

August 2, 2018 revision

Management
Classification and
Salary Plan
(MCSP)REVISED
2018

Attachment II

Management Classification and Salary Plan (MCSP) Appendix A – revised June 2018 and Supersedes all other management classification and salary plan provisions

CLASSIFICATION AND SALARY PLAN FOR EXECUTIVE AND MANAGEMENT EMPLOYEES

SECTION NUMBER AND HEADINGS:

1. CLASSIFICATION AND SALARY PLAN
2. MANAGEMENT CLASSIFICATIONS AND SPECIFICATIONS - LEADERSHIP SERIES
3. COMPENSATION GUIDELINES
4. SALARY SCHEDULES

SECTION 1 CLASSIFICATION AND SALARY PLAN

1. There are hereby established such classifications of unrepresented executive and management employees for the County as are hereinafter set forth in Section 2, of this Resolution, Management Classifications and Specifications - Leadership Series.
2. 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 MANAGEMENT CLASSIFICATIONS AND SPECIFICATIONS LEADERSHIP SERIES

Management Classification Specifications - Leadership Series is hereby established as follows:

The following classification descriptions generally apply to each of the following leadership markets: General Management, Executive Management, Attorney/Physician, Fire, Sheriff, and Engineering. As additional leadership markets are defined, the following classification descriptions will generally apply. The “Leadership Competencies” separately promulgated by the County Executive Officer (CEO) and Human Resources for the Management Classification Specifications - Leadership Series are hereby included within, and incorporated into the following classification descriptions and specifications:

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1. Administrative Leader

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

2. Team/Project 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 classification 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 impact 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 – General

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

6. Assistant Departmental Leader – Specialized (requiring special licensure/certification)

This is an At Will executive position that functions as an Assistant Department Head or a Deputy CEO and reports directly to the Department Head. This position requires special licensure and or certification as determined at the time of recruitment.

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7. Department/Corporate Leader

This classification includes appointed and elected senior executive leaders including Department Heads and Assistant CEOs. Appointed Department/Corporate Leaders are At Will and typically report directly to the CEO and/or the Board of Supervisors.

SECTION 3 – COMPENSATION GUIDELINES

Compensation for managers and appointed executives shall be consistent with the Compensation Guidelines as set forth below:

The salary ranges for such classifications are set forth in the salary schedules in Attachment B and as of April 23, 2018 incorporates unit cash into base pay per the Board of Supervisors March 20, 2018 letter and Resolution – *Conversion of Unit Cash to Base Pay for Certain Groups of Employees*. The salary payable to persons occupying positions within each of these classifications shall be consistent with the Management Total Compensation Philosophy and the Total Compensation Strategy set forth below.

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County of Santa Barbara

Total Compensation Definition

Total Compensation is the sum of salary, cash incentives and allowances, benefits and career development opportunities afforded to employees. It is a strategic approach to effectively recruit, retain, motivate, compensate and create a work environment supportive of high performing leaders. Our Total Compensation Program is designed to reflect the importance of employees' salary, benefits, leadership development, and the County's mission and strategic plan.

SBC Total Compensation Program

SBC is committed to a total compensation strategy inclusive of competitive salary and benefits (including investment in career-related education and training). SBC Total Compensation Program:

- Provides flexibility appropriate for the dynamic challenges facing the County;
- Helps the County compete successfully for diverse candidates with skills, abilities and expertise vital to its mission;
- Establishes pay in consideration of similar public sector service organizations and relevant recruiting markets; and
- Is fiscally responsible
- Enhances employee retention

SBC strives to provide a motivating work environment and encourages senior and executive personal leadership development through on or off the job training and education. As depicted below, Total Compensation encompasses a wide range of rewards to its management, including affiliation with an employer of choice, a job that provides meaningful and rewarding work, a desirable work environment, opportunities for career advancement, competitive pay, benefits and work life balance programs such as telecommuting, administrative leave, flexible work schedules, et cetera.

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SBC Human Resources is charged with implementation, coordination and administration of the Total Compensation Program.

