

Attachment A

**June 14, 2006
Board Letter Adopting
The Leadership Project**

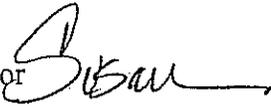
**SANTA BARBARA COUNTY
BOARD AGENDA LETTER**



Clerk of the Board of Supervisors
105 E. Anapamu Street, Suite 407
Santa Barbara, CA 93101
(805) 568-2240

Agenda Number: 6/7/06
Prepared on: 6/7/06
Department Name: Human Resources
Department No.: 064
Agenda Date: 6/14/06
Placement: Administrative
Estimate Time:
Continued Item: NO
If Yes, date from:

TO: Board of Supervisors

FROM: Michael F. Brown, CEO
Susan Paul, Assistant CEO/HR Director 

STAFF CONTACT: Jeri Muth, Assistant HR Director
568-2816

SUBJECT: Leadership Project - New Classification, Compensation, and Performance Management System for Unrepresented Executive and Management Employees

Recommendation(s):

That the Board of Supervisors:

1. Adopt the Resolution amending the classification plan for unrepresented Executive and Management Employees (Attachment D);
2. Adopt the salary plan for unrepresented Executive and Management Employees (Attachment D); and
3. Direct the CEO and Assistant CEO/Human Resources Director to finalize and implement all administrative aspects of the new system including the performance management plan, and to draft and propose any modifications to the Civil Service Rules that may be necessary to support the classification and salary plan contained in the Resolution.

Alignment with Board Strategic Plan:

The recommendation(s) are primarily aligned with Goal No. 1. An Efficient Government Able to Respond Effectively to the Needs of the Community and Goal No. 3. A Strong, Professionally Managed County Organization.

Executive Summary and Discussion:

In June 2005, the Leadership Project was initiated for the purpose of realizing your Board's direction to create a customer-focused culture in Santa Barbara County government and its workforce. Your Board was advised that key components of the Project includes establishing and achieving excellence in customer

service and strengthening the organization's overall accountability and effectiveness, which are intrinsic elements of quality service delivery. Your Board was further advised that Human Resources business systems would be modernized to support your Board's values of Accountability, Customer-focus, and Efficiency (ACE). Additionally, the Blue Ribbon Budget Task Force in their review of County services and systems recommended supporting the changes before your Board for adoption.

The goals of the County's Leadership Project for unrepresented executives and managers, are to streamline and modernize the County's Human Resources systems and tie employee performance to pay and overall business results and through these changes improve the quality of service provided to customers. To this end, a streamlined classification system has been developed, a broadband pay structure to support a performance-based pay philosophy is completed, and a performance management plan (EPR) to support the new systems is near completion.

Attachments and appendices to this document encompass and summarize the project, the plan and its key components, the outreach, correspondence, and information provided to the management workforce, the new classification structure, the proposed broadbands, and the Resolution amending the Classification and Salary Plan:

- Attachment A – Classification Plan
- Attachment B – Salary Plan
- Attachment C - Performance Management System Components
- Attachment D – Resolution Amending the Classification and Salary Plan
- Appendix A – Plan Summary
- Appendix B – Outreach Efforts

Overall, the changes in structure (classification, compensation, performance management, and incentives) will both modernize the County's systems and assist in addressing the County's challenges attracting and retaining employees.

In general, the new system:

- Reduces the approximate 200 separate job classifications covering the County's 375 unrepresented executives and managers to less than 20;
- Reduces the 77 separate pay ranges that currently support the classification structure to less than 20 broadbands, *eliminating across-the-board pay increases and rather, tying pay to individual performance, the delivery of quality customer service, meeting organizational business objectives, duties, accountability, and effectiveness;*
- Implements incentives/rewards for top performers, the delivery of project results, and team contribution to the organization;
- Provides flexibility in assigning work, which will promote increased operational efficiency;
- Focuses on individual skill development through strength assessment so that training can be designed and provided to support growth of management employees within the organization; and

- Aligns with the County's Human Capital Plan and Performance Management Systems.

Classification Plan:

The following are the key factors of the newly configured classification structure for managers. The new classification plan covering managers and executives is comprised of less than twenty (20) classifications. The County's core competencies (Intensity, Ethics, Influence, Commitment, Interpersonal Leadership, Resiliency, and Craftsmanship) are woven through all classifications. Additionally, the classes are based on the scope and level of:

- Organizational responsibilities
- Authority
- Reporting/supervisory relationships
- Decision making and risk taking required
- Expertise
- Independence
- Work performed
- Influence on policy making at either the department or County level

Further, five key leadership markets have been identified: General Management, Executive Management, Attorney/Physician Management, Fire Management, and Engineering Management. The specific classifications and the class concepts supporting them are contained in Attachment A. The majority of managers will be allocated into the General Management classifications, i.e., Administrative Leader, Team/Project Leader, and Program/Business Leader. At Will positions will be allocated into the Enterprise Leader, Assistant Departmental Leader, or Department/Corporate Leader (Department Heads, Assistant/Deputy CEOs) classifications.

Promotion, temporary promotions, reassignment, and demotion have been redefined within the new system, and administrative guidelines have been prepared. The provisions are included in the Classification and Salary Plan Resolution and will be incorporated into Civil Service Rules.

CEO/HR will work with Department Heads to allocate managers into the new classification structure and return to the Board with the allocation prior to December 2006.

Broadbands and Compensation Plan:

A broadband pay structure has been designed to complement the new classification structure. In general, broadbands tend to improve an organization's flexibility and employee involvement in the work. They support cultures that emulate contemporary business values, promote a broad view of work with a focus on ensuring critical business needs are met, and aid employee development. Broadbands also facilitate cross-opportunities, job growth, and organizational effectiveness through:

- Enhanced job mobility;
- Employee skill development;
- Increased management ownership of the compensation program;
- Increased organizational creativity and risk taking capacity; and
- Reduced compensation administration.

For each classification in the system, there is a corresponding broad pay band. The pay bands were established after conducting a benchmark market survey. The bands are found in Attachment B. The bands have an entry salary, a top salary, and an anchor point which will be used for hiring decisions. Salary increases for unrepresented managers and executives will be based on the effective delivery of quality customer service, overall performance, meeting organizational goals and objectives, and contribution to the organization. *Movement upward on the band is based on individual performance.*

Annually, employees who are meeting job expectations or achieving at higher levels will be eligible for a base-building increase ranging from 1% to 3.5%, at the discretion of the Department Head. Annually at the Department Head's discretion, and based on meeting specific criteria, employees rated as "exceptional" may also be eligible for a lump sum (re-earnable, non-base building) performance bonus not to exceed \$3,500. Additionally, an individual manager or a team of managers assigned a significant project with department-wide or countywide impact, and which has measurable outcomes related to improved service delivery, may be eligible for a performance bonus up to \$2,000 upon successful completion of the project.

The Salary Plan (Attachment B) contains provisions for salary on hire, promotion, and temporary promotion. Additionally, the ability to address equity issues that meet specific criteria and the flexibility to adjust bands to ensure they remain competitive are included in the Plan. The provisions are included in the attached Resolution Amending the Classification and Salary Plan for Unrepresented Executive and Management Employees and will be included, where appropriate, in the Civil Service Rules.

Performance Management Summary:

The Performance Management Plan is being designed to link individual employee performance to delivery of customer-focused results. The Plan will be competency and goal driven and connected to the County's ACE values. *Non-performing managers will not be eligible for salary increases and will be placed on a performance improvement plan.* General Performance Management guidelines are included in Attachment C. The Plan will be fully implemented in January 2007 and the first performance-based compensation decisions will occur in December 2007.

Plan Assessment:

To ensure that the Plan presented to your Board for adoption meets its critical objectives and contributes to improved customer service throughout the County, CEO/Human Resources will periodically conduct various assessments and reviews designed to verify that:

- Service improvements are made;
- Hiring/promotional pay decisions reflect sound business decisions and support improved customer service;
- Classification and compensation systems are being administered in accordance with plan guidelines; and
- Application of Performance Management components, including goal setting, and performance rewards, are clearly linked to customer service delivery and overall business results.

Plan Administration:

The CEO and Assistant CEO/Human Resources Director will finalize all administrative aspects of the new system, including the performance management plan and the adoption of the position allocation plan and any Civil Service provisions. Once all administrative aspects have been addressed, the CEO and Assistant CEO/Human Resources Director will implement all aspects of the new systems beginning in late 2006.

