COUNTY OF GLENN
AGENDA ITEM TRANSMITTAL

MEETING DATE: May 6, 2014
Submiting Department(s):
Health and Human Services Agency

Contact: Scott Gruendl, HHSA Director
Phone: 530-934-1413

BRIEF SUBJECT/ISSUE DESCRIPTION:
Authorize the Health and Human Services Agency Director, or his designee, to sign the Cooperative Personnel Services (CPS) Statement of Work for Phase I, II and III of the "Classification Study" and any amendments through the three phases.

AGENDA PLACEMENT

APPOINTMENT – Appearances by: (Specify Name & Title)
Jamie Cannon

Required 15 Minutes

☐ Business – No ☐ Consent
☐ Correspondence ☐ Reports & Notices

AFFECTED DEPARTMENT(S)

☐ Receive Concurrence

ATTACHMENTS
☐ Board Report
☐ Letter
☐ Minute Order
☐ Contract
☐ Transfer
☐ Grant App.
☐ Resolution
☐ Ordinance
☐ Proclamation
☐ Policy Update
☐ Code Update
☐ Other

LEGAL/PERSONEEL/FISCAL
☐ County Counsel
☐ Personnel
☐ Finance

CLERK INSTRUCTIONS
☐ Return Minute Order
☐ Return Certified Copy Of:

☐ Other:

PUBLIC HEARINGS & COMMITTEE VACANCIES

☐ State ☐ Federal
Public Hearings:
☐ Published
☐ Affidavit on File w/Clerk
☐ Affected Parties Notified

Commitees:
☐ Vacancy Posted
☐ Application Attached

BILL:
☐ Latest Version of Bill
☐ Draft Letter Attached
☐ List of Supporters/Opposers
☐ Statement of Relevance to County Interests
☐ Description Attached

FUNDING SOURCE/IMPACT
☐ General Fund Impact
☐ Other: _____
☐ Budgeted
☐ Transfer Attached
☐ 4/5ths Vote Required
☐ Contingency Request

CONTRACTS, LEASES & AGREEMENTS
☐ New ☐ Renewal
☐ Amendment
☐ Insurance Certificate
☐ Contract Report

Date of Original Contract:
Contract No.:
Fiscal Year:

RECOMMENDED ACTION/MOTION:
No General Fund Impact

Authorize the Health and Human Services Agency Director, or his designee, to sign the Cooperative Personnel Services (CPS) Statement of Work for Phase I, II and III of the "Classification Study" and any amendments through the three phases, upon review by County Counsel.

Department Head

Personnel Director

Reviewed By (if applicable):

Department of Finance

cc:
COUNTY OF GLENN
BOARD REPORT

Submitted by Health and Human Services Agency (Department)

EXECUTIVE SUMMARY:

The Health and Human Services Agency with the assistance of the Personnel Department has begun the process of reviewing and consolidating job classifications. The Health and Human Resource Agency wanted a third party that had expertise in the area of "Classifications" assist with the study. The Health and Human Services Agency contacted our "Merit System" coordinator, Cooperative Personnel Services (CPS), and requested them to assist. Attached is the "Statement of Work for both Phase I and II; the "Statement of Work" for Phase III has not yet been completed.

RECOMMENDATION(S):

Authorize the Director of Health and Human Services Agency or his designee to sign the Statement of Work for Phase I, II and III of the "Classification Study" and any amendments through the three phases.

HISTORY AND BACKGROUND:

The need for a "classification study" became increasingly clear as integration of the Health Services Agency and Human Resource Agency (HHSA) progressed. Phase I addresses the clerical, administration and fiscal staffs. As we bring two Administrations, two clerical support units and three fiscal units together, it became clear that staff members who were now sitting side by side and doing similar (if not the same) task were classified differently. With this Classification Study, CPS reviews those classifications and tasks with the staff (through a written questionnaire and face-to-face interview), prepares a job analysis, and then makes a recommendation to the Personnel Director and the Health and Human Services Agency Director. Following a feedback period for the affected staff and necessary dialogue with the various bargaining groups, classifications and amended position allocation lists will be presented to the Board of Supervisors.

