

September 28, 2023

County of Sonoma Water Agency

Classification Study: Administrative Services Officer II

SUBMITTED BY:

LISA CONNER
PRINCIPAL CONSULTANT

KAREN RODRIGUEZ
CONSULTANT

CPS HR Consulting
2450 Del Paso Road
Suite 220
Sacramento, CA 95834
www.cpshr.us



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I. Background/Introduction

Under contract with the County of Sonoma, CPS HR Consulting Services (CPS HR) was tasked with analyzing classification data to evaluate if one (1) Administrative Services Officer II within the Water Agency was properly classified.

CPS HR relied primarily upon the information provided in the Position Description Questionnaire (PDQ) completed by the incumbent. The PDQ was reviewed by the incumbent's supervisor, who added comments regarding the incumbent's duties. A job evaluation (desk audit) interview with the incumbent was conducted via Microsoft Teams. The supervisor was also interviewed via Microsoft Teams. During these interviews, the rationale behind the classification study request, the department's organizational structure, as well as the nature and scope of the duties performed were discussed.

II. Overview/Classification Study Tasks

In conducting the classification study, CPS HR:

1. Met with the incumbent, Steven Hancock and direct supervisor, Brad Sherwood, Assistant General Manager, to provide the PDQ form and discuss the process. Susanne Oliver, Human Resources Manager also attended this information meeting on September 26, 2022.
2. Reviewed the PDQ submitted by the incumbent.
3. Reviewed the comments submitted by the incumbent's supervisor.
4. Reviewed the County's classification specifications for the Administrative Services Officer II, Water Agency Division Manager – Administrative Services, and Water Agency Division Manager – Environmental Resources and Public Affairs.
5. Conducted a desk Audit interview with both the incumbent on October 17, 2022, and with the incumbent's supervisor on October 25, 2022.
6. Reviewed and analyzed information to evaluate the proper classification for the duties performed by the incumbent.
7. Submitted a final Classification Study Report and proposed Classification Specification on September 28, 2023.

III. Analysis – Current Class Concepts

An accurate and up-to-date classification system provides an organization with the necessary tools for successfully administering recruitment, performance management, compensation, and succession planning programs. In addition to providing the basis for these types of human resources management and process decisions, position classification can also effectively support systems of administrative and fiscal control.

This classification study request was for one (1) Administrative Services Officer II position

assigned to the County of Sonoma, Water Agency. CPS HR conducted an analysis of the position using an individual PDQ, an interview with the incumbent, and an interview with the assigned supervisor. The incumbent, Steven Hancock, was hired into the Administrative Services Officer II classification in February 2020.

Mr. Hancock indicated that the current classification does not accurately reflect the subject matter, technical expertise, and experience required to effectively fulfill the role. He indicated that the program responsibilities are more diverse, including the complex functions of emergency management, security, and project management. Mr. Hancock indicated that the current class does not reflect the level of discretion and independent judgment required in prioritizing, coordinating and ensuring the effective completion of the division's mandates, goals, and objectives.

As noted on the PDQ completed by the incumbent, the duties listed are summarized as follows:

- Plan, organize, direct, and manage the activities and functions for the project management office and the emergency management and security programs. Establish performance goals and objectives; direct and manage the work of staff; manage staff training, performance, and professional development and ensure that safe working conditions are met. – **20%**
- Direct and oversee the Project Management Office (PMO) to ensure project management standards meet organizational goals and requirements. Develop and implement PMO processes and policies and ensure effective coordination with project managers across the agency. Develop and maintain project management procedures and templates in alignment with Project Management Institute (PMI) guidelines, quality standards, and agency requirements. Ensure projects are managed according to established PMO standards. – **15%**
- Direct and oversee Sonoma Water Security Program including critical infrastructure protection, physical security of personnel and assets; security technology including access control, alarm systems, and physical security including deterrence, surveillance and intrusion detection, perimeter controls, delay devices such as walls, fences, gates, doors, and locks; investigation case management; and incident reporting, tracking, and trending. – **15%**
- Determine divisional budget priorities for emergency management, security, and PMO programs and make recommendations to the Assistant General Manager and General Manager; direct the preparation of the Division's annual budget; establish controls and measurement tools for the delivery of services and cost controls within Division priorities; ensure that budget expenditures are properly controlled to conform with approved funding; seek additional funding sources, as needed. – **10%**