Compensation

Our management compensation program is governed by the Board of Supervisors and is intended to support each department in attracting, retaining, and rewarding excellent and diverse managers. Program objectives are:

- To establish appropriate salaries for positions on the basis of their relative internal worth and external competitiveness within the relevant labor market;
- To reward excellent performance at all levels within budgetary constraints;

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- To provide flexibility in rewarding employees through non-traditional pay practices, incentives, lump sum payments, etc.
- To ensure pay reflects the contribution, content and complexity of work;
- To establish compensation practices, procedures and guidelines that are consistent, fair, flexible, equitable and transparent for current and future workforce;
- To establish compensation policy consistent with the allocation of funds entrusted to SBC.

Benefits

SBC designs and delivers an array of programs to provide employees, retirees and dependents with health, retirement, and other benefits to address various life needs. SBC believes employees are best able to contribute to the accomplishment of the County's mission when they are healthy, happy, secure and able to maintain work-life balance programs such as telecommuting, administrative leave, flexible work schedules, et cetera. SBC is committed to educating employees about their benefits and assisting them in making informed choices.

Our benefits program:

- Provides flexible options to best meet employees' needs and preferences and are responsive to their life events;
- When legally possible and fiscally prudent, offers benefits that enable employees to take advantage of tax-deferred options (457 plan, HSA, FSA);
- Provides information and counseling to help employees make educated decisions about their current benefits and future needs

Numerous factors including, but not limited to, market considerations, fiscal prudence, or regulatory demands may cause SBC to change its compensation and/or benefits practices. Employees should be aware that their benefits may change over time as a result of legislative requirements or SBC Board of Supervisor policy decisions.

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Total Compensation Strategy

The goal of our compensation program is to attract and retain highly qualified and diverse employees within permissible provisions and to be:

- Internally equitable
- Externally competitive
- Fiscally responsible and sustainable
- Legally defensible
- Transparent
- Present and future oriented

Following are the primary areas of consideration when determining compensation:

1. Critical positions having broad based impact
2. Hard to recruit/fill positions that require unique or specialized skills, licensures/certifications and experience, and/or positions with higher than average turnover (retention)
3. Relevant labor market for base and cash benefit salary data
4. Mean and/or median salaries for comparable positions;
5. Industry best practices
6. Commensurate to the classification and work performed
7. The County's desired relationship to the market (+/-10% of mean is considered within market).

SBC will survey the following 9 comparative Counties:

- County of Los Angeles
- County of Marin
- County of Monterey
- County of Orange
- County of San Diego
- County of San Luis Obispo
- County of Santa Cruz
- County of Sonoma
- County of Ventura

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However, for hard to fill positions or positions requiring specialized skills such as IT, Skilled Trades, Nurses, Physicians/Psychiatrists, or Engineers the County MAY utilize relevant City and or private sector labor market data to perform compensation studies of comparable positions.

Total Compensation Strategy **Compensation Guidelines**

A. Definitions

1. **Promotion** – movement from one classification to another that has a higher maximum salary and a higher level of responsibility/authority.
2. **Promotion/assignment within Leadership Classification** – movement from one position to another assignment or position within the same leadership classification and salary band that has a higher level of responsibility/authority and higher salary.
3. **Lateral Transfer/Reassignment within Leadership Classification** – movement from one position to another position within the same leadership classification and salary band that has essentially the same level of responsibility and authority and same pay.
4. **Temporary Promotion** – classification Movement of a manager within the same classification or to a new classification with a higher level of responsibility and a higher maximum salary for a period not to exceed 24 months.
5. **Demotion** – Movement to a classification with a reduced level of responsibility/authority and with a lower maximum salary.
6. **Y-Rate** – A pay rate that exceeds the maximum salary for a classification as defined in Civil Service Rules..
7. **Designated Control Point-** A designated numerical value on a salary range which establishes a limit on new hire and promotional salary.
8. **Base-Building Pay Increase** - Salary increases that move an employee's rate of pay upward on a salary range.

