





# Yamhill County

# OREGON

*Excellence in Service*

## INFORMATION TECHNOLOGIES

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**DATE:** October 14, 2016

**TO:** Yamhill County Board of Commissioners; Laura Tschabold, County Administrator; Ken Huffer, Deputy County Administrator

**FROM:** Shane Hoffman, IT Manager

**SUBJECT:** Request for position authority to add 1.0 FTE Desktop Support Position, move the Desktop Support Specialist classification from Range 19 to Range 21, and move the Senior Desktop Support Specialist classification from Range 21 to Range 23.

**ATTACHMENTS (4):** Attachment #1 – Service Ticket Work Flow Chart;  
Attachment #2 – Organizational Chart with Proposed Changes;  
Attachment #3 – Senior Desktop Support Specialist Classification Description  
Attachment #4 – Desktop Support Specialist Classification Description

### Overview of Support Functions

The Information Technologies Division provides hardware, software, services, and supporting infrastructure to manage and deliver information using voice, data, and video for all departments and divisions of Yamhill County. The division consists of two major areas of support:

1. Operations – Consists of Network Administrator, System Administrator, Senior Desktop Support, and Office Coordinator/Help Desk
2. Programmers – Consists of Programmer Analyst, Senior Programmer/Analysts, and Programmer/Analyst -Database Administrator (DBA)
3. Telecom – Consists of a Communications Technician II and an Office Specialist II

Help Desk and Telecom staff predominantly work on help desk tickets (break fix), which is typically all unplanned work. The remaining Division staff work primarily on projects, leaving 20% of their day for unplanned work (help desk tickets).

Current staffing includes the following positions and full-time equivalents (FTE):

<u>Position</u>	<u>FTE</u>
IT Manager	1.0
Network Administrator	1.0
System Administrator	1.0
Senior Programmer/Analyst	2.0
Programmer/Analyst - DBA	1.0
Programmer/Analyst	1.0

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Senior Desktop Support	1.0
Office Coordinator/Help Desk	1.6
Communications Tech II	1.0
Office Specialist II	1.0
Total	11.6

For daily requests for general IT and Telecom support, requests are processed and staff are assigned tickets depending on the complexity of the reported issue and via a three tiered support system. This tiered support system consists of Tier 1, Tier 2, and Tier 3, with Tier 1 handling the simpler issues and Tier 3 tackling the most difficult problems:

<b>Tier One</b>	Basic Support	Office Coordinator/Help Desk. Duties include password resets, new user creation, ID badge management, and basic printer and MS Office troubleshooting, miscellaneous equipment pick up
<b>Tier Two</b>	Intermediate Support	Senior Desktop Support, Programmer/Analyst, Senior Programmer Analyst, and Programmer/Analyst-DBA. Duties include software deployments, pc/laptop builds, pc/laptop/wifi/printer troubleshooting, printer repairs, office moves, law enforcement MDT's, video footage assistance, third party software troubleshooting, design/build/implement custom software, reports, and scripts as needed
<b>Tier Three</b>	Advanced Support	Network Administrator and System Administrator. Duties include network/server management, maintenance, and troubleshooting

Currently workflow for processing internal and external calls for IT support starts at the Help Desk (Tier 1), where a service ticket is generated for processing. Depending on the type of reported issue, the ticket is either handled directly by Tier 1 staff or forwarded to Tier 2 or Tier 3 personnel. This workflow is portrayed in the Attachment 1.

Due to the nature of the infrastructure, Telecom is slightly different than that of IT support. The Communications Technician II will typically receive and handle support requests, such as assigning phone numbers, setting up extensions, connecting telephones, limited troubleshooting, voicemail, and other related functions, similar to the IT's Tier 1 support. As new Shoretel phone system is digital and operates over the County's IT Network, Tier 2 and Tier 3 support functions go directly to the Network Administrator.

**Issues with Current Organization and Workflow**

Since I assumed the role of Division Manager in February 2016, I have been carefully reviewing our current practices for handling both requests for support and projects, to include both processes and staffing. The Network Administrator, System Administrator, Senior Desktop Support, DBA and Programmer Analysts are and should be project focused. We currently have several large projects underway including, the Thomson-Reuters software implementation, pretrial custom software development, Public Works move project, and the Disaster Recovery Project. I have concerns about how requests for support (unplanned work) are addressed, including timeliness of responses, ticket backlogs (especially at Tier 2), the use of higher level technicians on lower level support requests, and the impact to ongoing priority projects. Current staff does an excellent job in their current roles and does their best to process support tickets in a professional and timely manner; however, I have identified some specific organization and staff issues that are contributing to the before-mentioned issues.