- Conduct or oversee regular and comprehensive threat and vulnerability analyses of business functions to natural and manmade hazards. Identify all threats, risks, hazards, and vulnerabilities to Sonoma Water’s business systems, facilities, infrastructure, and assets and through analyses evaluate the potential, severity, and degree of impact under variable hazard event scenarios. – **8%**
- Establish and maintain an effective primary and alternate emergency operations center including staff training, staffing and internal procedures; plan mobilization of materials and human resources to meet emergencies; respond to emergency situations and/or activate the Emergency Operation Center and serve as the EOC Director, as needed. – **8%**
- Direct and oversee the development and delivery of training, tests, and exercises to determine and enhance the adequacy of emergency and disaster preparations and security response procedures. Ensure all State and Federal training requirements are fulfilled. – **5%**
- Provide advice and guidance to other divisions on special conditions and operating requirements or procedures for divisions with specialized emergency and disaster response and recovery roles. – **5%**
- Plan, organize, and direct the development of emergency operations plan (EOP), emergency standard operating procedures (SOP), and a comprehensive Business Continuity Program (BCP). Establish standards for conducting and evaluating EOP, SOP, and BCP training and exercises, correcting deficiencies, and improving elements of the various plan. – **5%**
- Oversee the establishment and maintenance of emergency communications systems, use procedures, and regular trainings for alerting and supporting emergency communications with staff and stakeholders of emergency conditions. – **2%**
- Ensure on-call support, direct and manage emergency response and recovery efforts during security, emergency, and disaster. Provide incident management and support through conclusion of the incident and conduct after-action review in support of performance and program improvement. – **2%**
- Ensure compliance with local, state, and federal regulations such as the America’s Water Infrastructure Act, including responsibility for risk and vulnerability assessments and updates to the emergency operations plan. – **2%**
- Work directly with Sonoma County Director of Emergency Management on coordination of program activities and represent Sonoma Water on County’s Emergency Council and Emergency Coordinator’s Forum. – **2%**
- Work collaboratively with representatives of various state, county, city and other

agencies; coordinate services with other organizations and agencies and develop mutual assistance programs where appropriate. **1%**

The data submitted by the incumbent on the PDQ and in the interview provided information regarding the nature of the work associated with this classification and how it has changed, the tasks currently performed, the knowledge and abilities needed to perform those tasks, as well as other relevant classification information, including the following factors:

Decision Making – This factor consists of the decision-making responsibility and degree of independence or latitude that is inherent in the position and the impact of the decisions. Mr. Hancock stated that he makes decisions on strategic and tactical direction of core programs, including emergency management, security, and project management office program elements. He determines overall priorities and provides conflict resolution for program staffing issues; provides direction on agency response and recovery operations for all emergency and security related incidents to ensure an efficient and effective return to normal business and systems operations; determines budget priorities and ensures accountability for staff performance; determines the best methods for ensuring cross-departmental coordination in support of project management standards, and provides priority-based recommendations to executive staff regarding certain program elements.

Scope and Complexity – This factor defines the breadth and difficulty of the assigned function or program responsibility inherent in the classification. Mr. Hancock provides direction and oversight to the emergency response and recovery program elements and operation functions for the agency. He is responsible to ensure that appropriate security measures, practices, and systems are in place, and are effective and maintained in a constant state of readiness to provide a resilient infrastructure. Mr. Hancock is responsible for identifying, developing, and implementing best practices, standards, and qualitative and quantitative analyses for cross-divisional project management activities, which involve balancing multiple and constant conflicting program priorities with limited available resources.

Contact with Others Required by the Job – This factor measures the types of contacts and the purpose of the contacts. Mr. Hancock interacts regularly with internal partners such as:

- Administration Services Division Manager – Finance and budgeting
- Finance Manager – Finance and budgeting
- Operations and Maintenance Managers – program development
- IT Manager – cybersecurity coordination and Emergency Operations Center program development
- Assistant General Manager Business Services – workplan, direction, and decision making, as needed
- Human Resources Manager – hiring, performance management, leadership development
- Facilities Coordinator – physical security program development

- General Manager – direction and program guidance
- Risk Manager – safety related program development
- Chief Engineer – program development
- Environmental Resources Manager – program related coordination

Mr. Hancock also interacts regularly with external agencies:

- County Department of Emergency Management – program coordination and mutual development (by far the most regular)
- County Counsel – legal counsel and review of emergency plans and agreements
- California Office of Emergency Services – emergency plan compliance and coordination
- California Department of Water Resources – emergency plan development and compliance
- Regional Water Quality Control Board – emergency plan development and compliance for wastewater systems
- California Water and Wastewater Response Network (CalWARN) – currently Region 2 Chair and met with other regional water agency representatives
- California Utilities Emergency Association – board member
- Water Contractors (cities) – program coordination and development