FISCAL/PERSOONNEL IMPACT(S):

There are no General Fund Impacts.
The Health and Human Services Agency will pay for the classification study by allocating the cost to appropriate programs that are funded by state realignment and Federal sources. The total estimated cost for the three phases is $37,701.50

ANALYSIS/DISCUSSION:
Classifications between the former HRA and HSA departments are disparate for positions that perform similar functions. Likewise, a similar disparity has also existed between the Community Action and Social Services Divisions. It is common for
employees to now be in combined program teams to be sitting together doing similar work, but under different classifications. As a result, the number of classifications that exist in the integrated HHSA is simply too great to manage efficiently and defies common sense. Additionally, some classification irregularities appear to exist that require further analysis to determine any appropriate corrective actions. Completion of all three phases will result in less classifications overall, address any disparities between similar job functions with different classifications, and validate that employees are properly aligned with the specifications of the job. If an employee is found to be functioning in a position that requires reclassification and such an action results in a lower level classification, per the Personnel Rules the employee is Y rated until such time that any pay actions catch up with the original salary.
CPS HR CONSULTING

STATEMENT OF WORK NO. 2

Department of Health and Human Services – Classification Study

This Statement of Work ("SOW"), effective November 10, 2013 ("Effective Date") is issued under and subject to all of the terms and conditions of the Master Consulting Services Agreement, (the "Agreement"), dated as of February 11, 2013 by and between Cooperative Personnel Services dba CPS HR Consulting, a California Joint Powers Authority ("CPS HR") with offices at 241 Lathrop Way, Sacramento, CA 95815 and County of Glenn ("Client") with offices at 526 W. Sycamore Street, Willows CA 95988.

Any modifications specified in this SOW shall be applicable only to the parties hereto and shall not affect the Agreement or any other agreement. All changes to this SOW must be mutually agreed to and executed in writing by duly authorized representatives of both parties as an amendment to this SOW.

Capitalized terms used herein shall have the meanings ascribed to them in the Agreement.

1. SERVICES: The services to be provided are identified in Attachment "A."

2. CLIENT RESPONSIBILITIES:

   a. Client must timely perform all those Client roles and responsibilities set forth in this SOW. Successful completion of this project within the time specified depends largely upon an effective working relationship between Client and CPS HR project staff. Client’s Project Representative will be responsible for the following activities:

      1. Coordinating all meeting schedules, conference calls, facilities and equipment needs
      2. Coordinating interview schedules and facilities and distributing project update information
      3. Identifying and providing current classification and compensation information (i.e. current job specifications, salary structure, benchmark positions, and organizations, etc.), personnel policies and procedures, etc.

   b. Any work products developed during the activities described above will be submitted to Client’s Project Representative for review, comment and/or approval. This is a critical step to ensure accurate, reliable, and valid products.

3. START DATE: November 10, 2013

4. COMPLETION DATE: January 31, 2014

5. CPS HR PROJECT MANAGER: Tameka Usher
   Phone Number: (916) 471-3483

6. CLIENT PROJECT REPRESENTATIVE: Jamie Cannon
   Phone Number: (530) 934-6451

7. BUSINESS EXPENSES: $600.00

8. SERVICE FEES: $12,240.00

   a. All Services provided to Client by CPS HR hereunder are priced on a FIXED PRICE basis. All amounts are based upon the following assumptions. Any deviations from the following assumptions may result in an increase in the Fees: (i) Client will timely perform its responsibilities as set forth in this SOW; and (ii) Services will normally be performed during normal business hours, Monday through Friday, 8:00 a.m. to 5:00 p.m., excluding CPS HR holidays ("Normal Business Hours").

   b. CPS HR will invoice Client at the fixed fee rate of $12,240.00, plus expenses, billed monthly starting in December. Incidental expenses such as travel expenses, shipping, document reproduction, etc., will be billed
at actual cost and are estimated at $500.00. Mileage will be billed at the current U.S. Internal Revenue Services approved rate.

c. Invoices will be submitted for payment monthly. Client will pay CPS HR within thirty (30) days following receipt of a proper consultant invoice

9. In the event the project is terminated early, CPS HR will be paid such amount as is due for professional services performed and out-of-pocket expenses incurred up to and including the effective date of termination.

10. This SOW covers work requested and performed prior to the commencement of this SOW.

EACH PARTY ACKNOWLEDGES THAT IT HAS READ THIS SOW, UNDERSTANDS IT, AND AGREES TO BE BOUND BY ITS TERMS AND CONDITIONS.

Cooperative Personnel Services dba CPS HR Consulting

By: [Signature]
Name: [Name]
Title: [Title]
Date: 11-13-13

County of Glenn

By: [Signature]
Name: Scott Gruend
Title: Director
Date: 11-14-13

APPROVED AS TO FORM:

[Signature] 4-22-14
Huston T. Caryle, Jr. County Counsel
Glenn County, California
Attachment A

Scope of Services

Project Understanding and Approach
CPS HR will perform a classification study for the County of Glenn fiscal and administrative classifications that represent twenty-six employees and eleven classifications.

Methods and Techniques (Work Plan)

Classification Study
In general, when reviewing and designing classification systems, it is important that the following factors be evaluated:

- Establishment of Classification Concepts and Allocation Factors – As the foundation upon which all classification and compensation decisions are based, there should be underlying concepts that clearly identify how levels of work are titled, differences within these job levels and how different levels are distinguished. Allocation factors should be established and utilized consistently throughout each analysis.

