



HOWARD COUNTY DEPARTMENT OF COUNTY ADMINISTRATION

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To: Brandee Ganz
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From: Anju A. Bennett, Administrator
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Re: **Council Testimony for Approval of Classification and Compensation Study Implementation of Recommendations; FY 27 Pay Plan Amendments, Repeal and Enactment of New Classification Plan, Amendments to the County Code and Employee Manual; Authority to Reclassify Employees to New Positions and Pay Grades**

County Administration is seeking Council approval for updates to the Howard County Pay Plan, repeal and enactment of a new Classification Plan for Fiscal Year 2027, and the authority to adjust classifications and pay grades of employees to implement the recommendations of the Classification and Compensation Study. As part of the legislative process, these updates have been approved by the Chief Administrative Officer. Before final action by the County Council, the updates will be considered by the Personnel Board.

The County launched a comprehensive Classification and Compensation Study ("the Study") to modernize the County's classification and pay framework so it is competitive, transparent, and equitable, reflecting the work that employees perform, supporting retention and recruitment, and providing clearer standards for career progression and pay decisions. The County partnered with a public sector consultant, Evergreen Solutions, LLC. This Study represents the first comprehensive review of the County's compensation and classification structure in more than three decades. The Study examined over 1,600 positions over 155 classifications and four step-based pay scales (including two bargaining units), making it one of the most significant workforce modernization efforts undertaken by the County in a generation.

Workforce Groups and Pay Scales Covered in the Study:

- General Workforce (General Salary Schedule): 112 classifications (both Classified and Exempt positions)
- Recreation and Licensed Childcare ("RLC" Salary Schedule): 4 classifications (Part-Time Benefited)
- AFSCME Local 1810 Office/Technical ("OT" Salary Schedule): 37 classifications
- AFSCME Local 3888 Operations Supervisors and Police Services Supervisors ("OS" Salary Schedule): 5 classifications¹

This Study assessed the County's classification and compensation internal structures and external compensation by looking at pay plan structure, employee placement within ranges, and compression risk patterns. The Study collected data in many ways, including over 30 informational employee sessions, over 40 sessions held with executive leadership, and the responses provided by the workforce on Job Assessment Tool surveys which collected information about the types of

¹ Operations Supervisors I and II were included at the onset of the Study under this collective bargaining unit. Operations Supervisors III and Police Services Supervisors I and II have been subsequently organized into this bargaining unit, resulting in a total of five (5) covered classifications.

work performed by each classification in general. Compensation offered by neighboring jurisdictions was also reviewed for valid market benchmarking.

The Study noted the following with regard to the County's current classification and compensation systems:

- Structural inconsistencies in pay plans – some pay scales presented inconsistent percentages for step increases. Where variations may make sense at earlier portions of the pay scale, some areas could benefit from greater uniformity.
- Positive relationship between tenure and pay progression – importantly, the data demonstrated that employee tenure correlates positively with advancement through pay ranges. This is a strong foundation on which more consistent and equitable progression structures can be built.
- Some classifications had very broad titles, or titles that did not easily identify the distinctions in work being performed (i.e., Human Services Worker, Administrative Analyst, Administrative Support Technician vs. Administrative Aide, etc.).
- Uneven performance-based step increments – employees on certain pay scales were required to wait two years for a merit increase once they reached the midpoint of their pay grade.
- The County lacked the ability to make equity adjustments within classifications to remedy inequities that have been created and sustained by County's previous policies.
- The pay scale structures used by the County are not aligned with other larger counties who have moved away from step-based pay scales for many positions and moved to defined range pay scales. However, the step-based scales are being maintained for Local AFSCME 1810 & 3888.

The Council and County Executive approved several intermediate measures at the onset of the Study to address the market gap by increasing Countywide compensation by more than 14% with multiple COLAs over the course of three fiscal years (now more than 16% as of FY2027), broadened pay scales by adding additional steps at the end of the pay ranges, removing the two-year wait for step increments in certain pay grades, and created mechanisms for salary equity adjustment authority post-hire.

At the end of the Study, 11 recommendations were made. These recommendations were aimed at updating and improving the County's classification and compensation structure to better serve the needs of the County workforce and become more market competitive as an employer. Please note that recommended changes to collective bargaining unit salary schedules and classifications are based on tentative agreements reached with the respective bargaining unit.

Below are the 11 recommendations, grouped together by topic. The specific means by which the recommendations are being implemented are in the "Method of Implementation" column and those that are proposed in this legislation are discussed more fully in this memo.

Recommendations	Implementation Status	Method of Implementation
I. <u>UPDATE COMPENSATION STRUCTURE.</u> 1. Realign and modernize the County’s salary scales. 2. Implement updated salary scales and pay grades. 3. Adopt a new, market-responsive compensation structure and assign all positions to it equitably. a. Move from Step-Based salary scales to Defined Open Range salary scales for Executive & Senior Leadership and General Salary Scales. b. Keep Step-Based salary scales for collective bargaining units AFSCME Local 1810 and Local 3888.	PROPOSED IN THIS LEGISLATION	- Revised Salary Schedules for General Scale, Office/Technical (AFSCME Local 1810), and Operations Supervisors (AFSCME Local 3888) - Creation of Executive & Senior Leadership Salary Schedule - General and Executive and Senior Leadership scales are “defined-range” - Office/Technical and Operations Supervisors scales remain step-based. - Revisions to Pay Plan with new salary schedules
II. <u>UPDATE COMPENSATION FRAMEWORK TO IMPLEMENT PERSONNEL ACTIONS AND SALARY MOVEMENT</u> 4. Revise policies and practices for: a. Moving employees’ salaries through the pay plan (performance adjustments/step increments) b. Procedures for determining salaries of Employees who have been promoted, demoted, or transferred to a different classification. c. Revise procedures regarding the determination of salaries for newly hired employees and hiring approval thresholds.	PROPOSED IN THIS LEGISLATION	- Revision to County Code §1.304, using term “performance adjustment” to include adjustments on both the defined-range and step-based scales ; formalizing annual performance adjustment criteria previously stated in County Code, but language applies to both defined-range and step-based scales; Pay Plan and Employee Manual revised accordingly - Revision to §1.302 relating to calculation of salary upon promotion and reclassification; Pay Plan and Employee Manual revised accordingly - Revision to §1.302(a) relating to hiring approval thresholds, streamlining process to only two levels (OHR Administrator and if above midpoint, approval by Personnel Officer) - Revisions to Pay Plan and Employee Manual consistent with County Code
III. <u>REVISE PROCEDURES REGARDING THE DETERMINATION OF SALARIES FOR NEWLY HIRED EMPLOYEES AND HIRING APPROVAL THRESHOLDS.</u> 5. Revise County Code §1.302(a) regarding the hiring approval thresholds.	PROPOSED IN THIS LEGISLATION	Revision of County Code §1.302(a) to allow approval by the OHR Administrator for salaries up to the midpoint of the pay grade, and any salaries exceeding the midpoint of the pay grade must have the authorization of the Personnel Officer.

Recommendations	Implementation Status	Method of Implementation
IV. UPDATE CLASSIFICATION FRAMEWORK. 6. Adopt an updated classification system for positions evaluated in the study (and assign appropriate pay grades in the new compensation structure).	PROPOSED IN THIS LEGISLATION	- Repeal and replacement of the Classification Plan, summarized in the Classification Crosswalks in Attachment A. - Amendments to the County Code establishing minimum qualifications for Department Directors, Deputy Directors, Administrators and other statutory positions
V. TRANSITION METHODOLOGY 7. Adopt an employee salary transition methodology for implementation into the proposed salary scale that aligns with its established compensation philosophy and meets the available financial resources of the organization.	PROPOSED IN THIS LEGISLATION	Hold-harmless transition authority; bring-to-minimum placement for General and Executive & Senior Leadership Scale; closest-higher-step placement for AFSCME Local 1810OT and AFSCME Local 3888 OS scale; one-time payment methodology.
VI. REVISE POLICY REGARDING INTERNAL MOVEMENT 8. Revise County policy concerning: a. The filling of Classified positions internally as it relates to candidates within the same existing classification (County Code Section 1.112) b. Authority of Personnel Officer to waive notice requirement for the purposes of certain demotions, transfers, or resolution of personnel matters	PROPOSED IN THIS LEGISLATION	- Revision to County Code §1.112(e)(5) to apply to those employees in the same classification that also meet the relevant experience requirements of the specific vacancy -
VII. PREVIOUSLY IMPLEMENTED OR ADDRESSED THROUGH EXISTING AUTHORITY 9. Maintain authority to make post-hire salary equity adjustments. 10. Continue to conduct small-scale salary surveys as needed to assess the market competitiveness of hard-to-fill classifications and/or classifications with retention issues and make adjustments to pay grade assignments if necessary. 11. Conduct a comprehensive classification and compensation study every five to seven years.	COMPLETE	These recommendations were either completed during the Study or are already addressed through existing County Code authority. - Post-hire salary equity adjustment authority was implemented through County Code §1.302(f) by CB35-2023, effective December 5, 2023. - OHR's continued use of targeted salary surveys is consistent with County Code §1.200(b), §1.202(a), and §1.300(3)(vii); any resulting amendments to classification pay-grade assignments remain subject to the approval and legislative processes established under §1.201 and §1.301. - Additionally, County Code §1.202(b) already requires a general review of the Classification Plan every five years. Accordingly, no new amendments to county code authority is required to implement these recommendations.