Supervision Received and Exercised – This factor describes the level of supervision received from others and the nature of supervision provided to other workers. It relates to the independence of action inherent in a position. Mr. Hancock receives supervision from the Assistant General Manager. Mr. Hancock indicates he works from broad policies and towards general objectives and refers matters to his supervisor only when clarification of organizational policies is necessary. Mr. Hancock has direct supervisory responsibility over four (4) full-time positions: two (2) Department Analysts, one (1) Administrative Services Officer I, and one (1) Senior Office Assistant. On his PDQ, Mr. Hancock states that he trains others, plans and schedules work for others, and assigns, delegates, and monitors the work of others on a daily basis.

Knowledge, Skills, and Abilities – This factor defines the knowledge, skills, and abilities necessary to perform assigned responsibilities. The incumbent identified the following knowledge statements:

- Principles and practices of emergency management; the laws, rules and regulations governing the establishment and maintenance of emergency services systems and programs; the modern equipment and systems utilized in emergency management including the Incident Command System (ICS), California Standardized Emergency Management System (SEMS), and National Incident Management System (NIMS).

- Conditions leading to major emergencies, their effects, mitigation, response lines, resource requirements, damage assessment, recovery methods, and safety and survival procedures; establishment, maintenance, and operation of an emergency operations center.
- Incident management and emergency operations center practices and principles and knowledge of associated emergency response systems, tools, and resources.
- America’s Water Infrastructure Act and its accompanying requirements and best practices. Familiarity with Environmental Protection Agency emergency and security requirements, best practices, and guidelines.
- Federal and state policies and guidelines for emergency services and assistance; federal and state emergency services programs and funding procedures.
- Principles and practices of public administration, financial and budget management and personnel management; the principles and practices of supervision and training; the principles and practices related to program management; research methodology, basic statistics and report writing; training methods; group dynamics, communications methods, and public relations techniques; modern office methods and procedures; written and oral communication.
- Federal and state policies and guidelines for emergency services and public assistance; federal and state emergency services programs and funding procedures.
- Physical security management including access control, multi-layer implementation of physical security, surveillance practices, and risk assessment; incident investigation practices; workplace violence including active shooter and terrorist threat mitigation; incident reporting systems including trend tracking.

The abilities needed to perform the job were identified as the ability to:

- Develop and implement short- and long-range division goals, objectives, and policies; evaluate policies, practices, and procedures; define problem areas, and develop solutions to improve operations.
- Determine work priorities and effectively coordinate and schedule the necessary personnel and other resources.
- Communicate clearly and effectively, both orally and in writing; successfully negotiate and persuade others; deal tactfully, convincingly and effectively with division and other agency personnel, government officials, representatives of specific interest groups, and the general public.
- Effectively assemble, organize, and present reports in written and/or oral form; balance resource, response, and security needs with Agency goals of providing water,

sanitation, and flood control services.

- Establish and maintain effective working relationships with Agency employees, Board of Directors, Planning Commissions, City Councils, District Boards, Water and Technical Advisory Committee, Technical Advisory Committee Emergency Coordination subcommittee, emergency management and law enforcement agencies, public agencies, and the general public to facilitate understanding and mutual cooperation.
- Maintain strong influence and change management skills.
- Work cooperatively at all levels in an organization and maintain the positive relationships required to accomplish organizational goals.
- Demonstrate a strong understanding of the roles and responsibilities of cross-functional project teams and project management methodologies.
- Demonstrate exceptional portfolio, program, and project management skills.
- Demonstrate excellent decision-making skills.
- Negotiate and balance decisions and manage competing priorities across multiple functional areas.

Other information relevant to classification studies:

Point in Time Analysis – A classification study primarily captures the essential nature of positions that are expected to continue at a single point in time. Therefore, recommendations cannot be based upon all possible future changes, particularly in a rapidly changing environment where organizational needs, technologies, and skill requirements are continuously evolving.

Preponderant Duties – Classification studies often find that positions are assigned a wide range of duties and that incumbents have various levels of responsibility at any one time; therefore, the positions must be analyzed based on their preponderant duties. Preponderance is a measure of importance, and the most preponderant duties of a position are those that support the primary purpose of the position. Sometimes the most time-consuming duties of a position are preponderant; however, consideration must sometimes be given to the responsibility and complexity of certain duties that do not occupy most of the incumbent's time. Overall, the determination of preponderance is a judgment call based on a consistent set of factors.

