

Departments' Feedback to Proposed Revisions to Administrative Bulletin 400 - November 2024

Summary of All Department Submissions

Section	Proposed Edits	Department Comments	CAO COMMENTS
Section III D.	The process to delete an existing position.	The current definition conflicts with prior guidance that positions would not be permanently deleted.	This is the formal term used in a P300/Position Adjustment Request/Resolution, which does permanently inactivates a position in PeopleSoft.
Section III Definitions	<ul style="list-style-type: none"> * Increase (hours) - The process to increase position hours. * Decrease (hours) - The process to decrease position hours. * Reclassification - The process to reassign or change the allocation of a vacant position or a filled position and its incumbent by raising it to a higher job classification or reducing it to a lower job classification on the basis of significant changes in the nature, difficulty, or responsibility of duties performed in the position. * Reallocate - The process of changing the salary of a job classification * Transition - The process of converting a project position into a permanent position and adding it into the Merit System. 	added additional terms to the definition list, and edited Reclassification to include "incumbent".	Added Decrease, Increase, Reclassification, reallocate, and Transition.
Section IV(A)	No specific suggested edit. This comment is intended to provide context for our other detailed comments and suggestions.	The requirement to manage all position adds and changes through the annual budgeting process is operationally challenging. Managing positions solely through the budget process requires significant lead time when factoring in both the budgeting process and lengthy recruitment/hiring process. For example, if we were to identify the need to add one or more positions in March of a given year, without seeking an exception, the earliest we could expect to secure the position would be July 1 of the following year. Recruitments tend to take at least 6 months, so in that situation, at least 21 months would elapse between the time the need was identified and the time the position was filled. Due to the nature of our Department's work and responsibilities, it can be very challenging to foresee the need to add or change positions 12-21 or more months in advance. For example, a large portion of our workload depends upon market conditions. The number of permit applications we receive each year can vary dramatically and when a boom in applications occurs it can be necessary to expand our workforce. Since our permitting operations are fully funded by permit fees, our revenues increase with permit activity and mitigate budgetary concerns that can be associated staffing up. We respectfully request that some additional flexibility be afforded in the policy to allow Departments to add/change positions outside the budget process, especially for Departmental positions funded with enterprise funds (positions not funded with general purpose revenue).	<p>Funding source of positions will be one of the factors CAO staff will consider when discussing midyear adjustments with departments, but will not be a sole determinant of whether a position ask falls within the midyear position adjustment exception criteria.</p> <p>Emergent and critical staffing needs may qualify as an exception based on Section IV(C)(2) e or f.</p>
Section IV.A1	Changes to organizational structures, classifications, and positions are primarily aligned with the annual budget development process to ensure proper planning and efficient use of County resources. However, the policy will include flexibility to accommodate adjustments necessitated by evolving operational priorities, emergent program needs, or unavoidable delays in the recruitment or approval process.	Aligning position modifications with the budget process is logical but may delay addressing critical needs.	Critical staffing needs may qualify as an exception based on Section IV(C)(2) a-f.
Section IV (A 1&2)		Please clarify when the process to discuss position changes with the CAO begins/ends for mid-year and when does it begin/end for budget development? The current County Budget Instruction is vague on these timelines. In addition, the document submitted for budget development described in the Budget Instructions is the "final" document submitted to the CAO for position changes.	<p>Annual Budget Instructions will provide guidance to departments on staffing and position changes for upcoming budget development processes.</p> <p>Midyear adjustments can be brought to CAO staff attention once they are known and through the informal process as stated in Section IV(C)(4) of the policy. Draft language added to specify July - November typical processing for current year adjustments that may qualify as midyear adjustments.</p>
Section IV (B.1)	Topic: Org charts and Admin Bulletin 105	Will there be revisions/updates to Admin Bulletin 105?	Yes, in the near future.