A. Pay Plan Updates are as follows:

1. **G Schedule: General Salary Schedule**

- Remove salary schedule that was effective January 1, 2027.

- Add the following FY27 salary schedules:
 - ✓ Add schedule that will become effective January 1, 2027, which incorporates the previously approved 2.0% Cost of Living Adjustment (COLA) across the salary schedule.
 - ✓ Positions included in this pay scale are listed in Attachment A.
2. **OT Schedule: AFSCME Local 1810 Office/Technical Workers**
 - Remove salary schedule that was effective January 1, 2027.
 - Add the following FY27 salary schedules:
 - ✓ Add schedule that will become effective January 1, 2027, which incorporates the previously negotiated 2.5% Cost of Living Adjustment (COLA) across the salary schedule.
 - ✓ Positions included in this pay scale are listed in Attachment A.
 3. **OS Schedule: AFSCME Local 3888 Operations Supervisors**
 - Remove salary schedule that was effective January 1, 2027.
 - Add the following FY27 salary schedules:
 - ✓ Add schedule that will become effective January 1, 2027, which incorporates the previously negotiated 2.0% Cost of Living Adjustment (COLA) across the salary schedule.
 - ✓ Positions included in this pay scale are listed in Attachment A.
 4. **RLC Schedule: Recreational Licensed Childcare**
 - Remove the salary schedule that was effective January 1, 2027.
 - These positions are now encompassed into the new General Scale, to be effective January 1, 2027.
 5. **EX Schedule: Executive & Senior Leadership Salary Schedule**
 - Add the following FY27 salary schedules:
 - ✓ Add a new salary schedule for 65 specific senior level classifications previously compensated on the General Scale in accordance with County Charter §303.
 - ✓ Positions included in this pay scale are listed in Attachment A.
 6. **Other Substantive Revisions to Pay Plan:**
 - Minor edits made at the beginning of the Pay Plan to articulate that positions which are ineligible or excluded from union participation under County Code §1.601 will be paid at an equivalent pay grade on the General Salary Schedule.
 - Inclusion of Executive and Senior Leadership Salary Schedule.
 - Statement of conditions required for a performance adjustment for both step-based and defined-range pay scales.
 7. **Employee Manual**
 - Replace the term “step increment” with “performance adjustment” throughout the Manual
 - Definitions, “Inactive Employee”
 - Compensation, “Overtime and Compensatory Time”
 - Compensation, “Step Increments” and section retitled to “Performance Adjustments”
 - Language added to “Pay Status Due to Promotion, Demotion, or Transfer” section to explain how Promotion and Reclassification pay adjustments will be calculated on step-based and defined-range pay scales, reflecting language in revised County Code §1.302.
 8. **Non-Substantive Revisions to County Code:**
 - Capitalization of “Classified Service” and “Exempt Service” throughout Title 1, Human Resources.
 - Renumbering of criteria in definition of “Position classification” in §1.100 Definitions.

- Clarification of language in §1.200 relating to the information to be included in the Classification Plan to be general in nature.

Please note that recommended changes to collective bargaining unit salary schedules and classifications are based on tentative agreements reached with the respective bargaining unit.

I. Update Compensation Structure with Modernized New Pay Scales.

The General Scale presently includes a wide range of positions, from support and professional roles to department directors and the County's most senior executive leaders. Placing positions with significantly different organizational responsibilities and levels of accountability on the same scale does not create a logical or sustainable structure. Similarly, the separate Recreational Licensed Childcare Scale is no longer necessary because those classifications can be appropriately aligned within the broader General Scale.

The County currently utilizes a step-based pay structure for all of its pay scales. Many public sector organizations have either moved away from this structure or are evaluating alternatives to the traditional step scale salary structure. A defined range, or open range salary model is structured around a defined minimum, midpoint, and maximum at each of the pay grades and allows for salary placement to be based on numerous factors including experience, education, certifications, and demonstrated skills. It also provides greater control over payroll costs, provides greater flexibility to attract and retain talent, and aligns compensation with both market conditions and available funding. Unlike step scales which require employees to move from one step to the next, defined-range scales provide flexibility, such as setting salaries.

By contrast, the Office/Technical Scale for AFSCME Local 1810 and the Operations Supervisor Scale for AFSCME Local 3888 serve distinct represented employee groups and therefore continue to have a clear organizational and labor-relations purpose. These scales should be retained while being updated to provide sufficient grades, recognize differences in responsibility, and support appropriate career progression. As these step-based pay scales relate to negotiated Union contracts and positions within those bargaining units, the step-based structure is being retained for these two groups.

The step-based scales were revised to ensure consistent step-differentials and grade progressions throughout each scale for transparency, consistency, and predictability. Currently, the existing salary schedule for Local 1810 reflects an inconsistent step progression ranging between 0.52% and 3.28%, and the current Local 3888 OS Pay Scale demonstrates general alignment with a 3% step progression intent but reveals inconsistencies when viewed across all steps. While most increases hover around the 3% range, the actual progression fluctuates between approximately 2.9% and 3.15%, creating small but meaningful discrepancies over time. The early steps of the OT pay grades had smaller progression because employees were not typically hired at the minimum, entry-level step. However, for the majority of grades and steps, a 3% step progression was the intended design. Over time, the scales gradually drifted from this original intent of delivering a steady and predictable 3% progression, often driven by rounding practices, accumulated cost-of-living adjustments, and the introduction of new steps without a full recalibration of the structure. What was once intended to be a clear, consistent, and uniform pay structure has become uneven, with some steps increasing by barely 1% while others reflect significantly higher jumps. The proposed pay scale addresses these challenges directly, correcting these long-standing irregularities by implementing a consistent and transparent 3% step progression across all grades and steps. This simplified design eliminates rounding errors and ensures that every employee receives the same rate of progression as they advance through their pay range. The uniformity of the proposed model brings clarity to employees and managers alike, making it easier to explain, forecast, and administer. It also reinforces fairness, as each step advancement will now carry the same value, reflecting a deliberate and equitable approach to pay movement.

The proposed alignment restructures the studied classifications into four clearly defined pay scales based on the nature and level of the work, organizational responsibility, and bargaining-unit status:

- a. **General Scale (Defined-Range) (G):** Includes **210 classifications allocated to 24 grades, Grades 100–123**. This new defined-range scale would cover the general workforce, consisting of primarily non-represented Classified positions, Executive Exempt positions that do not perform senior leadership functions, and appropriate Exempt Service mid-management, professional, technical, and support roles. The Recreational Licensed Childcare classifications currently maintained on the RLC scale would be incorporated into this new General Scale. The grading system in the current General scale is 17 grades (letters C through S). The new General scale introduces a more uniform framework consisting of 24 grades moving from alphabetical system to a numerical system, to provide improved alignment. This new standardized structure incorporates an average grade progression of five percent. As introduced, the General Scale includes the previously approved 2% COLA effective January 1, 2027.
- b. **New Executive & Senior Leadership Scale (Defined-Range) (EX):** Includes **65 senior level classifications previously compensated on the General Scale, which are now allocated to seven grades, Grades 1–7**. This scale would primarily cover Executive Exempt positions leading the County, departments, and offices, as well as senior positions supporting these functions. Not all Executive Exempt positions are assigned to this scale. This scale is designed to address appointed positions which generally have shorter career durations than Classified positions on the General Pay Scale. These grades are tailored to be market-responsive for the roles assigned to the various levels. Rationale for Structure:
- Larger Grade Progression (average 8%) recognizes greater differences in scope, accountability, and impact among executive-level positions. The progression reflects the notable increases in responsibility and decision-making authority that accompany higher levels of leadership.
 - Narrower Range Spread (average of 85%) reflects the shorter tenure often associated with appointed roles. Executives are expected to enter the range competitively, perform at a high level, and not rely on long-term incremental progression as a mechanism for pay growth.
 - This design also enhances the County's ability to attract external executive talent through market-competitive starting salaries, while maintaining fiscal discipline and internal alignment with other leadership positions.
 - Because these higher compensated positions are now separated from the General Scale, the County has the option to implement lower, more viable COLA adjustments in times of fiscal constraint, or even none at all – without adversely impacting the general workforce.