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9. **Non Base-Building Pay** – Compensation awarded that does not move an employee’s rate of pay upward on the salary range (i.e., stipend, lump sum payments, incentives, etc.)

10. **Administrative Leave – an existing non base-building benefit that may be awarded to managers** in classifications exempt from overtime

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11. **Special Project/Interim Assignment Salary** – An increase (base pay, stipend or lump sum) of 5% to 15% up to the Designated Control Point , may be approved by the HR Director and CEO for a manager being assigned certain special projects/ or interim assignments not to exceed 24 months duration. The CEO may approve salary above the Designated Control Point upon recommendation of the Human Resources Director.

Market-Based Compensation - **Compensation based** on prevailing **market** value conditions and comparable agency survey data to attract and retain desired talent.

12. Internal Market – Comparative compensation based on salary data of individuals within the organization in the same classification performing equivalent or similar functions.

13. Internal Equity – Equivalent or similar salary paid to individuals in the same classification performing similar duties in terms of scope, complexity and other relevant variables.

14. Total Cash – Cash exclusive of benefits that make up gross pay.

Notes:

1. There may be situations in which a manager supervises an employee within the same classification.
2. No employee’s salary may be lower than the entry level of the salary range for the classification.

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3. Department Heads have the authority to hire, appoint, assign, promote up to the Designated Control Point on the salary band. Offers above the Designated Control Point require advance HR and CEO approval.
4. Compensation and special project/interim assignment pay may be non base- building; paid in lump sum or incremental stipend pay with advance HR and CEO approval.
5. Unless a Y-rating situation occurs, no employee's salary may exceed the maximum salary for the assigned range. .
6. Performance-based compensation may not result in an employee's salary exceeding the maximum salary of the range to which he/she is allocated.

The County seeks to place all new hires and hires on promotion/temporary assignment at a salary commensurate with skills and experience but does not exceed the Designated Control Point on the salary band. This will allow natural progression and correlation between salary and years of service in the position, allow room for salary growth and align with market value.

7. Non base-building pay such as lump sum, stipend or administrative leave may be applied in lieu of base-building pay when indicated in certain provisions or advance approval the HR Director and CEO.
8. This policy shall be adhered to in the spirit in which it was intended. In the event of a disagreement regarding the intent of the plan, final interpretation of any provision hereinto shall be made by the HR Director and CEO and documented for future implementation

B. Salary on Hire

1. Wherever feasible and practicable, new hire salary will be based on the market relative to internal and external comparisons.
2. Department Heads have the authority to hire up to the Designated Control Point on the salary band. Salary offers above the Designated Control Point require HR and CEO approval prior to making the offer. .

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3. Salary offers will be based on total cash compensation and will reflect sound business decisions and be adequate to attract the talent required to provide quality service to the community, without being excessive.
4. All salary offers will take into consideration:
 - a. Special departmental needs
 - b. Economic factors (i.e. unemployment rate, labor market)
 - c. The skills and experience of the candidate
 - d. Internal equity (Countywide salary relationships)
 - e. Budgetary constraints
 - f. Difficulty recruiting/hard to fill

C. Salary on Promotion

1. Wherever feasible and practicable, salary on promotion will be based on the market relative to internal and external market comparisons.
2. Department Heads have the authority to promote up to the Designated Control Point on the salary range. Salary offers above the Designated Control Point require HR and CEO approval. However, if the incumbent is already above the Designated Control Point, the Department Head may grant a maximum of 10% without HR or CEO approval. Increases shall not exceed the top of the range.
3. Department Heads may request and the HR Director and CEO may approve a one time, lump sum, non base-building hiring incentive payment in accordance with the hiring and promotional incentive policy.
4. Salary offers will be based on total cash compensation and will reflect sound business decisions and be adequate to attract the talent required to provide quality service to the community, without being excessive.
5. All salary offers will take into consideration:
 - a. Special departmental needs
 - b. Economic factors (i.e. unemployment rate, labor market)
 - c. The skills and experience of the candidate
 - d. Internal equity (Countywide salary relationships)
 - e. Budgetary constraints

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- f. Difficulty recruiting/hard to fill

The effective date of all promotions, demotions, and within-range salary changes shall be the first day of the pay period coinciding with or following approval of the action.