Fiscal and Facilities Impacts:

Fiscal impacts for the implementation of the new system and have been included in the Strategic Financial Plan and Budget. Annually, costs for both base-building and non-base building performance pay are estimated at approximately 3.75% or \$1.7M for employees included in this program. This is comparable with the current costs associated with this group of employees.

Attachment A
Classification Plan

**Class Specifications
Leadership Series**

Administrative Leader
Project/Team Leader
Program/Business Leader
Enterprise Leader
Assistant Departmental Leader
Departmental/Corporate Leader

The above classifications include various levels of management in the Fire, Attorney, Physician, and Engineering salary bands:

Administrative Leader encompasses: Entry Level Attorneys

Project/Team Leader encompasses: Journey level attorneys and Fire Battalion Chiefs

Program/Business Leader encompasses: Senior level managing attorneys and physicians; Fire Division Chiefs; and Managing Engineers

DEFINITION

The County of Santa Barbara's management workforce is instrumental to the County's provision of excellent customer service. Managers in the Leadership Series are expected to lead others and model behaviors that exemplify quality customer service. Using professional leadership and technical knowledge, Leaders provide effective and ethical leadership to a vast array of County programs and services. They creatively and strategically plan, develop, and implement programs that use human and financial resources to achieve results. They are accountable for 1) strategy and goal formation consistent with the County's mission and key business objectives; 2) stakeholder engagement; 3) effective internal and external communications and collaboration at multiple levels; 4) employee development; 5) issue and data analysis; and 6) the efficient use of public resources.

COMPETENCIES

All managers are expected to demonstrate the following core competencies, consistent with the position's level in the leadership series and the specific work assignment:

Intensity - Goes after the goal with passion; results-oriented; gets the job done.
Key Concepts – Risk Taker; Results-Oriented; Initiative Driver

Ethical - Does what is right, regardless of temptations and pressures to do otherwise; upholds the public's trust; conducts self according to a set of principles.

Key Concepts – Respect; Trust; Responsible; Fair; Caring

Influence - Through masterful leadership, collaboration, and a keen understanding of the organization, its goals, and the interests of all parties, affects successful outcomes for the organization.

Key Concepts – Engaged; Collaborative; Strategic Orientation; Situational Awareness; Organizationally Savvy; Inspirational; Energizing-Empowering; Team Orientation; Change Agent

Commitment - Successfully builds relationships with and promotes involvement of diverse groups; considers the needs of diverse clients when developing policies and procedures related to service; works closely with diverse groups to identify and deliver services that meet their needs and the strategic objectives of the program; establishes customer service as the single purpose to which all resources are dedicated; focuses on customer needs and delivering the best services possible to the public; committed to public service.

Key Concepts – Public Servant; Customer Service

Interpersonal Leadership - Possesses and uses versatile communication styles and approaches; understands the underlying psychology of why people act as they do and changes approach to affect positive outcomes; builds rapport throughout the organization; develops human potential.

Key Concepts – Staff Development; Communication; Listening; Delegation; Recognition; Buy In.

Resiliency - Is ready, flexible, self-reliant, and has a reputation for finding opportunities in difficult situations; adaptable; takes direct action; leads by example; exhibits tenacity.

Key Concepts – Action-Oriented; Adaptability; Flexibility; Agility; Tenacity; Survivability; Courage; Confidence; Intuition.

Craftsmanship - Rejects the "good enough for government work" attitude; takes ownership of work done and results accomplished; takes pride in delivering quality services to customers; seeks out opportunities to develop new and creative solutions and programs; imagines possibilities; defines a vision, and works to vision into reality.

Key Concepts – Innovative; Imaginative; Inventive; Pride in Work; Accountability; Self-Development; Self Starter.

PERFORMANCE ATTRIBUTES

Leadership positions require demonstrated proficiency in some or all of the performance attributes associated with core competency requirements:

Intensity:

- Highly focused and passionate about achieving strategic business results.
- Leads by personal example; sets the tone for others.
- Sets challenging goals for self and others.
- Sustains organizational initiatives; keeps momentum going.
- Takes and inspires others to take calculated risks connected to strategic objectives to improve performance and achieve challenging goals.
- Through effective questioning, extracts information vital to achieving desired outcomes.

Ethical:

- Does what is "right" even when it is difficult to do so.
- Holds self to a high standard.
- Is trusted by others in the organization.
- Makes fair and unbiased recommendations and decisions that are in the best interest of the organization and the public.
- Takes personal responsibility for decisions.
- Takes personal responsibility for mistakes and failures.
- Treats others with respect at all times.
- Upholds the public trust by adhering to laws and rules while seeking and implementing creative changes that improve efficiency, effectiveness, and customer-service.

Influence:

- Actively promotes teamwork; builds high-performance teams.
- Adept at working through various levels/departments to get the job done.
- Aligns own activities and priorities with organizational needs.
- Communicates organizational vision to others and enlists them in achieving the vision with enthusiasm and commitment.
- Demonstrates a spirit of cooperation in order to achieve large organizational objectives.
- Demonstrates personal enthusiasm for the organization's goals and engages others in the achievement of goals.
- Effectively engages others in undertaking and completing difficult projects and assignments.
- Encourages and empowers others; makes them feel valued and important.
- Views change as an opportunity, embraces change, inspires others to change.
- Energetically drives organizational and cultural changes.
- Exhibits willingness to help colleagues complete their tasks.
- Facilitates collaborative process to resolve issues; seeks joint problem resolution whenever practical.
- Fully understands the organization's informal structures (can identify key personnel, decision makers etc.).
- Responds strategically based on a comprehensive understanding of trends.

- Quickly recognizes and addresses underlying problems, unspoken organizational constraints, opportunities, or political forces affecting the ability to advance certain ideas or strategies.
- Seeks and thoughtfully considers the input of others when addressing challenges or implementing change.
- Shares information and uses persuasion to align individual efforts with organizational business objectives.
- Successfully gains buy-in to difficult changes in direction, policy, or organizational initiatives.

Commitment:

- Builds teams committed to exceeding the expectations of internal and external customers.
- Continually seeks to improve the quality of customer service.
- Demonstrates high commitment to quality public service.
- Resolves customer complaints promptly and professionally without taking the complaint personally.
- Strives to understand the real underlying needs of clients and offers products and services to meet those needs.
- In decision-making, favors those actions that support quality service delivery and/or improved service.
- Accepts accountability for correcting customer service problems.

Interpersonal Leadership:

- Assigns tasks to the person with the right skill set to get the job done, or to free self for higher priorities.
- Confronts others directly, but respectfully about performance problems.
- Consciously works at building rapport.
- Credits others publicly for their accomplishments.
- Ensures that others buy into mission, goals, agenda, climate, tone and policy.
- Expresses positive expectations of others even in difficult cases; believes others want to and can learn.
- Identifies the training and developmental needs of individuals and designs appropriate strategies for developing skills.
- Keeps others informed and up-to-date about the group process; shares all relevant or useful information.
- Networks with many people, at many levels, to ensure future success in achieving goals.
- Perceives the moods and feelings of others; modifies approach and communication style accordingly.
- Sets standards for performance, demands high performance and quality, and insists on excellence.
- Solicits the ideas of others to help form decisions and plans.
- Understands the attitudes, interests, needs, and perspectives of others and uses that knowledge to affect positive outcomes.

- Possesses a sense of humor and uses humor to promote a positive work environment.
- When giving negative feedback, focuses on behavior rather than making it personal; expresses positive expectations for future behavior; gives individualized suggestions for improvement.

Resiliency:

- Anticipates the unexpected and is prepared to confront and overcome issues, obstacles, and adversity in order to achieve end results.
- Demonstrates flexibility in the application of rules or procedures, depending on individual situations, in order to accomplish the organization's bigger objectives.
- Leads others with confidence and assurance.
- Leads with courage, speaks forthrightly, and takes judicious risks.
- Learns from mistakes, analyzes performance to understand failures and improve performance.
- Makes and acts on valid and appropriate decisions in spite of disagreement from others.
- Employs a flexible leadership style; appropriately matches leadership style to individuals and situations.
- Quickly switches gears when organizational priorities shift.
- Responds constructively to problems, challenges and difficult situations.
- Strategically action-oriented (not impulsive).

Craftsmanship:

- Continually seeks opportunities to learn new aspects of the business.
- Continually seeks to explore and implement improvements to process, procedures, and systems to achieve greater efficiency, effectiveness, and customer satisfaction.
- Creates a personal work vision and focuses energy on achieving that vision.
- Effectively garners and allocates the resources needed to achieve results.
- Highly focused on achieving quality results in record time.
- Maintains current knowledge of and promotes the use of contemporary leadership practices.
- Open to the creative and unusual approaches or ideas of others.
- Possesses pride of ownership in all accomplishments.
- Uses a highly creative and productive approach towards projects and solutions.
- Understands current budgeting and financial practices.
- Maintains current knowledge of and promotes the use of contemporary human resources practices.
- Maintains current knowledge of and promotes the use of contemporary information management solutions.
- Maintains current knowledge of and promotes the use of contemporary practices in their occupational field.

