



SAN MATEO  
COUNTY  
OFFICE OF  
EDUCATION

# Administrator, Personnel Commission Services

## The Organization

The San Mateo County Office of Education (SMCOE) provides leadership, coordination, and a variety of instructional, business and consulting services to the County's 23 public school districts, charter schools and the community college district, thus enhancing their ability to provide quality educational programs.

## The County

The San Mateo County/Silicon Valley area is located on a 60-mile peninsula immediately south of San Francisco, bordered on the east by San Francisco Bay, and on the west by the Pacific Ocean. The area encompasses over 450 square miles. Sunshine and mild temperatures are the norm as the average annual temperature is a pleasant 68 degrees (summer highs rarely over 78 degrees and winter lows in the mid-50s).

Just a stone's throw from San Francisco (20 minutes by car or mass transit), with San Francisco International Airport conveniently located in its midst, this incredibly beautiful, scenic area offers an exceptional standard of living. With 30 miles of San Francisco Bay front and nearly 60 miles of Pacific Ocean frontage, the possibilities are endless.

A perfect destination where you can take in a San Francisco Giants game and a Stanford game in the same day, hop on a San Francisco Bay cruise or Pacific Ocean whale watching expedition, and then head back for wine tasting in the afternoon.

## The Personnel Commission

The San Mateo County Office of Education has utilized the Merit System since 1966 to ensure that classified employees are selected, promoted and retained without favoritism or prejudice. The Personnel Commission oversees a Civil Service (Merit) System of personnel management for San Mateo County Office of Education employees.

The fundamental purposes of the Merit System are: (1) to ensure that employees are selected, promoted, and retained on the basis of merit and fitness; and (2) to

provide employees protection against arbitrary dismissal through rights of appeal to a Personnel Commission.

The California Education Code provides the legal guidelines to execute these responsibilities. The following are specific functions for which the Personnel Commission is responsible:

- Recruiting, testing, and certifying candidates for employment in classified jobs on the basis of merit and fitness through a process of competitive examination.
- Preparing classification descriptions including recommended minimum qualifications,
- Establishing and keeping up to date a classification plan by allocating classified positions to classes within the plan, and allocating each class within the plan to the proper salary grade.

- Conducting labor market salary surveys, and recommending to the Board of Education salary schedules based on the principle of "equal pay for equal work."
- Conducting hearings of appeals resulting from administrative actions including suspensions, demotions, and dismissals.
- Adopting rules and regulations to ensure the efficiency of the service and the selection and retention of employees on the basis of merit and fitness.
- Assuring fair treatment of applicants and employees in all aspects of the recruitment process without regard to political affiliation, race, color, national origin, sex, or religious creed.

The Personnel Commission consists of three members appointed to serve three-year terms. One is appointed by the Board of Education, one is appointed by the bargaining unit representing the largest number of classified employees, and the

### MISSION

To recruit, select and promote highly qualified employees using valid and innovative skills assessment examinations and selection procedures; to compensate classified employees based on the Merit System principle of equal pay for equal work; to provide exceptional customer service; and to implement personnel management programs that align with and support the mission and goals of the Personnel Commission and the San Mateo County Office of Education.

### VISION

To be regarded as a trustworthy and customer focused department that thoroughly understands and expertly delivers solutions for the unique personnel management needs of managers, employees, and members of the public we serve. We expect and demand of ourselves the best we have to offer by working together as a team, striving for operational excellence and adhering to our core values.

### VALUES

- We communicate openly and honestly and build relationships based on trust, respect, and caring.
- We work together effectively to achieve our individual and department goals.
- We treat every employee and member of the public with honesty, dignity, and respect.
- We are dedicated to the highest level of achievement within our areas of responsibility.
- We earn the confidence of those we serve by acting with integrity and behaving ethically.
- We listen attentively to our clients to truly understand their needs and then deliver solutions.
- We take pride in exceeding client expectations and striving for continuous improvement.
- We give higher priority to people than to tasks.
- We strive to make people feel valued and appreciated.

third is appointed by the other two Commissioners. Personnel Commissioners must be residents of San Mateo County and be known adherents of the Merit principle.

The Personnel Commission staff is committed to providing “hands-on” service support in meeting all classified human resources management needs while fulfilling their purpose of upholding the principles of fairness, consistency, and accountability in administering the Merit-based employment program.

## The Position

Under the direction of the Personnel Commission, plan, organize, and direct the Merit System employment program for classified employees in accordance with the Education Code and Personnel Commission rules and regulations; serve as Executive Secretary to the Personnel Commission; coordinate the recruitment, interviewing, testing, selection and placement of classified personnel; coordinate communications between administrators and classified employees; train, supervise, and evaluate the performance of assigned personnel.

### Essential Job Functions Include:

- Coordinate the recruitment, qualifications assessment, and examination of prospective and promotional classified employees; direct the development and administration of employment selection plans including written, performance, and oral board examinations; set examination pass points and prepare job eligibility lists; respond to questions and resolve issues concerning the employment testing process; certify job candidates for permanent and temporary position vacancies.
- Serve as Executive Secretary to the Personnel Commission; prepare meeting agenda items; conduct research and prepare special reports requested by the Personnel Commission; oversee preparation of meeting minutes; prepare the Commission's annual report.
- Manage administration of the compensation program for classified employees including salary step placement for new permanent and temporary hires, and



step advancement for current employees; prepare annual salary schedules for Personnel Commission approval.