1. If Help Desk (Tier 1) cannot find problem resolution by talking to the customer over the phone or by remoting on to the customer's computer, the ticket is referred to either Tier 2 or Tier 3 for further problem solving. We have a large number of help desk tickets that require ticket escalation to get resolution. In the current state there is limited Tier 2 support and this tier cannot support the number of tickets that it should be able to handle. Consequently, a lot of tickets are forwarded to Tier 3 that should not be a Tier 3 responsibility. This situation is forcing Tier 3 to spend too much time on help desk tickets, rather than on projects.

The more time our project-focused staff (Tier 2 and 3) spends on help desk tickets, the longer projects take to complete and project timelines are not met. Focusing on projects such as disaster recovery, business continuity, security needs, enhancements to business processes to increase efficiencies, and those that improve productivity are essential to meet the ever increasing demands.

2. Today our Tier 3 staff must provide Tier 2 and Tier 3 support and therefore their levels of unplanned workload is increased. When unplanned work increases it means our time to work on planned work decreases and it takes longer to make improvements that will greatly help our business. A large influx of tickets that escalate above Tier 1 creates a bottleneck of tickets that becomes difficult to manage and may result in a loss of productivity for both IT and the requesting department. This hampers our ability to improve our business and provide our customers with needed changes and improvements.

### **Request**

In order to make these organizational changes to address these current issues, I propose to maintain the current workflow, as depicted in Attachment 1. However, I would like to increase capacity and technical ability at the Tier 2 level in order to allow Tier 3 to focus more on projects and to increase business productivity. In order to increase this capacity, I would like to request the following:

1. Request #1 - Authorize position authority to create and recruit a new 1.0 FTE Desktop Support Specialist, as well as authorize moving discretionary funds (\$84,700) and appropriation authority from Fund 10-02 to Fund 10-17 to support the request.
  - a. This position will primarily provide Tier 2-level support.
  - b. This position will have mobility and will provide onsite support and face time with customers to troubleshoot problems.
  - c. If position cannot find problem resolution then they will escalate the ticket to Tier 3 support, which is primarily the Network Administrator or Systems Administrator.
  - d. It is an expectation of this position that the eventual incumbent will continue to learn and take on more responsibilities as this position will also assist and support all senior level positions in any capacity required.
2. Request #2 – Authorize an adjustment to the existing Desktop Support Classification and move from Range 19 to Range 21 on the OPEU Salary Table.
  - a. The current Desktop Support Specialist classification is at the same range as the Help Desk/Office Coordinator classification. Due to the technical requirements and duties associated with the Desktop Support Specialist, these two positions should not be in the same salary range.
  - b. Current annual salary Range 21, Step 1 is \$49,793.
3. Request #3 – Authorize an adjustment to the existing Senior Desktop Support Specialist Classification from Range 21 to Range 23 on the OPEU Salary Table.
  - a. This adjustment is the direct result of the added complexities to this position's duties, as this position also provides a support role for both the Systems and Network Administrators. This request is also due to Request #2 and the adjustment of the

Desktop Support Specialist salary, as this position will serve a lead and trainer for the Desktop Support Specialist.

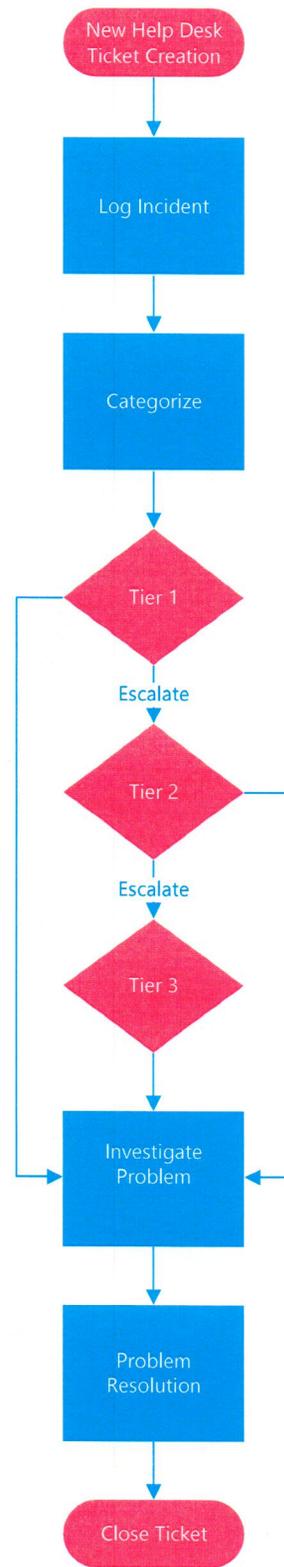
- b. The current Senior Desktop Support Specialist is at Range 21, Step 5 (\$58,979) and the proposed adjustment would move this employee to Range 23, Step 3 (\$58,979). There would be no immediate increase in wages.

