



COUNTY OF HUMBOLDT

AGENDA ITEM NO.  
**C15**

For the meeting of: February 6, 2018

Date: January 19, 2018

To: Board of Supervisors

From: Connie Beck, Director *CB*  
Department of Health and Human Services

Subject: Reallocate one (1) 1.0 full time equivalent (FTE) Social Worker IV in budget unit 511 to one (1) 1.0 full time equivalent (FTE) Supervising Mental Health Clinician in budget unit 424

RECOMMENDATION(S):

That the Board of Supervisors:

1. Reallocate the Social Worker IV-A, B, C, D (class 0707A, B, C, D, 1.0 FTE, salary range 406, 420, 422, 452, position 27) in budget unit 511, currently occupied by Elizabeth Larsen to Supervising Mental Health Clinician (class 0916, 1.0 FTE, salary range 476) in BU 424 and reclassify Ms. Larsen accordingly; effective the beginning of the bi-weekly pay period immediately following approval.

SOURCE OF FUNDING:

Social Services Fund & Mental Health Fund

DISCUSSION:

Per the request of Department of Health and Human Services (DHHS), Merit System Services (MSS) conducted a classification review of the Social Worker IV-D position currently occupied by Ms. Larsen.

Prepared by Connie HagQuist, Staff Services Analyst – ES CAO Approval *Elizabeth Hag*

REVIEW: Auditor *MSM* County Counsel \_\_\_\_\_ Personnel *KAB* Risk Manager \_\_\_\_\_ Other \_\_\_\_\_

TYPE OF ITEM:  
 Consent  
 Departmental  
 Public Hearing  
 Other \_\_\_\_\_

**BOARD OF SUPERVISORS, COUNTY OF HUMBOLDT**  
Upon motion of Supervisor *Wilson* Seconded by Supervisor *Bass*  
Ayes *Bass, Fennell, Sundberg, Bohm, Wilson*  
Nays \_\_\_\_\_  
Abstain \_\_\_\_\_  
Absent \_\_\_\_\_

PREVIOUS ACTION/REFERRAL:

Board Order No. \_\_\_\_\_

Meeting of: \_\_\_\_\_

and carried by those members present, the Board hereby approves the recommended action contained in this Board report.

Dated: *2/6/18*

By: *[Signature]*  
Kathy Hayes, Clerk of the Board

The purpose of the review was to determine if the position occupied by Ms. Larsen was appropriately classified. Ms. Larsen's position as Social Worker IV-D has evolved significantly since originally hired into this position. Ms. Larsen is responsible for developing and maintain the program providing clinical supervision for Associate Clinical Social Workers (ACSW), Marriage and Family Therapist Interns (MFTI), and Professional Clinical Counselor Interns (PCCI) working in Mental Health and Social Services. She also develops and implements training to DHHS staff on supervision issues, clinical supervision and staff development.

Based upon the information obtained during the job classification review, Merit System Services has made the determination that the duties Ms. Larsen performs fit within the scope of duties of a Supervising Mental Health Clinician.

**FINANCIAL IMPACT:**

The reclassification of 1.0 FTE Social Worker IV to 1.0 FTE Supervising Mental Health Clinician for the remainder of FY 2017-18 will result in a decrease in salary and benefit cost of (\$45,984.00) for DHHS-Social Services and an increase cost to DHHS-Mental Health of \$55,204.00; a net cost increase of \$9,220.00. DHHS-Mental Health Administration budget unit 1170-424 has budgeted salary savings due to vacant positions that will offset this additional expense.

Fund sources for this DHHS integrated programs position will include Realignment, Medi-Cal Federal Financial Participation and Social Services Federal and State allocations.

Approving this agreement will support the Board's Strategic Framework by providing and maintaining infrastructure and by creating opportunities for improved safety and health.

**OTHER AGENCY INVOLVEMENT:**

Merit Systems Services  
Humboldt County – Human Resources

**ALTERNATIVES TO STAFF RECOMMENDATIONS:**

None are recommended

**ATTACHMENTS:**

Merit Systems Services

# Humboldt County Health and Human Services Social Worker IV-D Classification Study

SUBMITTED BY:

Karen Rodriguez

**CPS HR CONSULTING**

PROVIDING

MERIT SYSTEM SERVICES

CPS HR Consulting

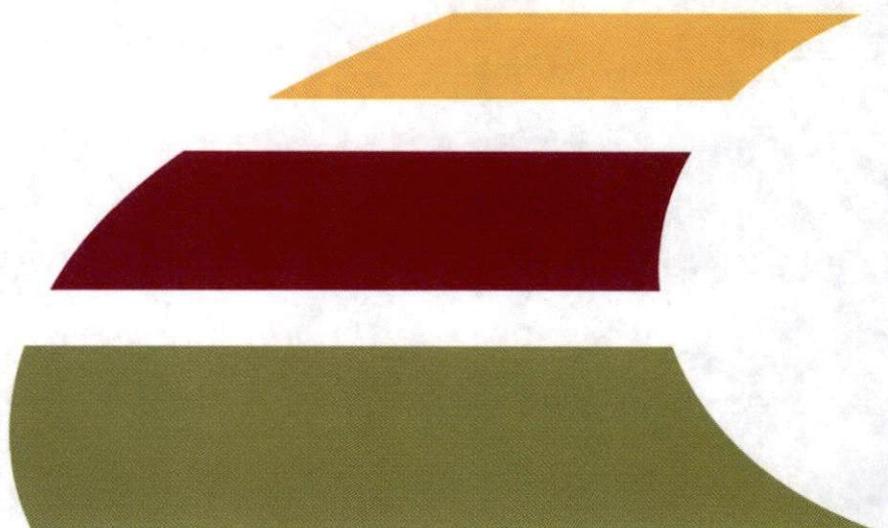
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## **I. Background/Introduction**

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Humboldt County Department of Health and Human Services (DHHS) requested CPS HR Consulting, Merit System Services (MSS) review one Social Worker IV-D position to determine if the position is appropriately classified and provide a recommendation as to the best classification based on the duties assigned to the position.

## **II. Overview/Status of Study Tasks**

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In conducting the classification study, MSS:

1. Received and reviewed the Position Description Questionnaire (PDQ) completed by the study incumbent, Liz Larsen, and reviewed by the incumbent's supervisor, Program Manager, Cathy Rigby on August 15, 2017.
2. Conducted a detailed analysis of position by evaluating the individual PDQ, August 29, 2017. Ms. Larsen lists her working title as Clinical Supervisor and Training Coordinator.
3. Emailed Ms. Larsen on August 30, 2017 requesting clarification because some of the statements that were submitted with the PDQ did not match the duties listed. Ms. Larson responded on September 11, 2017 and I replied with additional questions on September 12, 2017. Ms. Larsen replied and I set up a phone interview of the next day.
4. Phone interview on September 13, 2017 to gain a comprehensive understanding of the work performed. During this call, Ms. Larsen explained that the department has other SW IV-D staff who carry caseloads in addition to providing clinical supervision; while she is the only one who is responsible for running the clinical supervision and training program. Ms. Larsen also explained that she provides information and support to other clinical supervisions and provides coaching and mentoring to supervisors around clinical issues in supervision. During this call I suggested that she revise her PDQ to include those additional duties and the frequency she performed those duties.
5. Ms. Larsen forwarded her revised PDQ on September 21, 2017. Program Manager, Cathy Rigby reviewed and signed the revised PDQ.
6. Conducted a detailed analysis of the revised PDQ and reviewed the class specs for Social Worker IV-D, Social Worker Supervisor II and Supervising Mental Health Clinician September 26, 2017 to identify the scope and level of work performed by the employee.
7. Based on MSS classification structure, PDQ content, and information provided in the interviews; prepared recommendation regarding the allocation of position to an appropriate classification September 29, 2017 for review by Principle Consultant.

8. Developed a Draft Classification Study Report for Department review October 6, 2017, in conjunction with Principle Consultant, Jill Engelmann.
9. Discussion with the Department's HR representative October 27, 2017. Clarifying language added to MSS draft report recommendation.
10. Final report recommendation forward to the County October 27, 2017.

### **III. Analysis – Current Class Concepts**

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In determining the appropriate classification for the Social Worker IV-D position encompassed in this study, MSS considered the incumbent's current classification of Social Worker IV-D, as well as, Social Worker Supervisor II and Supervising Mental Health Clinician classifications.

#### **Social Worker IV-D**

Humboldt County uses a county classification series for the Social Worker IV. The Social Worker IV-D is the highest level in this series. The Social Worker IV-D performs casework of an advanced nature in the most complex social service areas. Social Worker IV-Ds perform professional level assessment, diagnosis, group, family and individual therapy and consultation. Additionally, Social Worker IV-Ds provide clinical supervision hours for Social Workers and Marriage and Family Therapists interns (MFTIs) as required for licensure.

#### **Social Worker Supervisor II**

The MSS Social Worker Supervisor II classification requires a Master's degree. Incumbents supervise a unit of caseworkers in specific programs identified as having a high proportion of complex and sensitive casework needs and are usually assigned to programs or staff positions that require extensive casework knowledge. Some positions may be assigned full time training and staff development duties. The Social Worker Supervisor II was created consistent with the requirements outlined in the California Department of Social Services (CDSS), Division 31 of the Child Welfare Services Manual.

#### **Supervising Mental Health Clinician**

This is a Humboldt County classification outside of the Interagency Merit System (IMS). This position requires an appropriate license to practice as a Licensed Clinical Social Worker (LCSW), Marriage and Family Therapist (MFT), Clinical Psychologist or Licensed Professional Clinical Counselor (LPCC) and two years of post-licensure experience. Incumbents assume an active leadership role in program planning, development, implementation supervision and evaluation.

