



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

**Date:** September 11, 2018  
**To:** Tom Mattson, Director of Public Works  
Hank Seemann, Deputy Director of Public Works – Environmental Services  
**From:** Kelly Barns, Department of Human Resources

**Subject:** Classification review of Jason Ball (Park Caretaker II) and Todd Becker (Environmental Analyst)

At your request, the Human Resources Department had Koff and Associates conducted a classification review of the Park Caretaker II position currently occupied by Jason Ball and of the Environmental Analyst position currently occupied by Todd Becker. The review was requested for the purpose of evaluating the appropriateness of the classification for these position.

Based on the duties and responsibilities described in the attached reports provided by Koff and Associates, Human Resources concurs with their recommends for reallocations of these positions.

You will need to prepare a report to the Board of Supervisors with the following specific recommendations:

1. “That the Board of Supervisors approve the reallocation of the Park Caretaker II (salary range 329, class 0272, position \_\_) in budget 713 to the class of Senior Park Caretaker (salary range 359, class 0265, position \_\_) effective immediately.”
2. “That the Board of Supervisors approve the reallocation of the Environmental Analyst (salary range 395, class 0208, position \_\_) in budget 251 to the class of Senior Environmental Analyst (salary range 427, class 0520, position \_\_) effective immediately.”

If you have any questions regarding this report please feel free to contact me at 707/476-2352.

**Enclosures:** Classification Study/Position Review – Jason Ball  
Classification Study/Position Review – Todd Becker

cc: Lisa DeMatteo



September 6, 2018

Classification Study/Position Review:  
Jason Ball – Park Caretaker II  
Final Report

County of Humboldt

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## EXECUTIVE SUMMARY

### Background

In June 2018, the County of Humboldt (“County”) contracted with Koff & Associates (“K&A”) to conduct a classification study for the Park Caretaker II position allocated to the Environmental Services Division of the Public Works Department encumbered by Jason Ball. All findings and recommendations are included in this report.

This position review process was precipitated by the incumbent’s assertion that the preponderance of his duties and responsibilities are not aligned with the current classification allocation, and therefore the County requested that the position be studied.

The goal of the study was to:

- Obtain detailed information about the position encumbered by Mr. Ball through a variety of techniques, including a written Job Analysis Questionnaire (JAQ) as well as interviews with the incumbent and his supervisor (Hank Seemann);
- Analyze the work assigned to the position to identify the major duties and responsibilities;
- Analyze the County’s current description for Park Caretaker II; and
- Make a recommendation regarding the appropriateness of the current classification allocation of the position relative to the duties performed by the incumbent.

## CLASSIFICATION FINDINGS AND RECOMMENDATION

### Findings

When positions are classified, the focus is on assigned job duties and the job-related requirements for successful performance, not on individual employee capabilities or volume of work performed. Positions are thus evaluated and classified on the basis of such factors as the nature and level of work performed, the complexity of the work, the authority delegated to make decisions and take action, the responsibility for the work of others and/or for budget expenditures, contacts with others (both inside and outside of the organization), the impact of the position on the organization, and the knowledge, skills, and abilities required to perform the work. Narrative on some of these factors is presented below.

- Major duties and responsibilities of the position as detailed in the Job Analysis Questionnaire completed by the incumbent (Of note, the incumbent did not provide percentages of work time on his JAQ; however, he and his supervisor provided percentages during their interviews):
  - Operations and Maintenance (25% of time) – Operations and maintenance work consists of performing the day-to-day operations and maintenance activities necessary to provide public recreation opportunities at County Parks which



includes administering fee collection at campgrounds and day use areas; responding to inquiries and complaints from park visitors; monitoring parks usage and responding to incidents as needed; advising park visitors and the general public on park rules and regulations; cleaning park facilities including restrooms and stocking with supplies; collecting and disposing of garbage; performing landscape maintenance including mowing and trimming; identifying needs for repairs and improvements to park facilities and infrastructure; vandalism abatement; and coordinating special events. In general, these are duties that all journey-level Park Caretaker positions may be expected to perform.