Based on the compensation benchmarking, as of January 1, 2026, the County's salary ranges for the various executive position levels appear to be competitive among peer jurisdictions. Therefore, minimal adjustments were made to the ranges for each of the equivalent grades for the Executive & Senior Leadership Scale. The more notable changes were made to position titles/grade leveling to align with peer benchmarking and internal placement based on scope of duties.

- c. **Local 1810 Office/Technical Scale (Step-Based) (OT):** Includes **39 classifications allocated to 16 grades, Grades 200–215**, for positions represented by AFSCME Local 1810. The expanded grade structure would better recognize differences in duties and responsibilities, accommodate appropriate grade adjustments, and support clearer career paths. No current positions would be reduced in grade or salary range as a result of the proposed alignment.
- d. **Local 3888 Operations Supervisor Scale (Step-Based) (OS):** Includes **five classifications allocated to four grades, Grades 300–303**, for positions represented by AFSCME Local 3888. The expanded scale would more clearly distinguish the different levels of supervisory responsibility represented within the bargaining unit.

For all pay scales, an employee's base salary would never exceed the maximum amount of the range.

II. **Update Compensation Framework to Implement Personnel Actions and Salary Movement: Revise County Code, Pay Plan and Related Practices.**

- A. **Annual Performance Adjustments (Merit Increases):** Currently, County Code §1.304 references the ability to pay an employee a performance award or adjustment if funding is available and the employee's performance rating

qualifies for such an adjustment. Changes implemented by this Study do not impact the anniversary dates of employees, and will remain the same, as regulated by the rules of the Pay Plan, collective bargaining agreement, or personnel policy. The anniversary date will continue to dictate when an employee is eligible for an annual performance adjustment based on a satisfactory performance evaluation.

- a. Step-Based Scales: No change to the current practice of advancing one (1) step in grade.
- b. Defined-Range Scales: General Scale and Executive & Senior Leadership Pay Scales would maintain the equivalent of current steps, 3% per year
- c. The changes are not expected to affect employee anniversary dates unless otherwise required by the Pay Plan.

B. **Promotions and Reclassifications:** Currently, County Code §1.302 discusses the mechanism by which to calculate the new pay rate upon competitive promotion or reclassification of an incumbent to a higher-graded classification due to changes in duties and responsibilities (sometimes referred to as a “desk audit”). This mechanism will remain in place for those on a step-based scale, such as Local 1810 OT Scale and Local 3888 OS Scale. For those employees that are being transitioned to General Scale or Executive & Senior Leadership scales, a similar formula has been designed to achieve similar results within the parameters of a defined range scale.

- i. Employees on a step-based scale, such as Local 1810 OT Scale and Local 3888 OS Scale, would still receive the traditional two-step increase for a promotion or reclassification.
- ii. Language has been proposed in County Code §1.302(c) to provide for a salary adjustment guideline for competitive promotions and non-competitive reclassifications for those on defined-range scales. For employees on the General and Executive & Senior Leadership Scales, a competitive promotion may result in an increase of up to 5% for each grade advanced, up to a maximum of 10% increase if advancing multiple grades.
- iii. Language has been proposed in §1.302(e) to provide a mechanism to calculate a salary adjustment for a reclassification. For employees in General and Executive & Senior Leadership Scales, the County recommends a 5% salary adjustment for upward reclassifications, while retaining the CAO/Personnel Officer’s authority to approve a higher adjustment when appropriate under the County Code.
- iv. Both of these actions would still be.

This approach recognizes the distinction between advancement through a competitive process and reclassification based on changes in assigned duties, while ensuring the salary adjustment method is appropriate for the applicable pay structure.

III. **Revise County Code §1.302(a) regarding the hiring approval thresholds and salary equity determinations.**

Hiring Approvals: Currently, County Code §1.302(a) authorizes the starting rates of pay of a Classified employee to go through multiple approvals, depending on the proposed step or amount of salary, going all the way up to the County Executive if above a Step 15. This causes delays in offers being extended to candidates and additional administrative hurdles. In accordance with best practices, it is recommended to revise the framework in §1.302(a) to only two approvers, as follows:

Current approval structure

Hiring Salaries Through Step 4

Chief Human Resources Officer approves based on qualifications, internal equity, and available budget.

Hiring Salaries Above Step 4

Personnel Officer / CAO approval is required, even when the proposed salary remains in the lower portion of the range.

Hiring Salaries Above Step 15

County Executive approval is required for an individual starting-salary decision.

Recommended framework

Up to Midpoint

Chief Human Resources Officer approves new-hire salaries, subject to budget authority and documented salary-equity review.

Above Midpoint

Personnel Officer / CAO approves higher-risk offers, including new-hire and promotional salaries above the midpoint.

Salary equity review for new hires and promotions: Salary equity reviews will continue to be conducted when establishing salaries for new hires and employees selected for promotion. The review considers the individual's relevant education, experience, certifications, specialized skills, and other job-related qualifications in comparison with similarly situated County employees. It also considers the duties and responsibilities of the position, the assigned pay grade, and the salaries of employees performing comparable work.

The purpose of the review is to establish a salary that is competitive while maintaining internal equity and consistency in County salary decisions. Salary placement will not be based solely on a candidate's salary request, previous compensation, or the department's available budget. All salary recommendations must remain within the approved pay grade range and follow the applicable County Code, Pay Plan, Employee Manual, and collective bargaining agreement.

Under the proposed structure, equity reviews will support salary placement on both defined-range and step-based pay schedules. For employees on defined-range schedules, the review will help determine an appropriate salary within the assigned range. For employees on step-based schedules, the review will help determine the appropriate step in accordance with the applicable salary schedule and collective bargaining agreement. Required approval will be obtained when the recommended salary exceeds the established hiring or promotional approval threshold. Statutory changes already enacted in §1.302(c)(4), (e)(3), and (f) support this best practice of ensuring salary equity, from a perspective of hiring as well as ensuring internal equity and consistency.

B. Substantive changes to the Class Plan are as follows:

- a. Repeal the current Classification Plan.
- b. Enact the proposed Classification Plan with new classifications, class descriptions, FLSA Status, minimum requirements for education, experience and other requirements.
- c. Modification of FLSA Status for certain classifications previously designated as "E/N" (Exempt or Non-Exempt) in the previous Class Plan, replacing it with a single FLSA designation for the classification due to the nature of the duties and responsibilities associated with the position.
- d. Add assigned pay grades to each classification based on complexity of work.

C. Substantive Revisions to County Code:

- Title 1 Human Resources
 - Throughout Title 1 – replacement of term “step increment” with “performance adjustment,” updated title of Chief Human Resources Officer, Chief Budget Officer, and replacement of “County Administrator” with Chief Administrative Officer.
 - §1.100 Definitions – Defined additional terms of “Appointing Authority,” “Classified Service,” “Exempt Service” based on existing statutory language in Title 1 to provide clarity.
 - §1.112 Filling positions in the Classified Service – revised to remove outdated terms and methods of notice, authority to grant exception to notice requirement for transfers, demotions or resolution of personnel matters; added titles of “Intra-Departmental Transfer” and “Inter-Departmental Transfer” to corresponding paragraphs for clarity and memorializing the reallocation of certain responsibilities from the Personnel Officer to the Chief Human Resources Officer.
 - §1.114 Performance appraisal of employees – revised to reference the Performance-Based Compensation Program referenced in §1.304.
 - §1.202 Official copy of classification plan; general review of classification plan; position reclassifications – authorizing review of the classification plan every five to seven years, or as deemed necessary.
 - §1.203 Interpretation of position classification descriptions – allowing for the recognition of other equivalencies to a high school diploma or G.E.D. when required by a position as a minimum requirement; clarifying that any type of driver’s license required for County employment is governed by County policy, as well as state and federal laws and regulations.
 - §1.302 Starting rate of pay; promotion, demotion, and reclassification rates; pay adjustments for purposes of pay equity – revising thresholds for approval of certain salary rates for new hires for the Chief Human Resources Officer and Personnel Officer; removing the County Executive from approval requirement. Establishing mechanism to calculate salary adjustments for competitive promotion or reclassification if classification is assigned to a defined-range pay scale.
 - §1.306 Executive Exempt – reflecting updated titles and newly established classifications for each department; clarifying that all executive exempt employees are eligible for a performance adjustment; repurposing the Executive Assistant classification, establishing the Chief of Communication and Community Engagement and Coordinator positions within the Office of County Executive; reflect updated titles and classifications of certain Administrators and Deputy Directors; establishing Assistant Chief Administrative Officer, Police Colonel, Human Service Manager III; establishing Assistant Directors for Public Works, General Services and Recreation and Parks; updated titles for Attorney series; added the Department of Inspections, Licenses and Permits for its Director and Deputy Director; including addition of Chief Information Security Officer as an Executive Exempt position, authorizing Executive Assistants, administrative support positions and administrative analysts to be appointed by certain appointing authorities, addition of Recreation and Parks for its Director, Deputy Director and Assistant Director positions.
 - §1.307 Grant-funded position – clarified that an employee in a position funded by a grant serves at the pleasure of the appointing authority and may be dismissed for any authorized reason, including the end of grant funding.
- Clarifying or establishing titles, organization, and releveling minimum qualifications for all positions classified as a County department director to be 10 years of experience with five years of managerial experience, and eight years of experience for an Administrator with four years of supervisory experience, unless otherwise specified:
 - Title 1 Human Resources, §1.102(c) Office of Human Resources – updated title to Chief Human Resources Officer
 - Title 6 County Executive and the Executive Branch
 - §6.201 Department of County Administration:
 - Updated title of Budget Administrator to Chief Budget Officer