MANAGEMENT LEVELS AND EXAMPLES OF DUTIES:

The Leadership series includes management positions at all levels (entry, journey, senior, executive, etc.) and classifications are based on the scope and level of:

- Organizational responsibility
- Authority
- Reporting/supervising relationships
- Decision making and risk taking required
- Expertise
- Independence
- Work performed
- Influence on policy making at either the department or county level

The following class descriptions generally apply to each of the leadership markets: General Management, Executive Management, Attorney/Physician, Fire, and Engineering. As additional leadership markets are defined, the following class descriptions will generally apply.

Administrative Leader

This is a manager who is either new to the management workforce or whose assignments primarily consist of high-level, complex, and analytic staff work. Duties may include: performing management-level staff work including conducting research and performing complex analysis and modeling; functioning as a team member on significant projects producing high level analytic and support work related to the project; taking the lead on important projects that do not include a project team; leading the efforts of project sub-committees; providing direct customer support (internal or external); recommending project outcomes; preparing and monitoring budgets and performance measures; possessing technical expertise in a specific discipline(s); exercising a high level of independence in his/her specific job assignment.

Project/Team Leader

This is a journey-level leader with journey-level skills and abilities who is responsible for a unit, section, or specific function within a County department OR a manager who is responsible for leading significant projects and project teams. This class may or may not supervise others, including Administrative Leaders. Duties may include: leading teams (units/sections) and/or significant departmental projects; taking full leadership responsibility for assigned teams/projects; designing and implementing customer-service solutions and initiatives; ensuring high-quality customer service is delivered by subordinate staff; developing and managing budgets; setting team/project goals and measurements; assuming full accountability for team/project outcomes; obtaining and deploying resources necessary to manage team/project; possessing high levels of expertise in one or more disciplines; exercising a high level of independence in team/project-related decision making.

Program/Business Leader

This is a senior-level management position reporting to executive management and responsible for a significant division within a department (a division is comprised of multiple sections, units, and/or functions) or for managing a core business or service of the department. Duties may include: supervising others, including Administrative and/or Team/Project Leaders; leading a significant departmental program or key service area that may have multiple major programs, projects, and/or functions; making broad policy decisions for the program/business, the work that is performed, and the expansion of services; prioritizing and allocating resources within the program; overseeing program budget development; balancing fiscal priorities; establishing measurements; and assuming accountability for program results; coordinating resources with other programs or departments; setting program goals and measurements; exercising a high level of independent action and decision making at the program level.

Enterprise Leader

This is an At Will manager functioning at either the Team/Project Leader or Program/Business Leader levels. These positions are typically responsible for projects, programs, initiatives, or services that have countywide and/or community wide impacts and involve plans and/or decisions of a policy nature and of key importance to the County having a long term impact. These positions may also reside in specific County departments with department-wide responsibilities at a policy-level. Duties may include: supervising others; leading project teams with team membership from multiple departments, labor organizations, the community, and/or other governmental agencies; full leadership responsibility for assignments; designing and implementing countywide customer service oriented solutions and initiatives; designing and implementing countywide standards, practices, goals, and measurements; leading significant countywide programs, projects, and/or initiatives from inception to execution, and may manage those programs once implemented; establishing project outcomes and measurements; assuming accountability for producing countywide results; formulating and influencing County policy; interacting with and making recommendations to policy makers at the CEO and/or Board level; interfacing with and/or providing support to the Board of Supervisors; garnering resources for projects, programs, and initiatives and prioritizing allocation of resources; preparing, managing, and/or monitoring a budget or a countywide project, program, or initiative; coordinating resources, communication, efforts, and/or service delivery with departments, the community, the Board, and/or businesses/organizations outside County government; exercising a high level of independent action and decision making at the County level.

Assistant Departmental Leader

This is an At Will executive position that functions as an Assistant Department Head and reports directly to the Department Head. Duties may include: functioning as the Department Head in his/her absence; supervising others, including senior-level leadership within the department; interfacing with the CEO and the Board at a policy-making level; leading multiple programs/divisions within a department; responsibility for internal department operations; developing, implementing, and evaluating departmental standards, policies, goals, and outcomes; making broad policy decisions for the department, the work that is performed, and the delivery of customer services; prioritizing and allocating resources within the department; overseeing the development of the department budget; balancing fiscal priorities among divisions, projects, and programs; establishing department performance measurements and assuming accountability for achieving department results; leading multi-disciplinary teams with team membership from multiple departments, labor organizations, the community, and/or other governmental agencies; coordinating resources and decision making with other departments; exercising a high level of independent action and decision making over department operations.

Department/Corporate Leader

This class includes appointed and elected senior executive leaders including Department Heads, Assistant CEOs and Deputy CEOs who may or may not report directly to the County Executive Officer (CEO) or the Board of Supervisors.

Department Heads:

Duties may include: operating in a environment; that includes elected officials, non-elected officials, governmental agencies, community interest groups, and the general public; maintaining a Countywide perspective while leading a specific department; full responsibility for department operations including customer service delivery, community impacts, regulatory compliance, fiscal accountability, performance outcomes, and measurements; setting the vision, mission, priorities, goals, business objectives and values for the department consistent with and stemming from those set by the CEO and Board for the entire County; ensuring alignment of department division, program, project, and individual goals and efforts with department business objectives; ensuring coordination of department efforts with affected internal and external stakeholders

Assistant/Deputy CEO:

Duties may include: Supervising department heads; possessing a Countywide perspective and responsibility for decision making and policy setting at the County level; resolving Countywide issues and leading initiatives that have Countywide impacts; operating in a environment; that includes elected officials, non-elected officials, governmental agencies, community interest groups, and the general public; responsibility for County operations including customer service delivery, community impacts, regulatory compliance, fiscal accountability, performance outcomes, and

measurements; working with the CEO and the Board, setting the County vision, mission, priorities, goals, business objectives, and values; coordinating and implementing Board initiatives; ensuring departments and Countywide projects and initiatives are aligned with County business objectives.

PROFESSIONAL/TECHNICAL COMPETENCIES

A number of Leadership positions require specialized knowledge, technical/professional competencies, licenses, and/or certifications in addition to the core competencies for the job.

Specifically, some assignments may require incumbents to possess some or all of the following:

- Current technical/professional knowledge of the complex principles, methods, standards, and techniques associated with the scope of work of a recognized profession.
- Possession of license(s), and/or certifications associated with the assignment.
- An educational degree in a specific area of study.
- Some positions may require possession of a valid California Driver's License, Class C or higher, by the date of appointment.

MINIMUM QUALIFICATIONS

The Leadership series in the County of Santa Barbara is a competency-based classification structure. Therefore, all candidates must possess the core competencies for the position and have the ability to immediately demonstrate the possession of core competencies and other specific job requirements. It is expected that as one moves upward in the series, incumbents will possess increased experience and/or education. Therefore, all levels in the Leadership series require experience and/or education directly related to the level of leadership and the scope of organizational authority/responsibility required by the position. A combination of college education, experience, and other tests/assessments may be used to determine a candidate's qualifications for a specific job. College level education or training directly related to the competencies and attributes required of the position may be substituted for experience.

OTHER

Some positions require completion of a background investigation to the satisfaction of the County.

REQUIREMENTS

Essential functions of each position will be identified during the recruitment and selection process. Examples of requirements that may be linked to the essential functions of a specific position:

- Access, input, and retrieve information from computer software
- Conduct online research; review materials
- Perform mathematical calculations
- Participate in teleconference or phone calls
- Perform tasks that require frequent input from others or input from the employee him/herself
- Meet with clients offsite or in their offices
- Use logic and analytical skills to reach conclusions; formulate plans
- Stay focused and calm in the face of rapidly changing, difficult, and unexpected situations involving conflict, complexity, and/or controversy

In addition, some positions may be required to:

- Interact with/in emotional, disruptive, or potentially violent clients/situations
- Function in one or more of the following: uneven terrain, construction sites, inclement weather, secure facilities.