- Defensibility – This requires that any classification methodology, irrespective of where the methodology is used, must stand on its own merits under the scrutiny of multiple stakeholders.

- Comprehensiveness and Clarity – The classification structure should be comprehensive and inclusive of all functional areas and levels of work. It should also be clear, concise and understood not only by those who administer it, but those affected by the classification decisions. While this may not satisfy all employees or their management on final classification recommendations, it is easier to gain acceptance if the process is transparent and employees and management recognize the reasoning behind the broader classification decision.

- Administration – Classification plan administrative tasks should not be so cumbersome or complex that they hinder timely and efficient ongoing maintenance.

- Timeliness – For classification decisions to be accepted by both employees and management, classification decisions must be timely. The longer classification decisions take, the more employee and managerial dissatisfaction with the system is likely to occur.

- Accountability – The human resources function and its classification decisions are not without regular challenge. Therefore, in order for any plan to be effective, there must be accountability and integrity at all levels of the process.

Tasks for Phase 1

Task 1 – Review the County’s Background Materials. Upon contract execution, CPS HR will request background information from the County in order to ensure the Project Team is prepared for the initial meeting. To develop a full understanding of the County’s current classification plan, our team will review the County’s current classification concepts, classification structure, classification specifications, organization charts, and any other documentation relating to the study.

Task 2 – Develop Job Evaluation Tools. Our team will develop tools to ensure valid information is gathered, analyzed, and documented consistently. This activity includes finalizing a Position Description Questionnaire (PDQ) for approval by the County prior to distribution to the study employees. Each CPS HR tailored PDQ is designed to capture specific information, and to be used in studies with multiple analytical goals. For example, the PDQ presented in Appendix A is designed to capture job related tasks and other critical elements of job evaluation, while at the same time, its functionality includes an ADA component. CPS HR will work with the County to ensure the design of the most effective PDQ instrument to meet your study goals.

Task 3 – Project Initiation Meetings. The CPS HR Project Team will meet with the County’s designated Project Representative(s) to agree upon the project’s full scope, contract deliverables and goals, to clarify
issues, and to identify the communication processes which best meet the County’s needs including on-site visits, periodic conference call meetings, written status reports and other methods of communicating study progress and deliverable schedules. Other key stakeholders may be included in the meeting as determined by the County.

**Employee Orientation Sessions** - During the same on-site visit as the initial project meetings, the CPS HR Project Team will conduct orientation sessions for each phase, which will include all study employees including management, supervisory and non-management staff. The goal of these sessions is to further explain the purpose of the study, to communicate study timeframes, respond to any questions or concerns, and to distribute and provide direction on how to complete the Position Description Questionnaire (PDQ). The sessions are typically an hour long. Where possible, the Project Representative, or designated Human Resources staff, may wish to attend some sessions to develop an understanding of the process and the types of questions/comments/issues, which arise during these sessions.

**Task 4 – PDQ Completion by Employees.** All employees included within each phase will be asked to complete a Position Description Questionnaire, (PDQ) providing detail on the current duties, responsibilities, qualifications, typical working conditions, and physical requirements of their position. Employees in the same classification, performing the same duties may be allowed to complete a group PDQ. To maintain the integrity of the classification process, a common best practice is for supervisors and/or managers to review and sign the PDQ to affirm that all pertinent information is captured. Further, while supervisors and/or managers are expected to provide input/comments on any inaccurate information provided by the employee by so stating within the relevant section of the PDQ, they are not expected to change the PDQ content prepared by the employee. Should there be differences of opinion between the employee and his/her supervisor/manager on job related duties and responsibilities, these are reviewed and addressed by the consultant during the interview process below. We typically allow three (3) weeks for this process to ensure a comprehensive review by all parties.

**Task 5 – Review PDQ’s and Conduct Interviews.** The CPS HR Project Team will thoroughly review each completed PDQ to prepare for the interview process; this review includes developing interview questions designed to clarify the essential duties, knowledge, skills, and abilities assigned to each study position. In addition to the review of PDQ’s, interviews will be conducted with a representative yet broad sampling of study employees to ensure CPS HR has a complete understanding of the duties and responsibilities assigned to each position. CPS HR’s budget assumes that position interviews will be conducted with all single incumbent classifications and a selection of incumbents within multiple incumbent classifications; some direct supervisors and/or managers, will also be interviewed. Given our understanding of the County’s structure CPS HR envisions that all incumbents in each phase will be interviewed. These interviews are typically forty five (45) minutes for individual employees and forty-five (45) to sixty (60) minutes for group interviews (not to exceed four (4) employees per group interview).