Section	Proposed Edits	Department Comments	CAO COMMENTS
Section IV (B.1)	<p>Department Heads. Department Heads are responsible have oversight for the organizational planning and development of service areas, including the utilization of personnel and available resources under their purview, following the adoption of expenditure appropriations and creation of positions to carry out those functions by the Board of Supervisors.</p> <p>Department Heads are also responsible also have oversight for aligning departmental position needs with County budget processes and initiating Position Modification requests when necessary to maintain effective organizational levels, reporting relationships, and delegation of duties with their budgeted positions. As such, they maintain current functional organization charts, as required by Administrative Bulletin 105, and other organizational personnel documents, such as Classification Specifications, that pertain to their departmental functions.</p>	Recommend removing "are responsible" and replacing with "have oversight" since the task is typically delegated.	Good point. Since Department Heads are ultimately responsible, whether delegated or not, no revisions will be made.
Section IV (B.2)	Topic: Documentation	Will the "respective classification attributes, reporting hierarchies, and compensable factors once established by the Board of Supervisors" be accessible to the departments? May the departments have more clarity of what these documents are and how HR will maintain them?	This is general language for the various classification and position management HR oversees, most of which is part of their recordkeeping and within PeopleSoft. CAO staff will discuss further with HR
Section IV(C)(2)	Add an exception for non-General Fund positions if Department has adequate enterprise fund revenue	It is desirable to have the policy not restrict midyear position changes if a Department has sufficient enterprise fund revenue as such changes would not have any impact on the County's General Fund.	Funding source of positions will be one of the factors CAO staff will consider when discussing midyear adjustments with departments, but will not be a sole determinant of whether a position ask falls within the midyear position adjustment exception criteria
Section IV(C)(2)	Add an exception to allow for changes to address evolving operational needs	It would be extremely helpful to be able to add positions outside of the budget process to address evolving operational needs in a more timely manner to best serve the public and be responsive to changing conditions .	Critical staffing needs may qualify as an exception based on Section IV(C)(2) a-f.
Section IV(C)(2)	Add an exception to allow for changes necessitated to address new directives/work issued by the Board of Supervisors	Our Department is assigned special work/projects by the Board of Supervisors which is often time-sensitive and sometimes necessitate creation of new positions	Good point. Draft language to address this has been added to Section IV(C)(2)(b)
Section IV(C)(2)	Add an exception to allow for changes that only have minor budgetary impacts	Some changes may have no budgetary impact (net zero) or only minor budgetary impacts, such as eliminating one position and adding a different position or eliminating one higher paying position and adding two lower paying positions. These changes would ideally be allowed outside the budget process.	<p>Budgetary impacts of position adjustments will be one of the factors CAO staff will consider when discussing midyear adjustments with departments, but will not be a sole determinant of whether a position ask falls within the midyear position adjustment exception criteria.</p> <p>Note: Midyear adjustments with sufficient budgetary impact, as determined by CAO staff, will need to be accompanied by</p>
Section IV.C.2	Departments are encouraged to proactively assess internal position change needs, balancing operational priorities and resource efficiency. Critical requests meeting the following conditions should be submitted to the County Administrator's Office, with an emphasis on addressing the operational impacts of delaying such requests until the annual budget process:	The dual-step review process (preliminary and formal) may introduce delays. Departments would benefit from an estimated timeline or a commitment to responding within a defined timeframe.	<p>Agreed. The preliminary step is a means for a department to understand whether the position needs meet a midyear adjustment exception before putting a lot of time and effort into a full PAR request.</p> <p>CAO staff will further discuss timelines, as the goal of the policy revisions include streamlining processes and eliminating the time it takes to make position adjustments.</p> <p>Draft language added to specify July - November typical processing for current year adjustments that may qualify as midyear adjustments.</p>
Section IV.C.2	Add: g. Delayed recruitments or critical vacancies impacting essential service delivery. h. Program expansions mandated by state or federal legislation after the annual budget adoption	Including delayed recruitments and new mandates allows departments to address real-time service needs without risking interruptions in essential services.	This may qualify as an exception based on Section IV(C)(2) e or f.
Section IV (C.2)		Please clarify if the exception criteria "outcomes of labor agreements" includes current language in MOUs allowing employees to request an increase/decrease in position hours during the timeline provided in the MOUs; and if this type of position adjustment is restricted to mid-year.	<p>Position adjustments resulting from MOU language allowing for an increase/decrease in position hours can be done in coordination with the annual budget development process.</p> <p>Position adjustments with MOU language with specific annual timelines for such requests would qualify for midyear adjustments</p>