- Project Coordination (40% of time) – Mr. Ball collaborates with the Parks Supervisor on maintenance, repair, and improvement projects for his area of assignment including landscape, hardscape, facilities, and infrastructure. He is responsible for estimating project costs; procurement of services for the more routine and smaller projects; assisting the Parks Supervisor and other department management with service procurement for large-scale and non-routine projects; and leading the planning, design, and scheduling of projects for his area. Due to the size and geographic layout of the Parks service area, Mr. Ball performs his duties in the absence of his supervisor and is expected to independently direct the activities in his area of assignment including the activities of special projects. As such, he independently directs the work of third party service providers, ensures compliance with contract provisions and County standards and takes corrective action when necessary, independently makes routine decisions for project work and completion, and is relied upon to have discernment in recognizing matters that should be elevated to his supervisor or other department management.
- Water System Operation and Maintenance (20% of time) – The incumbent is responsible for overseeing the safe maintenance and operation of the County Parks public water system which supplies water in public use areas, day use areas, and campgrounds. In this capacity, Mr. Ball is required to possess a Grade D1 Water Distribution Operator Certification issued by the State of California, regularly test the system’s water to ensure that it meets State standards and oversee maintenance of both the water supply and water system infrastructure. It is Mr. Ball’s responsibility to independently oversee this process and coordinate with the State for routine periodic inspections as well as any inspections and related remedial activities in the event of a system breach or contaminated sample. To this end, he is relied upon by the Parks Supervisor and department management to advise on capital improvements and repairs that are necessary to maintain the integrity of the water system and water quality.
- Staff Training and Lead Direction (15% of time) – The Parks division experiences a dramatic increase in visitors during the summer months, and as a result the division employs a significant number of temporary park caretakers to assist with the increased workload. As such, Mr. Ball is responsible for training, directing the



work, and providing daily oversight of temporary employees. Mr. Ball participates in employee selection, takes progressive correction action when necessary, and advises the Parks Supervisor if termination is necessary. The nature of the duties is such that the temporary employees must be able to work with minimal supervision after receiving instructions, travel between worksites in County vehicles, and interact with park visitors and the general public. Temporary employees are typically college students who work for the County during summer break, and generally do not return to employment in subsequent years. As a result, temporary employees do not usually attain a significant degree of efficiency in the performance of duties due to the short season and the low rate of re-employment, and therefore the incumbent's responsibility for overseeing and directing the work of these employees can be challenging.

- Decision making – Mr. Ball is responsible for overseeing and leading the daily operational activities and special projects in his area of assignment within a framework of general guidelines which includes overseeing the work of contractors and other third-party service providers. Those situations which are outside of the general framework of rules and guidelines are elevated to the Parks Supervisor or other department management to ensure that actions taken are in compliance with department and County rules.
- Contacts – The position has contacts internally with coworkers, staff, campground hosts, and department management. Externally, the incumbent has contact with contractors and third-party service providers, park visitors, and the general public.

## Recommendation

It is our assessment that the duties and responsibilities of this position are outside of the scope of Park Caretaker II, and it is our recommendation that the position be reclassified to Senior Park Caretaker. Mr. Ball spends a significant amount of work time performing duties related to project coordination– which includes designing, planning, and estimating costs for park improvement projects and overseeing the work of contractors– and oversight of the maintenance and operation of the public water system for the Parks division. The duties performed to this end are at a higher level of complexity than what would be expected at the journey-level within the classification series. Additionally, Mr. Ball has a higher level of responsibility and accountability for the overall operations of his area of responsibility and performs his duties independently with only occasional supervision and direction from his supervisor.