**Task 6 – Analyze Classification Data and Prepare Draft Classification Report.** All information submitted through the PDQ and interview process will be analyzed to identify levels, scope, typical duties, requisite knowledge, skills, abilities and other job-related characteristics of all study positions. This analysis will be used to develop classification concepts and a classification structure, and to evaluate the proper classification allocation for study employees. The classification concepts serve as the foundation for a classification plan by identifying the nature and level of jobs, with clear definitions of the differences between them. Classification concepts will also provide the framework for the development of classification specifications to ensure they properly identify scope and level of authority relative to other classifications and to ensure that there is consistent fitting within the classification plan.

Classification concepts include:

- Definition of classification levels, such as entry, journey, advanced journey and supervisory
- Definition of nature of work such as clerical, technical, professional, supervisory and management
- Titling protocols and standards within the classification structure
- Flexible staffing- where applicable
The use and application of common classification allocation factors such as decision making, scope and complexity, contact with others, supervision received and exercised, and knowledge skills and abilities.

The CPS HR Project Manager will conduct an on-site review of the Draft Classification Report to explore the recommendations with the County's Project Representative and other key stakeholders and to respond to any comments, questions or concerns prior to development/revision of classification specifications.

**Task 7 – Develop and/or Revise Classification Specifications.** Once the County has approved the Draft Classification Report, the classification specifications will be reviewed and revised or developed in conjunction with the classification plan structure. The format for classification specification revisions will be submitted to the County’s Project Representative for approval. Our methodology for this task will result in:

- Accurately identifying the specific essential duties and responsibilities, required knowledge, skills and abilities, minimum education and experience requirements, and minimum special qualifications for each position in the study.
- Reviewing, revising, editing and developing written classification specifications for each study classification that clearly specify and describe a general statement of duties; any distinguishing characteristics of the classification; essential duties and responsibilities; required knowledge, skills and abilities, including physical requirements; acceptable minimum education and experience; and any required special training and/or certifications.
- Describing the typical work environment for the classification.
- Ensuring compliance with the provisions of the Americans with Disabilities Act (ADA)

**Task 8 – Prepare Final Classification Report.** The Project Team will submit the requested number of copies of the Final Classification Report that includes the results of the classification analysis, and study findings/recommendations to the County’s Project Representative. The content of the Final Classification Report will be similar to the Draft Classification Report, and will include any changes, which may have been identified during the review process. The final report will also provide the County staff with detailed documentation to internally maintain and further develop their classification systems going forward.

**The County’s Responsibilities**

To facilitate the study process, we request that the County designate an individual to coordinate communication, meetings, and review of products with the Project Team. CPS HR would expect over the course of the project that the County’s designated Project Representative, will be responsible for the following activities:

- Communicate and coordinate meetings, equipment, facilities and conference calls.
- Identify and provide current classification information, including current job descriptions, organization charts, etc.
- Coordinate and ensure timely County review of study documents and information provided by CPS HR; work products developed during the study will be regularly submitted to the County’s Project Representative for review, comment and/or approval; timely review of draft documents is essential in order to complete the project on schedule.

**On Site Visits**

CPS HR’s proposed work plans anticipate that three (3) on-site visits, consisting of meetings with multiple groups during many of these onsite, will be required for each of the three phases of the classification study as follows:

- Initial Project Meetings and Orientation Sessions (Includes meetings conducted with the Project Representative and stakeholders)
- Audit Interviews for classification study
- Review of Draft Classification Report with Project Representatives/Stakeholders as desired.
Should additional on-site visits be requested by the County, we will be happy to discuss changes to schedule and/or cost estimate.

Schedule

Based upon the work plan presented within this proposal, we anticipate each phase within a study of this nature, would be conducted within a 12-week timeframe. The proposed timeline assumes that the PDQs will be completed within a three-week time frame and that the County will be able to review, comment on, and approve study products within agreed upon time frames. During the study, the CPS HR's Project Manager will provide the Project Representative with interim status reports bi-weekly on project progress and will assess any impacts on the timeline.

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<thead>
<tr>
<th>CLASSIFICATION STUDY</th>
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<tr>
<td>Project Tasks/Deliverables</td>
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<td>Task 1 – Review the County's Background Materials</td>
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<td>Task 2 – Develop Job Evaluation Tools</td>
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<td>Task 3 – Project Initiation Meetings/Conduct Orientation Sessions</td>
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<td>Task 4 – PDQ Completion by Employees</td>
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<td>Task 5 – Review PDQs and Conduct Interviews</td>
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<tr>
<td>Task 6 – Analyze Classification Data and Prepare Draft Classification Report</td>
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<tr>
<td>Task 7 – Revise Classification Specifications</td>
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<td>Task 8 – Prepare Final Classification Report</td>
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CPS HR CONSULTING

First Amendment to Statement of Work 2

THIS FIRST AMENDMENT (this "Amendment") is made by and between Cooperative Personnel Services dba CPS HR Consulting, ("CPS HR") located at 241 Lathrop Way, Sacramento, California, 95815 and the County of Glenn ("Client") with offices at 526 W. Sycamore Street, Willows CA 95988.