**Projected Outcomes:**

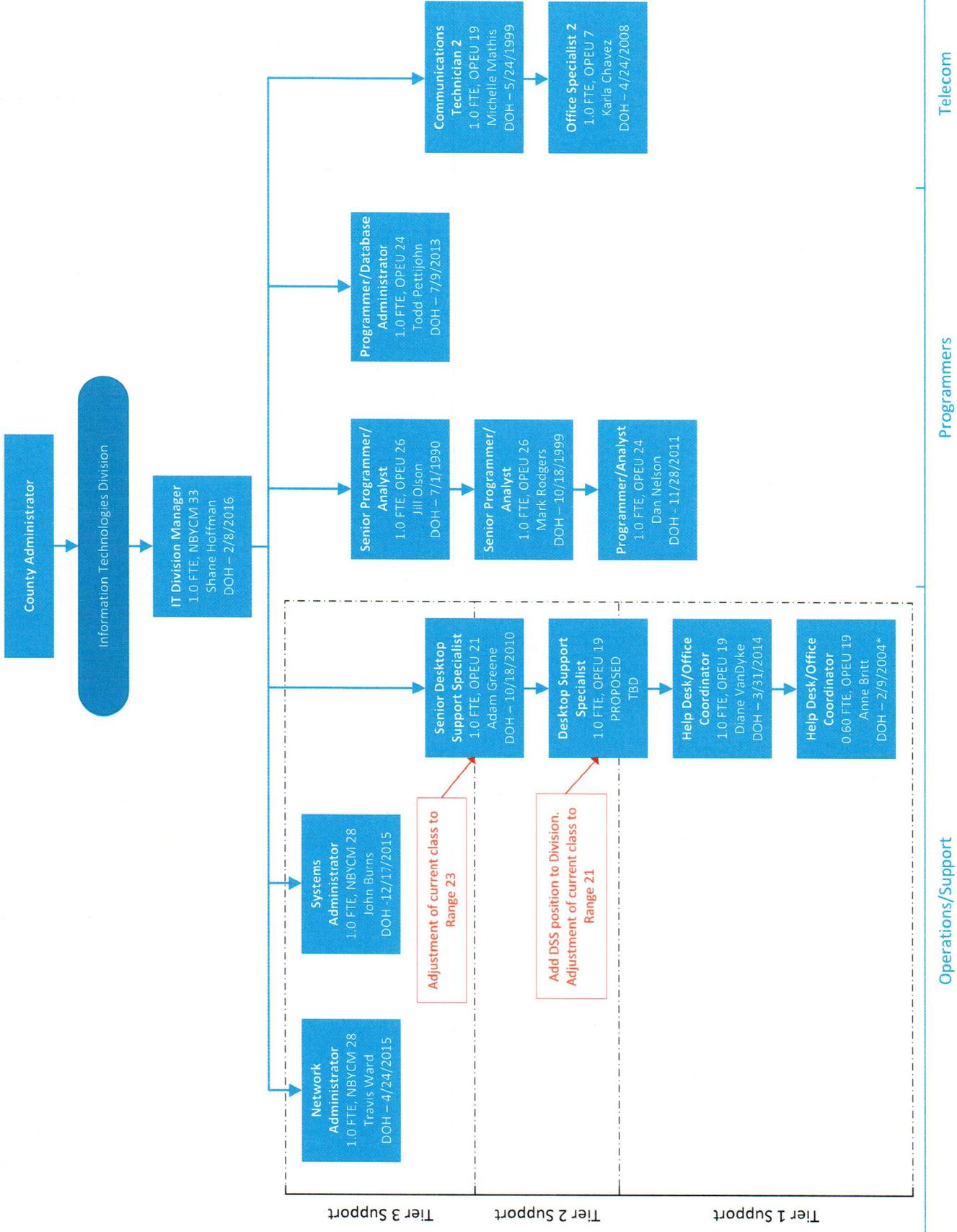
1. Ability to keep Network Administrator and System Administrator focused on projects (planned work) and Tier 3-level support requests (unplanned work);
2. Increase capacity and provide better, faster support Tier 2 help desk support;
3. Shorter average life cycle for help desk tickets, thus limiting impacts and reducing downtimes for County department operations
4. Improved levels of technical support and customer service offered to users;
5. Improved customer satisfaction;
6. Improved efficiencies and productivity for both project and operations staff;
7. Growing from within and laying the foundation for future Network Administrators, System Administrators and Sr. Desktop Support personnel.