## IV. Recommended Position Allocation

This section of the report includes a detailed analysis and write up for the position included within this report.

■ <b>Incumbent:</b>	Liz Larsen
■ <b>Current Classification:</b>	Social Worker IV-D
■ <b>Recommended Classification:</b>	Social Worker IV-D

**Discussion:** The incumbent, working under the supervision of the Program Manager, is responsible for developing and maintaining the program providing clinical supervision for Associate Clinical Social Workers (ACSW), Marriage and Family Therapist Interns (MFTI), and Professional Clinical Counselor Interns (PCCI) working in Mental Health and Social Services. She also develops and implements training to DHHS staff on supervision issues, clinical supervision and staff development.

Based on a review of the classification specification and the duties identified, Ms. Larsen is performing duties appropriate for her classification roughly half (51%) of the time. The remaining time (49%) is spent performing duties outside of the normal Social Worker IV-D duties. Some of these duties are administrative in nature (research, monitoring legislation, update and maintaining program materials, policies, guidelines etc.), while others appear more supervisory (training, staff development, coaching and mentoring supervisors, and communicating department expectations).

Ms. Larsen stated that when she was hired eight years ago, she was given responsibility to develop the licensure and training program. This responsibility has grown over time. She currently supervises and facilitates four licensure groups and provides individual clinical supervision for 10 people in the licensure program, along with providing monthly training department wide for staff development. The staff under her clinical supervision are working in Child Welfare, Adult Protective Services, Adult Mental Health and Children's Mental Health.

Ms. Larsen performs the following duties, which are consistent with the SW IV-D classification (51%):

- Provides clinical supervision of ACSWs, MFTIs and LPCCIs, ensuring compliance with legal and ethical standards and state and county regulations consistent with their training and experience - 33%
- Plans, assigns, directs, mentors, coaches and reviews the work of employees providing the most advanced or complex casework – 5%
- Develops and implements goals, objectives, policies and procedures and work standards for clinical staff as defined by the Board of Behavioral Sciences (BBS) and DHHS administration – 4%

- Facilitates case conferencing and consultation with non-licensed staff for the purpose of monitoring services, recommending service plans, interventions, rehabilitative services and case management – (4%)
- Selects, trains, evaluates employees for the licensure program and proposes actions that could result in discipline for clinical staff in conjunction with their assigned supervisor, including corrective action and exiting noncompliant individuals from the program – 2%
- Consults with and guides staff and interns providing services to clients with complex or specialized needs – (2%)
- Provides therapeutic support for the most complex or difficult patient assignments to staff outside of clinical supervision services – (1%)

Ms. Larsen performs the following duties to develop and maintain a program of supervision and training, which appear to be outside the scope of the SW IV-D (49%):

- Develop, support and assist in the coordination of in-service training and staff development across departments in DHHS – (10%) *Supervision*
- Develop, update and maintain all program materials, policies, guidelines and practice modalities to reflect and support the mission and practices of Humboldt County DHSS and BBS – (10%) *Supervision*
- Research, integrate and support interventions that are consistent with DHHS policies and practice model; provide training and support of the integration of DHHS practice model across departments – (8%) *Supervision*
- Provide support, coaching and interventions for supervisors in identifying and supporting staff impacted by compassion fatigue and vicarious trauma – (5%) *Supervision/Management*
- Monitor current legislation defining the implementation of clinical supervision, behavioral health services along with child welfare policy – (5%) *Analytical*
- Communicates department expectations and activities, policy changes and regulatory changes; evaluates and recommends service delivery improvements – (5%) *Supervision*
- Provide training in the principles and practices of organization, workload management and time management; assist supervisors in identifying barriers to effective workload management at both the individual and organization level – (4%) *Staff Development*
- Mentor and coach new supervisors in supporting staff who have identified as having ADA compliance needs along with identifying supports to assist staff with these needs to be successful in their work – (2%) *Analytical – related to ADA compliance*

**Recommendation:** While the majority (51%) of Ms. Larsen’s duties are within the scope of Social Worker IV-D, a high percentage (49%) is outside the scope for a Social Worker IV-D. Because the scope for the program responsibilities performed by Ms. Larsen has grown with

the clinical supervision program, her assignment should not remain as it is. The department should either consider reassigning the supervision/management duties outside the scope of a SW IV-D to a licensed staff member in a supervisor classification and assigning Ms. Larsen cases, which would result in her duties being consistent with those of other staff in the classification of SW IV-D or consider adding additional mental health related duties and reclassing her position to a non-merit system position of Supervising Mental Health Clinician.

## **V. Next Steps**

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The position included in this study was analyzed based on the information provided in the PDQ, collected in the incumbent interview, and any supplemental information provided by the incumbent's supervisor and/or manager.

Please review this report and contact me if you have any questions or concerns. Karen Rodriguez at (916) 471-3348 or email [krodriguez@cpsrh.us](mailto:krodriguez@cpsrh.us).

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