- Updated title of Human Resources Administrator to Chief Human Resources Officer
 - Office of Public Information is headed by the Public Information Manager
 - Updated title of Procurement and Contract Administrator to Chief Procurement Administrator (also reflected in §6.405)
- §6.202 Department of Community Resources and Services – memorializing the existing entity of the Local Children’s Board
- §6.208 Department of Police – memorializing the existing entity of the Office of Animal Control and its operation under the Department of Police. Updated title of Administrator to Animal Control Manager.
- §6.404 Office of Public Information – adjusting experience qualification of Public Information Manager to be five years of experience, including two years of supervisory experience, and establishing the oversight of the Chief of Communication Services and Community Engagement over the Office.
- §6.406 Office of Workforce Development – adjusting experience qualification of Administrator to eight years of experience, including four years of supervisory experience.
- §6.407 Office of Community Sustainability – adjusting experience qualification of Administrator to eight years of experience, including four years of supervisory experience.
- §6.408 Office of Transportation – adjusting experience qualification of Administrator to eight years of experience, including four years of supervisory experience.
- Title 11, §11.101 Department of Finance – adjusting experience qualification to include managerial experience.
- Title 12 Health and Social Services
 - §12.205 Office of Human Rights & Equity - adjusting experience qualification of Administrator to eight years of experience, including four years of supervisory experience.
 - §12.300 – establishing an Administrator of the Local Children’s Board in the Department of Community Resources & Services, qualifications, and an experience requirement of six years.
 - §12.500 – in the Department of Community Resources & Services, adjusting experience qualification of Administrator of the Office on Aging and Independence to seven years.
 - 12.1500 – in the Department of Community Resources & Services, adjusting experience qualification of Administrator of Office of Children and Families to six years.
 - 12.1900 – in the Department of Community Resources & Services, adjusting experience qualification of Administrator of the Office of Community Partnerships to six years.
- Title 13 Housing and Community Development, §13.101 Department of Housing and Community Development – adjusting experience qualification of Director to 10 years, including five years of managerial experience.
- Title 17
 - §17.109 Emergency Management – clarifies titles relating to emergency management and operations
 - §17.200A Department of Police – memorializing the existing entity of the Office of Animal Control and its operation under the Department of Police.
 - Subtitle 3. Animals – revisions throughout for consistency of the entity name being the “Office of Animal Control” and not a division, and clarifying title of Animal Control Manager as head of the Office of Animal Control.
 - §17.401 Office of Consumer Protection - adjusting experience qualification of Administrator to eight years of experience, including four years of supervisory experience.
- Title 18 Public Works, §18.1001 Department of Public Works - adjusting qualification of Director to be a registered professional engineer is preferred qualification.

- Title 22 General Provisions
 - §22.400A Office of Budget – reflecting updated title of Chief Budget Officer, adjusting experience qualification to ten years with five years of managerial experience
- Title 27 Technology and Communications, §27.101 – reflecting updated title of Cable Administration Manager, operating under the Department of Technology and Communication Services.

D. Non-Substantive changes to the Class Plan are as follows:

1. Clarification of language in the beginning of the Class Plan to clarify defined terms
2. Added defined term of “Classification Attributes” to correspond to newly added column of Classification Attributes, which will include FLSA Status, Classification Status, etc.
3. Renumbering of Class Code Numbers
4. Removal of “FLSA” column
5. Added column for Pay Plan & Grade
6. New occupational groups and class families to better organize classifications
7. Added citations to controlling legal authority for certain positions with legal requirements

E. Non-Substantive changes to County Code are as follows:

- Title 22, General Provisions - clarifying title of Chief Administrative Officer, removing “County Administrator”
- Capitalization of “Classified Service,” “Exempt Service,” and “Eligibility List.”

IV. Adopt an updated classification system for positions evaluated in the Study and assign new pay grades for equitable alignment.

The Study identified opportunities to modernize the classification framework, so it continues to reflect the work employees perform and supports the County’s future workforce needs. Overall, the Study found that the current classification structure does not adequately reflect the scope, complexity, and level of work being performed across the organization. Many classifications are overly broad or generic, making it difficult to distinguish between roles that differ in responsibility, authority, complexity, and required qualifications (e.g., Administrative Analyst, Engineering Specialists). This lack of differentiation undermines internal equity by grouping employees with very different duties and skill levels under the same title and pay grade, which can lead to dissatisfaction, grievances, and perceptions of unfairness.

Broad classifications may also reduce organizational transparency, limit workforce planning, and obscure career progression by making it harder to identify role distinctions, talent gaps, and advancement opportunities. Over time, this lack of specificity can lead to inconsistent classification practices across departments, creating confusion in management, recruitment, and compensation decisions. This reduces confidence in the classification system and creates confusion in management practices.

The goal of these updates is to strengthen the classification system by improving role clarity, aligning titles with current work, supporting internal equity, and creating a more transparent structure for employees, supervisors, Human Resources, departments, and County leadership.

The Study identified opportunities to clarify how classifications differ by scope of work, responsibility, complexity, decision-making authority, and required qualifications. Classifications have now been structured to support more consistent classification placement and better differentiation between entry-level, journey-level, advanced, technical, professional, supervisory, management, and specialized work.

The Study also evaluated several positions and recommended the consolidation of administrative support positions to make a clear career path using the title Administrative Assistant, which reduced redundancies and aligned pay grades with increasing responsibilities and complexity of work. Additional classifications were created to meet organizational need and create clear career paths where previously, broader classifications enveloped a slew of different roles. Examples of new series include the Legislative Analyst series, Auditor series, creation of Central Finance positions versus Fiscal

(Department-based) positions, Procurement Analysts, Safety Specialists and Liability Specialists, HR Specialists and Assistants, Project Manager series, and many more.

The new Classification Plan also includes updated minimum education, experience and certification requirements to coincide with best practices and level requirements among similarly graded positions. For example, in addition to any specific education and certification requirements, all Department Directors are now required to have a minimum of ten (10) years of experience all Deputy Directors and Office Administrators are required to have a minimum of eight (8) years of experience, and the newly created Assistant Director position in certain departments requires a minimum of seven (7) years of experience.

To implement the new classifications, the current Classification Plan should be repealed in its entirety and the new Classification Plan would be enacted. The Class Plan has updated Class Descriptions for each classification, as well as minimum qualifications, assigned pay grades and FLSA status. Importantly, a new classification will not be a drastic departure from an employee's current classification. Once class specifications and job descriptions are finalized, they will be disseminated to employees. To understand which classifications would undergo a title update or result in a new classification, a "Classification Crosswalk" has been created, which shows the original classification and pay grade and the new equivalent classification and pay grade, listed by pay scale. **See Attachment A - Classification Crosswalks.**

V. Implement a Methodology to Transition Employees from the Current Classification and Pay Plans to New Classification and Pay Plans.

The implementation of the Study will transition employees to the classification, class code, pay schedule, and pay grade that most appropriately align with the work assigned to their positions. Depending on the Study's findings, an employee may retain their current classification or be assigned a revised or more specialized classification. These changes are intended to improve role clarity, establish more consistent career paths, and better distinguish differences in duties, responsibility, complexity, and authority.