D. Salary on Promotion Within Leadership Classification

1. Wherever feasible and practicable, salary on promotion Within Leadership Classification will be based on the market relative to internal and external comparisons.
2. Department Heads have the authority to promote up to the Designated Control Point. Salary offers above the Designated Control Point require HR and CEO approval. However, if the incumbent is already above the Designated Control Point, the Department Head may grant a maximum of 10% without HR or CEO approval. Increases shall not exceed the top of the range.
3. Department Heads may request and the HR Director and CEO may approve a one time, lump sum, non base-building hiring incentive payment in accordance with the hiring and promotional incentive policy.
- 4.
5. Salary offers will be based on total cash compensation and will reflect sound business decisions and be adequate to attract the talent required to provide quality service to the community, without being excessive.
6. All salary offers will take into consideration:
 - a. Special departmental needs
 - b. Economic factors (i.e. unemployment rate, labor market)
 - c. The skills and experience of the candidate
 - d. Internal equity (Countywide salary relationships)
 - e. Budgetary constraints

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f. Difficulty recruiting/hard to fill

The effective date of all promotions, demotions, and within-range salary changes shall be the first day of the pay period coinciding with or following approval of the action.

E. **Salary on Temporary Promotion or Assignment**

1. In order to address limited term departmental needs, a Department Head may temporarily promote a manager to a higher level Leadership Classification for a maximum of 24 months.
2. A Department Head may grant a salary increase of 5% to 15% up to the Designated Control Point for the duration of the temporary promotion. With appropriate justification, HR and CEO approval, salary increase for a temporary promotion may be more than 15% or exceed the Designated Control Point. However, if the incumbent is already above the Designated Control Point, the Department Head may grant a maximum of 10% without HR or CEO approval. At the end of the temporary promotion, salary reverts to previous base pay plus any usual salary increases that occurred during the period of the temporary promotion. In the event incumbent in the temporary promotion position becomes the permanent incumbent through competitive process or authorized appointment, the final promotional salary will be based on the market relative to internal and external comparisons wherever feasible and practical.
3. For short term temporary promotions within Leadership Classification (1-3 months), Department Heads may compensate the incumbent using non base-building method (lump sum payment or, stipend) in an amount not to exceed the Designated Control Point for the work completed during the time frame. Any assignment beyond 3 months must convert to base building pay after the 3 months and will not be retroactive.
4. At the end of the temporary promotion, salary reverts to previous base pay plus any usual salary increases that occurred during the period of the temporary promotion. In the event incumbent in the temporary promotion position becomes the permanent incumbent through competitive process or authorized appointment, the final promotional salary will be based on the market relative to internal and external comparisons wherever feasible and practical.

F. **Salary on Demotion (Disciplinary and Voluntary Demotions)**

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When an employee is demoted to a classification with a lower maximum salary, the employee's salary will be reduced to any point between the minimum and the Designated Control Point of the lower classification which provides for a salary decrease of at least one-percent (1%) of base pay.

If an employee is rejected during the probationary period from a position achieved through promotion or if the employee returns to the lower classification by choice, the employee's salary shall be restored as though the promotion had not occurred. Upon recommendation of the appointing authority, the employee may receive any salary adjustment for which employee would have been eligible by having remained in the former position.

The effective date of all demotions shall be the first day of the pay period coinciding with or following approval of the action.

G. Salary on Leave of Absence

An employee returning from an authorized leave of absence who was eligible for a salary increase during the leave, shall be reviewed by the Department Head within sixty (60) calendar days from the employee's return to work. The evaluation should consider the work completed for the entire rating period. Changes in salary are not effective during a leave but must be effective beginning the pay period following the completion of the review but in no case later than 60 calendar days from the employees return.