Whereas, CPS HR and Client have entered into the Agreement (as defined below); and

Whereas, CPS HR and Client desire to modify the Agreement on the terms and conditions set forth herein;

Now, therefore, CPS HR and Client agree as follows:

1. Definitions: The following definitions shall apply to this Amendment:
   - **Agreement.** The term "Agreement" shall mean the Agreement dated November 10, 2013 by and between CPS HR and Client.
   - **Other Terms.** Terms used and not defined in this Amendment shall have the meanings assigned to such terms in the Agreement.

2. Modifications to the Agreement. The Agreement is hereby modified to extend the completion date as follows:
   - **Page 1, Section 4, COMPLETION DATE:** March 14, 2014

3. Effective Date. Each of the modifications set forth in Section 2 shall be effective on and after January 29, 2014.

4. Legal Effect. Except as expressly modified by this Amendment, all of the terms and conditions of the Agreement shall remain unchanged and in full force and effect.

IN WITNESS WHEREOF, CPS HR and CLIENT have executed this Amendment as of the date below.

Cooperative Personnel Services dba CPS HR Consulting

By:  
Authorized Signature  
Name:  
Title:  
Date:

County of Glenn

By:  
Authorized Signature  
Name:  
Title:  
Date:

APPROVED AS TO FORM:

By:  
Authorized Signature

Huston T. Carlyle, Jr., County Counsel
Glenn County, California
Second Amendment to Statement of Work 2

THIS SECOND AMENDMENT (this "Amendment") is made by and between Cooperative Personnel Services dba CPS HR Consulting, ("CPS HR") located at 241 Lathrop Way, Sacramento, California, 95815 and the County of Glenn ("Client") with offices at 528 W. Sycamore Street, Willows CA 95988.

Whereas, CPS HR and Client have entered into the Agreement (as defined below); and

Whereas, CPS HR and Client desire to modify the Agreement on the terms and conditions set forth herein;

Now, therefore, CPS HR and Client agree as follows:

1. **Definitions:** The following definitions shall apply to this Amendment:
   - **Agreement.** The term "Agreement" shall mean the Agreement dated November 10, 2013 by and between CPS HR and Client.
   - **Other Terms.** Terms used and not defined in this Amendment shall have the meanings assigned to such terms in the Agreement.

2. **Modifications to the Agreement.** The Agreement is hereby modified to extend the completion date as follows:
   - **Page 1, Section 4.** COMPLETION DATE: April 30, 2014

3. **Effective Date.** Each of the modifications set forth in Section 2 shall be effective on and after February 28, 2014.

4. **Legal Effect.** Except as expressly modified by this Amendment, all of the terms and conditions of the Agreement shall remain unchanged and in full force and effect.

IN WITNESS WHEREOF, CPS HR and CLIENT have executed this Amendment as of the date below.

Cooperative Personnel Services dba CPS HR Consulting

By: ____________________________
Authorized Signature
Name: Nicholas Kreymer
Title: Chief Workforce Off
Date: 3-3-14

County of Glenn

By: ____________________________
Authorized Signature
Name: Scott Green
Title: Director
Date: 3-4-14

APPROVED AS TO FORM:

__________________________
Huston T. Carlyle, County Counsel
Glenn County, California

Page 1 of 1
STATEMENT OF WORK NO. 3

Department of Health and Human Services – Classification Study – Phase II

This Statement of Work ("SOW"), effective March 24, 2014 ("Effective Date") is issued under and subject to all of the terms and conditions of the Master Consulting Services Agreement, (the "Agreement"), dated as of February 11, 2013 by and between Cooperative Personnel Services, dba CPS HR Consulting, a California Joint Powers Authority ("CPS HR") with offices at 241 Lathrop Way, Sacramento, CA 95815 and County of Glenn ("Client") with offices at 529 W. Sycamore Street, Willows CA 95988.

Any modifications specified in this SOW shall be applicable only to the parties hereto and shall not affect the Agreement or any other agreement. All changes to this SOW must be mutually agreed to and executed in writing by duly authorized representatives of both parties as an amendment to this SOW.

Capitalized terms used herein shall have the meanings ascribed to them in the Agreement.