As County employees are transitioned to new pay grades and/or classifications, County Administration has ensured that no employee will suffer a decrease in their base salary as a result. When transitioning to the new Pay Plan and assigned salary schedule, all employees will be placed into the new numerical pay grade assigned to their newly assigned classification, outlined in the Classification Crosswalks (Attachment A).

- **Defined-Range Scales (General and Executive & Senior Leadership Scales):** Employees that were previously on the step-based General Scale will be transitioned to the assigned numerical pay grade on the new defined-range General and Executive & Senior Leadership scales. The classifications assigned to these pay scales are listed in the Classification Crosswalks for the General Scale and Executive & Senior Leadership scales. The salaries of these employees will not experience much change, unless their current salary does not meet the minimum of their new pay grade – in that scenario, an employee's salary would be raised to the minimum of the new pay grade.
- **Step-Based Scales (Office/Technical and Operation Supervisors):** Employees that were previously on these step-based scales will be transitioned to the revised scales of the same name. Their assigned numerical pay grade will be dictated based on their classification, as outlined in Attachment A. Employees will then be assigned to the closest step that correlates with their current salary. If the salary is between two steps, then the employee will be assigned to the higher step. No employee will be shifted to step lower than their current salary. If an employee's current salary does not meet the lowest step of the new pay grade, similar to General/Executive scale employees, an employee's salary would be raised to the minimum of the new pay grade.

Employee Group Transition Crosswalk			
Employee Group	Pay Scale Model	Transition Method to Updated Pay Scale	Reason
Executive & Senior Leadership	Defined Range	Salary adjusted only if needed to bring employee to minimum of new assigned pay grade; Scale does not have individual steps.	Executive & Senior Leadership salaries require adjustment.
General Scale	Defined Range	Salary adjusted only if needed to bring employee to minimum of new assigned pay. Scale does not have individual steps.	For some General scale employees, if the current salary is below the minimum of the new pay grade, the salary will be brought to the minimum of the new pay grade.
AFSCME Local 1810	Step-Based	Move to closest higher applicable step in new assigned pay grade	The closest-step method keeps represented placement consistent, transparent, and administratively aligned with the updated scales.
AFSCME Local 3888	Step-Based	Move to closest higher applicable step in new assigned pay grade	

- **One-Time Flat Bonus:** Once employee salaries have been transitioned to the new salary scales and pay grades, many employees will receive an immediate increase in their rates of pay. However, to ensure that all County employees experience at least some type of increase, it is recommended that a one-time lump-sum payment be issued to those employees whose annual salary will not result in an increase of at least \$500. Those employees will receive a flat payment equal to the amount of difference between any salary increase they receive and \$500. Part-time benefitted employees would receive an amount in the proportion that their work week bears to the standard work week for County employees.

- Examples of Bonus Scenarios:
 - 1) *Employee A's rate of pay is not increased at all because their pay rate already sits within the new pay grade. → A one-time flat payment of \$500 is issued, as the increase is below the \$500 threshold (\$500 - \$0 salary change = \$500 bonus).*
 - 2) *Employee B's rate of pay is increased to net an increase of an additional \$750 per year, due to an already lower than market salary that is cured by bringing them to the minimum of their new assigned pay grade. → No payment required, as the annual salary increase exceeds the \$500 threshold.*
 - 3) *Employee C's rate of pay is increased to net an increase of an additional \$50 per year minimum of their new assigned pay grade and step. → A one-time flat payment of \$450 issued, as increase is below the \$500 threshold (\$500 - \$50 salary increase = \$450 bonus).*
 - 4) *Such payments are expected to be included in the paycheck for the pay period including January 1, 2027 (pay period beginning on December 28, 2026).*
- Notifications to Employees: Prior to this legislation becoming operative on January 1, 2027, each employee will receive a written notice, advising them of their classification and compensation details, based on the new Classification and Pay Plans. The notification will include the current and the post-implementation details for each of the following:
 - Classification and Class Code
 - Assigned pay scale
 - Pay grade (and step, if applicable)
 - Salary
 - FLSA Designation
 - One-time flat payment amount, if applicable
- Effective Date: All changes to classifications and pay will be made effective January 1, 2027. The change will be effective as of the beginning of the pay period, December 28, 2026.
- Rulemaking Authority: In the event that an employee wishes to appeal the equivalent classification that they are placed in, the Office of Human Resources requires authority to issue regulations to establish an appeals process and appropriate remedies.
- Impact on Office of Human Resources: While this Study was ongoing, desk audits (reclassifications of occupied positions) were suspended, barring a critical need. It is anticipated that once these recommendations have been implemented, there will be a high volume of requests for desk audits and salary reviews filed with OHR. To assist with completing the implementation of this Study and to cope with the heightened demand for classification reviews, OHR is requesting funds for an additional Administrative Analyst II position. Currently, only two positions are budgeted for Classification and Compensation work. Budgetary impact would be as follows:
 - If a mid-year hire for FY2027, estimated fiscal impact is approximately \$62,000 to include salary and fringe benefits.
 - For a full year, the estimated fiscal impact is approximately \$148,000.
- Minimum Requirement "Grandfather" Clause for Initial Transition: For the purposes of the initial transition to an equivalent classification in the new Classification Plan, an employee that was hired into the original classification will be "grandfathered" into the equivalent classification, meaning they will be eligible for placement into the position even if they do not meet the newly established minimum qualifications for the classification. For example, under the pre-existing Classification Plan, a Technical Services Support Specialist III was required to have two years of experience as a minimum qualification. However, the equivalent classification of IT Support Specialist III in the new Classification Plan now requires a minimum of three years experience to be qualified for the position. If an employee that was properly qualified to be a Technical Services Support Specialist III does not have three years of experience at the time of implantation, the employee will still be transitioned to the new classification of IT Support Specialist III under the "grandfather" approach. Additionally, for any subsequent movement after the initial placement, via promotion, demotion, transfer, or reclassification, the employee will have to meet the minimum qualifications of the classification in the new Classification Plan before being eligible for the personnel action.
- Authority to Transition Employees' Salaries and Classifications to New Pay and Classification Plans on a Mass Scale: County Administration is requesting authority to implement the recommended changes to classifications and pay

grades to current employees. Department Directors and Administrators will be consulted to ensure that employees are being properly transitioned to the appropriate equivalent classification.

VI. Revise Policy Regarding Internal Personnel Movement Into Vacant Positions.

Revise County Code §1.112(e)(5) in relation to automatically interviewing internal candidates within the same classification: Currently, County Code §1.112(e)(5) requires that in the event a current employee in the same position classification as a posted Classified vacancy applies to that vacancy, that employee is automatically considered eligible for the position and added to the eligibility list, sometimes called a referred list. This is different than other the process for screening all other candidates, who must rank among the best qualified among all applicants to be placed on the eligibility list. An appointing authority is required by County Code to interview all applicants listed on an eligibility list before selecting a candidate to fill the position. With the existing language in the County Code, County employees were being automatically placed on referred lists and had to be interviewed for positions for which they had no relevant experience, simply because they happened to be in the same classification. This created unnecessary hurdles for Departments to fill their positions and extended the length of time to fill critical positions.

The proposed revision to §1.112 would allow employees within the same classification to still be considered for the position, but they would be placed on the eligible list only if they met the specific qualifications for the position. Employees would continue to apply for vacancies through the existing recruitment process; however, they would be evaluated based on the qualifications and requirements of the specific position rather than classification status alone. This change is intended to reduce unnecessary interviews, shorten recruitment timelines, and allow departments to focus on candidates whose experience and skills best align with the vacancy.

Personnel Officer's Authority to Waive Public Notice Requirement: Currently, County Code §1.112(c)(3) sets out certain requirements of publication of job announcements for open recruitment. This language has been revised to eliminate certain outdated methods and include the most prominent current method, the County's recruitment websites. Language has also been added to allow the Personnel Officer to waive the public notice requirement in instances where positions are being filled in relation to transfers, demotions, or resolution of personnel matters. This allows flexibility to move personnel internally to vacant positions when appropriate, without opening an unnecessary public recruitment process.

Fiscal Impact:

- a. Full year annualized fiscal impact of classification changes (including fringe benefits) is estimated at approximately \$668,000.
- b. Current Fiscal Year 2027 impact of classification changes (including fringe benefits), if the operative date is January 1, 2027, is estimated at approximately \$334,000.
- c. One-time cash bonus impact is estimated at \$628,000.
- d. Fiscal impact of an additional Classification and Compensation Analyst for the Office of Human Resources to assist with the implementation and transition is estimated at approximately \$62,000 if hired mid-year in FY27, or \$148,000 for a full year, and subject to Council approval through separate legislation.