In addition to the changes being proposed in this request, the current organization of the IT Division and the County's IT infrastructure will continue to be evaluated to determine if and what changes may be needed to improve support and project functions. It is critical that both IT's staffing and infrastructure keep pace with these ever-evolving demands of new technologies and increased needs of County departments, so there may be further requests for organizational, operational, and infrastructure changes during the 2017-2018 Budget Process.

**Attachment 1 – Help Desk Work Flow**



**Attachment 2 – IT Division with Requested Changes**



<b>WORKING TITLE:</b> DESKTOP SUPPORT SPECIALIST	<b>CLASSIFICATION:</b> DESKTOP SUPPORT SPECIALIST
<b>DEPARTMENT:</b> INFORMATION TECHNOLOGY	<b>DIVISION:</b> INFORMATION TECHNOLOGY
<b>PAY RANGE:</b> OPEU19	<b>FLSA CATEGORY:</b> NON-EXEMPT
<b>PHYSICAL REQUIRMENTS:</b> ATTACHED	<b>WORKERS COMP CODE:</b> 8810
<b>PPE:</b> PER WORK LOCATION	<b>REVISION DATE:</b> MAY 2014

**JOB DESCRIPTION**

**GENERAL STATEMENT OF DUTIES:**

The desktop support specialist is responsible for the day to day management of the organization's PCs, thin clients, terminals, monitors, laptops, handheld devices and other network connected or related hardware. This position is also responsible for the proper execution of software residing on the desktop systems, and works closely with the network administrator in supporting some of the network functions required to keep the desktop systems functioning correctly. Some of the duties of the PC specialist include installing, configuring and upgrading PCs, laptops and related equipment, diagnosing and troubleshooting both common and unusual hardware and software problems, performing preventive maintenance on the organization's PC equipment, installing required software patches, ensuring the connectivity of PCs, laptops, handhelds and other computing devices to both the local area network (LAN) and wide area network, setting up and maintaining locally connected and networked printers and connecting needed peripheral equipment.

**SUPERVISION RECEIVED:**

Reports to the Manager of Information Systems. Works closely with the IT Office Administrator in scheduling tasks such as repairs and installations. This position is expected to be self-starting, self-motivating, and exercising significant responsibility for providing excellent customer support.

**SUPERVISION EXERCISED:**

This position does not exercise any supervisory functions of other staff.

**DUTIES AND RESPONSIBILITIES INCLUDE ARE NOT LIMITED TO THE FOLLOWING:**

- Installing, configuring, testing, maintaining, monitoring, and troubleshooting end user networked peripheral devices, workstation hardware, and networking hardware products.
- Partnering with, and providing support and training to staff and end users on computer operation issues.
- Working with end users for identifying and delivering essential PC service levels.
- Performing on-site (and remote) diagnosis, analysis, and resolution of complicated PC problems for various end users, and implementing and recommending corrective hardware solutions.

- Developing and maintaining an inventory of keyboards, hard drives, printers, modems, scanners, monitors, and other peripheral devices.
- Receiving and responding to incoming calls, e-mails, or pages regarding hardware and PC problems.
- Assisting in maintaining, preparing, and upholding processes for reporting, statistically monitoring, and logging PC performance.
- Monitoring and testing PC performance and providing PC performance reports and statistics.
- Constructing, testing, and installing customized configurations depending on various operating systems and platforms.
- Conducting research on various products of computer in support of its development and procurement efforts.
- Preparing documents on instances of hardware repair, installation, failure, and removal.
- Evaluating and recommending hardware products of PC for purchase.
- Provide backup network support as needed, and perform the more basic functions of network administration when needed.
- Performs other duties as assigned.