When evaluating the allocation of a position, it is necessary to: (i) identify the duties that the incumbent is currently being required to perform; (ii) determine if those duties are captured in the current job description; and (iii) identify the percentage of duties being performed, if any, which are outside of the current classification. The test is not whether or not the current incumbent possesses the knowledge, skills, and qualifications for a given classification. Rather, the test is determining the duties performed and the level and scope of responsibility of the position itself regardless of who encumbers it.



**Recommendation:** Reallocate the Park Caretaker II position encumbered by Jason Ball to Senior Park Caretaker.

## CONCLUSION

This Final Report presents the process, methodologies and findings with respect to the Park Caretaker II position encumbered by Jason Ball. We want to thank the County and its staff for their cooperation and participation in study activities to ensure the study is a success.

Once the County has had an opportunity to review this report, we can arrange to discuss any comments, concerns or issues within the report. In the meantime, should you require any clarification on the contents of this report, please do not hesitate to contact me.

Respectfully submitted by,  
**Koff & Associates**

Kari Mercer  
Senior Consultant



September 6, 2018

Classification Study/Position Review:  
Todd Becker – Environmental Analyst  
Final Report

County of Humboldt

**KOFF & ASSOCIATES**

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## EXECUTIVE SUMMARY

### Background

In June 2018, the County of Humboldt (“County”) contracted with Koff & Associates (“K&A”) to conduct a classification study for the Environmental Analyst position allocated to the Environmental Services Division of the Public Works Department encumbered by Todd Becker. All findings and recommendations are included in this report.

This position review process was precipitated by the incumbent’s assertion that the preponderance of his duties and responsibilities are not aligned with the current classification allocation, and therefore the County requested that the position be studied.

The goal of the study was to:

- Obtain detailed information about the position encumbered by Mr. Becker through a variety of techniques, including a written Job Analysis Questionnaire (JAQ) as well as interviews with the incumbent and his supervisor (Hank Seemann);
- Analyze the work assigned to the position to identify the major duties and responsibilities;
- Analyze the County’s current description for Environmental Analyst; and
- Make a recommendation regarding the appropriateness of the current classification allocation of the position relative to the duties performed by the incumbent.

## CLASSIFICATION FINDINGS AND RECOMMENDATION

### Findings

When positions are classified, the focus is on assigned job duties and the job-related requirements for successful performance, not on individual employee capabilities or volume of work performed. Positions are thus evaluated and classified on the basis of such factors as the nature and level of work performed, the complexity of the work, the authority delegated to make decisions and take action, the responsibility for the work of others and/or for budget expenditures, contacts with others (both inside and outside of the organization), the impact of the position on the organization, and the knowledge, skills, and abilities required to perform the work. Narrative on some of these factors is presented below.

- Major duties and responsibilities of the position as detailed in the Job Analysis Questionnaire completed by the incumbent (of note, the incumbent did not provide percentages of work time on his JAQ; however, he provided estimates during his interview which his supervisor confirmed):
  - Technical Environmental Services duties (approximately 25% to 30% of time) – The incumbent spends approximately one-quarter to one-third of his work time performing the technical aspects of work related to the stormwater and solid and hazardous waste programs. This includes reviewing, analyzing, and preparing



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materials for permit applications and initiating the permit application process for County projects related to the areas of assignment; following permit applications through their lifecycle to ensure procurement of necessary permits; providing analysis and development of technical environmental documents related to stormwater and solid and hazardous waste reporting; conducting impact analyses related to the programs to which assigned and reporting on the same; preparing contracts and service agreements for geologic and geotechnical consultation; and collaborating with and overseeing the work of professional consultants. In general, these are duties that may be assigned to any journey-level position within the classification series.