Section	Proposed Edits	Department Comments	CAO COMMENTS
Section III Definitions or Section IV (C) (2)	To enhance clarity, it would be helpful if the policy specified the exact timeframe that constitutes "midyear"	Defining the start and end points of the midyear period would ensure departments have a shared understanding of when adjustments outside the regular budget cycle can be requested, thereby improving planning and alignment with County budgetary timelines	Good point. The expectation per the prior CAO memo on position adjustments as stated between July 1st and November will continue, and this has been clarified in the draft policy
Section IV (C) (3) Review Process & (5) Formal Review	Please provide clarification whether the "Review Process" will allow departments to submit Position Adjustment Requests (PAR) individually, similar to the current P300 process, or if we are transitioning to a single, comprehensive midyear adjustment proposal? The language in "Review Process" suggests individual, case-by-case reviews, while the "Formal Review" section implies that departments may need to submit a complete midyear adjustment package.	Clear guidance on this point would help departments plan and align their submissions accordingly	Midyear adjustments may fall under both 1) a current year complete "package" of position adjustments or 2) individual position needs as they come up. "...complete Midyear Position Adjustment proposal and supporting documentation" refers to a PAR and all of the necessary documentation needed for review, which may include a functional org chart, a change in job specs/title, new legislation language that applies to the position change(s), etc.
Section IV (C.4)		Currently, the department contacts HR in addition to the CAO during the preliminary review depending on the type of position management request. Typically, the CAO refers the department to reach out to HR. Please clarify if the department should only contact the CAO during the preliminary review.	CAO staff will continue to be the initial reviewer of all position adjustment requests. The preliminary review is encouraged so that departments, in collaboration with their CAO liaisons, determine whether the request qualifies as a midyear position adjustment
Section IV (C.5)	Section 5.b Requests that will result in position count increases or organizational changes must be accompanied by organizational charts, information regarding mandates requiring such changes, and/or any other relevant supporting materials such as justification and funding source . Requests for reclassification of filled positions must be accompanied by a completed Position Description Questionnaire.	Updating Section 5.b to include the types of supporting material. For the formal review, can you clarify if the CAO is reviewing the PAR within the agenda system and then routing to HR within the system? The Auditor-Controller's office is also in the queue to approve the PAR withing the agenda system after HR has approved it. There is no mention of the Auditor-Controller in this section. It also does not address Labor Union notifications, which is typically communicated by HR. Section 5 is silent on timelines. An estimated timeline is needed, so departments know when to start the process. CAO, HR, and Auditor's Office should be able to provide a broad timeline for completing their portions of the review/approval.	The policy revisions do not impact current union notification procedures. Those will remain the same, as will submission of position adjustments through Legistar (whether administratively or BOS approved). The Auditor's Office is in the routing due to some midyear position adjustments requiring a budgement amendment. If CAO staff approve the PAR and it does not require a budget amendment, anyone in the approval process can remove the A-C from the Legistar approval path. Draft language added to specify July - November typical processing for current year adjustments that may qualify as midyear adjustments .
Section IV.C.5		How will departments know if approved/Denied by CAO? Can communication to departments be included?	All requests will be routed in Legistar and follow a similar approval/denial process. Details will be provided during the policy revision rollout and training to be provided by CAO staff.
Section IV.C.5		While we should not put specific systems in AB as they change, is there a work flow related? Email, legistar, etc?	Legistar will continue to be the system for submitting midyear position adjustment request, whether approved administratively or by BOS. Automated Legistar notifications will be enabled for approval/denial
Section IV(C)(5)(c)	Clarify that some position adjustment requests would not require completion of a study	Presumably there are some position adds/changes that would not require a formal study, it would be helpful for this to be clarified in the policy.	Correct, not all position adjustment will require a study and current processes will not be impacted by the policy revisions.
Section IV.C.6	The County Administrator is responsible for administratively approving all personnel transactions. Approval by the Board of Supervisors is required for the following, unless delays significantly disrupt critical department functions or County operations, in which case interim administrative approvals may be granted, subject to retroactive Board review	Allowing interim administrative approvals for time-sensitive issues ensures departments are not hindered by procedural delays when critical functions are at stake.	Correct, and thank you for the acknowledgement of the streamlining and flexibility included in the policy.
Section IV.C.7	Add New Section: Provisions for Departments with Lengthy Background Checks or Extended Hiring Processes Departments with positions subject to extended background checks or hiring processes exceeding the standard County timeline may request provisional staffing solutions or process exceptions to minimize operational disruptions	The addition of this section recognizes the unique challenges faced by departments with lengthy hiring processes, such as law enforcement.	This may qualify as an exception based on Section IV(C)(2) e or f.
Section IV (C.7)		Section 7 does not describe how or when the department is notified of an outcome, and when information such as new position numbers are communicated to the department.	Good point. Draft language has been added for HR to forward final to requesting department. Additionally, Legistar denial/approval notifications will be enabled.

Section	Proposed Edits	Department Comments	CAO COMMENTS
Section IV (D)		Section C is devoted to midyear adjustments. Please add a Section D that addresses the budget development adjustments.	Per section IV(A), the annual Budget Instructions will provide guidance on budget development process for position adjustments. Budget instructions and department submission documents include position modification requests, which are further facilitated by CAO staff, in collaboration with HR and the requesting department.
Overall: Legistar?		Will departments still be required to enter requests in Legistar after proposal is approved by CAO and HR?	Yes, the Legistar process will continue to be used for all PAR submissions.
General Concerns		Guidance for departments that have limited HR Resources and lengthier background checks and hiring processes.	This can be discussed further with the department and HR.
General Concerns 2		Will budgeted OT be reviewed/ adjusted to account for the decreased vacancy factor?	This will be reviewed on a case-by-case basis depending on the department.
General Concerns 3		Clarity on when a board order is needed	Staff reports in Legistar will be the detailed communication between the requesting department and CAO/HR, and therefore required of all midyear position adjustment requests. CAO prepared the staff report for position modifications included in the annual recommended budget.