

Contra Costa County
Office of the County Administrator

DRAFT - ADMINISTRATIVE BULLETIN

Number: 400.4

Date: December 2024

Section: Personnel

SUBJECT: Position Management and Adjustments

- I. **PURPOSE.** This Bulletin sets forth County policy and procedures for the administration and maintenance of positions in each County agency and department. It serves as a technical resource for operating departments in carrying out position management and adjustment responsibilities.

To sustain effective position management includes an accurate accounting of authorized and funded positions, prioritizes filling authorized positions, maintains relevant classification attributes and levels, accounts for limitations in resources, and sustains sound budgetary practices as necessary to deliver essential County services. Proper position management also ensures sufficient personnel and administrative County oversight to maintain the integrity of a countywide position management system and efficient utilization of County funds.

This bulletin replaces and supersedes all other County and department policies regarding County position management and adjustments, with the exception of the following: [Salary Regulations](#), [Personnel Management Regulations](#), and Administrative Bulletin [143 - Equal Employment Opportunity Outreach and Recruitment Plan](#), [Memoranda of Understanding \(MOU\)](#), Labor agreements, [management resolutions](#), or [Board approved resolutions](#).

- II. **AUTHORITY.** In accordance with the provisions of Contra Costa County Ordinance Code Section 24-4.008, the County Administrator has the authority and the responsibility to implement a system of county administrative bulletins, as well as establish and enforce personnel policies in County departments and agencies, including position management and adjustments. To facilitate the best interest of the County and its position and organization accuracy and accountability, the County Administrator may make exceptions to the policy outlined below. Additionally, the County Administrator may delegate to the Director of Human Resources any or all of the duties relating to personnel administration.
- III. **DEFINITIONS.**
- A. Abolish (Classification) – Permanent elimination of an existing *job classification*.
 - B. Add (Position) – The process to increase the position count of an existing *job classification*.
 - C. Authorized Position – A position, either permanent or limited term, with funding approval commensurate with the assigned job classification and full-time equivalent (FTE) count.
 - D. Cancel (Position) – The process to permanently delete an existing *position*.
 - E. Classification (Job Classification) – A position or a group of positions sufficiently similar with respect to the duties and responsibilities, that similar selection procedures and qualifications may apply and that the same descriptive title may be used to designate each position allocated to the group.

- F. Classification Specification (Job Specification/Description) – A document with the general description of the work performed by employees in a classification, but not meant to be an exhaustive list of all duties.
- G. County Funds – For the purpose of this policy, this term refers to County monies managed in the County treasury, regardless of funding source.
- H. Decrease – The process to reduce the hours of a *position*.
- I. Establish (Classification) – The process to create a *job classification* due to a combination of defined job duties, responsibilities, skills, and qualifications not currently existing in the County's position management plan.
- J. Exempt Classification – Positions exempt from the merit system that are established pursuant to [Administrative Bulletin 430](#) – Establishing Exempt Classifications.
- K. Full-time Equivalent (FTE) – A unit of measurement for the hours associated with a specific position expressed as a proportion to the standard workweek hours of a classification (i.e. a full-time 40/40-hour and 56-hour positions equal 1.0 FTE and a part-time 30/40-hour position equals 0.75 FTE).
- L. Increase – The process to add hours of a *position*.
- M. Midyear Position Adjustment (Request or Resolution) – An adjustment to a *classification* or *position* with a critical operational need that requires consideration outside of the County's annual budget development process.
- N. Position Adjustment (Request or Resolution) – See Midyear Position Adjustment. Position Adjustment Resolution (PAR) Form, formerly known as P300 Form.
- O. Position Modification List (Request or Resolution) (PML) – An adjustment to a *classification* or *position* considered in coordination with the County's annual budget development process.
- P. Project (Position or Classification) – A *job classification* exempt from the merit system that is designated for employees engaged in a time-limited program or service, by reason of limited, or restricted funding. *Positions* in project *job classifications* are typically funded from outside sources, but under certain circumstances may be funded by County general purpose revenue.
- Q. Reallocation - The act of reassigning an individual position from one class to another class at the same range of the salary schedule, or to a class which is allocated to another range that is within five (5) percent of the top step except as otherwise provided for in these rules or in ordinances.
- R. Reallocate – The process of changing the salary of a job classification.
- S. Reclassification – The process to reassign or change the allocation of a vacant position or a filled position and its incumbent to another *job classification* on the basis of significant changes in the nature, difficulty, or responsibility of duties performed in the position.
- T. Reassignment – The process to move an employee from one *position* to another *position* in the same *job classification* and department, to move one position from one department budget unit to another budget unit, or as defined in a deep class resolution.
- U. Reorganization – For this purpose of this policy, a significant change to a department's organizational structure or operations with particular impacts to staffing levels, reporting relationships, and delegation or span of duties.
- V. Retitle – The process to change the name of an existing *job classification*.
- W. Transition – The process of converting a project position into a permanent position and adding it into the Merit System.
- X. Unfunded Position – A position within a department or division without a dedicated funding source that exists under conditions set by the County Administrator, and due to exceptional circumstances.