Level and Not Volume of Work – Position classification reflects the level of work performed by an employee and is generally independent of volume. For example, if one employee processes double the work of another, yet the percentages of time spent on those tasks and other duties are comparable, a single classification should be appropriate for both positions.

In fact, study questionnaires do not ask for, and the consultants do not consider, the relative productivity of employees when evaluating positions. Likewise, classifications are not distinguished by the amount of time spent by incumbents on tasks, or the volume of work assigned to positions since problems of excessive workload are properly solved by redistributing work or adding employees, not by creating new classifications.

Classification of the Position, Not the Employee – Position classifications should be consistent regardless of who holds the position. As such, a classification study process classifies positions, not individual employees. Furthermore, classification does not consider the capabilities of individual employees or the efficiency and effectiveness of an incumbent. It is not a measure of how well an individual employee performs, but of the actual duties assigned to the employee. Thus, classification is not a tool to reward individual achievement, nor should classifications be created simply to reward length of service. Employees, supervisors, and managers often view job content through employee performance characteristics which are unrelated to the classification concept of evaluating the work which the organization has determined should be assigned to a specific position, irrespective of how well an employee performs that work.

Position Versus Classification – Position and classification are two words that are often thought of as interchangeable, but in fact, have very different meanings. In a position plan, a position is an assigned group of duties and responsibilities performed by one person. Sometimes the word “job” is appropriately used in the place of position. In contrast, a classification may contain only one position, or may consist of several positions. When there are several positions assigned to one classification, it means that the same title is appropriate for each position because the scope, level, duties, and responsibilities of each position assigned to the classification are sufficiently similar (but not necessarily identical); the same core knowledge, skills, and other requirements are appropriate for all positions, and the same salary range is equitable for all positions.

Classification Versus Allocation – Classification is the process of identifying and describing the various kinds of work in an organization and grouping similar positions together based on job family, classification series, and classification distinctions. Allocation is more specifically tied to the placement and/or budgeting of positions within an organization. Thus, agencies may allocate a position within an organization based on the results of the classification analysis for that position.

Classification Specification review:

The Administrative Services Officer II is responsible to plan, organize, perform, and/or supervise budgeting, accounting, management, and human resources analysis, and other central administrative functions for a large to medium department; perform related administrative support functions or a department head, supervises a staff of professional, technical, and office support staff performing administrative support functions. The

Administrative Services Officer II is a broad classification that is meant to cover duties performed in multiple county departments. Typical duties include:

- Plans, organizes, and manages departmental administrative services, which may include budgeting, accounting, human resources, purchasing, departmental policies and procedures, organizational analysis, office automation, safety, training, reporting systems to other governmental agencies, and facility management; consults with department heads in the formulation of major administrative policies; implements policies within areas of responsibilities.
- Provides internal consultation on financial, fiscal, programmatic, human resources, contracts and grant management, and intergovernmental relation issues to the department's management team.
- Oversees administration of the financing programs including requests for proposal, contract negotiations, and management of contracts; establishes effective working relations with other governmental agencies and funding sources, and/or organizations participating in departmental programs.
- Develops, supervises, and participates in analytical studies of organizational, budgetary and administrative problems; recommends and may approve of changes in departmental methods and procedures.
- Supervises the budgetary and fiscal control program and participates in the preparation of the budget; oversees the reporting systems to other governmental agencies; tracks time for revenue recovery and enhancement.
- Supervises and participates in the recruitment, selection and training of staff; organizes and coordinates the human resources activities of the department.
- Consults with and assists a department head in establishing departmental policy priorities, procedures, goals and objectives, and assists in reviewing and coordinating reports requiring Board of Supervisors' actions for consistency with county policy; makes recommendations on strategies to accomplish department objectives.
- Develops and installs management improvements and practices in the department through the use of research and analysis makes decisions on procedures, forms, workflow, and equipment use; prepares and/or supervises the preparation of operating manuals and organization and workflow charts.
- Supervises the preparation of and reviews narrative and statistical reports on a variety of administrative and management problems in the department.
- Conducts research and analysis on fiscal matters, state and federal legislation, and changes in County policy which may impact department plans, costs, and programs.

