

# Civil Service Commission



**Jed Nicholson** *Commission President, District 1*

**Lesley Santos** *District 2*

**Erica Flores Baltodano** *Commission Vice President, District 3*

**David Warren** *District 4*

**Gere Sibbach** *District 5*

**Jamie L. Russell** *Commission Secretary*

## AGENDA

**County of San Luis Obispo Civil Service Commission**

**Regular Session Meeting**

**Wednesday September 24, 2025 @ 9:00 a.m.**

**1055 Monterey Street, Suite D-271, San Luis Obispo, CA 93408**

**1. Call to Order / Flag Salute / Roll Call**

**2. Public Comment Period**

Members of the public wishing to address the Civil Service Commission on matters other than those scheduled below may do so when recognized by the President. Presentations are limited to three minutes per individual.

**3. Minutes**

The following draft minutes are submitted for approval:

- a. August 27, 2025

**4. Reports**

Commission President

Commission Counsel

Commission Outside Counsel

Commission Secretary

**5. Request to Approve by Consent:**

- a. Approval to grant Human Resources the administrative authority to update the driver's license language across all County job specifications to ensure compliance with CA Senate Bill 1100 (SB 1100)

**6. Request to Approve New Job Specification(s) and Abolish Obsolete Job Classification(s):**

- a. Administrative Classifications: Supervising Administrative Assistant (New), Administrative Coordinator (New), Administrative Officer (New), Administrative Manager (New), Principal Administrative Manager (New), Division Manager – Administration and Fiscal (New), Supervising Administrative Clerk I (Obsolete), Supervising Administrative Clerk II (Obsolete), Administrative Services Officer I-II

# Civil Service Commission

(Obsolete), Administrative Services Manager (Obsolete), Department Administrator (Obsolete)

## **7. Public Comment on Closed Session Item**

Members of the public wishing to address the Civil Service Commission on Closed Session matters agendaized here may do so when recognized by the President. Presentations are limited to three minutes per individual.

## **8. CLOSED SESSION: Conference with County Labor Negotiator regarding Civil Service Rule Update. (Gov Code Section 54957.6):** Agency designated representative: Jamie Russell or designee

## **9. Adjournment**

# Civil Service Commission



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**Lesley Santos** *District 2*  
**Erica Flores Baltodano** *Commission Vice President, District 3*  
**David Warren** *District 4*  
**Gere Sibbach** *District 5*

**Jamie L. Russell** *Commission Secretary*

## Minutes

### County of San Luis Obispo Civil Service Commission

#### Regular Session Meeting

Wednesday, August 27, 2025 @ 9:00 a.m.

1055 Monterey Street, Suite D-271, San Luis Obispo, CA 93408

**Present:** Commissioners: President Nicholson, Vice President Baltodano, Commissioner Santos, Commissioner Warren, Commissioner Sibbach

Staff: Commission Secretary Stephanie Nute  
Commission Clerk Shaley Salsbury

County Counsel: Daniel Solish

Outside Counsel: Steve Simas

**Absent:** None

#### 1. Call to Order / Flag Salute / Roll Call

Commission President Nicholson called the meeting to order at 9:00am and led the flag salute. Roll was called. All Commissioners were present.

#### 2. Public Comment Period

Members of the public wishing to address the Civil Service Commission on matters other than those scheduled below may do so when recognized by the President. Presentations are limited to three minutes per individual. Executive Director of SLOCEA, Emily Landis, introduced SLOCEA's newest labor representative, Jennifer Tate.

#### 3. Minutes

The following draft minutes are submitted for approval:

- a. June 25, 2025

Commission President Nicholson invited public comment. There was none. Commissioner Sibbach motioned to approve the minutes as presented. Commissioner Santos seconded the motion. The motion to approve the minutes from June 25, 2025, as presented passed 3-0-2 with Commission President Nicholson and Commissioner Warren abstaining.

# Civil Service Commission

## 4. Reports

**Commission Vice President** – None

**Commission Counsel** – None

**Commission Outside Counsel** – None

**Commission Secretary** – Ms. Nute introduced Human Resources Analyst Miranda Wall. Ms. Wall requested the Commission continue to hold September 23-25, 2025, and October 30-31, 2025, for hearings. Ms. Wall requested the Commission hold January 8-9<sup>th</sup>, 2026 for an additional hearing.

## 5. Request to Approve New Job Specification(s) and Approve Revised Job Specification(s):

### a. Airport Operations Supervisor (Revised) and Airport Operations Manager (New)

Human Resources Analysts Mackenzie Lawrie and Chrystal Pope introduced the proposed specifications along with Airports Deputy Director, Craig Piper. Vice President Baltodano requested amendment to the Airport Operations Supervisor specification to add the bullet point beginning on line 18 of page 5a.006 to page 5a.016. Commission President Nicholson invited public comment on the Airport Operations Manager specification. There was none. Commissioner Warren motioned to approve the new specification as presented. Vice President Baltodano seconded the motion. The motion to approve the new specification passed 5-0-0.

Commission President Nicholson invited public comment on the Airport Operations Supervisor specification. Senior Labor Representative for SLOCEA, Theresa Schultz, commented that SLOCEA had been conferred with regarding the Airport Operations Supervisor specification only, as this is a represented position. Commission Vice President Baltodano motioned to approve the revised Airport Operations Supervisor specification as amended. Commissioner Santos seconded the motion. The motion to approve the revised specification as amended passed 5-0-0.

### b. Payroll Manager (New)

Human Resources Analysts Mackenzie Lawrie and Teresa McCarthy White introduced the proposed new specification along with Auditor-Controller, Treasurer-Tax Collector, and Chief Financial Officer, James Hamilton. Commission President Nicholson invited public comment. There was none. Commissioner Sibbach motioned to approve the new specification as presented. Commissioner Baltodano seconded the motion. The motion passed 5-0-0.

## 6. Adjournment

President Nicholson adjourned the meeting at 9:38 am.

**\* Note: These minutes reflect official action of the Civil Service Commission. A digital record exists and will remain as the official, complete record of all proceedings by the Civil Service Commission.**



TO: Civil Service Commission

FROM: Mackenzie Lawrie, Human Resources Analyst

DATE: September 24, 2025

SUBJECT: Approval to grant Human Resources the administrative authority to update the driver's license language across all County job specifications to ensure compliance with CA Senate Bill 1100 (SB 1100).

**RECOMMENDATION**

It is recommended the Commission grant Human Resources the administrative authority to update the driver's license language across all County job specifications to ensure compliance with CA Senate Bill 1100 (SB 1100). This authority will allow staff to make necessary updates efficiently and uniformly without requiring each revision to be brought individually before the Civil Service Commission.

**BACKGROUND**

SB 1100, which took effect in California on January 1, 2025, amends Government Code Section 12940 to prohibit public employers from requiring a driver's license unless driving is an essential function of the position or the requirement is otherwise permitted by law. The law aims to prevent employment discrimination against qualified individuals who do not possess a driver's license when driving is not integral to job performance.

Historically, County job specifications have included standardized driver's license language, often requiring possession of a valid driver's license even in classifications where driving may not be essential. In light of the new legal requirements, the County has developed revised language to replace outdated or overly broad references to driver's license requirements.

## **DISCUSSION**

The County reviewed all job specifications to identify classifications impacted by SB 1100 and has created legally compliant, updated language that aligns with the new requirements. This updated language clarifies when a driver's license is a condition of employment by tying the requirement directly to the essential duties of the classification, as defined in the job specification.

To ensure timely and consistent implementation across hundreds of job specifications, staff are requesting administrative authority to make this change. Without such authority, each modification would need to be brought individually before the Commission, significantly delaying compliance efforts and diverting resources from higher-priority classification work. The change will not alter the essential functions, duties, or qualifications of the classifications, nor will it result in any reclassification or reallocation of positions. It is a narrowly focused administrative revision designed to reflect current legal standards and avoid potential legal risk associated with noncompliance.

## **RESULT**

Granting administrative authority to revise driver's license language in job specifications will allow the County to swiftly comply with SB 1100, reduce administrative burden, and ensure that all job specifications accurately reflect legally compliant employment standards. This action supports fair and equitable hiring practices while maintaining operational efficiency and legal integrity.

## **OTHER AGENCY INVOLVEMENT**

County Counsel was involved in the development of the standard language and supports this action.

### Attachments:

1. Proposed language

## Attachment 1

### **Proposed SB1100 language**

#### When required:

This classification requires driving as an essential job function. A valid California driver's license is required at the time of appointment and must be maintained throughout employment.

#### When NOT required:

Leave area blank

#### When MAY require:

Certain positions within this classification may require driving. Positions that require driving will be communicated in the job posting. When driving is an essential function of the position, a valid California driver's license will be required at the time of appointment and must be maintained throughout employment.



TO: Civil Service Commission

FROM: Mackenzie Lawrie, Human Resources Analyst

DATE: September 24, 2025

SUBJECT: New Classifications: Supervising Administrative Assistant  
Administrative Coordinator  
Administrative Officer  
Administrative Manager  
Principal Administrative Manager  
Division Manager – Administrative and Fiscal

Department: Countywide

Appointing Authority: Jamie L. Russell, Human Resources Director

### **RECOMMENDATION**

It is recommended that the Commission approve the proposed new classifications and specifications for Supervising Administrative Assistant, Administrative Coordinator, Administrative Officer, Administrative Manager, Principal Administrative Manager, and Division Manager – Administrative and Fiscal and make obsolete six existing administrative classifications as proposed (Supervising Administrative Clerk I/II, Administrative Services Officer I/II, Administrative Services Manager, Department Administrator).

### **BACKGROUND**

The County's current administrative classification structure consists of the following longstanding classifications that have not been substantively revised in decades.

- Supervising Administrative Clerk I/II:



- Established 1970; last substantively updated 1988
- Administrative Services Officer I/II:
  - Established 1983; last substantively updated 2004
- Administrative Services Manager:
  - Established 2004; last substantively updated 2012
- Department Administrator:
  - Established 2004; never substantively updated

As departments have grown in size and complexity, the scope of administrative work has expanded well beyond what the existing structure was designed to capture. Administrative roles today often include oversight of larger and more complex budgets, expanding programs, and increased compliance and reporting requirements, yet the classes themselves have not been substantively updated in decades. This mismatch has created challenges, and in recent years the County has received an increasing number of classification and position study requests, many involving the administrative classifications. These requests often revealed a disconnect. In some cases the duties being performed did not align with the classifications employees were assigned, and in other cases employees could identify responsibilities in higher-level specifications and reasonably believe they were performing at that level. The existing specifications provide limited differentiation between the levels, framing progression more in terms of tenure and general duties than size and scope of responsibility. This has led to inconsistent use across departments and longstanding misalignment in how these classes are applied. Employees holding the same title may have vastly different responsibilities; for example, one Administrative Services Officer II may supervise staff and manage a department-wide budget, while another may oversee only a single grant with no direct reports. Because duties do not always consistently expand in a predictable way over time, advancement based on tenure alone is no longer appropriate.

Initially, Human Resources planned to introduce two new bridge classifications into the existing structure as a solution. However, as we engaged in a market analysis to assess how similar duties are structured and compensated in other jurisdictions and continued to discuss the recurring issues we were seeing, it became clear that a more proactive approach to classification management was needed. We therefore launched a comprehensive Administrative Classification Study, examining every incumbent across the County in these administrative classes to gain a clear understanding of the work being performed. Through this study, we identified distinct breakpoints in duties, decision-making authority, fiscal responsibility, and staff size, confirming that the existing six-class structure no longer fits the needs of the organization. A new framework is required to capture the full range and complexity of administrative work.

## **DISCUSSION**

Based on the study findings, Human Resources proposes to retire the existing administrative classifications and replace them with a modernized structure. The new classes are not designed as one-for-one replacements but instead reflect the natural breakpoints in duties, responsibilities, and scope identified through the study and validated through market alignment.