- IV. **POLICY.** On behalf of the Board of Supervisors, the County Administrator makes decisions on requested personnel actions having significant organization, salary, policy, labor relations, or budget implications and will confer with operating departments and the Director of Human Resources on such issues, pursuant to Ordinance Code Section 24-4.008.

This policy sets forth fundamental position management practices and procedures to effectuate changes to County classifications and positions. Position modification and adjustment actions will be made during the annual budget development process or through a midyear position adjustment as described below. For the purpose of this policy, position modification and adjustment actions include but are not limited to creating, abolishing, exempting, or retitling of classifications; the addition, deletion, reclassification, or reassignment of positions; the reallocation of a classification salary grade and plan; and personnel actions as approved by settlement agreements. This policy also delineates the appropriate approval authority for County personnel and position management.

A. POSITION CHANGE GUIDELINES

1. General Policy. Changes to organizational structures, classifications, and positions are restricted to the annual budget development process to ensure proper planning and efficient use of County resources. During the budget development process, departments submit Position Modification requests to the County Administrator's Office when organizational changes are proposed for consideration. **Instructions on the process for departments to submit such requests will be included in the County Administrator's annual budget instructions to department heads.**
2. Midyear Position Adjustments. Changes to organizational structures, classifications, and positions outside of the annual budget development process shall be treated as exceptions and must follow the process and meet the criteria outlined in Section IV(C) below.

Such adjustments may be submitted as early as July 1 and with sufficient time for processing by November. Submissions that cannot be processed by November may receive further scrutiny due to conflicts with annual budget development processes, including forecasting activities that begin in December.

B. RESPONSIBILITIES

1. Department Heads. Department Heads are responsible for the organizational planning and development of service areas, including the utilization of personnel, available resources, and the expenditure appropriations and positions as adopted by the Board of Supervisors, to carry out the functions under their purview. Department Heads are also responsible 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.

Department Heads also inform the County Administrator's Office whenever a position or department-specific classification is no longer needed or loses dedicated funding.

2. Director of Human Resources. The Director of Human Resources is responsible for maintaining a countywide record and inventory of position numbers and the respective classification attributes, reporting hierarchies, and compensable factors once established by the Board of Supervisors. The Human Resources department administers comprehensive and industry-relevant classification, position, and compensation studies, as assigned by the County Administrator's Office. The Human Resources department studies all assigned actions, verifies compliance with applicable personnel and position policies and regulations, and makes recommendations to the County Administrator's Office on the position management and classification specification action(s).
3. Chief of Labor Relations. The Chief of Labor Relations is responsible for apprising the County Administrator and Director of Human Resources of proposed changes in compensation and job specification elements such as minimum qualifications requested by employee organizations in the meet and confer process, as well as position adjustment requests for represented positions outside of the labor contract negotiations. Department Heads are responsible for keeping the Chief of Labor Relations apprised of employee relations issues that may arise from time to time and seeking consultation on the same.
4. Chief Information Officer. The Chief Information Officer, in partnership with the Director of Human Resources, is responsible for reviewing the countywide appropriateness of information technology related requests, including related classifications or requests to add or reassign information technology positions as requested by the County Administrator's Office.
5. County Administrator. The County Administrator is responsible for considering requested personnel and position actions having organization, salary, policy, or budget implications and conferring with the operating department(s) and the Director of Human Resources on such issues.

The County Administrator will make final decisions on personnel transactions, including approval of Midyear Position Adjustments, with the exception of those stated in section IV(C)(6), and will keep the Board of Supervisors apprised of approved Midyear Position Adjustments annually during the subsequent budget development process. Annual reports to the Board will minimally contain a reconciliation of baseline and recommended budgeted positions by classification and agency. The County Administrator may authorize designees to carry out the actions specified in this administrative bulletin.

C. MIDYEAR POSITION ADJUSTMENTS

1. General Policy. On occasion, a department may need to make a Midyear Position Adjustment to mitigate unanticipated budget and/or operational impacts to current fiscal year work plans, which the department could not anticipate during the annual budget development process. Such requests must fall within the criteria set forth in Section IV(C)(2) below.