F. Non-Substantive changes to the Pay Plan are as follows:

- Inclusion of both hourly and annual rates
- Changing the term "step increment" to "performance adjustment" to be consistent with revised County Code §1.304, so it will be applicable to both step-based and defined-range schedules.
- Statement of previously approved COLA adjustments on corresponding pay schedules for transparency
- Clarification that CDL premiums are to be paid in accordance with the Pay Plan or as otherwise required by collective bargaining agreements.
- Note added to PM scale clarifying specialty pay for Police Captains as a one-time payment \$5000 annually.

- Reordering and reorganization of classifications listed for the Classified Service, Executive Exempt and State-Authorized positions, and positions falling into the AFSCME Local 1810 and Local 3888 bargaining units, including assignment of new Class Codes and Pay Grades for each position, and clarifying language.
- Addition of the previously existing Class Codes for contingent positions to the Contingent Employee table.
- Formatting edits made for clarity and ADA compliance related to accessibility of published documents.

General Scale (now includes RLC positions)

Attachment A

CLASSIFICATION CROSSWALK

Current Classification Title	Current Pay Grade	New Classification Title	New Pay Grade
Administrative Aide	GG	Administrative Assistant IV	G-106
Administrative Analyst I	GI	Administrative Analyst I	G-110
Administrative Analyst I (DGS - Real Estate)	GI	Real Estate Services Specialist	G-110
Administrative Analyst I (OHR-HR)	GI	Human Resources Specialist I	G-110
Administrative Analyst I (OHR-Risk)	GI	Liability Specialist I	G-110
Administrative Analyst I (OHR-Risk)	GI	Safety Specialist I	G-110
Administrative Analyst I (PIO)	GI	Public Information Specialist I	G-110
Administrative Analyst I (Procurement)	GI	Procurement Specialist I	G-110
Administrative Analyst I (SAO)	GI	Victim Services Advocate Supervisor	G-110
Administrative Analyst II	GK	Administrative Analyst II	G-114
Administrative Analyst II (DGS - Real Estate)	GK	Real Estate Services Supervisor	G-114
Administrative Analyst II (Fire Training)	GK	Fire Safety Outreach Program Coordinator	G-114
Administrative Analyst II (Fire Training)	GK	Fire Training Program Specialist	G-114
Administrative Analyst II (OHR)	GK	Human Resources Specialist II	G-114
Administrative Analyst II (OHR-Risk)	GK	Liability Specialist II	G-114
Administrative Analyst II (OHR-Risk)	GK	Safety Specialist II	G-114
Administrative Analyst II (PIO)	GK	Public Information Specialist II	G-114
Administrative Analyst II (Procurement)	GK	Procurement Specialist III	G-114
Administrative Assistant	GI	Administrative Assistant V	G-110
Administrative Manager	GN	Administrative Manager	G-120
Administrative Manager (Budget)	GN	Assistant Chief Budget Officer	G-120
Administrative Manager (OHR)	GN	Assistant Chief Human Resources Officer	G-120
Administrative Manager (OHR-Risk)	GN	Risk & Safety Manager	G-120
Administrative Manager (Wastewater Plant)	GN	Wastewater Plant Operations Manager	G-120

General Scale (now includes RLC positions)

Current Classification Title	Current Pay Grade	New Classification Title	New Pay Grade
Administrative Support Technician I	GD	Administrative Assistant I	G-101
Administrative Support Technician II	GE	Administrative Assistant II	G-102
Administrative Support Technician III	GF	Administrative Assistant III	G-104
Administrative Technician	GH	Legal Support Technician II	G-109
Assistant Administrator	GM	Assistant Administrator	G-118
Assistant Administrator (OHR)	GM	Human Resources Division Manager	G-118
Attorney	GM	Attorney II	G-118
Chief Deputy Sheriff	GL	Chief Deputy Sheriff	G-120
Chief Mechanic	GI	Retiring Classification	
Child Care Assistant Group Leader	RLCB	Child Care Teacher	G-100
Child Care Assistant Site Director	RLCE	Regional Assistant Child Care Leader	G-104
Child Care Group Leader	RLCC	Child Care Teacher Lead	G-103
Child Care Site Director	RLCF	Regional Child Care Leader	G-106
Correctional Specialist	GI	Corrections Case Manager	G-111
Correctional Technician	GH	Correctional Technician I	G-108
Corrections Program Supervisor II	GK	Corrections Program Supervisor	G-114
Deputy Administrator, County Council	GM	Deputy Administrator to County Council	G-120
Detention Center Nurse	GJ	Detention Center Nurse	G-112
District Aide	GH	District Aide	G-114
Engineering Associate	GJ	Engineering Associate	G-112
Engineering Manager I	GN	Engineering Manager	G-120
Engineering Manager I (Architect)	GN	Architect Manager	G-120
Engineering Services Support Supervisor	GM	Engineering Services Supervisor	G-118
Engineering Specialist I	GK	Engineer I	G-114
Engineering Specialist I (Architect)	GK	Architect I (New Classification)	G-113
Engineering Specialist II	GL	Engineer II	G-116
Engineering Specialist II (Architect)	GL	Architect II (New Classification)	G-115
Engineering Specialist III	GM	Engineer III	G-118
Engineering Specialist III (Architect)	GM	Architect III (New Classification)	G-118
Engineering Support Tech I	GG	Engineering Technician I	G-106
Engineering Support Tech II	GI	Engineering Technician II	G-110
Engineering Support Tech III	GJ	Engineering Technician III	G-112
Engineering Support Tech IV	GK	Engineering Technician IV	G-114

General Scale (now includes RLC positions)

Current Classification Title	Current Pay Grade	New Classification Title	New Pay Grade
Engineering Support Worker	GE	Engineering Aide	G-102
Entry Level Attorney	GL	Attorney I	G-116
New Classification		Executive Assistant I <i>(Repurposed)</i> ²	G-114
Executive Assistant I	GL	Executive Assistant II <i>(Repurposed)</i> ³	G-116
Fiscal Associate	GI	Central Accountant I	G-110
Fiscal Manager I	GL	Fiscal Manager I	G-116
Fiscal Manager I (Auditor)	GL	Auditor II	G-116
Fiscal Manager I (Finance)	GL	Central Finance Manager I	G-117
Fiscal Manager II	GM	Fiscal Manager II	G-118
Fiscal Manager II (Auditor)	GM	Audit Manager	G-118
Fiscal Manager II (Budget)	GM	Budget Management Analyst II	G-118
Fiscal Manager II (Finance)	GM	Central Finance Manager II	G-119
Fiscal Manager III (Finance)	GN	Central Finance Manager III	G-120
Fiscal Specialist I (Finance)	GJ	Central Accountant II	G-112
Fiscal Specialist II (Finance)	GK	Central Accountant III	G-114
Human Services Manager I	GM	Human Services Manager I	G-118
Human Services Manager II	GN	Human Services Manager II	G-120
Human Services Specialist I	GH	Human Services Specialist I	G-109
Human Services Specialist I (Grants)	GH	Grants Specialist I	G-109
Human Services Specialist I (OHRE)	GH	Human Rights and Equity Specialist I	G-110
Human Services Specialist I (OHRE)	GH	OHRE Investigator I	G-112
Human Services Specialist II	GJ	Community-Based Center Manager	G-114
Human Services Specialist II	GJ	Human Services Specialist II	G-113
Human Services Specialist II (Grants)	GJ	Grants Specialist II	G-112
Human Services Specialist II (OHRE)	GJ	Human Rights And Equity Specialist II	G-114
Human Services Specialist II (OHRE)	GJ	OHRE Investigator II	G-114
Human Services Specialist III	GK	Human Services Specialist III	G-115
Human Services Supervisor	GL	Human Services Supervisor	G-117

² The Executive Assistant I classification is being repurposed to better align its scope of work, level of responsibility, and assigned pay grade with the County's updated classification structure. Current incumbents will be transitioned to the newly repurposed Executive Assistant II classification.

³ The Executive Assistant II classification is being repurposed to better align its scope of work, level of responsibility, and assigned pay grade with the County's updated classification structure. Current incumbents will be transitioned to new classification titles and grades that more appropriately reflect the level and scope of work performed.