The new structure introduces six classifications:

- Supervising Administrative Assistant
- Administrative Coordinator
- Administrative Officer
- Administrative Manager
- Principal Administrative Manager
- Division Manager – Administrative and Fiscal

Together, these classifications establish a continuum of roles that are distinguished by the scope and complexity of work performed, the size of the staff and/or budget managed, the number of direct reports, the consequence of error, and the level of decision-making authority. Unlike the prior series, this model is not designed as a career series but does create a clear career pathway for employees. Movement from one level to another will not be based on tenure but will depend entirely on the scope of duties performed. This ensures that classifications remain accurate and prevents misalignment from automatic progression based solely on time in service.

## **RESULTS**

By establishing these new classifications, the County is creating a more accurate, market-aligned, and future-ready administrative classification structure. This wholesale change enhances internal clarity regarding role expectations, better supports organizational needs, and aligns with best practices in public sector classification systems. The proposed specifications clearly define duties and employment standards and are consistent with the County's Classification Plan.

## **OTHER AGENCY INVOLVEMENT**

SLOCEA, the representing union for the Supervising Administrative Assistant and Administrative Coordinator classifications, was involved in the development of those specifications. The Administrative Office and all County Department Heads were also engaged in the process and concur with the proposed structure and classifications.

### **Attachments:**

1. Proposed Supervising Administrative Assistant Specification
2. Proposed Administrative Coordinator Specification
3. Proposed Administrative Officer Specification

4. Proposed Administrative Manager Specification
5. Proposed Principal Administrative Manager Specification
6. Proposed Division Manager – Administrative and Fiscal Specification
7. Supervising Administrative Clerk I Specification – Make Obsolete
8. Supervising Administrative Clerk II Specification – Make Obsolete
9. Administrative Services Officer I-II Specification – Make Obsolete
10. Administrative Services Manager Specification – Make Obsolete
11. Department Administrator Specification – Make Obsolete
12. Current Classification Structure
13. Proposed Classification Structure
14. Presentation Slides – Administrative Class Study

## **HUMAN RESOURCES DEPARTMENT**

### **County of San Luis Obispo**

#### **SUPERVISING ADMINISTRATIVE ASSISTANT**

##### **DEFINITION:**

Under general supervision, supervises the work of a small team of clerical staff; performs a variety of complex clerical support duties requiring thorough knowledge of departmental procedures, use of independent judgment, and a high degree of accuracy; provides technical guidance to staff and serves as a lead resource for routine operational or procedural questions.

##### **DISTINGUISHING CHARACTERISTICS:**

Levels in the administrative classification family are generally based on, but not limited to, the level and nature of work performed, size and complexity of the organization and budget, nature and number of functions and programs overseen, and scope and classification level of staff supervised.

The Supervising Administrative Assistant is distinguished from the Administrative Assistant III classification in that the latter may act as a lead or assist with training but does not exercise formal supervisory authority.

The Supervising Administrative Assistant is further distinguished from the Administrative Coordinator in that the latter typically provides paraprofessional-level support and coordination for a variety of administrative, fiscal, budgetary, and human resources functions, and may supervise or lead a team performing varied and complex clerical tasks requiring coordination across multiple functions.

##### **TYPICAL TASKS AND REPRESENTATIVE DUTIES:**

(Not in order of importance)

- Supervises, guides, and supports assigned staff in daily clerical tasks and work assignments.
- Assists with scheduling, work coordination, and training of staff to ensure efficient operations.
- Serves as a resource for staff questions and provides assistance with complex or unusual issues or tasks.

## Attachment 1

- Coordinates preparation and distribution of agenda packets, meeting minutes, reports, and correspondence.
- Maintains calendars and assists with scheduling meetings and appointments.
- Oversees record keeping, filing systems, and ensures proper maintenance of documents.
- Assists in processing invoices, purchase orders, payroll documentation, and performs basic budget tracking as assigned.
- Performs advanced clerical duties such as proofreading, data entry, report preparation, and correspondence drafting.
- Exercises independent judgment in applying established policies and procedures to routine issues.
- Communicates effectively with staff, management, other departments, and the public to facilitate service delivery.
- Performs other related duties as assigned.

### **EMPLOYMENT STANDARDS:**

#### **Knowledge of:**

- Modern office practices and procedures
- Applicable local, state, and federal laws, rules, and regulations
- Effective verbal and written communication and interpersonal skills
- Principles and practices of recordkeeping
- Modern business communication standards, including proper styles and formats for correspondence, reports, presentations, and electronic communications
- Principles of clear and professional communication in written and verbal form including formatting, proofreading, and editing for consistency and accuracy
- Basic financial recordkeeping practices, including processing invoices, tracking expenses, and reconciling routine accounts
- Techniques for organizing work, setting priorities, and meeting deadlines
- Principles and practices of providing effective and quality service to the public and internal stakeholders

#### **Ability to:**

## Attachment 1

- Supervise, train, and evaluate the performance of assigned staff
- Prepare accurate and detailed reports, records, correspondence, and other written materials
- Learn principles, practices, and procedures of supervision, leadership, evaluation, mentoring, training, team dynamics, and team building
- Plan, organize, and prioritize the work of self and others to meet deadlines and ensure accuracy
- Use a variety of software applications and department-specific systems to perform assigned tasks
- Promote an organized, professional, and safety-conscious work environment
- Communicate effectively verbally and in writing to a diverse population of individuals and groups
- Foster effective and positive working relationships with individuals from diverse perspectives by demonstrating strong interpersonal skills, including active listening, effective communication, advisory expertise, mediation, conflict resolution, and consensus building

### **EDUCATION AND EXPERIENCE:**

A combination of education, training, and experience resulting in the required knowledge, skills, and abilities. An example of qualifying education and experience includes:

Possession of a high school diploma or a G.E.D certificate. In addition, one year of experience performing work equivalent to an Administrative Assistant III.

### **LICENSES AND CERTIFICATES:**

Certain positions within this classification may require driving. Positions that require driving will be communicated in the job posting. When driving is an essential function of the position, a valid California driver's license will be required at the time of appointment and must be maintained throughout employment.

### **SPECIAL SUBCLASS RECRUITMENT:**

This class specification generally describes the duties and responsibilities characteristic of the position(s) within this class. The duties of a particular position within a multi-position class may vary from the duties of other positions within the class. Accordingly, the essential functions of a particular position (whether it be a multi-position class or a single-position class) will be identified and used by medical examiners

Attachment 1

1 and hiring authorities in the selection process. If you have any questions regarding the duties or the  
2 working conditions of the position, please contact the Human Resources Department at 805.781.5959.

3

4 Adopted:

DRAFT



**HUMAN RESOURCES DEPARTMENT**

**County of San Luis Obispo**

**ADMINISTRATIVE COORDINATOR**

**DEFINITION:**

Under general supervision, performs a variety of paraprofessional administrative duties to assist with the overall administrative, financial, budgetary, and/or human resources activities of a designated department, division, or program; plans and oversees day-to-day workflows of routine clerical and administrative operations; may supervise or lead clerical or support staff.

**DISTINGUISHING CHARACTERISTICS:**

Levels in the administrative classification family are generally based on, but not limited to, the level and nature of work performed, size and complexity of the organization and budget, nature and number of functions and programs overseen, and scope and classification level of staff supervised.

The Administrative Coordinator is the paraprofessional-level classification in the series. Positions in this class are responsible for performing a variety of administrative, fiscal, budgetary, and human resources support duties and for coordinating day-to-day clerical and administrative operations. Incumbents typically support multiple administrative functions within a program, division or small department, coordinate processes and workflows, and may supervise or lead clerical staff.

The Administrative Coordinator is distinguished from the Supervising Administrative Assistant in that the latter is primarily responsible for supervising a small team of administrative staff performing routine clerical work, with accountability for scheduling, training, oversight of daily workflow, and coordination of clerical functions within a unit or department.

The Administrative Coordinator is further distinguished from the Administrative Officer in that the latter performs professional-level duties in support of one or more administrative functional areas for a department or division.

**TYPICAL TASKS AND REPRESENTATIVE DUTIES:**

(Not in order of importance)

- Performs a variety of paraprofessional-level activities in the administrative, financial, budgetary, and human resources operations of a designated department, division, or program; assists with the organization, implementation, and maintenance of policies and programs; monitors activities for compliance with established standards, requirements, and operational efficiency, and makes recommendations for improvement.
- Coordinates office and business activities, flow of information, and communication; assists with the development, implementation, and evaluation of department projects and objectives; participates in automation and process improvement activities for administrative and functional areas.
- Prepares and maintains a variety of narrative, financial, and statistical records, reports, and documents; develops and coordinates training materials and activities.
- Reviews and tracks expenses for assigned administrative functions; assists with the development and monitoring of budget(s), including gathering and reviewing financial data, maintaining spreadsheets, and assisting in the development of other financial and budget documents.
- Plans, assigns, and reviews work for accuracy, completeness, and compliance with established policies and performance standards; develops schedules and establishes priorities; assists clerical staff with the most complex or technical issues.
- Understands and ensures compliance with laws, codes, rules, and regulations related to assigned areas of responsibility.
- Collaborates and communicates with the public, departments, businesses, and external agencies to share information, coordinate efforts, and resolve a variety of issues.
- May support departmental human resources activities; coordinates and assists with recruitment and hiring processes in collaboration with central Human Resources; may provide paraprofessional-level support on matters including performance, training, and leave management.
- Supports efforts to improve program or departmental funding, efficiency, or effectiveness through research, process improvements, and collaboration with external partners, as directed.
- May supervise a team performing varied and complex clerical support work that requires coordination across multiple functions, programs, or organizational levels.

- Performs other related duties as assigned.

## **EMPLOYMENT STANDARDS:**

### **Knowledge of:**

- Modern office practices and procedures
- Applicable local, state, and federal laws, rules, regulations
- Basic practices of administrative, financial, and human resources activities
- Principles and practices of financial recordkeeping and reporting, including budget tracking, expense monitoring, and reconciliation methods
- Recordkeeping, report preparation, and filing methods
- Project coordination and evaluation
- Effective verbal and written communication and interpersonal skills
- Principles, practices, and procedures of supervision, leadership, evaluation, mentoring, training, team dynamics, and team building

### **Ability to:**

- Perform a variety of paraprofessional activities involved in administrative, financial, budgetary, and human resources activities
- Supervise, train, and evaluate the performance of assigned staff
- Compile, reconcile, and organize financial information to support departmental budgets, contracts, and reporting processes
- Prepare accurate and detailed reports, records, correspondence, and other written materials
- Understand and apply relevant laws, codes, rules, regulations, policies, and procedures
- Independently assess problems, evaluate alternatives, and recommend effective solutions
- Use a variety of software applications and department-specific systems to perform assigned tasks
- Promote an organized, professional, and safety-conscious work environment
- Communicate effectively verbally and in writing to a diverse population of individuals and groups
- Foster effective and positive working relationships with individuals from diverse perspectives by demonstrating strong interpersonal skills, including active listening, effective communication, advisory expertise, mediation, conflict resolution, and consensus building

**EDUCATION AND EXPERIENCE:**

A combination of education, training, and experience resulting in the required knowledge, skills, and abilities. An example of qualifying education and experience includes:

**A:** Possession of an associate's degree from an accredited college or university, In addition, one year of experience assisting in administrative, financial, budgetary, and/or human resources operations;

**B:** One year of experience performing work equivalent to a Supervising Administrative Assistant;

**C:** Three years of experience performing clerical work equivalent to an Administrative Assistant III.

**LICENSES AND CERTIFICATES:**

Certain positions within this classification may require driving. Positions that require driving will be communicated in the job posting. When driving is an essential function of the position, a valid California driver's license will be required at the time of appointment and must be maintained throughout employment.