1. SERVICES: The services to be provided are identified in Attachment "A."

2. CLIENT RESPONSIBILITIES:

   a. Client must timely perform all those Client roles and responsibilities set forth in this SOW. Successful completion of this project within the time specified depends largely upon an effective working relationship between Client and CPS HR project staff. Client's Project Representative will be responsible for the following activities:

      1. Coordinating all meeting schedules, conference calls, facilities and equipment needs
      2. Coordinating interview schedules and facilities and distributing project update information
      3. Identifying and providing current classification and compensation information (i.e. current job specifications, salary structure, benchmark positions, and organizations, etc.), personnel policies and procedures, etc.

   b. Any work products developed during the activities described above will be submitted to Client’s Project Representative for review, comment and/or approval. This is a critical step to ensure accurate, reliable, and valid products.

3. START DATE: March 24, 2014

4. COMPLETION DATE: June 30, 2014

5. CPS HR PROJECT MANAGER: Tamika Usher Phone Number: (916) 471-3483

6. CLIENT PROJECT REPRESENTATIVE: Jamie Cannon Phone Number: (530) 934-6451

7. BUSINESS EXPENSES: $1,100.00

8. SERVICE FEES: $14,820.00

   a. All Services provided to Client by CPS HR hereunder are priced on a FIXED PRICE basis. All amounts are based upon the following assumptions. Any deviations from the following assumptions may result in an increase in the Fees: (i) Client will timely perform its responsibilities as set forth in this SOW and (ii) Services will normally be performed during normal business hours, Monday through Friday, 8:00 a.m. to 5:00 p.m., excluding CPS HR holidays ("Normal Business Hours").

   b. CPS HR will invoice Client at the fixed fee rate of $14,820.00, plus expenses, billed monthly starting in April. Incidental expenses such as travel expenses, shipping, document reproduction, etc., will be billed at actual
cost and are estimated at $1,100.00. Mileage will be billed at the current U.S. Internal Revenue Services approved rate.

c. Invoices will be submitted for payment monthly. Client will pay CPS HR within thirty (30) days following receipt of a consultant invoice.

9. In the event the project is terminated early, CPS HR will be paid such amount as is due for professional services performed and out-of-pocket expenses incurred up to and including the effective date of termination.

10. This SOW covers work requested and performed prior to the commencement of this SOW.

EACH PARTY ACKNOWLEDGES THAT IT HAS READ THIS SOW, UNDERSTANDS IT, AND AGREES TO BE BOUND BY ITS TERMS AND CONDITIONS.

Cooperative Personnel Services dba
CPS HR Consulting

By: [Signature]
Authorized Signature
Name: Lindy Kratzer
Title: Chief Workforce Off
Date: 3-3-14

County of Glenn

By: [Signature]
Authorized Signature
Name: Scott Grunert
Title: DIERCTOR
Date: 3-4-14

APPROVED AS TO FORM:

[Signature]
Huston T. Carlyle, Jr., County Counsel
Glenn County, California
Attachment A

Scope of Services

Project Understanding and Approach
CPS HR will perform a classification study for the County of Glenn management and specialist classifications that represent forty-nine employees and twelve classifications.

Methods and Techniques (Work Plan)

Classification Study
In general, when reviewing and designing classification systems, it is important that the following factors be evaluated:

- Establishment of Classification Concepts and Allocation Factors – As the foundation upon which all classification and compensation decisions are based, there should be underlying concepts that clearly identify how levels of work are titled, differences within these job levels and how different levels are distinguished. Allocation factors should be established and utilized consistently throughout each analysis.

- Defenability – This requires that any classification methodology, irrespective of where the methodology is used, must stand on its own merits under the scrutiny of multiple stakeholders.

- Comprehensiveness and Clarity – The classification structure should be comprehensive and inclusive of all functional areas and levels of work. It should also be clear, concise and understood not only by those who administer it, but those affected by the classification decisions. While this may not satisfy all employees or their management on final classification recommendations, it is easier to gain acceptance if the process is transparent and employees and management recognize the reasoning behind the broader classification decision.

- Administration – Classification plan administrative tasks should not be so cumbersome or complex that they hinder timely and efficient ongoing maintenance.

- Timeliness – For classification decisions to be accepted by both employees and management, classification decisions must be timely. The longer classification decisions take, the more employee and managerial dissatisfaction with the system is likely to occur.

- Accountability – The human resources function and its classification decisions are not without regular challenge. Therefore, in order for any plan to be effective, there must be accountability and integrity at all levels of the process.

Tasks for Phase II

Task 1 – Review the County’s Background Materials. Upon contract execution, CPS HR will request background information from the County in order to ensure the Project Team is prepared for the initial meeting. To develop a full understanding of the County’s current classification plan, our team will review the County’s current classification concepts, classification structure, classification specifications, organization charts, and any other documentation relating to the study.