2. Exception Criteria. To ensure efficient management of countywide resources and priorities, departments are expected to scrutinize internal position change needs that arise outside of budget processes so that only critical requests under the following conditions are submitted to the County Administrator's Office for further consideration:
 - a. Litigation or legislative requirements;
 - b. New revenue or grants, or midyear Board initiatives, with greater program requirements;
 - c. Labor agreements;
 - d. Disaster response operations;
 - e. Staffing level changes due to a separation in a critical role that requires immediate position adjustment(s), including an overlap in positions for a defined period of time for succession planning; or
 - f. Urgent and critical circumstances, as determined and at the sole discretion of the County Administrator's Office

3. Review Process. Midyear position adjustment requests will be reviewed on a case-by-case basis and at the sole discretion of the County Administrator, or designee. At times, it may be necessary to instead consider such requests as Budgeted Position Modifications for inclusion in the next annual budget development process, in which case the County Administrator's Office will notify the requesting department, and no further action will be taken.

4. Preliminary Review. Prior to development and submission of a Position Adjustment Request, departments are encouraged to submit a communication of proposed action accompanied by any relevant supplemental documentation to the County Administrator's Office. If the proposed Position Adjustment Request is conceptually determined to meet the criteria of Section IV(C)(2) above, the department will be advised to complete a Position Adjustment Resolution (PAR) form and supporting documentation to accompany a staff report within the agenda system as set forth in Section IV(C)(5) below.

5. Formal Review. The following procedures establish the process for review of Midyear Position Adjustment Requests:
 - a. Requesting departments are to submit Position Adjustment Requests through the established automated process to the County Administrator's Office for initial organizational and budgetary consideration. The department's assigned County Administrator's Office representative, in collaboration with the County Finance Director, will review a department's complete Midyear Position Adjustment proposal and supporting documentation.
 - 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 documents. Requests for reclassification of filled positions must be accompanied by a completed [Position Description Questionnaire](#).
 - c. If approved for further consideration, the County Administrator's Office will route the PAR and supporting documentation to the Human Resources Department for further consideration, study, and recommendation. If the requesting department holds County

Administrator approved delegated authority for the PAR requested actions or the Human Resources Department is unable to complete a study timely, the County Administrator's Office will complete the study internally or through the use of consultants, as needed, and make final recommendation(s). If disapproved by the County Administrator's Office, the requesting department will receive a communication informing them of the reason(s) for denial.

- d. The Human Resources Department will forward their recommendation(s) to the County Administrator's Office for further consideration.
 - i. Upon final determination, administratively delegated PARs approved by the County Administrator's Office will be submitted to the Human Resources Department for system updates and recordkeeping.
 - ii. Upon final determination of PARs requiring Board of Supervisors approval, the County Administrator's Office will assist the requesting department with submitting the staff report for Board consideration through the established automated process.
 - iii. The County Administrator's Office or Human Resources Department will notify the requesting department of disapproved requests and the reason(s) for disapproval.
 - e. The Human Resources Department will send a final copy of approved PARs, to the requesting department, including any position number or classification changes.
6. **Board of Supervisors Approval Required.** The County Administrator is responsible for administratively approving all personnel transactions with the exception of the following, which require approval by the Board of Supervisors:
- a. Position adjustments resulting in a net increase to an agency's total number of authorized position count.
 - b. Creation or Retitling of an exempt classification, per [Administrative Bulletin 430](#) Establishing Exempt Positions.
 - c. Reallocation of a classification's salary plan and grade.
 - d. Reclassification of a position with an existing incumbent.
 - e. Personnel actions that warrant modifications to the County's Ordinance Code.
7. **Recordation of Midyear Position Adjustments.**
- a. PARs adopted by the Board of Supervisors will be recorded by the Clerk of the Board and routed to the Human Resources Department for processing.
 - b. PARs approved administratively by the County Administrator will be sent directly to the Human Resources Department for processing.

Monica Nino,
County Administrator

References:

- Position Adjustment Resolution (PAR)
- [Position Description Questionnaire](#) (PDQ)
- [Salary Regulations](#)
- [Personnel Management Regulations](#)

- [Administrative Bulletin 105](#) – Organization Charts and Function Descriptions of County Departments
- [Administrative Bulletin 143](#) – Equal Employment Opportunity Outreach and Recruitment Plan
- [Administrative Bulletin 430](#) – Establishing Exempt Classifications
- [Memoranda of Understanding \(MOUs\)](#)
- [Management Resolutions](#)

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