**SPECIAL SUBCLASS RECRUITMENT:**

This class specification generally describes the duties and responsibilities characteristic of the position(s) within this class. The duties of a particular position within a multi-position class may vary from the duties of other positions within the class. Accordingly, the essential functions of a particular position (whether it be a multi-position class or a single-position class) will be identified and used by medical examiners and hiring authorities in the selection process. If you have any questions regarding the duties or the working conditions of the position, please contact the Human Resources Department at 805.781.5959.

Adopted:

## **HUMAN RESOURCES DEPARTMENT**

### **County of San Luis Obispo**

#### **ADMINISTRATIVE OFFICER**

##### **DEFINITION:**

Under direction, performs a variety of professional-level duties to manage the financial, budgetary, human resources, information systems, and/or administrative operational activities of a designated department, division, or program; plans and directs office and administrative business activities to ensure effective and efficient operations; may supervise professional, paraprofessional, technical, and clerical staff.

##### **DISTINGUISHING CHARACTERISTICS:**

Levels in the administrative classification family are generally based on the level and nature of work performed, size and complexity of the organization and budget, nature and number of functions and programs overseen, and scope and classification level of staff supervised.

The Administrative Officer is responsible for performing professional-level duties across functional areas such as budget, fiscal monitoring, procurement, contract administration, human resources, systems analysis, and operational support, and may supervise a variety of classifications in that effort. Assignments include independently managing a small or routine departmental budget, overseeing contracts or grants for a department or division, coordinating day-to-day office operations across multiple locations, or serving as a department's Human Resources Manager in collaboration with central Human Resources.

The Administrative Officer is distinguished from the Administrative Coordinator in that the latter provides paraprofessional-level support and coordination for administrative functions and may supervise or lead clerical staff in that effort.

The Administrative Officer is further distinguished from the Administrative Manager in that the latter typically assumes responsibility for administrative operations in larger or more complex environments,

exercises a larger degree of authority, oversight, and leadership across administrative functions, and typically supervises professional and technical staff.

#### **TYPICAL TASKS AND REPRESENTATIVE DUTIES:**

(Not in order of importance)

- Performs a variety of professional-level duties in the administrative, financial, budgetary, and human resources operations of a designated department, division, or program; organizes, implements, and maintains policies and programs; monitors activities for compliance with established standards, requirements, and operational efficiency, and makes recommendations for improvement.
- Oversees office and business activities, flow of information, and communication; assists in the development, implementation, and evaluation of policies, procedures, projects, and objectives; participates in automation and process improvement activities for administrative and functional areas; develops and evaluates projects, services, operations, and objectives for financial effectiveness and operational efficiency, and recommends process and procedure improvements.
- Prepares and maintains a variety of narrative, financial, and statistical records, reports, and documents; develops and coordinates training materials and activities.
- Leads or assists in the development and preparation of the annual budget; reviews and analyzes budgetary and financial data; authorizes expenditures in accordance with established limitations; organizes and coordinates departmental fiscal operations and activities such as procurement, grants, and contract administration; coordinates fiscal and accounting activities with financial staff as needed.
- Develops, implements, and evaluates projects, services, operations and objectives for financial effectiveness and operational efficiency; recommends process and procedure improvements for administrative and functional areas.
- Serves as a departmental liaison for automation activities with central Information Technology, other County staff, or external vendors; assists in the implementation and maintenance of automated processes.
- Supervises, mentors, and evaluates the performance of assigned staff; interviews and selects employees; recommends appointments, reassignments, and disciplinary actions; assigns and

reviews work for accuracy, completeness, and compliance with policies and performance standards.

- Researches, interprets, and ensures compliance with laws, codes, rules, and regulations related to assigned areas of responsibility.
- Collaborates and communicates with the public, departments, businesses, and external agencies to share information, coordinate efforts, and resolve a variety of issues.
- May assist with or oversee departmental human resources functions and assignments; acts as a liaison and works closely with central Human Resources on organizational development, recruitment and retention, leave management, and disciplinary actions; may draft and review disciplinary actions on behalf of departmental management in accordance with established procedures and standards.
- May supervise departmental technical information technology staff or serve as a liaison for automation activities with central Information Technology, other County staff, or external vendors; assists in ensuring the effective use of automated systems to support administrative operations; supports the implementation and maintenance of automated processes; and evaluates administrative systems and services for effectiveness and efficiency.
- May prepare and coordinate media or public-facing communications, reports, and other informational materials related to departmental or divisional operations, activities, or services.
- Performs other related duties as assigned.

#### **EMPLOYMENT STANDARDS:**

##### **Knowledge of:**

- Modern office practices and procedures
- Basic practices of administrative, financial, and human resources activities
- Applicable local, state, and federal laws, rules, and regulations
- Methods for monitoring, reconciling, and evaluating budgetary and financial data across multiple funds, programs, or contracts
- Methods and procedures for grant, contract, and procurement administration and processes, including compliance monitoring and financial oversight
- Recordkeeping, report preparation, and filing methods
- Project management and evaluation

### Attachment 3

- Effective verbal and written communication and interpersonal skills
- Principles, practices, and procedures of supervision, leadership, evaluation, mentoring, training, team dynamics, and team building
- Uses of automated systems and data management techniques to support administrative and fiscal functions

#### **Ability to:**

- Perform a variety of professional activities involved in the overall administrative, financial, budgetary, and human resources management activities of a designated department or division
- Prepare, administer, and monitor budgets, including reviewing expenses, projecting revenues, and ensuring compliance with established fiscal policies and procedures
- Prepare accurate and detailed reports, records, correspondence, and other written materials
- Understand, evaluate, and apply laws, codes, rules, regulations, policies, and procedures
- Analyze problems, evaluate alternatives, and recommend or implement effective solutions
- Use a variety of software applications and department-specific systems to perform assigned tasks
- Promote an organized, professional, and safety-conscious work environment
- Communicate effectively verbally and in writing to a diverse population of individuals and groups
- Foster effective and positive working relationships with individuals from diverse perspectives by demonstrating strong interpersonal skills, including active listening, effective communication, advisory expertise, mediation, conflict resolution, and consensus building

#### **EDUCATION AND EXPERIENCE:**

A combination of education, training, and experience resulting in the required knowledge, skills, and abilities. An example of qualifying education and experience includes:

Possession of a bachelor's degree from an accredited four-year college or university in business or public administration, accounting, or a closely related field. In addition, two years of experience as an Administrative Services Coordinator or other progressively responsible paraprofessional experience in human resources, finance or accounting, or other administrative functions.



**LICENSES AND CERTIFICATES:**

Certain positions within this classification may require driving. Positions that require driving will be communicated in the job posting. When driving is an essential function of the position, a valid California driver's license will be required at the time of appointment and must be maintained throughout employment.

**SPECIAL SUBCLASS RECRUITMENT:**

This class specification generally describes the duties and responsibilities characteristic of the position(s) within this class. The duties of a particular position within a multi-position class may vary from the duties of other positions within the class. Accordingly, the essential functions of a particular position (whether it be a multi-position class or a single-position class) will be identified and used by medical examiners and hiring authorities in the selection process. If you have any questions regarding the duties or the working conditions of the position, please contact the Human Resources Department at 805.781.5959.

Adopted:

## **HUMAN RESOURCES DEPARTMENT**

### **County of San Luis Obispo**

#### **ADMINISTRATIVE MANAGER**

##### **DEFINITION:**

Under direction, assumes responsibility for the administrative operations, including financial and budgetary, human resources, information systems, and other activities of a designated department or division; organizes and manages office and business activities to ensure effective and efficient operations; supervises, trains, and evaluates the performance of assigned professional, paraprofessional, technical, or clerical staff.

##### **DISTINGUISHING CHARACTERISTICS:**

Levels in the administrative classification family are generally based on the level and nature of work performed, size and complexity of the organization and budget, nature and number of functions and programs overseen, and scope and classification level of staff supervised.

The Administrative Manager is responsible for managing the administrative and fiscal functions of a department or large division. Incumbents typically oversee multiple core administrative functions in a small to medium-sized department, a medium-sized function with varied fiscal and administrative responsibilities, a routine medium-sized budget, or a smaller but more complex budget. Incumbents typically supervise a mix of professional, paraprofessional, technical, and clerical staff.

The Administrative Manager is distinguished from the Administrative Officer in that the latter oversees administrative functions of more limited size or complexity and may supervise paraprofessional or clerical staff.

The Administrative Manager is further distinguished from the Principal Administrative Manager in that the latter is typically allocated to departments or divisions of greater size, scope, and complexity, exercises broader administrative responsibilities, and has a wider span of control.

**TYPICAL TASKS AND REPRESENTATIVE DUTIES:**

(Not in order of importance)

- Directs and oversees administrative, financial, budgetary, and human resources functions of a designated department or division; establishes, implements, and evaluates policies and programs; ensures activities comply with department standards and legal requirements; identifies needs and implements improvements to enhance operational effectiveness and efficiency.
- Manages office and business activities, flow of information, and communication; develops and evaluates procedures, projects, and objectives; organizes automation and process improvement activities for administrative and functional areas; leads the development and implementation of projects, contracts, goals, services, and activities; ensures proper and timely resolution of issues, conflicts, and discrepancies.
- Prepares and maintains a variety of narrative, financial, and statistical records, reports, and documents; develops and coordinates training.
- Formulates and develops policies, procedures, and programs related to assigned areas; ensures the preparation and revision of policy and procedural manuals.
- Advises departmental leadership on the impact of new or pending legislation, regulations, and Countywide policies; coordinates implementation of changes to ensure organizational compliance.
- Monitors and assesses department programs, services, and operations for financial effectiveness and operational efficiency and makes recommendations for improvement.
- Supervises, mentors, and evaluates the performance of assigned staff; interviews and selects employees; recommends appointments, reassignments, and disciplinary actions; assigns and reviews work for accuracy, completeness, and compliance with policies and performance standards.
- Collaborates and communicates with the public, departments, businesses, and external agencies to share information, coordinate efforts, and resolve a variety of issues.
- May manage and participate in the development of the annual department budget; reviews and analyzes budgetary and financial data; authorizes expenditures in accordance with established limitations; oversees a large division or department's fiscal operations, including grants, contracts, and accounting activities through coordination with or direct supervision of financial and support staff.
- May manage departmental human resources activities; collaborates with central Human Resources on organizational development, recruitment and retention, leave management, and disciplinary

actions; administers disciplinary processes, including drafting and reviewing disciplinary actions on behalf of departmental management in accordance with established procedures and standards.

- May supervise departmental information technology staff or serve as a liaison for automation activities with central Information Technology or external vendors; ensures the effective use of automated systems to support departmental operations; assists in the implementation and maintenance of automated processes; evaluates administrative systems and services for effectiveness and efficiency and recommends improvements.
- May oversee the preparation and dissemination of media or public-facing communications, reports, and other informational materials related to departmental operations, programs, or services.
- Performs other related duties as assigned.