Task 2 – Develop Job Evaluation Tools. Our team will develop tools to ensure valid information is gathered, analyzed, and documented consistently. This activity includes finalizing a Position Description Questionnaire (PDQ) for approval by the County prior to distribution to the study employees. Each CPS HR tailored PDQ is designed to capture specific information, and to be used in studies with multiple analytical goals. For example, the PDQ presented in Appendix A is designed to capture job related tasks and other critical elements of job evaluation, while at the same time, its functionality includes an ADA component. CPS HR will work with the County to ensure the design of the most effective PDQ instrument to meet your study goals.

Task 3 – Project Initiation Meetings. The CPS HR Project Team will meet with the County’s designated Project Representative(s) to agree upon the project’s full scope, contract deliverables and goals, to clarify
issues, and to identify the communication processes which best meet the County's needs including on-site visits, periodic conference call meetings, written status reports and other methods of communicating study progress and deliverable schedules. Other key stakeholders may be included in the meeting as determined by the County.

Employee Orientation Sessions - During the same on-site visit as the initial project meetings, the CPS HR Project Team will conduct orientation sessions for each phase, which will include all study employees including management, supervisory and non-management staff. The goal of these sessions is to further explain the purpose of the study, to communicate study timetables, respond to any questions or concerns, and to distribute and provide direction on how to complete the Position Description Questionnaire (PDQ). The sessions are typically an hour long. Where possible, the Project Representative, or designated Human Resources staff, may wish to attend some sessions to develop an understanding of the process and the types of questions/comments/issues, which arise during these sessions.

Task 4 – PDQ Completion by Employees. All employees included within each phase will be asked to complete a Position Description Questionnaire (PDQ) providing detail on the current duties, responsibilities, qualifications, typical working conditions, and physical requirements of their position. Employees in the same classification, performing the same duties may be allowed to complete a group PDQ. To maintain the integrity of the of the classification process, a common best practice is for supervisors and/or managers to review and sign the PDQ to affirm that all pertinent information is captured. Further, while supervisors and/or managers are expected to provide input/comments on any inaccurate information provided by the employee by so stating within the relevant section of the PDQ, they are not expected to change the PDQ content prepared by the employee. Should there be differences of opinion between the employee and his/her supervisor/manager on job related duties and responsibilities, these are reviewed and addressed by the consultant during the interview process below. We typically allow three (3) weeks for this process to ensure a comprehensive review by all parties.

Task 5 – Review PDQ’s and Conduct Interviews. The CPS HR Project Team will thoroughly review each completed PDQ to prepare for the interview process; this review includes developing interview questions designed to clarify the essential duties, knowledge, skills, and abilities assigned to each study position. In addition to the review of PDQ’s, interviews will be conducted with a representative yet broad sampling of study employees to ensure CPS HR has a complete understanding of the duties and responsibilities assigned to each position. CPS HR's budget assumes that position interviews will be conducted with all single incumbent classifications and a selection of incumbents within multiple incumbent classifications; some direct supervisors and/or managers, will also be interviewed. Given our understanding of the County's structure CPS HR envisions that all incumbents in each phase will be interviewed. These interviews are typically forty-five (45) minutes for individual employees and forty-five (45) to sixty (60) minutes for group interviews (not to exceed four [4] employees per group interview).

Task 6 – Analyze Classification Data and Prepare Draft Classification Report. All information submitted through the PDQ and interview process will be analyzed to identify levels, scope, typical duties, requisite knowledge, skills, abilities, and other job-related characteristics of all study positions. This analysis will be used to develop classification concepts and a classification structure, and to evaluate the proper classification allocation for study employees. The classification concepts serve as the foundation for a classification plan by identifying the nature and level of jobs, with clear definitions of the differences between them. Classification concepts will also provide the framework for the development of classification specifications to ensure they properly identify scope and level of authority relative to other classifications and to ensure that there is consistent titling within the classification plan.

Classification concepts include:
- Definition of classification levels, such as entry, journey, advanced journey and supervisory
- Definition of nature of work such as clerical, technical, professional, supervisory and management
- Titling protocols and standards within the classification structure
- Flexible staffing—where applicable
The use and application of common classification allocation factors such as decision making, scope and complexity, contact with others, supervision received and exercised, and knowledge skills and abilities.

The CPS HR Project Manager will conduct an on-site review of the Draft Classification Report to explore the recommendations with the County’s Project Representative and other key stakeholders and to respond to any comments, questions or concerns prior to development/revision of classification specifications.