The knowledge identified on the classification specification include considerable knowledge of principles and practices relating to modern budget, programs and systems management; human resources issues and the functions and complexities of occupations found in the assigned department; the operations and functions of county government; research methodology, report writing, and basic statistics, and their application; effective personnel and supervisory techniques; modern office methods, and procedures. Working knowledge of group dynamics as it relates to public organizations; written and oral communications, including language mechanics, syntax, and English composition; purchasing, ISD, safety, organizational analysis, and their impact on departmental operations; the use of electronic information equipment and specific systems as used within the department.

The abilities identified on the classification specification include the ability to plan and organization research and statistical work relating to the various aspects of administration, budget, and general management matters; understand, interpret, and apply rules, regulations, ordinances, and federal, state, and local legislation; effectively communicate orally and in writing, and present conclusions before advisory and policy bodies; effectively supervise the work of professional, technical, and office support staff; establish and maintain effective working relationships with County Management personnel, employees, and the public in carrying out sound management policies; understand and manage human resources functions; perform data collection, interpretation, and evaluation pertaining to administrative, fiscal, and management matters; persuade, rationalize, and project consequences of decisions, and/or recommendations; analyze administrative problems, budgets, and a variety of programs, systems, and procedures; use electronic information equipment and specific systems as used within the department.

Employee Interview:

During the desk audit interview, Mr. Hancock indicated that he was originally hired into the Administrative Services Officer II role with the County in February 2020. Mr. Hancock said when he was first hired he reported to the Chief Engineer. He was responsible for Emergency Management duties, but there was direct oversight by the Chief Engineer. In May 2022, responsibilities for management and security duties were added to his assignment. Previously, these functions were unfulfilled program elements; he is the first person to be assigned these duties, so he had to develop related policies and procedures.

Mr. Hancock verified that he does not perform the typical duties assigned to the Administrative Services Officer II. There are other Administrative Services Officer IIs who provide the accounting management, human resources analysis, and administrative functions. He recognizes that the Administrative Services Officer II classification is a broad general classification, but Mr. Hancock indicated that he has programmatic discretion that the other Administrative Services Officer II positions do not possess. In his position, he is able to make decisions regarding emergency management, security, and project management

policies and programs. While the other Administrative Services Officer IIs receive direction from Assistant General Managers, Mr. Hancock indicated that his direct supervisor does not provide that level of direction to him; he has been delegated the authority to make policy decisions based on his functional expertise.

Mr. Hancock indicated that there may be 40-50 different projects throughout the organization. He is responsible for overseeing the new Project Management Office which was established to create standards and build consistency within the Water Agency. Mr. Hancock is responsible for ensuring that all staff in the Water Agency receive training for emergency and disaster preparedness. This training is specific to Sonoma Water operations and its relationship with regulatory agencies and water contractors. This training is offered quarterly so that all employees receive the information soon after hire. Mr. Hancock is responsible for security technology, including performing threat and vulnerability analysis, and ensuring infrastructure security. Additionally, Mr. Hancock is responsible for the annual security awareness training specific to Sonoma Water, its operating systems, infrastructure, and responsibilities for handling critical and sensitive information..

Mr. Hancock also has budget responsibilities for emergency operations. He identified this as the most complex of his duties because of the funding streams and enterprise accounts involved. Another complex duty is establishing and overseeing the Project Management Office, especially those agency wide projects and programs that cross multiple divisions. In the event of an emergency, Mr. Hancock will share the responsibilities of the Water Agency's Emergency Operation Center Director, along with the Assistant General Manager. Mr. Hancock's staff will assume the role of Emergency Operations Coordinator and will represent the Water Agency in the County Emergency Operations Center while Mr. Hancock will focus on directing recovery efforts from the actual emergency for the Water Agency.

Mr. Hancock indicated that someone in his role needs to have experience working in a government setting, supporting emergency management and/or security programs. Multiple years of experience is needed to gain broad exposure in order to understand how to navigate processes in government and have operational experience working with the Federal Emergency Management Agency's formal disaster recovery process for public agencies. He also believes that a Project Management Professional Certificate should be required.

Supervisor interview:

Mr. Hancock's supervisor, Assistant General Manager Brad Sherwood, was also interviewed. Mr. Sherwood indicated that when Mr. Hancock was hired, his tasks were primarily focused on emergency management. Priorities shifted in Spring of 2022 after the executive team identified the need for security programs, and for someone to manage all the projects related to security, in preparation for and in response to emergencies. These unmet needs were assigned to Mr. Hancock. Mr. Sherwood said that with these responsibilities, the Administrative Services Officer II is not reflective of the duties being performed by Mr.