## **EMPLOYMENT STANDARDS:**

### **Knowledge of:**

- Modern office practices and procedures
- Principles, practices, and techniques involved in administrative, financial, budgetary, and human resources management activities
- Principles and best practices of governmental budget preparation and control, including forecasting, revenue and expenditure analysis, fund accounting, and multi-year financial planning
- Methods and procedures for grant, contract, and procurement administration, including compliance monitoring and financial oversight
- Use of automated systems and data management techniques to support administrative, fiscal, and operational functions
- Applicable local, state, and federal laws, rules, and regulations
- Project management and evaluation
- Research, analysis, and statistical evaluation techniques
- Laws and best practices of human resources management
- Effective verbal and written communication and interpersonal skills
- Principles, practices, and procedures of supervision, leadership, mentoring, evaluation, training, team dynamics, and team building

### **Ability to:**

#### Attachment 4

- Perform a variety of professional activities involved in the overall administrative, financial, budgetary, and human resources management activities of a designated department or division
- Manage and organize office and business activities and flow of communications and information to ensure effective and efficient activities
- Collect, interpret, and evaluate budgetary, statistical, and accounting data
- Independently prepare, administer, and monitor budgets, including reviewing expenses, projecting revenues, and ensuring compliance with established fiscal policies and procedures
- Analyze complex problems, evaluate alternatives, and recommend or implement effective solutions
- Use a variety of software applications and department-specific systems to perform assigned tasks
- Promote an organized, professional, and safety-conscious work environment
- Communicate effectively verbally and in writing to a diverse population of individuals and groups
- Foster effective and positive working relationships with individuals from diverse perspectives by demonstrating strong interpersonal skills, including active listening, effective communication, advisory expertise, mediation, conflict resolution, and consensus building

#### **EDUCATION AND EXPERIENCE:**

A combination of education, training, and experience resulting in the required knowledge, skills, and abilities. An example of qualifying education and experience includes:

Possession of a bachelor's degree from an accredited college or university in business or public administration, accounting, or a closely related field. In addition, two years as an Administrative Officer or other progressively responsible professional-level experience in finance or accounting, human resources, or other administrative functions, including two years in a lead or supervisory capacity.

#### **LICENSES AND CERTIFICATES:**

Certain positions within this classification may require driving. Positions that require driving will be communicated in the job posting. When driving is an essential function of the position, a valid California driver's license will be required at the time of appointment and must be maintained throughout employment.

#### **SPECIAL SUBCLASS RECRUITMENT:**

#### Attachment 4

This class specification generally describes the duties and responsibilities characteristic of the position(s) within this class. The duties of a particular position within a multi-position class may vary from the duties of other positions within the class. Accordingly, the essential functions of a particular position (whether it be a multi-position class or a single-position class) will be identified and used by medical examiners and hiring authorities in the selection process. If you have any questions regarding the duties or the working conditions of the position, please contact the Human Resources Department at 805.781.5959.

Adopted:

DRAFT

**HUMAN RESOURCES DEPARTMENT****County of San Luis Obispo County****PRINCIPAL ADMINISTRATIVE MANAGER****DEFINITION:**

Under general direction, assumes substantive and significant responsibility for the administrative operations, including financial and budgetary, human resources, information systems, and other activities of a large department or division; organizes and directs office and business activities to ensure effective operations; supervises, trains, and evaluates the performance of assigned lower-level management, professional, paraprofessional, and technical staff.

**DISTINGUISHING CHARACTERISTICS:**

Levels in the administrative classification family are generally based on the level and nature of work performed, size and complexity of the organization and budget, nature and number of functions and programs overseen, and scope and classification level of staff supervised.

The Principal Administrative Manager is responsible for managing the administrative and fiscal operations of a large and complex department or division. Incumbents independently oversee multiple core administrative functions, large-scale programs with complex fiscal and administrative components, or complex, medium-sized budgets. Incumbents typically report to a Division Manager – Administrative and Fiscal, Department Head, or other executive management positions. Incumbents typically supervise a team of professional, paraprofessional, and technical staff.

The Principal Administrative Manager is distinguished from the Administrative Manager in that the latter typically manages multiple administrative functions within a small to medium-sized department or division and oversees routine to moderately complex budgets, whereas the Principal Administrative Manager is allocated to larger and more complex departments or divisions, exercises broader authority across diverse administrative functions, and is responsible for budgets of significant scale and complexity.

The Principal Administrative Manager is further distinguished from the Division Manager – Administrative and Fiscal in that the latter is typically allocated to the largest and most complex departments, where it assumes full responsibility for department-wide administrative and fiscal functions or for managing budgets of exceptional size and complexity. The Division Manager exercises a higher level of authority and independence, directs a larger complement of professional and management staff, and carries department-wide responsibility for the most complex administrative and fiscal operations.

#### **TYPICAL TASKS AND REPRESENTATIVE DUTIES:**

(Not in order of importance)

- Manages and directs the administrative, fiscal, budgetary, and human resources functions of a designated department or large division; establishes, implements, and evaluates policies and programs; ensures activities comply with department standards and legal requirements; identifies needs and implements improvements to enhance operational effectiveness and efficiency.
- Manages department and business activities, flow of information, and communication; oversees the development, implementation, and evaluation of policies, procedures, projects, and objectives; directs automation and process improvement activities; ensures timely and effective resolution of administrative and operational issues.
- Prepares and maintains a variety of narrative, financial, and statistical records, reports, and documents; directs, develops, and oversees training.
- Plans, organizes, and directs the preparation and administration of large and complex department budgets; reviews, analyzes, and forecasts budgetary and financial data; authorizes and controls expenditures; oversees fiscal operations including accounting, grants, and contracts management; ensures integration of fiscal planning with department goals and service delivery.
- Provides consultation to executive leadership on administrative, fiscal, and human resources issues; recommends strategies and solutions to address department-wide challenges; represents the department in negotiations, audits, and high-level problem-solving.
- Formulates, develops, and implements policies and programs of significant scope and impact; oversees preparation and revision of departmental policy and procedural manuals to ensure compliance with evolving requirements and best practices.



- Monitors and evaluates department programs, services, and operations for financial sustainability, compliance, and operational efficiency; directs the development of strategies to address findings and improve outcomes.
- Ensures departmental compliance with laws, codes, regulations, and legislative requirements through subordinate managers and staff; directs the review and implementation of legislative and regulatory changes; provides guidance to department leadership on policy and compliance implications.
- Manages departmental human resources functions and activities through subordinate staff; ensures activities are carried out in coordination with central Human Resources as necessary and in accordance with established procedures and standards.
- Directs and manages automation initiatives through supervision of department information technology staff and in coordination with central Information Technology and external vendors; ensures alignment of technology solutions with department priorities and financial stewardship.
- Supervises, mentors, and evaluates the performance of assigned staff; interviews and selects employees; recommends appointments, reassignments, and disciplinary actions; assigns and reviews work for accuracy, completeness, and compliance with policies and performance standards.
- Collaborates and communicates with other departments, elected officials, external agencies, and community stakeholders; represents the department on leadership teams, boards, and committees; prepares and delivers presentations on administrative, fiscal, and organizational matters affecting the department.
- Performs other related duties as assigned.

#### **EMPLOYMENT STANDARDS:**

##### **Knowledge of:**

- Modern office practices and procedures
- Principles, practices, and techniques involved in directing broad administrative, financial, budgetary, human resources, and organizational management activities
- Advanced governmental budget development and control, including multi-year financial planning, forecasting, fund accounting, and revenue/expenditure analysis
- Methods and procedures for grant, contract, and procurement administration at a large scale, including compliance monitoring and financial oversight

## Attachment 5

- Applicable local, state, and federal laws, rules, and regulations
- Project management and evaluation
- Research, analysis, and statistical evaluation techniques
- Laws and best practices of human resources management
- Effective verbal and written communication and presentation techniques for diverse audiences, including executive leadership, boards, and community stakeholders
- Principles and practices of leadership, including delegation, succession planning, mentoring, evaluation, and performance management for managers and supervisors

### **Ability to:**

- Direct and evaluate broad and complex administrative, budgetary, and organizational operations
- Direct and organize office and business activities and flow of communications and information to ensure effective and efficient outcomes
- Establish and implement department-wide fiscal and administrative policies; oversee long-range planning, forecasting, and allocation of resources
- Provide strategic guidance on complex organizational issues, evaluate alternatives, and recommend solutions aligned with departmental priorities and service delivery goals
- Oversee the development and administration of large, complex budgets; monitor fiscal activities and ensure compliance with fiscal policies, procedures, and legal requirements
- Interpret, evaluate, and apply laws, codes, and regulations affecting departmental operations; anticipate impacts of pending legislation and recommend organizational responses
- Direct the effective use of automated systems and technology to enhance administrative and operational efficiency
- Cultivate a culture of accountability, professional growth, and collaboration
- Promote an organized, professional, and safety-conscious work environment
- Communicate effectively verbally and in writing to a diverse population of individuals and groups
- Foster effective and positive working relationships with individuals from diverse perspectives by demonstrating strong interpersonal skills, including active listening, effective communication, advisory expertise, mediation, conflict resolution, and consensus building

### **EDUCATION AND EXPERIENCE:**

A combination of education, training, and experience resulting in the required knowledge, skills, and abilities. An example of qualifying education and experience includes:

Possession of a bachelor's degree from an accredited four-year college or university in business or public administration, accounting, or a closely related field. In addition, three years of progressively responsible professional-level experience in finance or accounting, human resources, or other administrative functions, including two years of supervision over professional-level classifications.

**LICENSES AND CERTIFICATES:**

Certain positions within this classification may require driving. Positions that require driving will be communicated in the job posting. When driving is an essential function of the position, a valid California driver's license will be required at the time of appointment and must be maintained throughout employment.

**SPECIAL SUBCLASS RECRUITMENT:**

This class specification generally describes the duties and responsibilities characteristic of the position(s) within this class. The duties of a particular position within a multi-position class may vary from the duties of other positions within the class. Accordingly, the essential functions of a particular position (whether it be a multi-position class or a single-position class) will be identified and used by medical examiners and hiring authorities in the selection process. If you have any questions regarding the duties or the working conditions of the position, please contact the Human Resources Department at 805.781.5959.

Adopted:

## **HUMAN RESOURCES DEPARTMENT**

### **County of San Luis Obispo**

#### **DIVISION MANAGER – ADMINISTRATIVE AND FISCAL**

##### **DEFINITION:**

Under administrative direction, assumes full responsibility for a large department's administrative and fiscal operations, including oversight of financial and budgetary services, human resources, and departmental support services; ensures effective and efficient operations; supervises, trains, and evaluates the performance of assigned professional and management staff.

##### **DISTINGUISHING CHARACTERISTICS:**

Levels in the administrative classification family are generally based on the level and nature of work performed, size and complexity of the organization and budget, nature and number of functions and programs overseen, and scope and classification level of staff supervised.

This is the highest level in the administrative classification family and is distinguished from the lower levels by the overall scale, complexity, and breadth of responsibility assigned. Positions at this level must meet at least three of the following four criteria: 1) Assigned to a department with more than 250 full-time equivalent (FTE) positions; 2) Directs a staff of professional, technical, and support staff of more than 15 FTE; 3) Manages the largest and most complex departmental budgets, characterized by multiple funding sources, restricted and unrestricted revenues, diverse programmatic needs, and significant compliance and reporting requirements; 4) Exercises full responsibility for the department's entire administrative division, including fiscal, human resources, and operational support functions; this level of responsibility typically occurs in departments where executive leadership is primarily focused on external service delivery rather than internal administration.

The Division Manager – Administrative and Fiscal is distinguished from the Principal Administrative Manager in that the latter oversees administrative functions in medium or large departments, while the Division Manager assumes executive responsibility for a full administrative division in the largest and most complex departments or serves as the department budget director for exceptionally large and multifaceted

1 budgets.