**Task 7 – Develop and/or Revise Classification Specifications.** Once the County has approved the Draft Classification Report, the classification specifications will be reviewed and revised or developed in conjunction with the classification plan structure. The format for classification specification revisions will be submitted to the County’s Project Representative for approval. Our methodology for this task will result in:

- Accurately identifying the specific essential duties and responsibilities, required knowledge, skills and abilities, minimum education and experience requirements, and minimum special qualifications for each position in the study.
- Reviewing, revising, editing and developing written classification specifications for each study classification that clearly specify and describe a general statement of duties; any distinguishing characteristics of the classification; essential duties and responsibilities; required knowledge, skills and abilities, including physical requirements; acceptable minimum education and experience; and any required special training and/or certifications.
- Describing the typical work environment for the classification.
- Ensuring compliance with the provisions of the Americans with Disabilities Act (ADA)

**Task 8 – Prepare Final Classification Report.** The Project Team will submit the requested number of copies of the Final Classification Report that includes the results of the classification analysis, and study findings/recommendations to the County’s Project Representative. The content of the Final Classification Report will be similar to the Draft Classification Report, and will include any changes, which may have been identified during the review process. The final report will also provide the County staff with detailed documentation to internally maintain and further develop their classification systems going forward.

**The County’s Responsibilities**
To facilitate the study process, we request that the County designate an individual to coordinate communication, meetings, and review of products with the Project Team. CPS HR would expect over the course of the project that the County’s designated Project Representative, will be responsible for the following activities:

- Communicate and coordinate meetings, equipment, facilities and conference calls.
- Identify and provide current classification information, including current job descriptions, organization charts, etc.
- Coordinate and ensure timely County review of study documents and information provided by CPS HR; work products developed during the study will be regularly submitted to the County’s Project Representative for review, comment and/or approval; timely review of draft documents is essential in order to complete the project on schedule.

**On Site Visits**
CPS HR’s proposed work plans anticipate that three (3) on-site visits, consisting of meetings with multiple groups during many of these onsite, will be required for each of the three phases of the classification study as follows:

- Initial Project Meetings and Orientation Sessions (Includes meetings conducted with the Project Representative and stakeholders)
- Audit Interviews for classification study
- Review of Draft Classification Report with Project Representatives/Stakeholders as desired.
Should additional on-site visits be requested by the County, we will be happy to discuss changes to schedule and/or cost estimate.

**Schedule**

Based upon the work plan presented within this proposal, we anticipate each phase within a study of this nature, would be conducted within a 12-week timeframe. The proposed timeline assumes that the PDQs will be completed within a three-week time frame and that the County will be able to review, comment on, and approve study products within agreed upon time frames. During the study, the CPS HR's Project Manager will provide the Project Representative with interim status reports bi-weekly on project progress and will assess any impacts on the timeline.

<table>
<thead>
<tr>
<th>CLASSIFICATION STUDY</th>
<th>Project Tasks/Deliverables</th>
<th>Week #</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task 1 – Review the County’s Background Materials</td>
<td>Upon contract execution</td>
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</tr>
<tr>
<td>Task 2 – Develop Job Evaluation Tools</td>
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<td></td>
</tr>
<tr>
<td>Task 3 – Project Initiation Meetings/ Conduct Orientation Sessions</td>
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<td></td>
</tr>
<tr>
<td>Task 4 – PDQ Completion by Employees</td>
<td>3-6</td>
<td></td>
</tr>
<tr>
<td>Task 5 – Review PDQs and Conduct Interviews</td>
<td>7-8</td>
<td></td>
</tr>
<tr>
<td>Task 6 – Analyze Classification Data and Prepare Draft Classification Report</td>
<td>9-10</td>
<td></td>
</tr>
<tr>
<td>Task 7 – Revise Classification Specifications</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>Task 8 – Prepare Final Classification Report</td>
<td>12</td>
<td></td>
</tr>
</tbody>
</table>
Fee Proposal

Proposed Fee
To complete the County’s Classification Study as described in this proposal.

Phase I - CPS HR is proposing a fixed professional services fee not to exceed $12,240 plus an estimated $600 for travel expenses, shipping and document reproduction expenses.

Phase II- CPS HR is proposing a fixed professional services fee not to exceed $14,820 plus an estimated $1,100 for travel expenses, shipping and document reproduction expenses.

Phase III-CPS HR is proposing a fixed professional services fee not to exceed $8,452.50 plus an estimated $489 for travel expenses, shipping and document reproduction expenses.

Rates for Additional Services - Provided below are our standard rates for reference purposes should the County desire additional services.

<table>
<thead>
<tr>
<th>Labor Categories</th>
<th>Hourly Rate</th>
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<tbody>
<tr>
<td>Project Manager</td>
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<tr>
<td>Project Consultant</td>
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<tr>
<td>Technical Support</td>
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