General Scale (now includes RLC positions)

Current Classification Title	Current Pay Grade	New Classification Title	New Pay Grade
Human Services Worker I	GE	Human Services Worker I	G-102
Human Services Worker I (Corrections)	GE	Correctional Support Technician I	G-102
Human Services Worker II	GG	Human Services Worker II	G-106
Human Services Worker II (Corrections)	GG	Correctional Support Technician II	G-106
Legal Support Services Specialist	GI	Legal Support Specialist	G-110
Legal Support Services Technician	GG	Legal Support Technician I	G-106
Natural Resource Program Manager I (Agriculture)	GI	Agricultural Program Manager I	G-110
Natural Resource Program Manager I (DRP)	GI	Recreation and Parks Service Manager I	G-110
Natural Resource Program Manager II (Agriculture)	GJ	Agricultural Program Manager II	G-112
Natural Resource Program Manager III	GK	Recreation And Parks Service Manager III	G-116
Natural Resource Specialist	GH	Natural Resource Specialist	G-108
Natural Resource Superintendent (DRP)	GL	Recreation And Parks Superintendent	G-118
Natural Resource Technician I	GF	Natural Resource Technician I	G-104
Natural Resources Technician II	GG	Natural Resources Technician II	G-106
New Classification		Auditor I	G-114
New Classification		Budget Management Analyst I	G-117
New Classification		Budget Management Analyst III	G-119
New Classification		Central Payroll Specialist I	G-110
New Classification		Central Payroll Specialist II	G-112
New Classification		Central Payroll Specialist III	G-116
New Classification		Chief Project Manager	G-120
New Classification		Code Enforcement Manager	G-117
New Classification		Communications Specialist I	G-112
New Classification		Communications Specialist II	G-114
New Classification		Communications Specialist III	G-116
New Classification		Community Engagement Specialist	G-110
New Classification		Correctional Technician II	G-109
New Classification		Digital Media Specialist	G-112
New Classification		Environmental Services Specialist I	G-114
New Classification		Environmental Services Specialist II	G-116
New Classification		Environmental Services Specialist III	G-118
New Classification		Fiscal Analyst I	G-110
New Classification		Fiscal Analyst II	G-112

General Scale (now includes RLC positions)

Current Classification Title	Current Pay Grade	New Classification Title	New Pay Grade
New Classification		Fiscal Analyst III	G-114
New Classification		GIS Analyst I	G-110
New Classification		GIS Analyst II	G-114
New Classification		GIS Analyst III	G-116
New Classification		GIS Analyst IV	G-118
New Classification		Horticulturist	G-110
New Classification		Human Resources Assistant	G-106
New Classification		Human Rights and Equity Manager	G-116
New Classification		IG Analyst	G-113
New Classification		IT Cybersecurity Analyst I	G-116
New Classification		IT Cybersecurity Analyst II	G-118
New Classification		IT Enterprise Architect	G-120
New Classification		IT Solutions Architect	G-120
New Classification		Landscape Architect	G-113
New Classification		Law Clerk	G-112
New Classification		Legislative Analyst I	G-110
New Classification		Legislative Analyst II	G-114
New Classification		Planner III	G-115
New Classification		Procurement Specialist II	G-112
New Classification		Project Manager	G-116
New Classification		Public Information Specialist III	G-116
New Classification		Real Estate Services Manager	G-120
New Classification		Senior Horticulturist	G-116
New Classification		Senior Project Manager	G-117
New Classification		Sustainability Program Specialist I	G-110
New Classification		Sustainability Program Specialist II	G-112
New Classification		Sustainability Program Specialist III	G-116
New Classification		Technical Services Manager	G-120
New Classification		Victim Services Advocate I	G-106
New Classification		Victim Services Advocate II	G-108
New Classification		Zoning Manager	G-117
New Classification		Regulation Support Technician III	G-107
Office Assistant II (<i>consolidate</i>)	GC	Administrative Assistant I	G-101

General Scale (now includes RLC positions)

Current Classification Title	Current Pay Grade	New Classification Title	New Pay Grade
Operations Leader I	GG	Operations Leader I	G-107
Operations Leader II	GH	Operations Leader II	G-109
Operations Manager	GM	Operations Manager	G-118
Operations Mechanic	GG	Retiring Classification	
Operations Superintendent	GL	Operations Superintendent	G-116
Operations Technician I	GE	Operations Technician I	G-102
Operations Technician II	GF	Operations Technician II	G-104
Operations Technician III	GG	Operations Technician III	G-106
Operations Worker II	GC	Operations Worker II	G-101
Operations Worker III	GD	Operation Worker III	G-102
Operations Worker III (Building Security)	GD	Building Security Guard	G-102
Planning Manager	GM	Planning Division Chief	G-118
Planning Specialist I	GI	Planner I	G-112
Planning Specialist II	GJ	Planner II	G-114
Planning Supervisor	GK	Planning Supervisor	G-116
Planning Support Technician I	GF	Planning Technician I	G-104
Planning Support Technician II	GH	Planning Technician II	G-108
Police Cadet	GD	Police Cadet	G-101
Police Information Supervisor	GN	Police Information Specialist	G-120
Police Services Support Specialist	GJ	Police Services Support Specialist	G-113
Police Services Support Supervisor III	GK	Police Services Support Supervisor Iii	G-114
Police Services Support Supervisor III (Animal Control)	GK	Animal Control Manager	G-118
Police Services Support Technician I	GF	Police Services Support Technician I	G-104
Police Services Support Technician II	GH	Police Services Support Technician II	G-108
Principal Attorney	GO	Attorney IV	G-123
Recreation and Parks Bureau Chief	GN	Recreation and Parks Bureau Chief	G-121
Recreation Leader	GF	Recreation Leader	G-104
Recreation Services Assistant II	GD	Recreation Services Assistant	G-101
Recreation Services Coordinator I	GG	Recreation Services Coordinator	G-107
Recreation Services Coordinator II	GH	Recreation and Parks Services Manager I	G-110
Recreation Services Manager (<i>consolidate</i>)	GL	Recreation and Parks Superintendent	G-118
Recreation Services Supervisor (<i>consolidate</i>)	GK	Recreation and Parks Service Manager III	G-116
Regulation Inspector I	GH	Regulation Inspector I	G-108

General Scale (now includes RLC positions)

Current Classification Title	Current Pay Grade	New Classification Title	New Pay Grade
Regulation Inspector II	GI	Regulation Inspector II	G-110
Regulation Manager	GL	Regulation Manager	G-118
Regulation Supervisor	GJ	Regulation Supervisor	G-114
Regulation Support Technician I	GE	Regulation Support Technician I	G-102
Regulation Support Technician II	GG	Regulation Support Technician II	G-106
Senior Administrative Analyst	GL	Administrative Analyst III	G-116
Senior Administrative Analyst (Council)	GL	Legislative Analyst III	G-116
Senior Administrative Analyst (DGS - Building Security)	GL	Coordinator, Building Security	G-116
Senior Administrative Analyst (Fire Training)	GL	Fire Training Program Manager	G-116
Senior Administrative Analyst (OHR-HR)	GL	Human Resources Specialist III	G-116
Senior Administrative Analyst (OHR-Risk)	GL	Liability Specialist III	G-116
Senior Administrative Analyst (OHR-Risk)	GL	Safety Specialist III	G-116
Senior Administrative Analyst (OIG)	GL	Senior IG Analyst	G-116
Senior Attorney	GN	Attorney III	G-121
Special Assistant (Council)	GL	Senior District Advisor	G-118
Stormwater Management Coordinator	GK	Stormwater Management Coordinator	G-114
Technical Services Manager I	GM	IT Manager I	G-118
Technical Services Manager II	GN	IT Manager II	G-120
Technical Services Manager II (Fleet)	GN	Fleet Manager	G-120
Technical Services Supervisor	GL	IT Supervisor	G-116
Technical Services Supervisor (Cable Admin.)	GL	Cable Administration Manager	G-116
Technical Services Support Specialist I	GI	IT Support Specialist I	G-110
Technical Services Support Specialist II	GJ	IT Support Specialist II	G-112
Technical Services Support Specialist III	GK	IT Support Specialist III	G-114
Technical Services Support Specialist IV	GL	IT Support Specialist IV	G-116
Technical Services Support Technician I	GE	IT Support Technician I	G-102
Technical Services Support Technician II	GG	IT Support Technician II	G-106
Technical Services Support Technician III	GH	IT Support Technician III	G-108