### **JOB SPECIFICATION**

#### **KNOWLEDGE OF:**

- Current and future practices, terminology and principles of information technology.
- Desktop systems hardware and software management.
- Local and wide area networking principles and operations.
- Organizational procedures in tracking and maintaining a large number of assets.
- Confidentiality rules related to the operation of county functions and network information.
- Customer service practices that are required to meet and exceed end-user expectations.

#### **SKILL IN:**

- Problem solving with relation to complex computer systems and operations.
- Oral, written, and one-on-one communications with technical and non-technical users.
- Organizing objectives, and prioritizing work.

#### **ABILITY TO:**

- Quickly analyze operational issues with complex computer equipment.
- Interpret non-technical communications in order to serve customers with skill and professionalism.
- Maintain cooperative and effective working relationships with other employees, supervisors, and the citizens.
- Ability to function in a team environment.

#### **MINIMUM EXPERIENCE AND TRAINING:**

High school diploma and two years experience in PC support services, with a demonstrated ability to solve the most complex desktop support issues. Course work in computers and information systems may be substituted for experience. College, business school or specialized

training is preferable. Any satisfactory equivalent combination of experience and training which insures ability to perform the work will be considered.

**OTHER REQUIREMENTS:**

Ability to acquire transportation to and from work, and to meetings/trainings as required. Also, successful completion of a background check and CJIS/LEDS certification is mandatory.

**WORK ENVIRONMENT/PHYSICAL DEMANDS SUMMARY:**

The employee typically works in an office environment and uses a computer(s), test equipment and software, telephone and other office equipment as needed to perform duties. The noise level in the work environment is typical that of an office. This position will sometimes require significant work in other office areas and locations. Respect for and understanding of those various work environments is necessary. Work may involve travel for training and meetings from time to time. The employee may encounter frequent interruptions throughout the workday.

The employee is regularly required to sit, talk, or hear, frequently required to use repetitive hand motion, handle or feel, and to stand, walk, reach, bend, push, pull and lift up to 20 pounds. Occasionally required to push, pull and lift up to 50 pounds.

The physical demands are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Requirements are representative, but not all inclusive, of minimum levels of knowledge, skills, and abilities. To perform this job successfully, the employee must be able to perform each essential duty satisfactorily.

This job description in no way states or implies that these are the only duties to be performed by an employee occupying this position. Employees may be required to perform other related duties as assigned, to ensure workload coverage. Employees are required to follow any other job-related instructions and to perform any other job-related duties requested by their supervisor.

<b>WORKING TITLE:</b> SENIOR DESKTOP SUPPORT SPECIALIST	<b>CLASSIFICATION:</b> SENIOR DESKTOP SUPPORT SPECIALIST
<b>DEPARTMENT:</b> INFORMATION TECHNOLOGY	<b>DIVISION:</b> INFORMATION TECHNOLOGY
<b>PAY RANGE:</b> OPEU21	<b>FLSA CATEGORY:</b> NON-EXEMPT
<b>PHYSICAL REQUIRMENTS:</b> ATTACHED	<b>WORKERS COMP CODE:</b> 8810
<b>PPE:</b> PER WORK LOCATION	<b>REVISION DATE:</b> MAY 2014

**JOB DESCRIPTION**

**GENERAL STATEMENT OF DUTIES:**

The Senior desktop support specialist is responsible for the day to day management of the organization's PCs, thin clients, terminals, monitors, laptops, handheld devices and other network connected or related hardware. This position is also responsible for the proper execution of software residing on the desktop systems, and works closely with the network administrator in supporting some of the network functions required in order to keep the desktop systems functioning correctly. Further, this position is also responsible for the webmaster functions required to build and maintain the county website – both the internet and intranet sites. Some of the core duties of the Senior Desktop Support Specialist include installing, configuring and upgrading PCs, laptops and related equipment, diagnosing and troubleshooting both common and unusual hardware and software problems, performing preventive maintenance on the organization's PC equipment, installing required software patches, ensuring the connectivity of PCs, laptops, handhelds and other computing devices to both the local area network (LAN) and wide area network, setting up and maintaining locally connected and networked printers and connecting needed peripheral equipment. This is a senior position, generally acquired after approximately five years of successful experience working as a Desktop Support Specialist. This position is expected to solve the most complex desktop support issues with little or no assistance required from any other IT staff.

