>	<b>Source</b>	<b>Hours</b>
OP-291	Effective Written Communication	Written	Online	11
OP-311	Customer Service Practicum	Customer Service	EU	7
OP-351	Effective Basic Communication	Oral	Online	7
OP-391	Business Writing Practicum	Written	EU	7
OP-615	Intermediate SBC Accounting Principles and Practices	Accounting	EU	TBD
OP-616	Advanced SBC Accounting Principles and Practices	Accounting	EU	TBD

OP-617	SBC Financial Statements	Accounting	EU	TBD
OP-618	SBC Cost Accounting and Systems	Accounting	EU	TBD
Plus two (2) elective courses from the list below				

**Financial Office Professional Expert  
Core Skill Training Requirements**

Number	Title	Competence	Source	Hours
OP-413	County Budget Development/Administration	Customer Service	EU	7
OP-424	Introduction to Microsoft Access	Access	Online	13
OP-441	Statistics for Administrative Analysis and Reporting	Math	EU	6
OP-452	Effective Presentation	Oral	Online	10
OP-482	Building and Leading Project Teams	Team Work	Online	12
OP-491	Advanced Business Writing Practicum	Written	EU	7
Ideally, employees at the Expert level will complete two (2) or more courses per year from the list below.				

**Financial Office Professional  
Elective Skill Training Options**

Number	Title	Competence	Source	Hours
OP-511	Introduction to the California Legal Systems	Legal	EU	TBD
OP-512	Introduction to Legal Office Practices	Legal	EU	TBD
OP-513	Advanced Legal Office Practices	Legal	EU	TBD
OP-514	Legal Terminology	Legal	EU	TBD
OP-515	Litigation Rules and Procedures	Legal	EU	TBD
OP-516	Court Practices and Procedures	Legal	EU	TBD
OP-811	Ethics	Customer Service	Online	5
OP-812	Records Management	Customer Service	EU	4
OP-813	Managing Change	Self Management	EU	7
OP-814	Introduction to Conversational Spanish	Customer Service	EU	TBD
OP-821	Advanced Microsoft Outlook 2003	Outlook	Online	12
OP-822	Intermediate PowerPoint 2003	PowerPoint	Online	14
OP-824	Advanced Microsoft Access 2003	Access	Online	9
OP-825	Introduction to Microsoft Project 2000	Project	Online	18
OP-826	Intermediate Microsoft Project 2000	Project	Online	12

OP-827	Crystal Reports XI	Reporting	Online	21
OP-828	Project Management Concepts and Strategies	Project	Online	16
OP-832	Human Behavior in the Workplace II	Interpersonal	Online	4
OP-871	Operational Leadership/Supervisor Academy	Supervision	EU	64
OP-872	Strategic Leadership Academy	Supervision	EU	142
OP-881	Concepts and Practices for Developing Training Programs	Team Work	Online	17
OP-883	Motivating Employees	Team Work	Online	12
OP-891	Basic English Grammar	Written	EU	8
OP-892	Advanced Writing Practicum	Written	EU	7

<b>STEPS Advancement Criteria</b>	<b>Financial Office Professional I</b>	<b>Financial Office Professional II**</b>	<b>Financial Office Professional III**</b>	<b>Financial Office Professional Expert**</b>
<b>Minimum Experience</b>		1 Year at or equivalent to the level of FOP I	2 years at or equivalent to the level of FOP II	2 years at or equivalent to the level of FOP III
<b>Skill Training Required for Salary Step Advancement</b>	One (1) or more course(s) per year selected from the Office Professional Skill Training Library	One (1) or more course(s) per year selected from the Office Professional Advancement Skill Training Library	One (1) or more course(s) per year selected from the Office Professional Skill Training Library	One (1) or more course(s) per year selected from the Office Professional Skill Training Library
<b>Job Performance</b>	Overall Performance Evaluation rating of "Successful" on most recent EPR	Overall Performance Evaluation rating of "Successful" on most recent EPR	Overall Performance Evaluation rating of "Successful" on most recent EPR	Overall Performance Evaluation rating of "Successful" on most recent EPR
<b>Supervision</b>	** First level supervisory duties may be assigned at and above the FOP II level to employees who have completed the EU Operational Leadership/Supervisory Academy curriculum.			

**Legal Office Professional I  
Skill Training Core Requirements**

<b>Number</b>	<b>Title</b>	<b>Competence</b>	<b>Source</b>	<b>Hours</b>
OP-121	Introduction to Microsoft Outlook 2003	Outlook	Online	10
OP-122	Introduction to Microsoft Word 2003	Word	Online	18
OP-511	Introduction to the California Legal Systems	Legal	EU	TBD
OP-512	Introduction to Legal Office Practices	Legal	EU	TBD
Plus one (1) elective course from the list below				

**Legal Office Professional II  
Core Skill Training Requirements**

<b>Number</b>	<b>Title</b>	<b>Competence</b>	<b>Source</b>	<b>Hours</b>
OP-222	Advanced Microsoft Word 2003	Word	Online	14
OP-326	Introduction to Microsoft PowerPoint 2003	PowerPoint	Online	11
OP-513	Advanced Legal Office Practices	Legal	EU	TBD
OP-514	Legal Terminology	Legal	EU	TBD
OP-515	Litigation Rules and Procedures	Legal	EU	TBD
OP-516	Court Practices and Procedures	Legal	EU	TBD
Plus one (1) elective course from the list below				