Attachment B
Management Compensation Plan

Management Compensation Philosophy

- The County of Santa Barbara's goal is to provide sufficient compensation to attract the talent necessary to provide quality, efficient, effective, and accountable customer service, while responsibly managing financial resources.
- County of Santa Barbara managers should be paid competitively with the market for similar positions (typically, defined as the level of pay to recruit for the required level of expertise). The market usually includes comparable public sector organizations such as cities and counties, other public agencies, and/or private sector positions.
- All compensation earned is based on performance, contribution to the organization, and the delivery of quality customer service.
- Managers who do not meet performance expectations are ineligible for salary increases, and will be placed on an improvement plan and/or provided with a coach. It is anticipated that these efforts will assist the manager in bringing performance to an acceptable level within three to six months. Failure to improve may result in reduction or termination.
- Salary offers will reflect sound business decisions and be adequate to attract the talent required to provide quality service to the community, without being excessive.
- All salary offers will take into consideration:
 - Special departmental needs
 - The skills and experience of the candidate
 - Internal (countywide salary relationships)
 - Budgetary constraints
- Individual manager's salaries can progress to the top of the salary band, based on performance.
- It is anticipated that those whose performance is exceptional will proceed toward the top of the range more quickly than those whose performance is acceptable and who successfully meet job competencies.
- Additional non-base building compensation is available based on exceptional performance, or at the completion of a significant project assigned to an individual manager or a team of managers.
- Market data will be surveyed at least every two years to ensure that salary bands remain competitive.

General Leadership Bands:

Administrative Leader

	Minimum	Anchor	Maximum
Hourly	\$21	\$32	\$35
Monthly	\$3,640	\$5,547	\$6,067
Annual	\$43,680	\$66,560	\$72,800

Team/Project Leader

	Minimum	Anchor	Maximum
Hourly	\$27	\$41	\$45
Monthly	\$4,680	\$7,107	\$7,800
Annual	\$56,160	\$85,280	\$93,600

Program/Business Leader

	Minimum	Anchor	Maximum
Hourly	\$34	\$51	\$56
Monthly	\$5,893	\$8,840	\$9,707
Annual	\$70,720	\$106,080	\$116,480

Enterprise Leader

	Minimum	Anchor	Maximum
Hourly	\$36	\$54	\$59
Monthly	\$6,240	\$9,360	\$10,227
Annual	\$74,880	\$112,320	\$122,720

Executive Leadership Bands:

**Assistant Departmental Leader)
(Assistant Department Heads)**

	Minimum	Anchor	Maximum
Hourly	\$43	\$65	\$71
Monthly	\$7,453	\$11,267	\$12,307
Annual	\$89,440	\$135,200	\$147,680

**Department/Corporate Leader*
(Department Heads, Assistant CEOs
And Deputy CEOs [excludes Sheriff])**

	Minimum	Maximum
Hourly	\$56	\$93
Monthly	\$9,707	\$16,120
Annual	\$116,480	\$193,440

* No anchor point in this band -- CEO/BOS authority to set salary within band

Sheriff Leadership Band:

Executive Leadership - Sheriff

* Anchor Point does not apply to the Sheriff's position

	Minimum	Anchor	Maximum
Hourly	\$62	\$93	\$102
Monthly	\$10,747	\$16,120	\$17,680
Annual	\$128,960	\$193,440	\$212,160

Attorney/Physician Bands:

	Minimum	Anchor	Maximum
Hourly	\$28	\$42	\$46
Monthly	\$4,853	\$7,280	\$7,973
Annual	\$58,240	\$87,360	\$95,680

Administrative Leader - Entry Level Attorney Manager (flex)

	Minimum	Anchor	Maximum
Hourly	\$42	\$63	\$69
Monthly	\$7,280	\$10,920	\$11,960
Annual	\$87,360	\$131,040	\$143,520

Team/Project Leader

	Minimum	Anchor	Maximum
Hourly	\$52	\$78	\$86
Monthly	\$9,013	\$13,520	\$14,907
Annual	\$108,160	\$162,240	\$178,880

Program/Business Leader

	Minimum	Anchor	Maximum
Hourly	\$58	\$88	\$96
Monthly	\$10,053	\$15,253	\$16,640
Annual	\$120,640	\$183,040	\$199,680

Assistant Departmental Leader

Fire Leadership Bands:

Project/Team Leader - Battalion Chief

	Minimum	Anchor	Maximum
Hourly	\$34	\$51	\$56
Monthly	\$5,893	\$8,840	\$9,707
Annual	\$70,720	\$106,080	\$116,480

Program/Business Leader - Division Chief

	Minimum	Anchor	Maximum
Hourly	\$43	\$65	\$71
Monthly	\$7,453	\$11,267	\$12,307
Annual	\$89,440	\$135,200	\$147,680

Assistant Departmental Leader

	Minimum	Anchor	Maximum
Hourly	\$54	\$81	\$89
Monthly	\$9,360	\$14,040	\$15,427
Annual	\$112,320	\$168,480	\$185,120

Engineering Leadership Band:

Program Leader

	Minimum	Anchor	Maximum
Hourly	\$38	\$56	\$62
Monthly	\$6,587	\$9,707	\$10,747
Annual	\$79,040	\$116,480	\$128,960

Compensation Guidelines

Definitions

1. **Promotion** – movement from one class to another that has a higher maximum salary and a higher level of responsibility/authority.
2. **Temporary Promotion** – Promotion of a manager from his/her current classification to a band with a higher maximum salary and higher level responsibilities/authority for a period of time not to exceed 18 months.
3. **Demotion** – Movement to a class with a lower maximum salary and a reduced level of responsibility/authority.
4. **Reassignment** – Movement from one position or assignment to another in the same class band.
5. **Y-Rate** – A pay rate that exceeds the maximum salary for a class.
6. **Base-Building Pay Increase** - Salary increases that move an employee's rate of pay upward on the salary band.
7. **Non-Base Building Pay Increases** – Lump-sum payments that do not move an employee's rate of pay upward on the salary band.
8. There may be situations in which a supervising manager manages a manager within the same classification.
9. No employee's salary may be lower than the entry level of the salary band for the class.
10. Unless a Y-rating situation occurs, no employee's salary may exceed the maximum salary for the band to which he/she is allocated.
11. Performance-based compensation may not result in an employee's salary exceeding the maximum salary of the band to which he/she is allocated.

Salary on Hire:

1. Wherever feasible and practicable, new employees will be hired at the entry level salary of the class.
2. Department Heads have the authority to hire up to the anchor point on the band. Salary offers beyond the anchor point require CEO approval.

3. Advanced salary offers must reflect sound business decisions that can be clearly justified. In making a salary offer determination, Department Heads should consider:
 - a. The business needs of the County
 - b. The experience/skill level of the candidate
 - c. The candidate's possession of skills in demand
 - d. The competitiveness of the market for the particular discipline for which the candidate is being considered
 - e. Budget
 - f. Impact on internal (countywide) salary relationships
4. Salary decisions will be documented by the department and will be subject to periodic auditing by CEO/HR.
5. CEO/Human Resources will periodically audit to ensure compliance with guidelines.

Salary on Promotion:

1. Upon promotion, a department head may grant a salary increase from 0% to 10%, not to exceed the maximum salary on the band.
2. With CEO approval, salary on promotion may be more than 10%, but not to exceed 25% or the maximum salary on the band.
3. In establishing appropriate salary on promotion, Department Heads shall take into consideration:
 - a. Business needs of the department
 - b. The current salary of employee
 - c. Impact on internal (countywide) salary relationships
 - d. Budget
4. CEO/Human Resources will periodically audit to ensure compliance with guidelines.

Salary on Temporary Promotion:

1. In order to address limited term departmental needs, a Department Head may temporarily promote a manager to a higher level management class band for a maximum of 18 months.
2. The Department Head may grant up to a 10% salary increase (not to exceed maximum salary on the band) for the duration of the temporary promotion (up to 25% with CEO approval); however, at the end of the temporary promotion, salary

reverts to previous pay plus any usual salary increases that occurred during the period of the temporary promotion.

Salary on Demotion (Disciplinary and Voluntary Demotions):

When an employee is demoted to a management position in a class with a lower salary range, the employee's salary may be set at any point on the salary band of the lower class, at the discretion of the Department Head.