H. Supervisory (Compaction) Differential

1. At the time a manager assumes ongoing and long-term supervisory responsibilities over subordinate staff in job classifications in the same general profession or occupation as the manager, and the manager meets the employment standards for the subordinate's job classification, a Department Head may request that the Human Resources Director approve an increase in the manager's salary sufficient to create a 5% differential between the manager and the subordinate not to exceed the top of the salary band.
2. The Manager must assume full time consecutive supervision (not incremental) to qualify for the differential. Both manager and supervisor assignments must be permanent (not interim/temporary).

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3. The Department Head may request a differential after the manager has been in the supervisory role for at least six (6) months. No differential will be retroactive.
 4. Compaction adjustments will not be triggered by the retention adjustment of a subordinate.
 5. There may be situations in which a supervising manager's salary is less than a subordinate staff such as (not an exhaustive list):
 - Performance issues
 - Subordinate staff is Y-rated
 - Subordinate staff profession resides in a different market
 - Subordinate staff received a retention adjustment
 6. The differential will take into account applicable elements of compensation where both employees would otherwise be eligible for that compensation (i.e. bilingual skills, licensure, special duty pays, uniform allowances, etc. when they are applicable to both the subordinate and the manager), excluding overtime, call-in, call-back, shift differential, and standby duty pay.
- I. Management Compensation Pool
1. The management compensation increase shall mirror the negotiated salary increase for the largest general employee union and be allocated to departments as a pool to be distributed for annual salary increases.
 2. The Salary Band for each Leadership Classification will be adjusted by the total negotiated percentage amount to mirror the largest general employee union.
 3. The CEO may designate a percentage of the compensation pool to be used for General Salary Increases (GSI), in alignment with annual management employee performance reviews (EPR). The remainder of the pool may be used at Department Head discretion for Merit Salary Increases (MSI) or Equity Salary Increases (ESI) in alignment with criteria established by HR and the CEO.
 4. The CEO and Human Resources Director will establish and communicate eligibility criteria and guidelines for GSI, MSI and ESI prior to annual EPR's.

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5. GSI, MSI, ESI adjustments will be effective the pay period in which they are approved and will not be retroactive
6. The CEO may set limits on any or all compensation increases given to any one employee.

J.

K. **General Salary Increases (GSI)**

GSI will typically be a set non-discretionary percentage amount of the compensation pool that all managers under this plan will receive with a successful or better EPR and additional criteria established by HR and CEO..

1.

L. **Merit Salary Increase (MSI)**

1. Performance based merit adjustment for managers and executives shall be based on the effective delivery of quality customer service, overall performance, meeting or exceeding organizational goals and objectives, and documented contribution to the organization. The specific increase granted to individual managers will be at the discretion of the Department Head, but shall not exceed the amount allocated to the department for these performance based salary increases

M. **Equity Salary Increase (ESI)**

1. Equity Based Salary increases (ESI) for managers and executives may be based on internal disparity within the department and across County departments for that position and external market. Managers receiving an ESI must have effective delivery of quality customer service, overall performance, meeting and exceeding organizational goals and objectives, and documented contribution to the organization. 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 the equity based salary increases.

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N. Market Adjustment

1. Additionally, Human Resources will conduct a total compensation market survey every two years, or as warranted, to ensure salary ranges reflect the market. When the market rate of pay increases, Human Resources will recommend to the CEO and Board of Supervisors adjustments to management salary band. Upon adoption of adjusted ranges by the Board of Supervisors, the CEO may determine whether it is necessary to increase some or all affected managers' salaries at the time range adjustments are approved and may direct Human Resources to implement any changes. The CEO and HR Director may adjust salaries for managers whose salaries are significantly less than the market rate of pay for similar public sector jobs and/or address internal equity issues with peer managers performing comparable work. The CEO and Human Resources Director will identify eligibility criteria and provide departments with the names of eligible managers and the maximum increase available to each individual.
2. Any manager receiving an increase must be in good standing (i.e. successful rating on performance evaluation, etc.)
3. Market/equity adjustments will be effective the pay period for which they are approved and will not be retroactive.
4. Market salary adjustments may occur over a multi-year period based upon funding by the Board.