**Legal Office Professional III  
Core Skill Training Requirements**

<b>Number</b>	<b>Title</b>	<b>Competence</b>	<b>Source</b>	<b>Hours</b>
OP-211	Time Management	Self Management	Online	11
OP-231	Human Behavior in the Workplace I	Interpersonal	Online	4
OP-291	Effective Written Communication	Written	Online	11
OP-341	Introduction to Business Math	Math	Online	8
OP-351	Effective Basic Communication	Oral	Online	7
Plus two (2) elective courses from the list below				

**Legal Office Professional Expert  
Core Skill Training Requirements**

<b>Number</b>	<b>Title</b>	<b>Competence</b>	<b>Source</b>	<b>Hours</b>
OP-413	County Budget Development/Administration	Customer Service	EU	7
OP-424	Introduction to Microsoft Access	Access	Online	13
OP-441	Statistics for Administrative Analysis and Reporting	Math	EU	6
OP-452	Effective Presentation	Oral	Online	10
OP-482	Building and Leading Project Teams	Team Work	Online	12
OP-491	Advanced Business Writing Practicum	Written	EU	7
Ideally, employees at the Expert level will complete two (2) or more courses per year from the list below.				

**Legal Office Professional  
Elective Skill Training Options**

<b>Number</b>	<b>Title</b>	<b>Competence</b>	<b>Source</b>	<b>Hours</b>
OP-611	Introduction to Accounting Principles and Practices	Accounting	EU	TBD
OP-612	Introduction to SBC Accounting Principles and Practices	Accounting	EU	TBD
OP-613	SBC Chart of Accounts	Accounting	EU	TBD
OP-614	SBC Financial/Accounting Computer Systems	Accounting	EU	TBD
OP-615	Intermediate SBC Accounting Principles and Practices	Accounting	EU	TBD
OP-616	Advanced SBC Accounting Principles and Practices	Accounting	EU	TBD
OP-617	SBC Financial Statements	Accounting	EU	TBD
OP-618	SBC Cost Accounting and Systems	Accounting	EU	TBD
OP-623	Intermediate Microsoft Excel	Excel	Online	17
OP-811	Ethics	Customer Service	Online	5
OP-812	Records Management	Customer Service	EU	4
OP-813	Managing Change	Self Management	EU	7
OP-814	Introduction to Conversational Spanish	Customer Service	EU	TBD
OP-821	Advanced Microsoft Outlook 2003	Outlook	Online	12
OP-822	Intermediate PowerPoint 2003	PowerPoint	Online	14
OP-824	Advanced Microsoft Access	Access	Online	9
OP-825	Introduction to Microsoft Project 2000	Project	Online	18
OP-826	Intermediate Microsoft Project 2000	Project	Online	12
OP-827	Crystal Reports XI	Reporting	Online	21

OP-828	Project Management Concepts and Strategies	Project	Online	16
OP-832	Human Behavior in the Workplace II	Interpersonal	Online	4
OP-871	Operational Leadership/Supervisor Academy	Supervision	EU	64
OP-872	Strategic Leadership Academy	Supervision	EU	142
OP-881	Concepts and Practices for Developing Training Programs	Team Work	Online	17
OP-883	Motivating Employees	Team Work	Online	12
OP-891	Basic English Grammar	Written	EU	8
OP-892	Advanced Writing Practicum	Written	EU	7

<b>STEPS Advancement Criteria</b>	<b>Legal Office Professional I</b>	<b>Legal Office Professional II**</b>	<b>Legal Office Professional III**</b>	<b>Legal Office Professional Expert**</b>
<b>Minimum Experience</b>		1 Year at or equivalent to the level of LOP I	2 years at or equivalent to the level of LOP II	2 years at or equivalent to the level of LOP III
<b>Skill Training Required for Salary Step Advancement</b>	One (1) or more course(s) per year selected from the Office Professional Advancement Skill Training Library	One (1) or more course(s) per year selected from the Office Professional Advancement Skill Training Library	One (1) or more course(s) per year selected from the Office Professional Advancement Skill Training Library	One (1) or more course(s) per year selected from the Office Professional Advancement Skill Training Library
<b>Job Performance</b>	Overall Performance Evaluation rating of "Successful" on most recent EPR	Overall Performance Evaluation rating of "Successful" on most recent EPR	Overall Performance Evaluation rating of "Successful" on most recent EPR	Overall Performance Evaluation rating of "Successful" on most recent EPR
<b>Supervision</b>	** First level supervisory duties may be assigned at and above the LOP II level to employees who have completed the EU Operational Leadership/Supervisor Academy curriculum.			

December 19, 2008

Ms. Suzanne Ambrose, Executive Officer  
California State Personnel Board  
801 Capitol Mall  
Sacramento, CA 95814

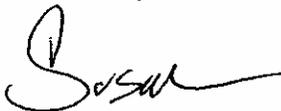
Dear Ms. Ambrose:

The County is in receipt of the State Personnel Board's preliminary report of its June 2008 review of the personnel practices and policies regarding the County of Santa Barbara's personnel system.

Staff has reviewed the report and finds nothing substantive in need of correction.

Thank you for assigning your staff to complete the audit. We appreciate the thorough and professional manner in which they reviewed the County's personnel system and appreciate the feedback.

Sincerely,



Susan Paul,  
Assistant CEO/Human Resources Director  
County of Santa Barbara

cc: Carol Ong, State Personnel Board  
CEO/Human Resources Assistant Department Heads