Performance-Based Salary Increases:

1. Salary increases for managers and executives shall be based on the effective delivery of quality customer service, overall performance, meeting organizational goals and objectives, and contribution to the organization.
2. There may be situations in which a supervising manager's salary is less than a subordinate manager due to:
 - Performance issues
 - Subordinate manager is Y-rated
 - Subordinate manager's profession resides in a different market
3. Based on performance, Department Heads have the authority to ensure a minimum 5% to 10% differential in pay between a manager and the managers he/she directly supervises when the subordinate managers' discipline reside in the same general market/discipline as the supervising manager.
4. Annually, employees rated as successful performers (i.e., meeting job expectations) or exceptional performers (exceeding job expectations) are eligible for a base-building increase. The County will establish annually the funding parameters for base building increases and the specific increase granted to individual managers will be at the discretion of the Department Head, but not to exceed the amount allocated to the department for salary increases. In 2007, the range for performance-based increases is established at 1% to 3.5% based on level of performance. The CEO will periodically review performance-based ranges and adjust as needed.
5. Annually, employees rated as "Exceptional Performers" who have achieved measurable outcomes related to improved customer service delivery are eligible for a lump-sum (re-earnable, non-base building) bonus, at the Department Head's discretion, in increments of \$500, and not to exceed an annual total of \$3,500 per individual.
6. Project Pay – Those managers or team of managers who are assigned a significant project with department-wide or countywide impact, and which has measurable outcomes related to improved customer service delivery, may be eligible for a bonus upon the successful execution of the project. The amount of the bonus may be

established prior to the commencement of the project with specific criteria for successful completion; or a Department Head may award a manager with a bonus upon the completion of a project which is executed in an exemplary way. The amount of the bonus is established within the following parameters:

- Individual Bonus – up to \$2,000, in \$500 increments
- Team Bonus – a maximum of \$1500 per manager (in \$500 increments) not to exceed \$5,000 total for the project.

CEO/Human Resources will periodically audit to ensure compliance with guidelines.

7. **Equity Adjustments** – Once each year (August/September), Department Heads may grant equity adjustments to individual managers, based on specific criteria. No individual may be granted an equity adjustment in excess of 10% of his/her current salary, and no more than 15% of the managers in the department shall receive an equity adjustment in any given year. With proper and significant justification from the requesting department, the CEO may approve individual equity adjustments up to 25% of salary and for up to 25% of the managers in the requesting department. Criteria for equity adjustments may include:

- External market data and increased competitiveness in the marketplace for a particular leadership discipline
- Disparity in internal salary relationships among managers within the same field/discipline
- Compaction
- Position responsibilities and complexity of assignment (as compared to other managers within the same class, in the same department)
- Maintaining appropriate differential between a supervising manager and subordinate managers within generally the same market

CEO/Human Resources will periodically audit to ensure compliance with guidelines.

Market Adjustments:

1. CEO/HR will review benchmarked classes at least biennially (every two years) to ensure salary competitiveness. When there has been a significant upward trend in a management market, CEO/HR may conduct the survey sooner.
2. When the market increases, the CEO may adjust the top of the band up to 20%. Managers' salaries will not be automatically adjusted when the top of the band is adjusted upward; however, the CEO may determine whether it is necessary to

increase some or all managers' salaries at the same time band adjustments are made and may direct CEO/HR to implement said changes.

3. If there has been a downturn in the market, the CEO may adjust salary band(s) downward and Y-rate individual salaries as needed. However, in such cases, the CEO also has the authority to freeze or adjust the salary band upward if it is necessary to maintain appropriate salary relationships between non-management and management classes. Any upward adjustment will not exceed the amount needed to adequately address compaction issues.
4. If the market has remained unchanged, salary band(s) may also remain unchanged unless compaction between management and non-management classes has occurred, in which case the CEO may make an adjustment in the amount necessary to adequately address compaction issues.

Attachment C
Performance Management Plan
Summary

Performance Management Guidelines

Process:

Core and Customized Competencies reflecting the values of accountability, customer-focus, and efficiency are the foundation for each of the components of the performance management system: competency assessment, performance planning, goal setting, skill development, performance evaluation, and performance-based rewards.

1. **Competency Assessment** – Prior to the beginning of the annual performance cycle, each manager will complete an individualized competency assessment. The feedback from the assessment will be used in performance planning and goal setting discussions.
2. **Performance Planning** – Performance planning should occur in October/November of each year and be a collaborative process between the manager and his/her supervisor. Performance planning should include:
 - a. A discussion of each core competency and its applicability to the manager's specific assignment
 - b. A discussion of competency attributes that apply to the manager's assignment and the level at which the manager performance currently reflects those attributes
 - c. A discussion of developmental activities to be undertaken during the year to strengthen the manager's skills
 - d. A discussion of any customized competencies that are directly related to the manager's job assignment, professional discipline, and/or department performance requirements
 - e. Customized competencies, skill development objectives, and any action items agreed upon during performance planning will be recorded on the performance planning form.
3. **Goals** – During the performance planning meeting, managers will also collaboratively set a minimum of two business goals.
 - a. Agreed-upon goals result in one or more of the following measurable or observable outcomes:
 - Creates innovative customer-focused solutions

- Eliminates barriers to service delivery and/or efficiency
 - Reduces costs and/or uses resources more efficiently
 - Increases revenue
 - Enhances the services provided and/or improves the quality or quantity of services already provided
 - Implements a significant department or countywide program or initiative
 - Increases customer satisfaction with services provided
 - Improves agency/department accountability
 - Effectively employs technology to improve service delivery, reduce costs, or eliminate inefficiencies
 - Creates a customer-focused environment within areas managed
- b. The specific goals will be recorded on the performance planning form along with any milestone dates or measurements, final outcome measurements, and target completion dates.
- c. Goals may be modified or changed during the performance cycle.
- d. Performance evaluations will consider goals and goal achievement in the overall assessment of performance.
4. **Employee Performance Reviews (EPR) will:**
- Be synchronized countywide and will be finalized prior to December each year.
 - Be created in a collaborative manner.
 - Focus on the individual's contribution to organizational business objectives and the delivery of service (overall performance will be evaluated including competency/goal achievement, day-to-day activities, and unexpected accomplishments).
 - Focus on customer service delivery through competencies and goals (see page 4).
 - Be web-based.

5. Performance Improvement Plan

- Managers not meeting performance expectations are not eligible for salary increases.
- A six-month Performance Improvement Plan will be implemented for any manager who is not meeting performance expectations. Failure to improve can lead to reduction or termination.

- Sample EPR Format (to be used for performance planning also):

Part I – Competencies

Competency	Rating	Comments
Intensity – Goes after the goal with passion; results-oriented; gets the job done	<input type="checkbox"/> Exceptional <input type="checkbox"/> Successful <input type="checkbox"/> Improvement Needed	Use this section to record developmental action items or developmental goals in performance planning stage; and briefly record outcomes in EPR.
Ethical – Does what is right, regardless of temptations and pressures to do otherwise; upholds the public's trust; conducts self according to a set of principles	<input type="checkbox"/> Exceptional <input type="checkbox"/> Successful <input type="checkbox"/> Improvement Needed	
Influential – Through masterful leadership, collaboration, and a keen understanding of the organization, its goals, and the interests of all parties, affects successful outcomes for the organization	<input type="checkbox"/> Exceptional <input type="checkbox"/> Successful <input type="checkbox"/> Improvement Needed	
Etc.		

Part II – Business Goals

Goal(s)	Applicable Criteria	Outcomes
Use this section to record agreed upon business goals	<input type="checkbox"/> Creates innovative customer-focused solutions <input type="checkbox"/> Eliminates barriers to service delivery and/or efficiency <input type="checkbox"/> Reduces costs and/or uses resources more efficiently <input type="checkbox"/> Increases revenue <input type="checkbox"/> Enhances services provided and/or improves the quality or quantity of services already provided <input type="checkbox"/> Implements significant department or countywide program or initiative <input type="checkbox"/> Increases customer satisfaction with services provided <input type="checkbox"/> Improves agency/department accountability <input type="checkbox"/> Effectively employs technology to improve service delivery, reduce costs, or eliminate inefficiencies <input type="checkbox"/> Creates a customer-focused environment within areas managed	Use this section to record expected outcomes during performance planning and accomplishments in EPR.

6. Rating Categories:

- a. **Exceptional Performer** – Employee's performance substantially and consistently exceeds job expectations. This is a highly skilled individual who has a consistent record of achievements during the evaluation period which render significant service to the organization and its customers. The employee demonstrates the highest level of performance, versatility, reliability, and ethics. Performance is exceptional in all areas of responsibility and garners unexpected accomplishments that are significant in nature. Level of work and initiative demonstrates an organizational perspective and significantly advances organizational business objectives.
- b. **Successful Performer** – Employee's performance meets and often exceeds job expectations. This is a fully competent individual who consistently makes a solid, positive contribution to the organization. Work is quality and reflects a customer-focused perspective. All job requirements are consistently met and there are no critical areas where accomplishments were less than planned.
- c. **Improvement Needed** – Employee's performance is frequently or consistently not meeting multiple core competencies or job expectations, and/or is not achieving established goals. This is an employee who shows a pattern of performance in which he/she fails to meet the standards for expected performance so frequently or to such a degree as to have a significant negative impact on the organization and the delivery of quality customer service.