- Program coordination (approximately 70% to 75% of time) – Mr. Becker spends a majority of his work time performing duties related to coordinating the activities of the stormwater and solid and hazardous waste programs. Mr. Becker assumes responsibility for the workflow of the programs to which assigned which includes monitoring and ensuring compliance with project timelines and budgets; ensuring compliance with reporting requirements at the federal, state, and local levels; serving as the primary point of contact with the State Water Resources Board and the County Public Health Department relative to the overall administration and functions of the assigned programs, and determining the cascading communications from his contact with these regulatory bodies; coordinating with other divisions, departments, and outside agencies on project objectives, statutory and legal requirements, and alternatives; participating in grant development and administration for assigned programs; and staying current on new and changing legal and regulatory requirements as they relate to stormwater contamination and solid and hazardous waste. In this capacity, the purpose of this position is two-fold: 1) The incumbent provides subject matter expertise on the areas of assignment relative to new capital improvement and construction projects undertaken by the County whereby he advises Public Works department staff as well as staff from other County departments on the regulatory requirements related to stormwater pollution and contamination and solid and hazardous waste, identifies the need for modifications to project plans in order to be compliant with requirements, and develops and recommends alternatives to project plans as necessary; and 2) The incumbent oversees and coordinates schedules for bringing legacy projects into compliance with new regulatory and legal requirements. The incumbent is relied upon to independently perform these duties seeking direction from the Environmental Permitting and Compliance Manager at given project milestones or when new and unusual circumstances arise. Mr. Becker oversees a sizeable contingency of third party service providers with whom the County has engaged to perform the technical aspects of these programs, and to this end the incumbent is responsible for estimating scopes of work, schedules, and budgets for contracted work and reviewing the work of contractors to ensure compliance with contract provisions.



- Decision making – Mr. Becker is responsible for overseeing the day-to-day operations of the programs to which assigned and directing the workflow of the work unit within a framework of general guidelines and a well-defined framework of regulatory requirements subject to some interpretation. Those situations for which interpretation of regulatory requirements is especially complex or which affects programs and functions outside of those to which he is assigned are elevated to the Environmental Permitting and Compliance Manager or other department management.
- Contacts – The position has contacts internally with coworkers and Public Works department management as well as management and staff from other County departments. Externally, the incumbent has contact with other municipalities, regulatory bodies, contractors and third-party service providers, and the general public.

## Recommendation

It is our assessment that the duties and responsibilities of this position are outside of the scope of Environmental Analyst, and it is our recommendation that the position be reclassified to Senior Environmental Analyst. Mr. Becker has responsibility for the overall administration of the County's stormwater and solid and hazardous waste programs ensuring that County projects and properties are within compliance of regulatory and legal requirements. While Mr. Becker does spend one-quarter to one-third of his work time performing the technical aspects of the work comparable to that which would be expected of an Environmental Analyst, the majority of his time is spent performing duties related to overall program administration and compliance with a higher level of responsibility and accountability for program activities than his current classification. In addition, Mr. Becker assumes responsibility for the most complex technical aspects of the work where clearly defined guidelines may not be available and which require discretion and interpretation of broad rules and regulations at a level beyond that which a journey-level position within the classification series would perform.

When evaluating the allocation of a position, it is necessary to: (i) identify the duties that the incumbent is currently being required to perform; (ii) determine if those duties are captured in the current job description; and (iii) identify the percentage of duties being performed, if any, which are outside of the current classification. The test is not whether or not the current incumbent possesses the knowledge, skills, and qualifications for a given classification. Rather, the test is determining the duties performed and the level and scope of responsibility of the position itself regardless of who encumbers it.

**Recommendation:** Reallocate the Environmental Analyst position encumbered by Todd Becker to Senior Environmental Analyst.



## CONCLUSION

This Final Report presents the process, methodologies and findings with respect to the Environmental Analyst position encumbered by Todd Becker. We want to thank the County and its staff for their cooperation and participation in study activities to ensure the study is a success.

Once the County has had an opportunity to review this report, we can arrange to discuss any comments, concerns or issues within the report. In the meantime, should you require any clarification on the contents of this report, please do not hesitate to contact me.

Respectfully submitted by,  
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