Hancock. Mr. Sherwood said that Mr. Hancock’s working title has been Division Manager of Emergency Management and Security Services; and he feels that Mr. Hancock is working at the same level of functionality as the Division Managers for Administration and Environmental Resources. He said he definitely sees this position as a division manager and supports its reclassification.

Mr. Sherwood said that Mr. Hancock has the discretion to develop and implement policy; has budget responsibility and hiring capacity within his division; has the discretion to make independent decisions on how to run the programs; and must collaborate with other divisions managers to implement security protocols and emergency management activities. Decisions in these areas must be made immediately. These responsibilities must be performed by someone who has the experience and the authority to make those decisions. Mr. Hancock has been provided with the authority to make these decisions because of his knowledge and expertise.

The following recommendation is made based on our assessment of each of the allocation factors and occupational concepts described above.

IV. Recommended Position Allocation and Analysis

■ Incumbent:	Steven Hancock
■ Current Classification:	Administration Services Officer II
■ Recommended Classification:	Water Agency - Emergency, Project, and Security Manager

Based on a review of the PDQ and interviews with Mr. Hancock and his supervisor, it appears that Mr. Hancock performs the duties that are outside the scope of the typical duties listed on the Administrative Services Officer II classification specification. The Administrative Services Officer II classification is a generic classification that is meant to be used by multiple county agencies to encompass a broad range of administrative duties performed in multiple departments. The Administrative Services Officer II classification focuses on department administrative services, which may include finance, fiscal, programmatic, human resources, contracts and grants, and/or intergovernmental relations. While Mr. Hancock may perform some of these more general duties, such as planning, policy development, and project management; the main focus of the duties is related to managing the Project Management Office, emergency management, and security operations of the Sonoma County Water Agency. While these duties might broadly be considered as programmatic services that fall under the Administrative Services Officer II classification, the knowledge, skills, and abilities that are needed to perform the duties successfully, are not typical of those identified on the Administrative Services Officer II classification.

During the interview, Mr. Sherwood indicated that the level of Mr. Hancock’s responsibilities is similar to the Water Agency Division Managers for Administrative Services and for Environmental Resources and Public Affairs. As such, for comparison purposes, these two classification specifications were reviewed. Both of these classifications are listed as single position classes that serve as division managers with responsibility for directing managers and their subordinates in assigned activities. These classes exercise considerable discretion and independent judgment in the coordination and prioritization of duties and responsibilities assigned to the division.

- The Water Agency Division Manager – Administrative Services plans, directs, and coordinates the work of the Administrative Services Division of the Sonoma County Water Agency; manages and reviews the duties of management, fiscal, technical, and clerical personnel engaged in performing administrative and operation support activities; recommends and implements changes, policies, and procedures; and performs related duties as required.
- The Water Agency Division Manager - Environmental Resources and Public Affairs plans, directs, manages, coordinates, and supervises the work of the Environmental Resources and Public Affairs Division of the Sonoma County Water Agency; coordinates and participates in Federal and State legislative efforts; recommends, develops, implements, and evaluates policies, and procedures; and performs related duties as required.

Although these classifications are similar to Mr. Hancock’s authority to exercise considerable discretion and independent judgment in coordination and prioritization of the duties and responsibilities assigned to the Emergency Management and Security division, the classification specifications are very specific in the typical duties performed and are not reflective of the work performed by Mr. Hancock. Therefore, neither of these classification specifications would be appropriate for Mr. Hancock’s duties.

The County does not have a classification that fits the duties being performed by the incumbent, although a search of other Water Agencies shows that some of those departments do have a position dedicated to emergency management and security operations. As a result, CPS HR has developed a new draft classification specification that better aligns with the duties being performed by the incumbent, as well as one that identifies the knowledge, skills, and abilities required of the studied position. This will better ensure that future recruitment efforts are successful in attracting qualified candidates for these unique duties.

V. Next Steps

This report outlines the classification study of one (1) Administrative Services Officer II

position assigned to the County of Sonoma, Water Agency. It is recommended that the County of Sonoma, Human Resources Department take the necessary steps to reclassify the incumbent's position to a more appropriate classification.

Should you have questions or concerns, please feel free to contact Karen Rodriguez at (916) 471-3348 or email krdriguez@cpshr.us at any time.

Appendix A – Classification Specification Reviewed

See attachment.

Appendix B – Position Description Questionnaire

See attachment.

Appendix C – Organizational Chart

See attachment.