2  
3 **TYPICAL TASKS AND REPRESENTATIVE DUTIES:**

4 (Not in order of importance)

- 5 • Directs and oversees the administrative, financial, budgetary, and human resources functions for a  
6 large and complex County department; plans, organizes, and directs highly complex administrative  
7 programs and functions; establishes, implements, and evaluates policies and programs; sets  
8 timelines, priorities, and performance standards; ensures effective utilization of resources and staff  
9 to meet department-wide objectives; ensures activities comply with County standards, legal  
10 requirements, and strategic priorities.
- 11 • Provides executive-level direction for office and business operations, information flow, and  
12 communication across the department; leads the development, implementation, and evaluation of  
13 major projects, programs, and objectives; initiates and directs automation and process  
14 improvement activities for administrative and functional areas; ensures timely and appropriate  
15 resolution of high-level issues, conflicts, and discrepancies.
- 16 • Identifies organizational needs and directs strategic improvements to enhance operational  
17 effectiveness and efficiency, ensuring long-term sustainability of administrative structures, systems,  
18 and resources.
- 19 • Directs the development, preparation, and administration of large and complex budgets; reviews  
20 and analyzes financial data; authorizes and controls expenditures within established limitations;  
21 oversees fiscal operations including fund accounting, multi-year forecasting, grants, and contracts;  
22 establishes fiscal strategies to ensure long-term sustainability.
- 23 • Provides consultation and strategic advice to Department Head and executive leadership on  
24 complex administrative, financial, and human resources issues; formulates and develops policies,  
25 procedures, and programs; functions as a member of the department's executive team, ensuring  
26 alignment of administrative and support services with the department's strategic objectives.
- 27 • Monitors, evaluates, and advises on legislation, regulations, and Countywide policies with potential  
28 impact on department operations; directs and leads implementation of changes to ensure  
29 compliance and effectiveness.
- 30 • May direct departmental human resources functions through subordinate management staff;  
31 ensures consistency with County policies, labor agreements, and applicable laws.

- Directs departmental automation and information technology activities and staff to ensure systems, processes, and resources effectively support complex administrative, fiscal, and operational needs.
- Supervises, mentors, and evaluates the performance of assigned staff; interviews and selects employees; directs staff development; approves appointments, reassignments, and disciplinary actions; ensures staff meet established goals and performance expectations.
- Represents the department with boards, commissions, other County departments, outside agencies, and the public; leads or participates in interdepartmental committees and task forces; presents reports and recommendations to executive management and governing bodies.
- Performs other related duties as assigned.

## **EMPLOYMENT STANDARDS:**

### **Knowledge of:**

- Modern office practices and procedures
- Principles, practices, and techniques involved in directing department-wide administrative, financial, budgetary, human resources, and organizational management activities of exceptional size and complexity
- Advanced governmental budget development and control, including multi-year financial planning, forecasting, fund accounting, capital financing, and revenue/expenditure analysis for large, multi-program departments
- Methods and procedures for high-value grant, contract, and procurement administration, including negotiation, compliance monitoring, and fiscal oversight
- Applicable local, state, and federal laws, rules, and regulations
- Principles and practices of project management, evaluation, and long-range strategic planning
- Research, analysis, and statistical evaluation techniques
- Principles, practices, and requirements of human resources administration
- Effective verbal and written communication and interpersonal skills for diverse audiences, including executive leadership, boards, elected officials, and community stakeholders
- Principles and practices of executive leadership, including strategic delegation, succession planning, mentoring, evaluation, and performance management for managers and supervisors

### **Ability to:**

- Direct, evaluate, and integrate broad, complex, and diverse administrative, fiscal, and organizational operations across a large County department
- Establish and implement department-wide administrative, fiscal, and operational policies; oversee long-range planning, forecasting, and allocation of resources
- Provide strategic consultation to executive management and elected officials on complex organizational issues, evaluate alternatives, and recommend solutions aligned with department priorities and service delivery goals
- Oversee and integrate the development and administration of exceptionally large, complex, and multi-fund budgets; monitor fiscal activities and ensure compliance with fiscal policies, procedures, and legal requirements
- Interpret, evaluate, and apply laws, codes, and regulations affecting department-wide operations; anticipate impacts of pending legislation and direct organizational response strategies
- Direct automation initiatives and oversee information technology integration to improve department-wide operations and service delivery
- Cultivate and sustain a culture of accountability, professional growth, and collaboration
- Use a variety of software applications and department-specific systems to perform assigned tasks
- Promote an organized, professional, and safety-conscious work environment
- Communicate effectively verbally and in writing to a diverse population of individuals and groups
- Foster effective and positive working relationships with individuals from diverse perspectives by demonstrating strong interpersonal skills, including active listening, effective communication, advisory expertise, mediation, conflict resolution, and consensus building

#### **EDUCATION AND EXPERIENCE:**

A combination of education, training, and experience resulting in the required knowledge, skills, and abilities. An example of qualifying education and experience includes:

Possession of a bachelor's degree from an accredited four-year college or university in business or public administration, accounting, or a closely related field. In addition, five years of progressively responsible professional and management experience in finance or accounting, human resources, or other administrative functions, including two years of supervision over professional-level classifications.

**LICENSES AND CERTIFICATES:**

Certain positions within this classification may require driving. Positions that require driving will be communicated in the job posting. When driving is an essential function of the position, a valid California driver's license will be required at the time of appointment and must be maintained throughout employment.

**SPECIAL SUBCLASS RECRUITMENT:**

This class specification generally describes the duties and responsibilities characteristic of the position(s) within this class. The duties of a particular position within a multi-position class may vary from the duties of other positions within the class. Accordingly, the essential functions of a particular position (whether it be a multi-position class or a single-position class) will be identified and used by medical examiners and hiring authorities in the selection process. If you have any questions regarding the duties or the working conditions of the position, please contact the Human Resources Department at 805.781.5959.

Adopted:



**HUMAN RESOURCES DEPARTMENT  
San Luis Obispo County****SUPERVISING ADMINISTRATIVE CLERK I****DEFINITION:**

Under direction, supervises the work of a staff performing clerical functions; personally performs the most difficult and responsible clerical work; provides some administrative assistance to departmental management; and does other related work as required.

**DISTINGUISHING CHARACTERISTICS:**

This is the first full supervisory level in the general clerical series.

**TYPICAL TASKS:**

(Not in order of importance)

Plans, assigns, and reviews work; gives instructions and makes decisions on difficult clerical problems in connection with the work of subordinate clerical staff; schedules work to meet deadlines; establishes priorities; determines efficient ways to organize tasks of subordinates; maintains liaison with other units or offices to insure efficient work flow; assists subordinates in handling difficult or unusual problems; reviews work of subordinates for adherence to established procedure and for accuracy, completion and conformance to applicable rules and regulations and makes changes as appropriate; prepares performance evaluations, makes recommendations on the selection of subordinates; prescribes work schedules; directs the training of subordinates; instructs new employees in departmental policies and rules; confers with superiors on office clerical systems and procedures; directs the implementation of revised clerical systems and procedures; estimates supply and equipment requirements for budgetary purposes; assists in the preparation of departmental budget; provides explanations to employees, departments and the public which require thorough knowledge of County operations and of department operations, rules and procedures; does difficult and complex clerical work such as the preparation of statistical and financial reports; may be required to operate or may supervise those who operate automated office equipment including word processors, personal computers, data processing equipment, facsimile, electronic copiers, printers, adding machines, calculators and other modern office equipment; may take and transcribe difficult dictation or minutes of committee and commission meetings; may act as confidential secretary to a department head.

**EMPLOYMENT STANDARDS:****Knowledge of:**

Principles of supervision and training; office organization, procedures and practices; automated office equipment; record keeping systems, correspondence and report styles, and formats; correct English usage, spelling, grammar and punctuation.

**Ability to:**

Plan, assign, supervise and coordinate the work of subordinates; devise and adapt work procedures and recordkeeping systems to meet changing needs; learn to operate automated office equipment; understand, interpret and apply laws, rules, written and oral directions to specific situations; perform highly complex and difficult clerical work requiring considerable independent judgment; perform basic arithmetical calculations; establish and maintain effective working relationships (some positions may require the ability to take dictation at the rate of 70 net w.p.m.)

**EDUCATION/EXPERIENCE:**

Either A: Three years of experience at the journeyworker clerical level. (Possession of a Certificate of Proficiency in Secretarial or Clerical studies or its equivalent from an accredited institution may be substituted

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for one year of the required journeyworker experience.) OR B: One year of experience as a Senior Clerk/Senior Typist Clerk or an equivalent position.

In addition, successful completion of a supervisory training course is highly desirable.

Adopted: 07-01-70

Revised: 08-24-88

Effective: 08-24-88

**HUMAN RESOURCES DEPARTMENT  
SAN LUIS OBISPO COUNTY**

**SUPERVISING ADMINISTRATIVE CLERK II**

**DEFINITION:**

Under direction, supervises through subordinate supervisors a clerical staff with varied functional units, or supervises a large clerical staff engaged in performing varied and difficult clerical duties; provides administrative assistance to department heads; does other related work as required.

**DISTINGUISHING CHARACTERISTICS:**

This is the highest level in the clerical series. Incumbents spend either a large percentage of time providing administrative assistance to department heads while supervising through subordinate supervisors, or engage almost exclusively in exercising technical clerical supervision over a large clerical staff engaged in performing varied and difficult clerical duties and provide some administrative assistance to department heads.

**TYPICAL TASKS:**

(Not in order of importance)

Plans, assigns, and reviews work; gives instructions and makes decisions on difficult clerical problems in connection with the work of subordinate clerical staff; schedules work to meet deadlines; establishes priorities; determines efficient ways to organize tasks of subordinates; maintains liaison with other units or offices to insure efficient work flow; assists subordinates in handling difficult or unusual problems; reviews work of subordinates for adherence to established procedure and for accuracy, completion and conformance to applicable rules and regulations and makes changes as appropriate; prepares performance evaluations, makes recommendations on the selection of subordinates; prescribes work schedules; directs the training of subordinates; instructs new employees in departmental policies and rules; confers with superiors on office clerical systems and procedures; directs the implementation of revised clerical systems and procedures; estimates supply and equipment requirements for budgetary purposes; assists in the preparation of departmental budget; provides explanations to employees, departments and the public which require thorough knowledge of County operations and of department operations, rules and procedures; does difficult and complex clerical work such as the preparation of statistical and financial reports; may be required to operate or may supervise those who operate automated office equipment including word processors, personal computers, data processing equipment, facsimile, electronic copiers, printers, adding machines, calculators and other modern office equipment; may take and transcribe difficult dictation or minutes of committee and commission meetings; may act as confidential secretary to a department head.

**EMPLOYMENT STANDARDS:**

**Knowledge of:**

Principles of supervision and training; office organization, procedures and practices; automated office equipment; record-keeping systems and correspondence and report styles and formats; correct English usage, spelling, grammar, and punctuation.

**Ability to:**

Plan, assign, supervise and coordinate the work of subordinates; devise and adapt work procedures and recordkeeping systems to meet changing needs; understand, interpret and apply laws, rules and written and oral directions to specific situations; perform highly complex and difficult clerical work requiring considerable independent judgment; perform basic arithmetical calculations; learn to operate automated office equipment; establish and maintain effective working relationships; (some positions may require the ability to take dictation at the rate of 70 net w.p.m.)

**EDUCATION/EXPERIENCE:**

Either A: One year of experience as a Supervising Clerk I or an equivalent position.

Or B: Two years of experience as a Senior Clerk/Senior Typist Clerk or an equivalent position.

In addition, successful completion of a supervisory training course is highly desirable.

Adopted: 07-01-70

Revised: 08-24-88

Effective: 08-24-88

**HUMAN RESOURCES DEPARTMENT**  
**San Luis Obispo County**

**ADMINISTRATIVE SERVICES OFFICER I & II**  
**(Career Series)**

**DEFINITION:**

Under direction, performs a variety of activities involved in the overall administrative, budgetary and personnel management activities of a designated County department; coordinates and organizes office and business activities and flow of communications and information to ensure effective and efficient activities; may supervise, train and evaluate the performance of assigned personnel; and does other related work as required.

**DISTINGUISHING CHARACTERISTICS:**

Incumbents in the Administrative Services Officer classification series are responsible for departmental administrative activities. Positions are allocated based upon the complexity of departmental activities, budget, business activities and supervisory responsibilities.

The Administrative Services Officer I classification is the entry-level position. Incumbents work under supervision and perform less complex administrative assignments. They may become eligible for promotion to the Administrative Services Officer II level based upon demonstration of progressively responsible job assignment and performance, independence of action, decision making and attainment of required experience.