- Maintain the Merit System job classification plan for classified management and nonmanagement positions; draft job descriptions for new positions; arrange job classifications into occupational groups, conduct job analysis and recommend salary range placements for Personnel Commission action; supervise job reclassification studies and recommend revisions to existing job descriptions.
  - Draft rules and regulations for inclusion in the Merit System policy manual on subjects enumerated in applicable sections of the Education Code; administer Merit System policies and make decisions on the application of the rules on a variety of employment matters; interpret and apply state and federal employment laws and administrative regulations.
  - Oversee employment records management for classified employees; maintain classified personnel files.
  - Coordinate classified employee evaluation system; oversee the permanent employee probation period; advise managers on probationary employment procedures.
  - Respond to grievances filed under Merit System procedures concerning matters under Personnel Commission jurisdiction.
  - Coordinate Personnel Commission disciplinary hearing procedures including
- organizing evidence to be presented at the hearing, compiling witness lists, and preparing communications on behalf of the Personnel Commission; advise the Personnel Commission on all aspects of the hearing process.
  - Coordinate classified layoff procedures; advise managers on classified layoff legal requirements; maintain seniority and employee rehire lists; prepare layoff, bumping, and recall letters to employees.
  - Confer with collective bargaining group representatives to review and resolve a variety of personnel issues concerning the application of Merit System rules and regulations.
  - Prepare the Personnel Commission Services department budget for Commission approval; authorize general budget expenditures, and seek approval for large expenditures.
  - Initiate special studies including staffing and salary surveys, and new personnel management systems and programs at the request of the Personnel Commission.
  - Assist County Superintendent of Schools, division heads, department heads, managers, site administrators, employees and employee group representatives to understand the classified employment testing, selection, classification, compensation, position transfer, seniority, demotion, promotion, layoff and re-employment practices and procedures.
  - Assist the Associate Superintendent, Human Resources in the formulation and development of policies and

procedures in accordance with Merit System Rules.

- Supervise and evaluate the performance of Personnel Commission Services department staff.
- Represent the Personnel Commission on the Administrator's Cabinet.

## Competencies

### Job candidates must have a strong knowledge of:

- Current practices in public sector personnel management, including employee recruitment, candidate assessment, position classification, and compensation.
- Merit or Civil Service System authority and governing procedures in public service employment.
- Federal and state employment laws, statutes, and administrative regulations.
- Research and statistical methods and their application to administering a range of personnel functions including analyzing community wage data, developing salary schedules, recommending compensation ranges, setting examination pass points, and preparing employment statistical reports.
- Job analysis and position classification evaluation methodologies.
- State-of-the-art personnel management systems and administrative procedures including employee database management, web based candidate sourcing and skills assessment, and talent acquisition techniques.

### Job candidates must have demonstrated ability to:

- Identify the important dimensions of a problem, determine the potential causes, obtain relevant information, and specify alternative courses of action.
- Take action in solving problems while exhibiting judgment and a systematic approach to decision making.
- Research personnel management issues, and develop staff reports and proposals for Personnel Commission review and action.

- Clearly present information orally and in writing.
- Communicate effectively with employees at all levels within the Office of Education while simultaneously building credibility and rapport.
- Establish and carry out specific courses of action for self and Personnel Commission Services employees.
- Train, mentor, and coach employees to achieve their highest potential.
- Work with employees in a way that builds high morale, consensus and commitment to goals and objectives. Interpret verbal and non-verbal behavior and develop an accurate understanding of others' needs, values and opinions; be sensitive to and aware of the social environment.

## The Ideal Candidate

The ideal candidate will possess education and experience equivalent to a Master's degree in human resources, public administration or related field, and five years of public personnel management experience involving directing a school merit system or public sector civil service program.

### COMPENSATION:

The monthly salary range for the Administrator, Personnel Commission Services is \$11,197 - \$14,004. In addition to a competitive salary, SMCOE offers a competitive benefits package that includes a pre-tax Flexible Spending Plan.

### SELECTION PROCESS:

Candidates are encouraged to apply

immediately online at [www.smcoe.org](http://www.smcoe.org). Click on the [Careers](#) heading, scroll down to *Open Classified Positions* to find the [Administrator, Personnel Commission Services](#) link. The link will take you to the CalOpps website ([calopps.org](http://calopps.org)) where you may complete the application process online.

In addition to completing the formal application, please submit a comprehensive résumé, a compelling cover letter, and six (6) work-related references to include supervisors, staff, and colleagues, who will not be contacted without candidates' prior knowledge. This information may be pasted into the *Uploaded Resume* section of the online application, or submitted by email upon completing the formal application to: [classifiedjobs@smcoe.org](mailto:classifiedjobs@smcoe.org).

The final filing date for the position is Monday, November 25, 2019 at 5 p.m.

Personnel Commission Services will conduct the initial screening of applicants meeting the position's minimum qualifications. The most highly qualified candidates will be invited to participate in on-site selection processes including a technical oral board examination and a second interview with a panel comprised of individuals from the various constituent groups at the San Mateo County Office of Education. The Personnel Commission will interview candidates to identify a finalist.

Candidates under final consideration will undergo an employment background check that will include fingerprint screening, employment history review, and confirmation of educational credentials and degrees in conjunction with professional reference checks.

