



<b>Subject:</b>	Organizational Changes Policy
<b>Authority:</b>	Board of Supervisors
<b>Policy Owner:</b>	County Executive Office
<b>Approval Date:</b>	8/1/1968
<b>Revision Date(s)</b>	TBD, 11/17/2015, 5/5/1987, 5/22/1984
<b>Version No.:</b>	5.0

## A. Policy

All departments and special districts governed by the Board of Supervisors (Board) will submit to the County Executive Office (CEO) for its review any requests to change their organizational structure.

## B. Purpose

The purpose of this restated Organizational Changes Policy (Policy) is to establish a uniform method for the development, review, and approval of Department and Countywide Organizational Change requests. This policy aims to ensure that all organizational change requests are accompanied by sufficient justification, adhere to established criteria, are reviewed by all mandatory reviewers for vetting purposes, and are formally documented for historical record. This Policy enhances clarity, consistency, and accountability across all County departments by consolidating criteria and procedures laid out in the previous version of the policy and addendum and shall supersede both documents.

## C. Definitions

Term	Definition
<b>Countywide Organizational Change</b>	<p>Changes which result in the establishment, dissolution or merger of any County department, or changes that propose position and budget adjustments between departments.</p> <p>The authority for approval of this type of organizational change shall be the Board of Supervisors. The CEO, including the Chief Operating Officer (COO), County Budget &amp; Finance Office and Human Resource Services, shall review and analyze all proposed changes and bring a recommendation to the Board for approval.</p>



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Term	Definition
<p><b>Department Organizational Change</b></p>	<p>Changes which alter the structure or relationships between organizational units (create, dissolve, move or consolidate) within one controlling County department</p> <p>The authority for approval for this type of organizational change shall be the CEO.</p>
<p><b>Discretionary Organizational Change</b></p>	<p>Changes which establish an organizational unit that is identical in function to an existing unit or adjusts an existing organizational unit to address shifts in workload without the addition of new positions or individual position classification not part of a larger reorganization. These changes should be implemented through one or more of the following mechanisms:</p> <ul style="list-style-type: none"> <li>- position reallocations (departments to comply with the Position Reallocation Procedure), and</li> <li>- use of positions that are currently subject to deletion (departments to comply with Board Vacant Position Policy)</li> </ul> <p>The authority for approval for this type of change shall be the Department Head, provided their Human Resources team has reviewed for compliance with classification standards, pay equity, policy and/or MOU requirements, and ensured that all meet and confer or other labor obligations have been satisfied.</p>
<p><b>Organizational Unit</b></p>	<p>A subdivision within a department, as reflected in the department’s organizational chart, with a defined function, scope of work, workload responsibilities, assigned staff, and supervisory or management reporting relationship.</p> <p>Organizational units may include programs, divisions, sections, units, or other components identified in the department’s organizational chart and are not necessarily the same as the account coding used in the County’s financial or Human Resources systems for budgetary purposes.</p>

**D. Responsibilities**

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- D.1** The COO and Assistant Chief Deputy Operating Officers (COO Staff) are responsible for reviewing all organizational change proposals to ensure alignment with countywide operational and strategic standards, including:
1. Evaluating alignment with the County's and department's mission, strategic goals, and priorities.
  2. Assessing the sufficiency of proposed benefits relative to projected costs and risks.
  3. Validating any identified impacts to public service delivery.
  4. Ensuring adherence to best practice management principles such as adequate spans of control, and clear lines of authority to accomplish stated missions.
  5. Reviewing changes in office space, location, or equipment needs, etc.
  6. Consulting with CEO/Real Estate, OC Information Technology (OCIT) or other agencies or departments as necessary.
- D.2** The County Budget & Finance Office is responsible for evaluating the financial implications of proposed reorganizations, including:
1. Reviewing the thoroughness of cost analysis and implications.
  2. Assessing projected revenue, expenses, reserves, and/or Net County Cost impacts.
  3. Evaluating proposed changes in the number of positions.
  4. Ensuring compliance with Auditor-Controller Policy F-1: Reorganization Account Coding Changes.
- D.3** Human Resource Services is responsible for assessing staffing resource impacts, including:
1. Reviewing and approving any requests for new or changes to current classification and/or compensation levels based on proposed job duties.
  2. Reviewing and approving any requests to ensure they do not result in compaction or equity issues.
  3. Assessing impacts that may result in meet and confer obligations with labor unions, adherence to MOUs, or employee relations matters.

**E. Procedure**

- E.1** To initiate any change to a department's organizational structure, the requesting department shall contact its designated COO Staff to notify them that an organizational change is being considered and request a meeting to discuss the proposed changes.

Departments will then be instructed to complete and submit an Organizational Changes Request.

For organizational changes involving multiple departments, one department should take the lead and coordinate development and submittal of the Organizational

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Changes Request to the COO Staff. If one of the departments involved does not volunteer to take the lead, the COO will appoint the lead department. Departments must adhere to Auditor-Controller Policy F-1: Reorganization Account Coding Changes and must allow sufficient time for implementation of all account code changes.

- E.2** Requesting departments shall complete the Organizational Changes Request template and include the following information:
1. A summary description of the proposed organizational change and the primary purpose/reason for the change.
  2. A detailed explanation as to what organizational changes are proposed. Include both current and proposed organizational charts as attachments, with changes clearly highlighted. Also include a crosswalk comparing the current unit structure to the proposed structure.
  3. A precise explanation as to what benefit(s) are anticipated from the organizational change, including increased efficiency, enhanced service delivery, performance measures, outcome indicators, cost savings, etc. If cost increases are anticipated, those must be clearly identified. Similarly, cost decreases will be analyzed to determine if the proposed savings result in increases to other County departments.
  4. Sufficient documentation describing the duties for new positions and/or changes to current positions. Departments should use established policies and forms for submittal of position reallocation requests.
  5. A listing of proposed personnel actions that will be required to implement organizational changes (e.g., reallocation studies, modified duties, proposed pay adjustments).
  6. Any reference to best practices and industry research that supports the proposed organizational change.
- E.3** Upon review of a Discretionary Organizational Change, COO Staff will receive and file the Organizational Changes Request and notify the department whether the proposed change is concurred with or requires review as a higher-level organizational change due to significant staffing increases, operational impacts, or other relevant factors.
- E.4** For Countywide and Department Organizational Changes, COO Staff will review department operational and business needs, public impacts and policy considerations before recommending review by County Budget & Finance Office and Human Resource Services. County Budget & Finance Office and Human Resource Services will complete

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their review within 30 days and meet with COO Staff and the requesting department(s) to discuss the Organizational Change Request.

1. COO Staff may convene additional meetings and include other relevant departments as necessary, to facilitate the review.
2. Should an extension of review time be necessary, the requesting department(s) will be notified in writing. The extension of the time should be for the shortest practical duration.

**E.5** For Countywide Organizational Changes, once the request has been approved by the CEO, COO Staff shall notify the department(s) and discuss next steps for Board approval. Although the CEO may present recommendations for organizational changes to the Board at any time, it is preferable to include the changes during the annual budget development or mid-year budget process.

**E.6** For Departmental Organizational Changes, once the request has been approved by the CEO, COO Staff shall notify the department and provide a signed final copy of the request for recordkeeping.

**F. References**

#	Title/URL
1	<a href="#">Position Reallocation Policy</a>
2	<a href="#">Vacant Position Policy</a>
3	<a href="#">Organizational Changes Request Template.docx</a>
4	<a href="#">Auditor-Controller Policy F-1: Reorganization Account Coding Changes</a>