The Administrative Services Officer II classification is the journey-level position. Incumbents are typically assigned to perform complex administrative assignments under general supervision in large or mid-size departments or manage the administrative services responsibilities of a small department.

**REPRESENTATIVE DUTIES:**

(Not in order of importance)

- Assists in, performs and/or manages a variety of activities involved in the overall administrative, budgetary and personnel management of a designated County department; assists in establishing and maintaining departmental timelines and priorities; ensures related activities comply with established standards, policies, procedures, legal and legislative requirements.
- Coordinates and organizes office and business activities and flow of communications and information for effective and efficient business operations; assists in the development, implementation, monitoring, and evaluation of department projects, contracts, goals, objectives, services and activities; insures proper and timely resolution of office, personnel, and business issues, conflicts and discrepancies.
- May supervise, train and evaluate the performance of assigned personnel; interview and select employees and recommend reassignment, termination and disciplinary actions; develop employee schedules, assign staff duties and review completed work for accuracy and completeness.
- Assists in the development and preparation of the annual budget for the assigned department; reviews and analyzes budgetary and financial data; organizes and coordinates fiscal operations and activities; coordinates fiscal and accounting activities with financial and accounting-related personnel as needed; assists in administering departmental personnel programs and assignments for the department.
- Provides technical information and assistance to the assigned administrator concerning program and operations, needs, and issues; assists in the formulation and development of policies, procedures and programs; maintains current knowledge of laws, codes, rules, regulations and pending legislation related to department operations; provides input for proposed legislation and assists in implementation of legislative changes.

- Monitors and assesses department programs, services, and operations for financial effectiveness and operational efficiency and makes recommendations for improvement; participates in the preparation and maintenance of a variety of narrative and statistical records, reports and files related to personnel, financial activity and assigned duties; may serve as a liaison for automation activities.
- Provides consultation to department staff concerning administrative activities of assigned department; responds to inquiries, resolves issues and conflicts and provides detailed and technical information concerning related standards, requirements, policies and procedures.
- Communicates with other departments, businesses, governmental agencies and others to exchange information, coordinate activities and resolve issues or concerns related to the administrative activities of the department; attends and conducts a variety of meetings and prepares and delivers oral presentations as assigned.

## **EMPLOYMENT STANDARDS:**

### **Knowledge of:**

- Basic practices involved in the administrative, budgetary and personnel management activities of a designated County department.
- Basic principles of governmental budget preparation and control
- Principles and practices of personnel management
- Project management and evaluation
- Computer applications and operations
- Research, analysis, and statistical evaluation techniques
- Effective oral and written communication and interpersonal skills

### **Ability to:**

- Perform a variety of activities involved in the overall administrative, budgetary and personnel management activities of a designated County department
- Coordinate and organize office and business activities and flow of communications and information to insure effective and efficient activities
- Supervise, train and evaluate the performance of assigned staff.
- Collect, interpret and evaluate budgetary, statistical and accounting data.
- Evaluate administrative management problems and present corrective alternatives, solutions and recommendations
- Interpret, apply and explain laws, codes, rules, regulations, policies and procedures
- Establish and maintain cooperative, effective and collaborative working relationships with others
- Operate a computer and assigned office equipment
- Plan and organize own work and work of others for successful results

## **EDUCATION AND EXPERIENCE:**

Administrative Services Officer I: Bachelor's degree in business administration, public administration or a closely related field (Job-related experience may substitute for the required education on a year-for-year basis).

Administrative Services Officer II: In addition to the above educational experience, one year of experience at a professional level performing a wide variety of administrative and business management activities.

## **LICENSES AND CERTIFICATES:**

A valid driver's license is required at the time of application. A valid CALIFORNIA driver's license is required at the time of appointment and must be maintained throughout employment.

**OTHER CONDITIONS OF EMPLOYMENT:**

Environment:

Office environment

Physical Demands:

Hearing and speaking to exchange information

Dexterity of hands and fingers to operate a computer keyboard

Seeing to read a variety of materials

Sitting for extended periods of time

**SPECIAL SUBCLASS RECRUITMENT:**

This class specification generally describes the duties and responsibilities characteristic of the positions(s) within this class. The duties of a particular position within a multi-position class may vary from the duties of other positions within the class. Accordingly, the essential functions of a particular position (whether it be a multi-position class or a single-position class) will be identified and used by medical examiners and hiring authorities in the selection process. If you have any questions regarding the duties or the working conditions of the position, please contact the Human Resources Department at 805.781.5959.

Adopted: 06-22-83

BOS Approved: 04-28-04

Revised: 06-22-04

**HUMAN RESOURCES DEPARTMENT**  
**San Luis Obispo County**

**ADMINISTRATIVE SERVICES MANAGER**

**DEFINITION:**

Under general direction, assumes substantive and significant responsibility for departmental or division administration including fiscal and budgetary, personnel, management information systems, program and/or operational activities; coordinates, organizes and manages office and business activities and flow of communications and information to assure smooth and efficient business operations; supervises, trains and evaluates the performance of assigned personnel; and does other related work as required.

**DISTINGUISHING CHARACTERISTICS:**

Incumbents of this classification are typically assigned to the largest departments in size and budget to manage a major function of the overall department; or to medium-size departments with complex budgets to manage an administrative services division.

**REPRESENTATIVE DUTIES:**

(Not in order of importance)

- Performs and manages a variety of activities involved in the overall administrative, budgetary and personnel management of a designated County department; assists in establishing and maintaining departmental timelines and priorities; assures related activities comply with established standards, requirements, policies and procedures.
- Plans, coordinates and organizes office and business activities and flow of communications and information for effective and efficient business operations; assists in the development and implementation of department projects, contracts, goals, objectives, services and activities; assures proper and timely resolution of office, personnel and business issues, conflicts and discrepancies.
- Supervises, trains and evaluates the performance of assigned personnel; interviews and selects employees and recommends transfers, reassignments, terminations and disciplinary actions; oversees the development and maintenance of work performance and production standards for departmental operations.
- Coordinates and directs the development and preparation of the annual budget for the assigned department; reviews and analyzes budgetary and financial data; controls and authorizes expenditures in accordance with established limitations; organizes and directs fiscal operations and activities to meet the needs of assigned department; coordinates fiscal and accounting activities with financial and accounting-related personnel; recommends adequate resource and personnel levels to meet department needs; manages or serves as a liaison for automation activities.
- Monitors and assesses department programs, services and operations for financial effectiveness and operational efficiency; provides recommendations concerning the development and implementation of programs, policies and procedures to enhance the financial effectiveness and operational efficiency of assigned department.
- Provides technical information and assistance to the assigned administrator concerning programs and operations, needs and issues; formulates and develops policies, procedures and programs; prepares and revises departmental policy and procedural manuals.



- Provides consultation to department staff concerning administrative activities of assigned department; responds to inquiries, resolves issues and conflicts and provides detailed and technical information concerning related standards, requirements, policies and procedures; communicates with departments, governmental agencies and others to exchange information, coordinate activities and resolve issues or concerns; attends and conducts meetings; prepares and delivers oral presentations concerning assigned programs and functions.
- Maintains current knowledge of laws, codes, rules, regulations and pending legislation related to department operations; provides input for proposed legislation and assists in the implementation of legislative changes; provides recommendations to ensure compliance with local, State and Federal requirements as necessary.

## **EMPLOYMENT STANDARDS:**

### **Knowledge of:**

- Principles, practices, and techniques involved in the administrative, budgetary and personnel management activities of a designated County department
- Principles of governmental accounting, financing and budgeting
- Automation applications and operations
- Basic contract preparation, negotiating and administration
- Applicable laws, codes, regulations, policies and procedures
- Research, analysis and evaluation techniques
- Budget preparation and control
- Operation of a variety of office equipment including a computer and assigned software
- Effective oral and written communication and interpersonal skills

### **Ability to:**

- Support and follow departmental policies, goals, guiding principles, and Mission – Vision – Values Statement
- Perform a variety of activities involved in the overall administrative, budgetary and personnel management activities of a designated County department
- Coordinate and organize office and business activities and flow of communications and information to ensure effective and efficient outcomes
- Supervise, train and evaluate the performance of assigned staff
- Recommend adequate resource and personnel levels to meet department needs
- Evaluate administrative management problems and present appropriate corrective alternatives, solutions and recommendations
- Interpret, apply and explain laws, codes, rules, regulations, policies and procedures
- Establish and maintain, effective working relationships with others
- Operate a computer and assigned office equipment
- Plan and organize own work and work of others
- Develop and maintain positive working relationships; communicate and work effectively with others
- Foster a spirit of teamwork and support when interacting with staff and others
- Maintain a safe and orderly work area

## **EDUCATION AND EXPERIENCE:**

Graduation from an accredited four-year college or university with a bachelor's degree in business or public administration, accounting or a closely related field. (Job-related, professional-level experience may substitute for the required education, on a year-for-year basis.) In addition, three years of increasingly responsible

professional-level experience involving work with a variety of administrative operations. One year of the required experience must have been in a supervisory position.

**LICENSES AND CERTIFICATES:**

A valid driver's license is required at the time of application. A valid CALIFORNIA driver's license is required at the time of appointment and must be maintained throughout employment.

**SPECIAL SUBCLASS RECRUITMENT:**

Recruitment for Administrative Services Manager positions may be conducted according to the special requirements for each position within the department where assigned.

This class specification generally describes the duties and responsibilities characteristic of the positions(s) within this class. The duties of a particular position within a multi-position class may vary from the duties of other positions within the class. Accordingly, the essential functions of a particular position (whether it be a multi-position class or a single-position class) will be identified and used by medical examiners and hiring authorities in the selection process. If you have any questions regarding the duties or the working conditions of the position, please contact the Human Resources Department at 805.781.5959.

Adopted: 04-28-04  
BOS Approved: 06-22-04  
Revised: 11-28-12

**HUMAN RESOURCES DEPARTMENT**  
**San Luis Obispo County**

**DEPARTMENT ADMINISTRATOR**

**DEFINITION:**

Under general direction, plans, organizes and directs the operations and activities of designated programs and functions in support of a large department; coordinates and directs designated office, personnel, administrative support, fiscal and other related technical, professional and clerical functions and activities to assure smooth and efficient department operations; supervises and evaluates the performance of assigned staff; and performs related duties as required.

**DISTINGUISHING CHARACTERISTICS:**

Incumbents in the Department Administrator classification operate at a division manager level and supervise Administrative Services Officer I's, II's or Administrative Services Managers as well as other professional, technical and clerical staff as assigned. The class is typically allocated to departments with the largest budgets with diverse funding and a large number of staff.

**REPRESENTATIVE DUTIES:**

(Not in order of importance)

- Plan, organize and direct the operations and activities of designated programs and functions in support of a large department; establish and maintain timelines and priorities; assure program and function activities comply with established laws, codes, rules, regulations, ordinances, policies and procedures; recommend adequate resource and personnel levels to meet program and function needs.
- Coordinate and direct designated fiscal, operational, personnel, administrative support and other related technical, professional and clerical functions and activities to assure smooth and efficient department operations; collaborate with other administrators, personnel and outside agencies in the development and implementation of department projects, goals, objectives, services and activities; assure proper and timely resolution of issues and problems related to assigned programs and functions; attend and conduct meetings as assigned; prepare and deliver oral presentations concerning assigned programs and functions.
- Supervise and evaluate the performance of assigned staff; interview and select employees and recommend transfers, reassignment, termination and disciplinary actions; assign employee duties and review work to assure accuracy, completeness and compliance with established standards, requirements and procedures.
- Plan, organize and direct fiscal operations and activities to meet department needs as assigned; oversee the review, evaluation, maintenance and adjustment of related funds, budgets and accounts; assure accurate accounting of funds including income and expenditures; direct activities to assure proper collection of revenue and disbursement of payments.
- Monitor and evaluate designated department operations and activities for financial effectiveness and operational efficiency; respond to staff input concerning departmental needs; participate in the development and implementation of systems, policies and procedures to enhance financial effectiveness and operational efficiency of assigned department.
- Provide consultation concerning assigned programs, functions and related activities; respond to inquiries,

resolve issues and conflicts and provide detailed and technical information concerning related standards, practices, laws, codes, ordinances, regulations, standards, requirements, policies and procedures.