**ATTACHMENT D
RESOLUTION**

BOARD OF SUPERVISORS
OF THE COUNTY OF SANTA BARBARA

RESOLUTION AMENDING THE
COUNTY OF SANTA BARBARA'S
CLASSIFICATION AND SALARY
PLAN FOR UNREPRESENTED
EXECUTIVE AND MANAGEMENT
EMPLOYEES.

Resolution No. _____

WHEREAS, the Board of Supervisors of the County of Santa Barbara finds that there is good cause for the adoption of the provisions of this Resolution amending the County of Santa Barbara's classification and salary plan for unrepresented Executive and Management Employees;

NOW, THEREFORE, IT IS HEREBY RESOLVED, as follows:

RESCISSION, CONTINUATION AND RESTATEMENT:

The provisions of Resolution 05-196 and all other resolutions and their amendments, except at specified below, establishing a classification and salary plan for unrepresented Executive and Management Employees are hereby rescinded as of the operative date of this Resolution to the extent such resolutions are inconsistent with this Resolution.

The provisions of Resolution 05-196 and all other resolutions and their amendments establishing a classification and salary plan for employees other than unrepresented Executive and Management Employees shall continue in full force and effect.

Resolution numbered 05-183, effective July 4, 2005, establishing a Personnel Benefits Policy for elected officials and employees in certain management and confidential-unrepresented groups as listed in the Resolution 05-183, shall continue in full force and effect.

The provisions of this Resolution, insofar as they are substantially the same as provisions of the aforesaid rescinded Resolutions relating to the same subject matter, shall be construed as restatements and continuations, and not as new enactments.

DEFINITIONS: Words, terms and definitions as used in this Resolution shall have the same meanings as those specifically defined and set forth in Section 27-1 of Chapter 27 of the Santa Barbara County Code as the same now exists or may hereafter be amended.

OPERATIVE DATE: This Resolution shall be operative upon the adoption by the Board of Supervisors of a resolution authorizing departmental position allocations within the classifications established by this Resolution.

CLASSIFICATION AND SALARY PLAN FOR EXECUTIVE AND MANAGEMENT EMPLOYEES.

SECTION NUMBER AND HEADINGS:

1. CLASSIFICATION AND SALARY PLAN
2. CLASS SPECIFICATIONS-LEADERSHIP SERIES
3. SALARY GUIDELINES
4. SALARY BAND TABLES

SECTION 1. CLASSIFICATIONS AND SALARY

- a. There are hereby established such classifications of unrepresented Executive and Management Employees for the County as are hereinafter set forth in Section 2, Class Specifications - Leadership Series, of this Resolution.
- b. Salary payable to persons occupying such positions shall be as set forth in Sections 3 and 4 of this Resolution and as provided for by applicable Civil Service Rules.

SECTION 2. Class Specifications-Leadership Series

- a. The Class Specifications- Leadership Series is hereby established as follows:

The following class descriptions generally apply to each of the following leadership markets: General Management, Executive Management, Attorney/Physician, Fire, and Engineering. As additional leadership markets are defined, the following class descriptions will generally apply. The "Leadership Competencies" separately promulgated by the CEO and Human Resources for the Class Specifications-Leadership Series are hereby included within, and incorporated into the following class descriptions and specifications:

1. Administrative Leader

This is a manager who is either new to the management workforce or whose assignments primarily consist of high-level, complex, and analytic staff work.

2. Project/Team Leader

This is a journey-level leader with journey-level skills and abilities who is responsible for a unit, section, or specific function within a County department OR a manager who is responsible for

leading significant projects and project teams. This class may or may not supervise others, including Administrative Leaders.

3. Program/Business Leader

This is a senior-level management position reporting to executive management and responsible for a significant division within a department (a division is comprised of multiple sections, units, and/or functions) or for managing a core business or service of the department.

4. Enterprise Leader

This is an At Will manager functioning at either the Team/Project Leader or Program/Business Leader levels. These positions are typically responsible for projects, programs, initiatives, or services that have countywide and/or community wide impacts and involve plans and/or decisions of a policy nature and of key importance to the County having a long term impact. These positions may also reside in specific County departments with department-wide responsibilities at a policy-level.

5. Assistant Departmental Leader

This is an At Will executive position that functions as an Assistant Department Head and reports directly to the Department Head.

6. Department/Corporate Leader

This class includes appointed and elected senior executive leaders including department heads, Assistant CEOs and Deputy CEOs who may or may not report directly to the County Executive Officer (CEO) or the Board of Supervisors.

SECTION 3 – SALARY GUIDELINES

The “Salary Bands” for such classifications indicate the basic salary range for each classification as set forth in the tables attached to this Resolution. The salary payable to persons occupying positions within each of these classifications shall be consistent with the Management Compensation Philosophy and the Compensation Guidelines set forth below.

Management Compensation Philosophy

- The County of Santa Barbara’s goal is to provide sufficient compensation to attract the talent necessary to provide quality, efficient, effective, and accountable customer service, while responsibly managing financial resources.
- County of Santa Barbara managers should be paid competitively with the market for similar positions (typically, defined as the level of pay to recruit for the required level of expertise). The market usually includes comparable public sector organizations such as cities and counties, other public agencies, and/or private sector positions.

- All compensation earned is based on performance, contribution to the organization, and the delivery of quality customer service.
- Managers who do not meet performance expectations are ineligible for salary increases, and will be placed on an improvement plan and/or provided with a coach. It is anticipated that these efforts will assist the manager in bringing performance to an acceptable level within three to six months. Failure to improve may result in reduction or termination.
- Salary offers will reflect sound business decisions and be adequate to attract the talent required to provide quality service to the community, without being excessive.
- All salary offers will take into consideration:
 - Special departmental needs
 - The skills and experience of the candidate
 - Internal (countywide salary relationships)
 - Budgetary constraints
- Individual manager's salaries can progress to the top of the salary band, based on performance.
- It is anticipated that those whose performance is exceptional will proceed toward the top of the range more quickly than those whose performance is acceptable and who successfully meet job competencies.
- Additional non-base building compensation is available based on exceptional performance, or at the completion of a significant project assigned to an individual manager or a team of managers.
- Market data will be surveyed at least every two years to ensure that salary bands remain competitive.

Compensation Guidelines

Definitions

1. **Promotion** – movement from one class to another that has a higher maximum salary and a higher level of responsibility/authority.
2. **Temporary Promotion** – Promotion of a manager from his/her current classification to a band with a higher maximum salary and higher level responsibilities/authority for a period of time not to exceed 18 months.
3. **Demotion** – Movement to a class with a lower maximum salary and a reduced level of responsibility/authority.

4. **Reassignment** – Movement from one position or assignment to another in the same class band.
5. **Y-Rate** – A pay rate that exceeds the maximum salary for a class.
6. **Anchor Point** – A designated control point on the salary band which limits new hire salary offers; salary offers may exceed the anchor point with CEO approval.
7. **Base-Building Pay Increase** - Salary increases that move an employee's rate of pay upward on the salary band.
8. **Non-Base Building Pay Increases** – Lump-sum payments that do not move an employee's rate of pay upward on the salary band.
9. There may be situations in which a supervising manager manages a manager within the same classification.
10. No employee's salary may be lower than the entry level of the salary band for the class.
11. Unless a Y-rating situation occurs, no employee's salary may exceed the maximum salary for the band to which he/she is allocated.
12. Performance-based compensation may not result in an employee's salary exceeding the maximum salary of the band to which he/she is allocated.

Salary on Hire:

1. Wherever feasible and practicable, new employees will be hired at the entry level salary of the class.
2. Department Heads have the authority to hire up to the anchor point on the band. Salary offers beyond the anchor point require CEO approval.
3. Advanced salary offers must reflect sound business decisions that can be clearly justified. In making a salary offer determination, Department Heads should consider:
 - a. The business needs of the County
 - b. The experience/skill level of the candidate
 - c. The candidate's possession of needed "hot skills"
 - d. The competitiveness of the market for the particular discipline for which the candidate is being considered
 - e. Budget
 - f. Impact on internal (countywide) salary relationships

4. Salary decisions will be documented by the department and will be subject to periodic review by CEO/HR.
5. CEO/Human Resources will periodically review to ensure compliance with guidelines.