AFSCME Local 1810 OT Scale

Current Classification Title	Current Pay Grade	New Classification Title	New Pay Grade
Administrative Aide	OT-G	Administrative Assistant IV	OT-206
Administrative Assistant	OT-I	Administrative Assistant V	OT-210
Administrative Support Technician I	OT-D	Administrative Assistant I	OT-201
Administrative Support Technician II	OT-E	Administrative Assistant II	OT-202
Administrative Support Technician III	OT-F	Administrative Assistant III	OT-204
Administrative Technician	OT-H	Legal Support Technician II	OT-209
Engineering Support Tech I	OT-G	Engineering Technician I	OT-206
Engineering Support Tech II	OT-I	Engineering Technician II	OT-210
Engineering Support Tech III	OT-J	Engineering Technician III	OT-212
Engineering Support Tech IV	OT-K	Engineering Technician IV	OT-214
Engineering Support Worker	OT-E	Engineering Aide	OT-202
Human Services Worker I	OT-E	Human Services Worker I	OT-202
Human Services Worker I (Corrections)	OT-E	Correctional Support Technician I	OT-202
Human Services Worker II	OT-G	Human Services Worker II	OT-206
Human Services Worker II (Corrections)	OT-G	Correctional Support Technician II	OT-206
Legal Support Services Technician	OT-G	Legal Support Technician I	OT-206
Natural Resource Technician I	OT-F	Natural Resource Technician I	OT-204
Natural Resources Technician II	OT-G	Natural Resources Technician II	OT-206
New Classification		Regulation Support Technician III	OT-207
Office Assistant II (<i>consolidate</i>)	OT-C	Administrative Assistant I	OT-201
Operations Leader I	OT-G	Operations Leader I	OT-207
Operations Leader II	OT-H	Operations Leader II	OT-209
Operations Technician I	OT-E	Operations Technician I	OT-202
Operations Technician II	OT-F	Operations Technician II	OT-204
Operations Technician III	OT-G	Operations Technician III	OT-206
Planning Support Technician I	OT-F	Planning Technician I	OT-204
Planning Support Technician II	OT-H	Planning Technician II	OT-208
Police Services Support Technician I	OT-F	Police Services Support Technician I	OT-204
Police Services Support Technician II	OT-H	Police Services Support Technician II	OT-208
Recreation Services Coordinator I	OT-G	Recreation Services Coordinator	OT-207
Regulation Inspector I	OT-H	Regulation Inspector I	OT-208
Regulation Inspector II	OT-I	Regulation Inspector II	OT-210
Regulation Support Technician I	OT-E	Regulation Support Technician I	OT-202
Regulation Support Technician II	OT-G	Regulation Support Technician II	OT-206

AFSCME Local 1810 OT Scale

Current Classification Title	Current Pay Grade	New Classification Title	New Pay Grade
Technical Services Support Specialist I	OT-I	IT Support Specialist I	OT-210
Technical Services Support Specialist II	OT-J	IT Support Specialist II	OT-212
		<i>(None assigned)</i>	OT-211
Technical Services Support Specialist III	OT-K	IT Support Specialist III	OT-214
Technical Services Support Technician I	OT-E	IT Support Technician I	OT-202
		(None assigned)	OT-213
Technical Services Support Technician II	OT-G	IT Support Technician II	OT-206
Technical Services Support Technician III	OT-H	IT Support Technician III	OT-208
		<i>(None assigned)</i>	OT-215

AFSCME Local 3888 OS Scale

Current Classification Title	Current Pay Grade	New Classification Title	New Pay Grade
Police Services Support Supervisor I	GH	Police Services Support Supervisor I	300
Operations Supervisor I	OSI	Operations Supervisor I	301
Police Services Support Supervisor II	GI	Police Services Support Supervisor II	301
Operations Supervisor II	OSJ	Operations Supervisor II	302
Operations Supervisor III	GK	Operations Supervisor III	303

Executive Scale

Current Classification Title	Current Pay Grade	New Classification Title	New Pay Grade
Administrator, County Council	GQ	Administrator to County Council	EX-5
Administrative Manager (Agriculture)	GN	Administrator, Office Agriculture	EX-4
Community Sustainability Administrator	GN	Administrator, Office of Community Sustainability	EX-4
Human Services Manager II (Consumer Prot.)	GN	Administrator, Office of Consumer Protection	EX-4
Administrator, OEM	GO	Administrator, Office of Emergency Management	EX-4
Human Services Manager II (OHRE)	GN	Administrator, Office of Human Rights & Equity	EX-4
Transportation Administrator	GO	Administrator, Office of Transportation	EX-4
Human Services Manager II (OWD)	GN	Administrator, Office of Workforce Development	EX-4
Executive Assistant II (ACAO)	GN	Assistant Chief Administrative Officer	EX-1
Engineering Manager II (DGS)	GP	Assistant Director, General Services	EX-3
Engineering Manager II (DPW)	GP	Assistant Director, Public Works	EX-3
New Classification		Assistant Director, Recreation And Parks	EX-3
Chief Administrative Officer	GS	Chief Administrative Officer	EX-7
Budget Administrator	GP	Chief Budget Officer	EX-5
Human Resources Administrator	GO	Chief Human Resources Officer	EX-5
New Classification		Chief Information Security Officer (CISO)	EX-4
New Classification		Chief of Communication & Community Engagement	EX-5
Chief, Fire & Rescue Services	GR	Chief of Fire & Rescue Services	EX-6
Chief of Police	GR	Chief of Police	EX-6
Chief of Staff	GQ	Chief of Staff	EX-6
Purchasing Administrator	GN	Chief Procurement Administrator	EX-4
Administrator, Circuit Court	GP	Circuit Court Administrator	EX-4
Executive Assistant II (Constit. Svcs)	GN	Coordinator of Executive Constituent Services & Community Partnerships	EX-1
Executive Assistant II (Govt Affairs)	GN	Coordinator of Executive Government Affairs & Strategic Partnerships	EX-2
Executive Assistant II (Policy)	GN	Coordinator of Executive Policy & Programs	EX-1
Executive Assistant II (Legis.)	GN	Coordinator of Legislative Affairs	EX-2
County Auditor	GP	County Auditor	EX-4

Executive Scale

Current Classification Title	Current Pay Grade	New Classification Title	New Pay Grade
County Solicitor	GQ	County Solicitor	EX-6
Custody and Security Chief	GM	Custody and Security Chief	EX-2
Deputy Chief Administrative Officer	GQ	Deputy Chief Administrative Officer	EX-6
New Classification		Deputy Chief Budget Officer	EX-3
New Classification		Deputy Chief Human Resources Officer	EX-3
Deputy Chief of Staff	GP	Deputy Chief of Staff	EX-5
Deputy Chief (Fire and Rescue Services)	GP	Deputy Chief, Fire & Rescue	EX-5
Deputy County Auditor	GO	Deputy County Auditor	EX-2
Deputy Attorney (OOL)	GP	Deputy County Solicitor	EX-4
Deputy Director, Finance	GO	Deputy Director, Finance	EX-4
Human Services Manager II (DCRS)	GN	Deputy Director, Community Resources & Services	EX-4
Deputy Director, Corrections	GN	Deputy Director, Corrections	EX-4
Deputy Director General Services	GO	Deputy Director, General Services	EX-4
Human Services Manager II (DHCD)	GN	Deputy Director, Housing & Community Development	EX-4
New Classification		Deputy Director, Inspections, Licenses & Permits	EX-4
Deputy Director, Planning & Zoning	GN	Deputy Director, Planning & Zoning	EX-4
Deputy Director, Public Works	GP	Deputy Director, Public Works	EX-4
New Classification		Deputy Director, Recreation & Parks	EX-4
Deputy Director, Technology & Communication Services	GO	Deputy Director, Technology and Communication Services (Deputy CIO)	EX-4
Deputy Inspector General	GP	Deputy Inspector General	EX-3
Deputy Attorney (SAO)	GP	Deputy State's Attorney	EX-4
Director, Community Resources & Services	GP	Director, Community Resources & Services	EX-5
Director of Corrections	GP	Director, Corrections	EX-5
Director, Finance	GP	Director, Finance	EX-5
Director General Services	GP	Director, General Services	EX-5
Director, Housing	GP	Director, Housing & Community Development	EX-5
Director, Inspections, Licenses & Permits	GP	Director, Inspections, Licenses & Permits	EX-5
Director, Planning & Zoning	GP	Director, Planning & Zoning	EX-5
Director, Public Works	GR	Director, Public Works	EX-6
Director, Recreation & Parks	GP	Director, Recreation & Parks	EX-5

Executive Scale

Current Classification Title	Current Pay Grade	New Classification Title	New Pay Grade
Director, Technology & Communication Services	GS	Director, Technology and Communication Services (Chief Information Officer)	EX-6
<i>New Classification</i>		Human Services Manager III (DCRS)	EX-2
Inspector General	GQ	Inspector General	EX-5
Labor Relations Coordinator	GN	Labor Relations Coordinator	EX-2
Medical Director	GQ	Medical Director	EX-5
<i>New Classification</i>		Police Colonel (Deputy Police Chief)	EX-5
Public Information Administrator	GO	Public Information Manager	EX-2
Master in Chancery	GP	<i>Retiring Classification</i>	
<i>New Classification</i>		Senior Advisor for Education	EX-2