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I. Retention Salary Adjustments

1. When a current manager or executive receives a written bona-fide offer of employment from an external organization and when in the best interests of the County, it is necessary to retain a manager or executive within the organization, the Department Head may recommend and the HR Director in consultation with the CEO may approve a salary adjustment, not to exceed the top of the salary range.

The salary adjustment will consider

- a. Criticality of the position (difficult hard to fill)
- b. Impact to the county and community
- c. Ease of replacement (succession/internal interim appointment)
- d. Internal equity
- e. External market

A supervisor recommended retention salary adjustment of a subordinate manager shall not trigger a compaction differential for the supervising (recommending) manager.

O. Retention Incentive Pay-

This one time lump sum incentive pay shall be paid at the end of the fiscal year in which the employee became eligible.

1. Five Years of Service: Employees who have completed five (5) years of consecutive regular service for the County are eligible to receive a one-time lump sum longevity pay of 1.5% of base salary not to exceed \$2500 gross or 20 hours administrative leave within 12 months of award.
2. Ten Years of Service: Employees who have completed ten (10) consecutive years of regular service for the County are eligible to receive one-time lump sum longevity of 2.5% of base pay not to exceed \$5000 gross or 32 hours administrative leave to be used within 12 months of award.
3. Fifteen Years of Service: Employees who have completed fifteen (15) consecutive years of regular service for the County are eligible to receive a one-time lump sum longevity of 5% of base pay not to exceed \$6500 gross or 40 hours administrative leave to be used within 12 months of award..

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Employees receiving retention pay must be in good standing and have a minimum successful rating on the three most recent performance evaluations preceding the award.

This provision will not be applied retroactive.

P. Succession Incentive Pay

To provide the CEO and Board of Supervisors adequate time to plan for the replacement of a hard to fill position due to the anticipated retirement of an incumbent in said position, management employees may be eligible to receive a one-time lump sum succession incentive pay of 5% base pay not to exceed \$10,000 minus applicable taxes upon 12 months written notification of intent to retire. The CEO and Human Resources will establish eligibility criteria. Upon CEO approval of succession incentive pay, incumbent may be required to perform special duties in addition to regular duties during the 12 months to assist with succession planning. Special duties may include training and documentation for knowledge transference, assisting in the recruitment of position or other duties deemed critical to effective succession planning.

. The Succession incentive pay will be payable on the employees final pay check.

Succession incentive pay is not intended to be retirement compensable.
This provision will not be applied retroactive.

Q. Special Project/Extraordinary Assignment Pay

The County Executive Officer (CEO) may grant up to 5% base **pay for the time period worked not to** exceed \$10,000 gross for a manager that has engaged in extraordinary and prolonged duties as a result of a declared natural disaster as defined by the Management Resolution or applicable MOU. A recipient must be in good standing, must have engaged in said activity above and beyond normal and customary duties for a period greater than 4 months. Additionally, an employee may only be a recipient one time in any 24 month period and not subject to receiving overtime compensation for this special project. Recipients will receive the lump sum pay upon completion of the project or assignment or upon 12 months of the assignment whichever is the lesser.

R. Plan Administration

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1. The County Executive Officer, the Auditor-Controller, and the Human Resources Director are hereby directed to provide the necessary administrative procedures to implement the above provisions of this Resolution.

2This policy shall be adhered to in the spirit in which it was intended. In the event of a disagreement regarding the intent of the plan or the interpretation of a provision and its application final interpretation of any provision hereinto shall be made by the HR Director and CEO and documented for future implementation.

2. When rigid adherence to the foregoing principles relating to salary adjustments or appointments would be discriminatory, unfair, or detrimental to the best interests of the County, the County Executive Officer and Human Resources Director may justify a business case and approve and implement salary provisions herein. Any such adjustments may not exceed the top of the salary range.

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SECTION 4 - SALARY SCHEDULES

Management salary schedules are hereby revised as found in Attachment B.

SECTION 5 – CLASSIFICATION LIST

Management classifications are found in Attachment C.

Confidential draft