Salary on Promotion:

1. Upon promotion, a department head may grant a salary increase from 0% to 10%, not to exceed the maximum salary on the band.
2. With CEO approval, salary on promotion may be more than 10%, but not to exceed 25% or the maximum salary on the band.
3. In establishing appropriate salary on promotion, Department Heads shall take into consideration:
 - a. Business needs of the department
 - b. The current salary of employee
 - c. Impact on internal (countywide) salary relationships
 - d. Budget
4. CEO/Human Resources will periodically review to ensure compliance with guidelines.

Salary on Temporary Promotion:

1. In order to address limited term departmental needs, a Department Head may temporarily promote a manager to a higher level management class band for a maximum of 18 months.
2. The Department Head may grant up to a 10% salary increase (not to exceed maximum salary on the band) for the duration of the temporary promotion (up to 25% with CEO approval); however, at the end of the temporary promotion, salary reverts to previous pay plus any usual salary increases that occurred during the period of the temporary promotion.

Salary on Demotion (Disciplinary and Voluntary Demotions):

When an employee is demoted to a management position in a class with a lower salary range, the employee's salary may be set at any point on the salary band of the lower class, at the discretion of the Department Head.

Performance-Based Salary Increases:

1. Salary increases for managers and executives shall be based on the effective delivery of quality customer service, overall performance, meeting organizational goals and objectives, and contribution to the organization.
2. There may be situations in which a supervising manager's salary is less than a subordinate manager due to:
 - Performance issues
 - Subordinate manager is Y-rated
 - Subordinate manager's profession resides in a different market
3. Based on performance, Department Heads have the authority to ensure a minimum 5% to 10% differential in pay between a manager and the managers he/she directly supervises when the subordinate managers' discipline reside in the same general market/discipline as the supervising manager.
4. Annually, employees rated as successful performers (i.e., meeting job expectations) or exceptional performers (exceeding job expectations) are eligible for a base-building increase. The County will establish annually the funding parameters for base building increases and the specific increase granted to individual managers will be at the discretion of the Department Head, but not to exceed the amount allocated to the department for salary increases. In 2007, the range for performance-based increases is established at 1% to 3.5% based on level of performance. The CEO will periodically review performance-based ranges and adjust as needed.
5. Annually, employees rated as "Exceptional Performers" who have achieved measurable outcomes related to improved customer service delivery are eligible for a lump-sum (re-earnable, non-base building) bonus, at the Department Head's discretion, in increments of \$500, and not to exceed an annual total of \$3,500 per individual.
6. Project Pay – Those managers or team of managers who are assigned a significant project with department wide or countywide impact, and which has measurable outcomes related to improved customer service delivery, may be eligible for a bonus upon the successful execution of the project. The amount of the bonus may be established prior to the commencement of the project with specific criteria for successful completion; or a Department Head may award a manager with a bonus upon the completion of a project which is executed in an exemplary way. The amount of the bonus is established within the following parameters:
 - Individual Bonus – up to \$2,000, in \$500 increments
 - Team Bonus – a maximum of \$1500 per manager (in \$500 increments) not to exceed \$5,000 total for the project.

CEO/Human Resources will periodically review to ensure compliance with guidelines.

7. **Equity Adjustments** – Once each year (August/September), Department Heads may grant equity adjustments to individual managers, based on specific criteria. No individual may be granted an equity adjustment in excess of 10% of his/her current salary, and no more than 15% of the managers in the department shall receive an equity adjustment in any given year. With proper and significant justification from the requesting department, the CEO may approve individual equity adjustments up to 25% of salary and for up to 25% of the managers in the requesting department. Criteria for equity adjustments may include:

- External market data and increased competitiveness in the marketplace for a particular leadership discipline
- Disparity in internal salary relationships among managers within the same field/discipline
- Compaction
- Position responsibilities and complexity of assignment (as compared to other managers within the same class, in the same department)
- Maintaining appropriate differential between a supervising manager and subordinate managers within generally the same market

CEO/Human Resources will periodically review to ensure compliance with guidelines.

Market Adjustments:

1. CEO/HR will review benchmarked classes at least biennially (every two years) to ensure salary competitiveness. When there has been a significant upward trend in a management market, CEO/HR may conduct the survey sooner.
2. When the market increases, the CEO may adjust the top of the band up to 20%. Managers' salaries will not be automatically adjusted when the top of the band is adjusted upward; however, the CEO may determine whether it is necessary to increase some or all managers' salaries at the same time band adjustments are made and may direct CEO/HR to implement said changes.
3. If there has been a downturn in the market, the CEO may adjust salary band(s) downward and Y-rate individual salaries as needed. However, in such cases, the CEO also has the authority to freeze or adjust the salary band upward if it is necessary to maintain appropriate salary relationships between non-management and management classes. Any upward adjustment will not exceed the amount needed to adequately address compaction issues.
4. If the market has remained unchanged, salary band(s) may also remain unchanged unless compaction between management and non-management classes has occurred, in which case the CEO may make an adjustment in the amount necessary to adequately address compaction issues.

SECTION 4.

SALARY BAND TABLES

General Leadership Bands:

Administrative Leader

	Minimum	Anchor	Maximum
Hourly	\$21	\$32	\$35
Monthly	\$3,640	\$5,547	\$6,067
Annual	\$43,680	\$66,560	\$72,800

Team/Project Leader

	Minimum	Anchor	Maximum
Hourly	\$27	\$41	\$45
Monthly	\$4,680	\$7,107	\$7,600
Annual	\$56,160	\$85,280	\$93,600

Program/Business Leader

	Minimum	Anchor	Maximum
Hourly	\$34	\$51	\$56
Monthly	\$5,893	\$8,840	\$9,707
Annual	\$70,720	\$106,080	\$116,480

Enterprise Leader

	Minimum	Anchor	Maximum
Hourly	\$36	\$54	\$59
Monthly	\$6,240	\$9,360	\$10,227
Annual	\$74,880	\$112,320	\$122,720

Executive Leadership Bands:

**Assistant Departmental Leader)
(Assistant Department Heads)**

	Minimum	Anchor	Maximum
Hourly	\$43	\$65	\$71
Monthly	\$7,453	\$11,267	\$12,307
Annual	\$89,440	\$135,200	\$147,680

**Department/Corporate Leader*
(Department Heads, Assistant CEOs
And Deputy CEOs [excludes Sheriff])**

	Minimum	Anchor	Maximum
Hourly	\$56	\$93	
Monthly	\$9,707	\$16,120	
Annual	\$116,480	\$193,440	

* No anchor point in this band – CEO/BOS authority to set salary within band

Sheriff Leadership Band:

Executive Leadership - Sheriff

* Anchor Point does not apply to the Sheriff's position

	Minimum	Anchor	Maximum
Hourly	\$62	\$93	\$102
Monthly	\$10,747	\$16,120	\$17,680
Annual	\$128,960	\$193,440	\$212,160

Attorney/Physician Bands:

	Minimum	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Maximum
Hourly	\$28									\$42		\$46
Monthly		\$4,853								\$7,280		\$7,973
Annual		\$58,240								\$87,360		\$95,680

Administrative Leader - Entry Level Attorney Manager (flex)

	Minimum	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Maximum
Hourly	\$42									\$63		\$69
Monthly		\$7,280								\$10,920		\$11,960
Annual		\$87,360								\$131,040		\$143,520

Team/Project Leader

	Minimum	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Maximum
Hourly	\$52									\$78		\$86
Monthly		\$9,013								\$13,520		\$14,907
Annual		\$108,160								\$162,240		\$178,880

Program/Business Leader

	Minimum	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Maximum
Hourly	\$58									\$88		\$96
Monthly		\$10,053								\$15,253		\$16,640
Annual		\$120,640								\$183,040		\$199,680

Assistant Departmental Leader

Fire Leadership Bands:

Project/Team Leader - Battalion Chief

	Minimum	Anchor	Maximum
Hourly	\$34	\$51	\$56
Monthly	\$5,893	\$8,840	\$9,707
Annual	\$70,720	\$106,080	\$116,480

Program/Business Leader - Division Chief

	Minimum	Anchor	Maximum
Hourly	\$43	\$65	\$71
Monthly	\$7,453	\$11,267	\$12,307
Annual	\$89,440	\$135,200	\$147,680

Assistant Departmental Leader

	Minimum	Anchor	Maximum
Hourly	\$54	\$81	\$89
Monthly	\$9,360	\$14,040	\$15,427
Annual	\$112,320	\$168,480	\$185,120

Engineering Leadership Band:

Program Leader

	Minimum	Midpoint	Maximum
Hourly	\$38	\$56	\$62
Monthly	\$6,587	\$9,707	\$10,747
Annual	\$79,040	\$116,480	\$128,960

PASSED AND ADOPTED by the Board of Supervisors of the County of Santa Barbara,
State of California, this ____ day of _____, 2006, by the following vote:

AYES:

NOES:

ABSENT:

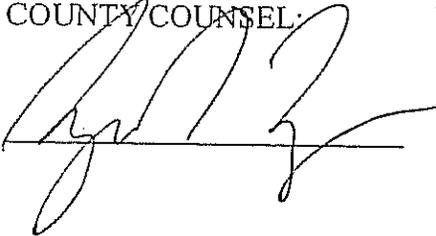
ABSTAIN:

Chair, Board of Supervisors
County of Santa Barbara

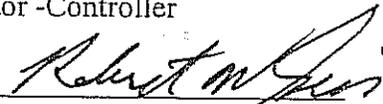
ATTEST:
MICHAEL F. BROWN
CLERK OF THE BOARD

By _____
Deputy Clerk

Approved as to Form
STEPHEN SHANE STARK
COUNTY COUNSEL:



Approved as to Form:
Auditor - Controller

By 

Appendix A Plan Summary

PLAN SUMMARY00
 Modernizing Systems Created More Than 30 Years Ago

Establishes compensation philosophy. Key Concepts:

- Goal to provide sufficient compensation to attract the talent required to provide quality, efficient, effective, and accountable customer service
- Competitive compensation based on performance
- Managers not meeting performance expectations are ineligible for salary increases
- Individual progress on salary band is based on performance; exceptional performers proceed more quickly
- One time, non-base-building compensation available based on exceptional performance, completion of significant project, completion of team-based project

Compensation: Reduce approximately 77 pay ranges to less than 20 broadbands
 Broadband Pay System comprised of entry, top, and anchor point for decision making purposes:

- Performance-based salary increases based on the effective delivery of quality customer service, overall performance meeting organizational goals, objectives, contribution to employer
- Range established annually for performance-based pay decisions 1 - 3.5%, at the discretion of the Department Head
- Individuals not meeting objectives are ineligible for increases
- Annually, employees rated as "exceptional" are eligible for a lump sum (non-base-building, re-earnable) performance incentive not to exceed \$3500
- Managers or teams assigned a significant project with department-wide or countywide impact with measurable outcomes related to improved service delivery eligible for incentives up to \$2000
- Flexibility to make equity adjustments during the year, not to exceed set parameters
- Flexibility to adjust salary bands to match market changes; bands may change – individuals will not move automatically
- Department Head authority to hire/promote up to anchor point

Classification: Reduce approximately 200 classifications to less than 20:

- Managers are expected to lead others and model behaviors that exemplify excellent customer service
- Classes based on:
 - Organizational responsibilities
 - Authority
 - Reporting/supervisory relationships
 - Decision making/risk taking
 - Expertise
 - Independence
 - Work performed
 - Influence on policy making
- Administrative Leader Team/Project Leader; Program/Business Leader; Enterprise Leader; Assistant Department Leader; Department/Corporate Leader; Sheriff Management; Corrections Management; Fire Management; Attorney/Physician Management; Engineering Management

Performance Management:

- Core and customized competencies reflecting the ACE values for the foundation of performance planning, goal setting, skill development, and performance-based rewards.
- EPRs synchronized in December/January each year
- Competency and goal driven
- Goal Criteria includes factors such as:
 - o Creating innovative customer-focused solutions
 - o Eliminating service delivery barriers
 - o Reducing costs or using resources more efficiently
 - o Increasing revenue
 - o Enhancing services provided
 - o Implementing significant program or initiative
 - o Increasing customer satisfaction with services provided
 - o Improving accountability
- Non-performing managers placed on a performance improvement plan

Appendix B

Outreach Efforts

Leadership Project Outreach Efforts

The following steps have been taken to communicate with and involve stakeholders in the Leadership Project:

April 2005 - The Board sets a direction for the County to be an Accountable, Customer-Focused, Efficient organization and directs CEO to move on a path to accomplish that outcome.

June 2, 2005 – Discussed upcoming Project at Department Head meeting.

June 8, 2005 – Correspondence to Department Heads describing the Project and the purpose of it.

Summer 2005 - Met with the CEO to identify management core competencies required to create a customer-focused culture in Santa Barbara County.

July 11, 2005 – Correspondence to all managers and executives describing the Project and the purpose of it.

July 13, 2005 – Correspondence to Department Heads regarding upcoming one-on-one interviews to be conducted.

Summer 2005 – Conducted individual interviews with Department Heads to obtain department perspective on core competencies and the skills specific to department business needs.

July 2005 (South County) – Presentation to Santa Barbara County Management Association on the new countywide project to develop comprehensive Human Resources Business Systems, steps that would be taken, and answer questions.

September 20, 2005 – Correspondence to Department Heads regarding upcoming online survey on core competencies.

October 2005 - Online survey to all County managers and executives to test and validate identified competencies.

October 6, 2005 – Project presentation at Department Head meeting.

October 14, 2005 Management Congress "Leading through Change" – Supervisor Centeno and CEO Michael Brown describe changes in County structure and focus on customer services, and the important role the County's leadership will play in the changes. Congress participants establish definitions of County values: Accountability, Customer-Focus, and Efficiency.

November 2005 (North County) - Presentation to Management Association on the new countywide project to develop comprehensive Human Resources Business Systems, steps being taken, and answer questions.

November 3, 2005 – Project update provided at Department Head meeting.

November – December 2005 – Six focus groups conducted with randomly selected executives and managers from all departments to gain input into classification, compensation, performance management, County values and Mission.

January 9, 2006 - Provided all executives and managers with a summary of focus group results.

January 19, 2006 - Met with Managers Association Executive Board to discuss the status of the project and answer questions.

January 2006 - Online survey to department heads obtaining input into:

- County Mission Statement
- Classification and compensation structure for management
- Performance Management System for management

January – February 2006 - conducted a benchmark survey of various journey level management classes and executive positions.

February 2, 2006 – Provided Department Head survey results at Department Head meeting.

February 23, 2006 – Notified all managers that a Leadership Project website had been established, including an interactive component for asking questions about the project.

February-March 2006 – four Brown Bag events conducted in Santa Barbara and Santa Maria providing Project background, overview, what system would look like, and answered questions about the Project.

March 2, 2006 – Project update provided at Department Head meeting.

March 6, 2006 – Conducted Department Heads working group meeting including discussions about class structure, pay systems, performance management components.

March 21, 2006 – Conducted Department Heads working group meeting including discussions about class structure, pay systems, performance management components.

March 23, 2006 – Correspondence to CEO, Assistant/Deputy CEOs, Department Heads and all managers - Leadership Project Update.

March 27, 2006 – Conducted Manager working group meeting including discussions about class structure, pay systems, performance management components.

April 6, 2006 – Project update provided at Department Head meeting.

April 12, 2006 – Met with Public Works managers to review project, provide update, and explain proposed structure and how it would operate.

April 14, 2006 – Met with Department of Social Services managers to review project, provide update, and explain proposed structure and how it would operate.

April 19, 2006 – Met with Public Health managers to review project, provide update, and explain proposed structure and how it would operate.

April 24, 2006 – Met with Fire, Sheriff, and Parks managers to review project, provide update, and explain proposed structure and how it would operate.

April 27, 2006 – Correspondence to all managers providing an update on the Leadership Project.

April 28, 2006 – Project Update to Executive Leadership.

April/May 2006 – Meetings with Treasurer and Social Services to test sample allocations into new classes for their departments.

May 1, 2006 – Met with Probation managers to review project, provide update, and explain proposed structure and how it would operate.

May 1, 2006 – Met with Treasurer, Auditor-Controller, and Clerk Recorder managers to review project, provide update, and explain proposed structure and how it would operate.

May 4, 2006 – 2nd meeting with managers working group.

May 8, 2006 – Presented Plan overview at SBCMA luncheon, including project update and explaining proposed structure and how it would operate.

May 10, 2006 – Meeting with Public Defender managers to review project, provide update, and explain proposed structure and how it would operate.

May 12, 2006 – Meeting with Child Support Services and Agricultural Commission managers to review project, provide update, and explain proposed structure and how it would operate.

May 24, 2006 – Meeting with ADMHS managers to review project, provide update, and explain proposed structure and how it would operate.

May 31, 2006 – Met with Manager's Working Group to review and discuss Performance Management System components.