**SUPERVISION RECEIVED:**

Reports to the Manager of Information Systems. Works closely with the IT Office Administrator(s) in scheduling tasks such as repairs and installations. This position is expected to be self-starting, self-motivating, and exercising significant responsibility for providing excellent customer support.

**SUPERVISION EXERCISED:**

This position does not exercise any supervisory functions of other staff.

**DUTIES AND RESPONSIBILITIES INCLUDE ARE NOT LIMITED TO THE FOLLOWING:**

- Installing, configuring, testing, maintaining, monitoring, and troubleshooting end user networked peripheral devices, workstation hardware, and networking hardware products.

- Partnering with, and providing support and training to staff and end users on computer operation issues.
- Working with end users for identifying and delivering essential PC service levels.
- Performing on-site (and remote) diagnosis, analysis, and resolution of complicated PC problems for various end users, and implementing and recommending corrective hardware solutions.
- Developing and maintaining an inventory of keyboards, hard drives, printers, modems, scanners, monitors, and other peripheral devices.
- Receiving and responding to incoming calls, e-mails, or pages regarding hardware and PC problems.
- Assisting in maintaining, preparing, and upholding processes for reporting, statistically monitoring, and logging PC performance.
- Monitoring and testing PC performance and providing PC performance reports and statistics.
- Constructing, testing, and installing customized configurations depending on various operating systems and platforms.
- Conducting research on various products of computer in support of its development and procurement efforts.
- Preparing documents on instances of hardware repair, installation, failure, and removal.
- Evaluating and recommending hardware products of PC for purchase.
- Provide backup network support as needed, and perform the more basic functions of network administration when needed.
- Acting as the County webmaster, including the development and maintenance of the County's website, along with the Intranet site as well.
- Performs other duties as assigned.

### **JOB SPECIFICATION**

#### **KNOWLEDGE OF:**

- Current and future practices, terminology and principles of information systems.
- Highly developed skills in the area of desktop systems hardware and software management.
- Local and wide area networking principles and operations.
- Organizational procedures in tracking and maintaining a large number of assets.
- Confidentiality rules related to the operation of county functions and network information.
- Customer service practices that are required to meet and exceed end-user expectations.

#### **SKILL IN:**

- Problem solving with relation to complex computer systems and operations.
- Oral, written, and one-on-one communications with technical and non-technical users.
- Organizing objectives, and prioritizing work.

#### **ABILITY TO:**

- Quickly analyze operational issues with complex computer equipment.
- Interpret non-technical communications in order to serve customers with skill and professionalism.

- Maintain cooperative and effective working relationships with other employees, supervisors, and the citizens.
- Ability to function in a team environment.

**MINIMUM EXPERIENCE AND TRAINING:**

High school diploma and seven years of experience in PC support services, with a demonstrated ability to solve the most complex and advanced desktop support issues. Course work in computers and information technology may be substituted for experience. College, business school or specialized training is preferable. Any satisfactory equivalent combination of experience and training which insures ability to perform the work will be considered.

**OTHER REQUIREMENTS:**

Ability to acquire transportation to and from work, and to meetings/trainings as required. Also, successful completion of a background check and CJIS/LEDS certification is mandatory.

**WORK ENVIRONMENT/PHYSICAL DEMANDS SUMMARY:**

The employee typically works in an office environment and uses a computer(s), test equipment and software, telephone and other office equipment as needed to perform duties. The noise level in the work environment is typical that of an office. This position will sometimes require significant work in other office areas and locations. Respect for and understanding of those various work environments is necessary. Work may involve travel for training and meetings from time to time. The employee may encounter frequent interruptions throughout the workday.

The employee is regularly required to sit, talk, or hear, frequently required to use repetitive hand motion, handle or feel, and to stand, walk, reach, bend, push, pull and lift up to 20 pounds. Occasionally required to push, pull and lift up to 50 pounds.

The physical demands are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Requirements are representative, but not all inclusive, of minimum levels of knowledge, skills, and abilities. To perform this job successfully, the employee must be able to perform each essential duty satisfactorily.

This job description in no way states or implies that these are the only duties to be performed by an employee occupying this position. Employees may be required to perform other related duties as assigned, to ensure workload coverage. Employees are required to follow any other job-related instructions and to perform any other job-related duties requested by their supervisor.