WATER AGENCY– EMERGENCY, PROJECT, AND SECURITY MANAGER

Definition

Under general direction, plans, organizes, directs, and coordinates the work of the Emergency Management, Project Management, and Security section of the Sonoma County Water Agency; ensures appropriate systems, processes, protocols, and trainings are in place for the full scope of possible emergencies and disasters; coordinates continuity of operations programs; manages, supervises, and reviews the duties of assigned professional, technical, and/or clerical personnel; manages comprehensive Sonoma County Water Agency programs in the areas of emergency management, security operations, and project management; recommends and implements changes, policies, and procedures; and performs related duties as required.

Distinguishing Characteristics

This single position classification serves as a manager with responsibility for directing subordinates in activities related to the accomplishment of Sonoma County Water Agency's Emergency Management, Security, and Project Management Office (PMO) missions and objectives, as well as the implementation of the Sonoma County Water Agency's Strategic Plan. Considerable independent judgment is exercised in the administration of the programs and services. Work is performed with a maximum amount of independence and trust within established policies and procedures set forth by the General Manager, the Board of Directors, and pertinent Sonoma County policies and procedures. The single position classification will work collaboratively with local, state, and federal agencies to carry out the mission and assigned responsibilities.

This position is distinguished from the Water Agency Governmental Affairs Manager in that the latter is focused on day-to-day management of sections that perform activities related to community outreach, media relations, state and federal legislative coordination, water related community education, funding, and other strategic programs. This position is distinguished from the Water Agency Division Manager – Administrative Services in that the latter is focused on the administrative functions of the Sonoma County Water Agency.

This class is exempt from the Civil Service Ordinance of the County of Sonoma, as stated in Section 5 of Ordinance No. 305-A as amended.

Typical Duties

Depending on assignment, duties may include, but are not limited to the following:

Either directly, or through subordinate managers and supervisors, plans, organizes, directs, and manages the activities and functions for the emergency management, project management, and security programs.

Directs and oversees Sonoma County Water Agency's Security Program including critical infrastructure protection, physical security of personnel and assets, security technology including access control and alarm systems, and physical security including deterrence, surveillance and intrusion detection, perimeter controls, delay devices such as walls, fences, gates, doors, and locks; and performs investigation case management; and incident reporting, tracking, and trending.

Directs and oversees the Project Management Office (PMO) to ensure project management standards are established and organizational goals and requirements are met; develops related trainings and implements project management processes and policies; and ensures effective coordination with project managers across the agency; develops and maintains project management procedures and templates in alignment with project management guidelines, quality standards, and agency requirements; ensures projects are managed according to established PMO standards; establishes and administers the master project management tracking system; provides regular project management training; administers the development and implementation of the Sonoma Water Strategic Plan; and maintains strategic plan dashboard summarizing current activities and initiatives.

Conducts or oversees regular and comprehensive threat and vulnerability analyses of business functions to natural and manmade hazards; identifies all threats, risks, hazards, and vulnerabilities to Sonoma Water's business systems, facilities, infrastructure, and assets; analyzes and evaluates the potential, severity, and degree of impact under variable hazard event scenarios.

Establishes and maintains functional primary and alternate Emergency Operations Center (EOC) for the County Water Agency; ensures appropriate staffing, comprehensive training, and effective internal procedures; plans mobilization of materials and human resources to meet emergencies; responds to emergency situations and/or activates the Water Agency EOC; and serves as the EOC Director, as needed.

Directs and oversees the development and delivery of trainings, tests, and exercises to determine and enhance the adequacy of emergency and disaster preparedness and security response procedures; ensures all state and federal training requirements are fulfilled.

Oversees the establishment and maintenance of emergency communications systems and communication use procedures; ensures staff and stakeholders are trained to effectively alert and support emergency communications in response to emergency conditions.

Directs and manages emergency response and recovery efforts during emergency, disaster and/or, security incidents to ensure ongoing operations; provides incident management and

support through conclusion of the incident; and conducts after-action reviews in support of performance and program improvement.

Ensures compliance with local, state, and federal regulations such as the America's Water Infrastructure Act, including responsibility for risk and vulnerability assessments and updates to the emergency operations plan.

Works directly with the Sonoma County Department of Emergency Management on the coordination of program activities and represents the Sonoma County Water Agency on the County's Emergency Council and Emergency Coordinator's Forum.

