



**County of Humboldt**  
**Human Resources/Risk Management**  
**825 5<sup>th</sup> Street, Room 100**  
**Eureka, CA 95501**

**Date:** December 21, 2019  
**To:** Human Resources Department  
**From:** Dar Rhodes, Interim Human Resources Director  
**Subject:** Classification Review of Administrative Services Officer Job Classification

As the County of Humboldt's Interim Human Resources Director with 30-years of Executive Human Resources leadership experience, I observed Administrative Services Officer (ASO) Michael Schroer performing work outside his current job classification and conducted a classification review of the position. The review was performed for the purpose of evaluating the appropriateness of the classification for the position duties he is performing.

Currently, Michael Schroer performs his duties as Administrative Services Officer (ASO) of the Human Resources/Risk Management Department. Based upon review of a Position Description Questionnaire prepared by the incumbent, a position task list provided by Assistant Human Resources Director (AHRD) Kelly Barns, and subsequent interviews with AHRD Kelly Barns, HR Project Manager Zach O'Hanen and incumbent ASO Michael Schroer, I determined the ASO position currently occupied by Mr. Schroer is not accurately reflected as described in the current job specification. As such, the I recommend that the job specification for ASO be reallocated to Senior Human Resources Analyst – Risk to accurately reflect the current scope and complexity of the assignments, and that the Senior Human Resources Analyst – Risk job classification be updated to reflect the full-scope of fiscal responsibility changes and required assignments, accordingly.

During the classification study, it became evident that Mr. Schroer has been performing duties beyond the scope of ASO as currently written. Mr. Schroer's position as ASO evolved significantly and rapidly since being hired into the position on April 4, 2021. The impetus for the change in Mr. Schroer's position was caused by changing business needs, a major shift in a primary financial function of HR, and staff shortages in the Human Resources/Risk Management Department's Risk division. These impacts expanded the role Mr. Schroer was serving as ASO to more complex budget and contracts administration, including becoming the subject matter expert and primary resource for the Human Resources/Risk Management Department regarding budget preparation and administration within Finance Enterprise.

The ASO once solely served as the primary staff person performing complex administrative, budgetary, systems, statistical, and other management analyses in support of activities and functions of the HR/Risk Management Department, as well as planning, developing, coordinating and providing for the implementation of various special projects; making recommendations for action and assisting in policy and procedure development and implementation.

While a majority of the work Mr. Schroer was hired to oversee was fiscal in nature, the impactful changes to the Department's shifting structure required an expansion of his duties and responsibilities as well as increasing his autonomy when making important administrative decisions. As such, he has been

performing at a level equivalent to the county class of Senior Human Resources Analyst – Risk to meet those business needs.

More recently, and in addition, the ASO has been assigned to monitoring not just one General Fund unit (HR), but eight (8) independent ISF funds including breakdowns for the ISF allocations to the various departments within the County, plus unanticipated medical leave management; CalPERS reporting, audits, invoices, and payroll items; Professional Service Agreements (PSAs); 457 conversions; HR/Risk Management policy updates; plus information entry and tracking of supplemental life insurance in Finance Enterprise and coordinating separations with County payroll; SDI (State Disability Insurance) and EDD (Employment Development Department) Disability and integration; supplemental pay cycle and PPAF processing; FSA contributions/vacation conversion at separation; COBRA enrollment and payment processing/ monitoring deposits for Cobra, TD4850, affiliates, fire districts, etc.; and ExecuTime duties including timecard review and supplemental life insurance payment/tracking.

Originally, the ASO was limited in scope in the programs and services it was responsible for including budget preparation, invoice management and processing; AP/AR duties such as invoices, purchase orders, incoming payments; journal processing, entry, verification, and updates; purchasing order management; and other standard budgetary and fiscal responsibilities.

In addition to the assigned responsibilities that have evolved from the original ASO duties over the past 8 months, Mr. Schroer is anticipated to be tasked with more county safety-related tasks such as safety coordination, loss prevention, workers' compensation (w/c) and w/c return to work programs. Mr. Schroer will be assigned the most complex responsibilities related to risk management programs and/or activities, as well as to provide lead direction for other Human Resource Analyst – Risk I/II and/or other assigned staff, which is more in line with the Senior Human Resources Analyst – Risk.

Further, the incumbent has notably demonstrated his ability and skill during the time since his appointment and has been given additional responsibilities. His advanced skill set is evident in his accomplishments related to budget preparation and administration; complex budgetary reconciliation; benefits plan interpretation and administration; and contracts administration and management. He has become the subject matter expert and primary resource for the Human Resources/Risk Management Department regarding budget preparation and administration within Finance Enterprise. In addition, the expanded areas of responsibility of this position now include serving as a single point of contact in CalPERS's payroll reconciliation and CalPERS's audit management.

This position, as evolved, has become an extremely valued resource for the department and county, combined with the increased demand for collaboration and coordination with other departments and stakeholders that has significantly expanded the scope and complexity of the current ASO duties, responsibilities and necessity to act autonomously. Thus, it is my recommendation that the incumbent be reallocated from an ASO to a Senior HR Analyst – Risk and that the a Senior HR Analyst – Risk job specification be revised as attached.

Human Resources will prepare a report to the Board of Supervisors for January 4, 2022, with the following specific recommendations:

“That the Board of Supervisors:

1. Adopt the revised classification of Senior Human Resources Analyst – Risk (class 0690, salary range 470) into the classification plan; and

The Human Resources/Risk Management Department will prepare a report to the Board of Supervisors following the adoption of the revised classification, with the following specific recommendations:

2. Approve the reallocation of 1.0 Full-time Equivalent (FTE) Administrative Services Officer (salary range 435, class #0776) in Fund 3520, budget unit (BU) 359 Risk Operations, occupied by Michael Schroer to 1.0 FTE Senior Human Resources Analyst – Risk (salary range 470, class #0690) with an effective date the beginning of the first bi-weekly pay period following approval.”

If you have any questions regarding this report please feel free to contact Human Resources at 707/476-2349.

Attachment: Revised Job Specification for Senior Human Resources Analyst – Risk

cc: Michael Schroer  
Kelly Barns  
Zach O’Hanan  
Human Resources/Risk Management Department