- Plan, organize and direct financial record-keeping, reporting and related auditing functions to assure accurate and timely accounting and reporting of assigned funds and budgets as required; review and analyze financial statements, records and reports to assure compliance with established guidelines, procedures and Generally Accepted Accounting Principles.
- Direct and participate in the development and preparation of the annual budget for the assigned department; review and evaluate related budgetary and financial data; control and authorize expenditures in accordance with established limitations.

## **EMPLOYMENT STANDARDS:**

### **Knowledge of:**

- Management of designated programs and functions in support of a large department
- Office, personnel, administrative support, fiscal and other related technical, professional and clerical activities related to assigned programs and functions
- County and State standards and requirements concerning assigned programs and functions
- Principles of governmental accounting, financing and budgeting and fiscal management
- General practices and procedures involved in the review, evaluation, maintenance and adjustment of funds, budgets and accounts
- Principles and practices of administration, personnel management and training
- Budget preparation and control
- Effective oral and written communication and interpersonal skills
- Operation of a computer and assigned software

### **Ability to:**

- Plan, organize and direct the operations and activities of designated programs and functions in support of a large department for an effective and efficient outcome
- Direct, supervise and evaluate the performance of assigned staff
- Collaborate with other administrators, personnel and outside agencies in the development and implementation of program and function projects, goals, objectives, services and activities
- Plan, organize and direct financial record-keeping, reporting and related auditing functions to assure accurate and timely accounting and reporting of program funds and budgets as assigned
- Communicate effectively both orally and in writing
- Interpret, apply and explain rules, regulations, policies and procedures
- Establish and maintain cooperative and effective working relationships with others
- Operate a computer and assigned office equipment
- Analyze situations accurately and adopt an effective course of action
- Work independently

## **EDUCATION AND EXPERIENCE:**

Graduation from an accredited four-year college or university with a bachelor's degree in business administration, public administration, accounting or a closely related field, including 8 semester units or 12 quarter units of accounting. (Job-related, professional-level experience may substitute for the required education, except for the required accounting units, on a year-for-year basis.) In addition, five years of increasingly responsible, professional-level experience involving work with business management and a variety of administrative operations—two years of the required experience must have been in a supervisory position.

## **LICENSES/CERTIFICATES:**

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Attachment 11

A valid driver's license is required at the time of application. A valid **CALIFORNIA** driver's license is required at the time of appointment and must be maintained throughout employment.

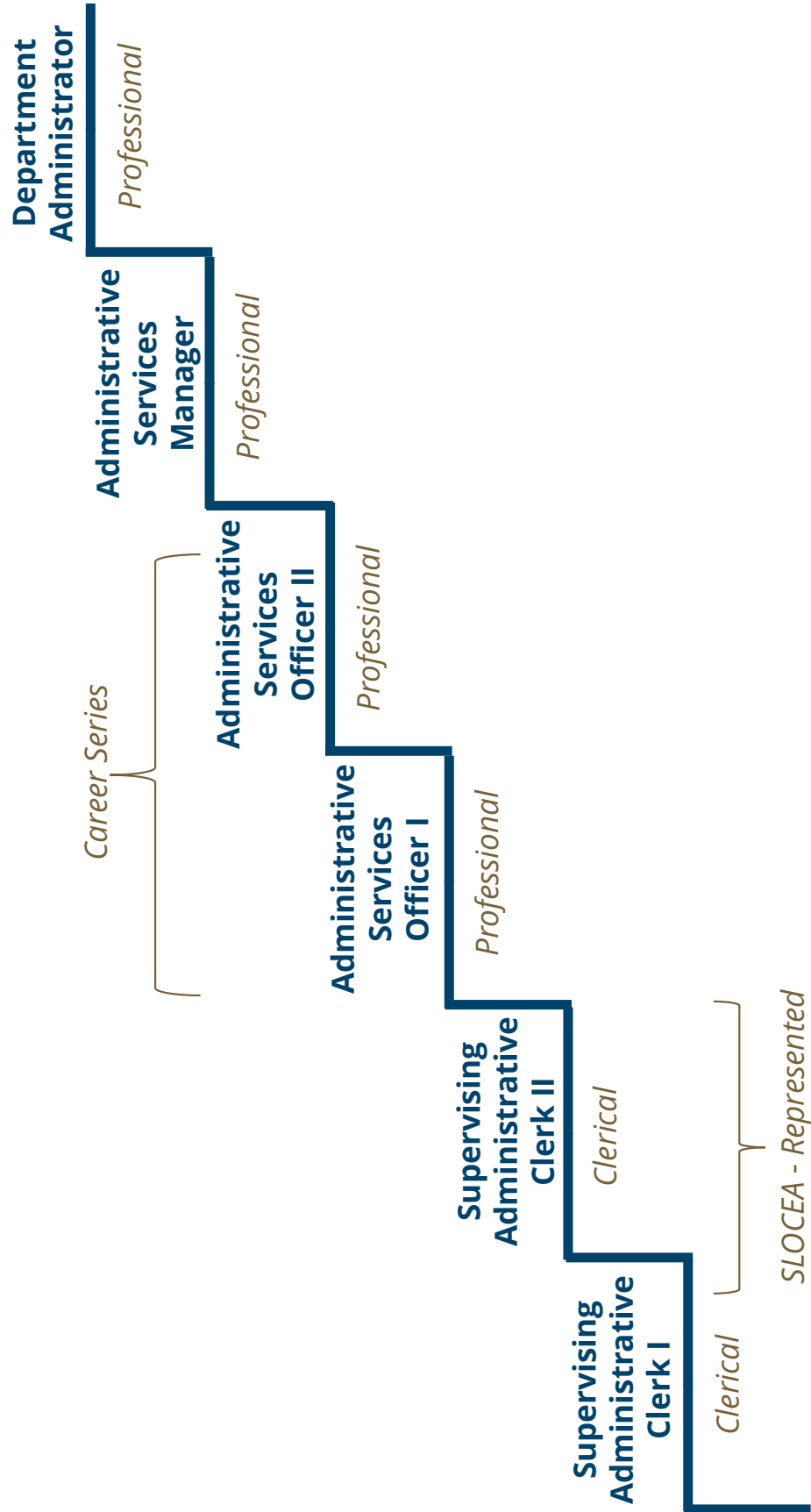
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Adopted: 4-28-04