Determines budget priorities for emergency management, security, and PMO programs, and makes recommendations to the Assistant General Manager and General Manager; directs the preparation of the section's annual budget; establishes controls and measurement tools for the delivery of services and cost controls within priorities; ensures that budget expenditures are properly controlled to conform with approved funding; and seeks additional funding sources, as needed.

Plans, organizes, and directs the development of the Agency's Emergency Operations Plan (EOP), emergency standard operating procedures (SOP), and a comprehensive Business Continuity Program (BCP); establishes standards for conducting and evaluating EOP, SOP, and BCP training and exercises, corrects deficiencies, and improves elements of the various plans.

Establishes performance goals and objectives; directs and manages the work of staff; manages staff training, performance, and development and ensures that safe working conditions are met.

Works collaboratively with representatives of various state, county, city, and other agencies; coordinates services with other organizations and agencies; and develops mutual assistance programs, where appropriate.

Performs related duties as assigned.

Knowledge and Abilities

Considerable knowledge of: the roles and responsibilities relating to principles and practices of emergency management; laws, rules, and regulations governing the establishment and maintenance of emergency services systems and programs; the modern equipment and systems utilized in emergency management including the Incident Command System (ICS), California Standardized Emergency Management System (SEMS), and National Incident Management System (NIMS); conditions leading to major emergencies, their effects, mitigation, response lines, resource requirements, damage assessment, recovery methods, and safety and survival procedures; the operation of an emergency operations center; incident management and emergency operations center practices, principles, and associated emergency response

systems, tools, and resources; physical security management including access control, multi-layer implementation of physical security, surveillance practices, and risk assessment; cross-functional project teams and project management methodologies; and project management principles and applications to infrastructure teams and projects.

Working knowledge of: the organizational objectives and functions of a water agency; effective organizational and operational methods and systems; America’s Water Infrastructure Act and its accompanying requirements and best practices; Environmental Protection Agency’s (EPA) and American Water Works Association’s (AWWA) emergency and security requirements, best practices, and guidelines; federal and state policies and guidelines for emergency services and assistance; federal and state emergency services programs and funding procedures; principles and practices of public administration, financial and budget management, and personnel management; principles and practices of supervision and training; principles and practices related to program and project management; research methodology, basic statistics, and report writing; training methods; group dynamics, communications methods, and public relations techniques; written and oral communication; incident investigation practices; workplace violence including active shooter and terrorist threat mitigation; incident reporting systems including trend tracking; and modern office methods and procedures.

Ability to: develop and implement short- and long-range goals, objectives, and policies; evaluate policies, practices, and procedures; define problem areas, and develop solutions to improve operations; manage project teams, determine work priorities and effectively coordinate and schedule the necessary personnel and other resources; communicate clearly and effectively, both orally and in writing; successfully negotiate and persuade others; deal tactfully, convincingly, and effectively with other agency personnel, government officials, representatives of specific interest groups, and the general public; effectively assemble, organize, and present reports in written and/or oral form; balance resource, response, and security needs with Agency goals of providing water, sanitation, and flood control services; establish and maintain effective working relationships with Agency employees, Board of Directors, Planning Commissions, City Councils, District Boards, Water Advisory Committee, emergency management and law enforcement, and other public agencies and the general public to facilitate understanding and mutual cooperation; plan, organize, assign, prioritize, delegate, and coordinate the work of self and others; balance competing priorities; establish performance standards and evaluate performance; coach subordinate staff in order to develop their skills and knowledge; work independently; gather, organize, and analyze data, draw conclusions, and make recommendations; understand, interpret, and apply provisions of applicable laws, ordinances, rules, regulations, memoranda of understanding, and operating procedures; ability to perform, manage and implement recommendations from vulnerability, threat, and risk assessments; manage time to effectively execute project plans and budgets; work under signification pressure; be subjected to extended work hours; and be on-call in case of emergencies.

Minimum Qualifications**Experience and Education:**

A combination of work experience, training, and education, which would provide an opportunity to acquire the knowledge and abilities listed herein. A typical way to qualify is:

At least six years of professional experience in project management, emergency management, emergency preparedness, disaster response, emergency response and/or public safety, security management, or disaster recovery programs. Such experience must have included two years of management and supervision responsibility.

AND

A bachelor's degree from an accredited college or university with coursework in public administration, business administration, industrial/safety engineering, emergency management, or a related field of study. Additional qualifying experience may be substituted for the college education on a year-for-year basis.

License: Possession of, or ability to obtain, a valid State of California Class C Driver License is required by date of hire and must be maintained throughout employment in this classification.