BOS Approved: 6-22-04

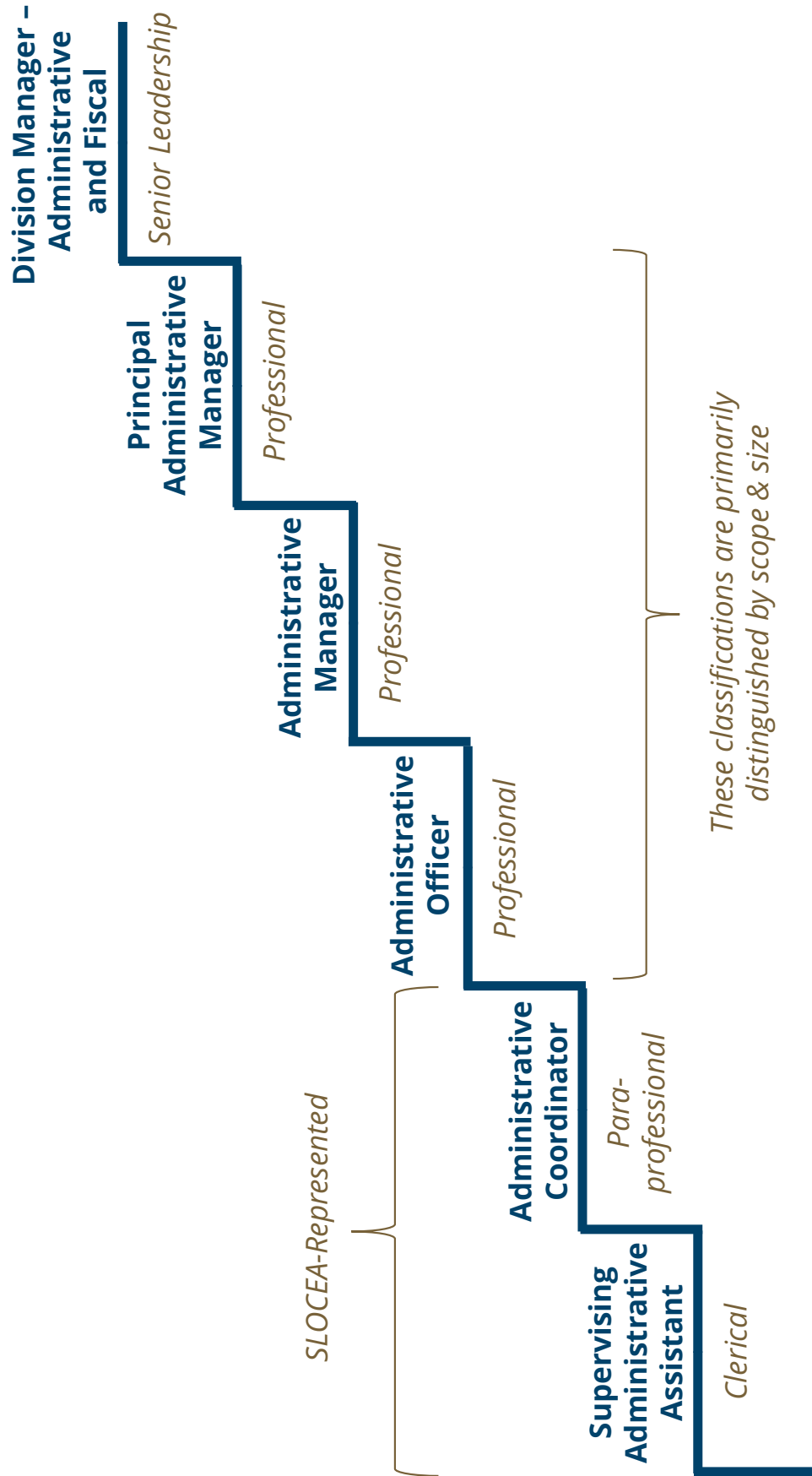


# Current Classification Structure





# Proposed Classification Structure



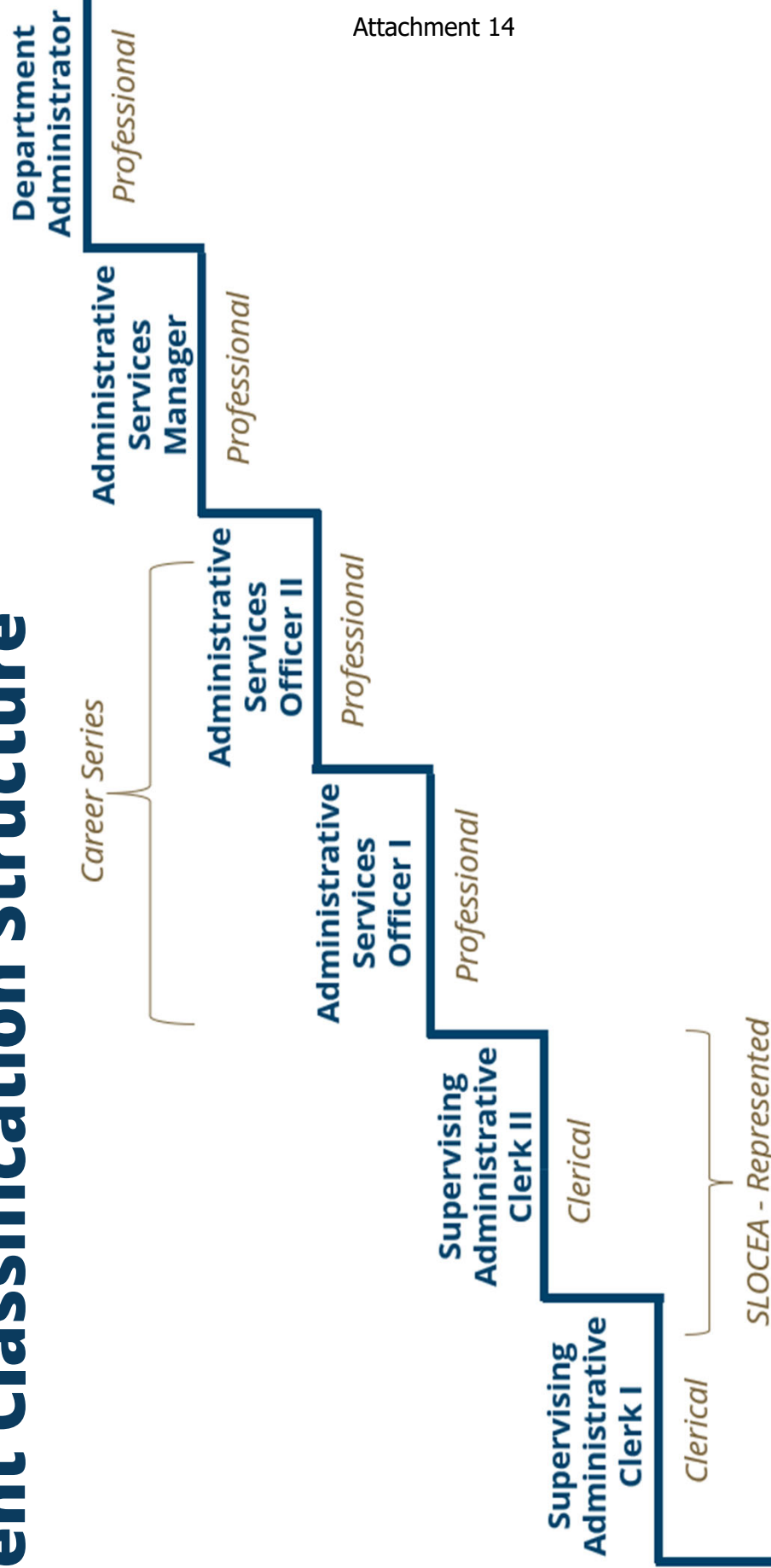


# Administrative Classifications Study

[www.slocounty.ca.gov](http://www.slocounty.ca.gov)



# Current Classification Structure



# Current Challenges

## Outdated classifications and specifications

- Limited differentiation between classification levels
- Advancement by tenure erodes breakpoints in level of responsibility

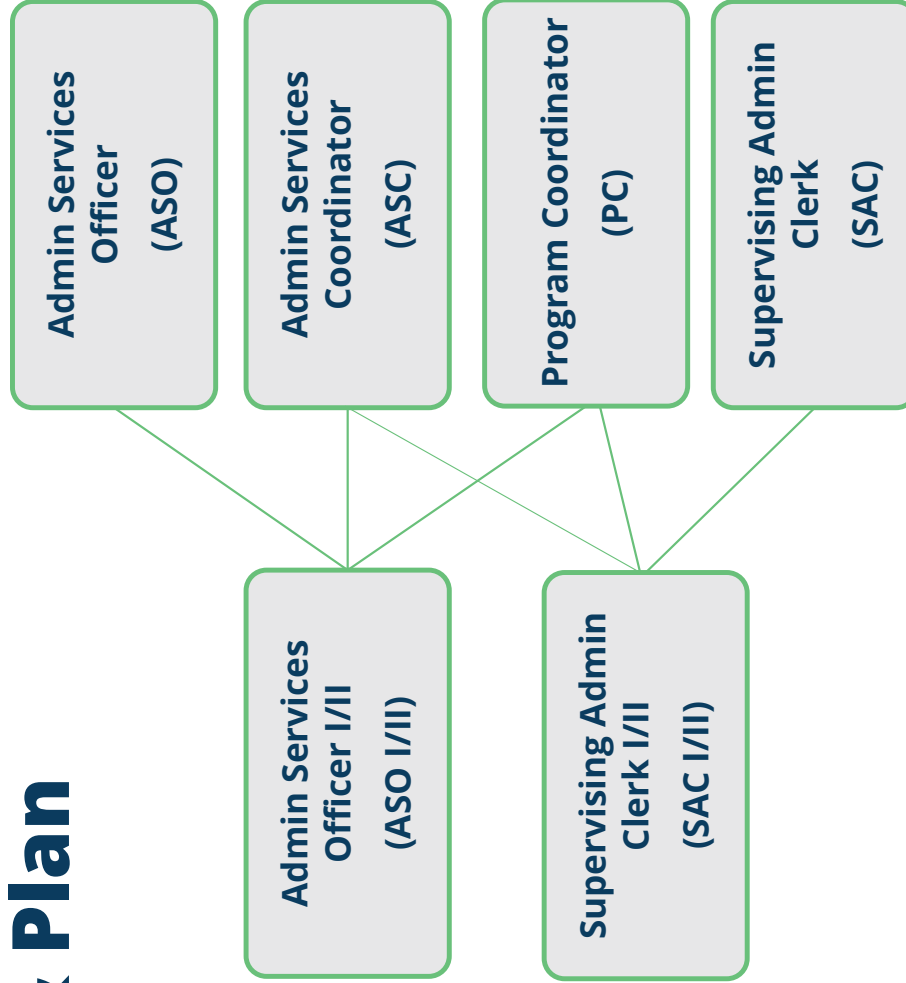
## High volume of reclassification requests

- Nearly 1/3<sup>rd</sup> of position study requests in the last 5 years involve an administrative classification

## Inconsistent alignment of roles and responsibility

- Employees holding the same classification can have big differences in scope from one department to the next

# Study Goal & Plan



# Study Overview

Classifications Studied	Study Steps
<ul style="list-style-type: none"><li>• Supervising Administrative Clerk I/II</li><li>• Administrative Services Officer I/II</li><li>• Administrative Services Manager</li><li>• Department Administrator</li></ul>	<ul style="list-style-type: none"><li>• PDQs completed by incumbents</li><li>• PDQs completed by incumbent's management</li><li>• Consultant review &amp; analysis</li><li>• County follow up as needed</li><li>• Communicate results</li></ul>



# Defining Levels By Scope



Number and variety of functions managed



Size and complexity of functions managed



Level and number of staff overseen



Size and structure of the department and functional areas

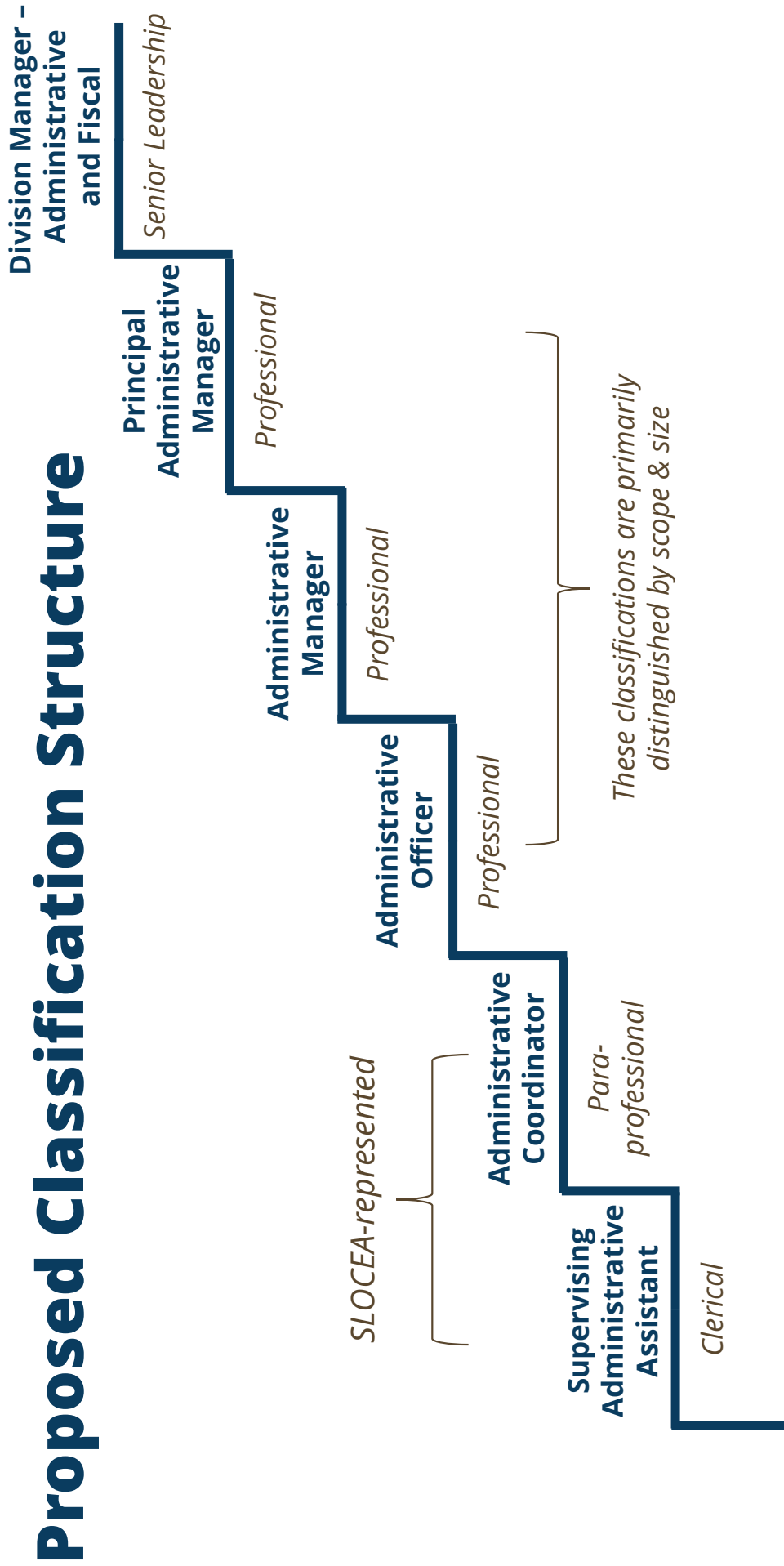


Degree of autonomy in operational decision-making



# New Approach





# New Distinguishing Characteristics Preamble

“Levels in the administrative classification family are generally based on the level and nature of work performed, size and complexity of the organization and budget, nature and number of functions and programs overseen, and scope and classification level of staff supervised.

Position determinations will largely be based upon the specific tasks and *needs* of the department/division, not the *ability* of the incumbent.





# Minimum Qualifications

The MQs build across administrative classifications.

*(Example: To become an Administrative Officer, you need two years of experience as an Administrative Coordinator, or equivalent.)*

This is **not** a career-series model.  
Movement up is based on the position meeting the **size, scope,**  
**and complexity** required at those levels.



# Next Steps



# Anticipated Results



**Provides a more accurate, market-aligned, and future-ready structure**



**Improves role clarity and supports organizational needs**



**Clearly defines duties and employment standards per the County's Classification Plan**



**Supports broader strategy to equitably recognize, structure, and compensate staff work**





**Thank You**

[www.slocounty.ca.gov](http://www.slocounty.ca.gov)