



BOARD OF SUPERVISORS  
AGENDA LETTER

Agenda Number:

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

**Department Name:** Human Resources  
**Department No.:** 064  
**For Agenda Of:** 10/09/2018  
**Placement:** Departmental  
**Estimated Time:** 45 Minutes  
**Continued Item:** No  
**If Yes, date from:**  
**Vote Required:** Majority

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**TO:** Board of Supervisors

**FROM:** Department Director(s)      Lori Gentles, Human Resources Director, 568-2816  
Contact Info:      Don Nguyen, 568-2823

**SUBJECT:** **Revised Classification and Salary Plan for Unrepresented Executives and Managers**

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**County Counsel Concurrence**

As to form: Yes

Other Concurrence: N/A

As to form:

**Auditor-Controller Concurrence**

As to form: Yes

**Recommended Actions:** That the Board of Supervisors:

- a) Adopt the Resolution in Attachment I revising the Classification and Salary Plan for Unrepresented Executive and Management employees, including Appendix A to the Resolution. (Attachment II contains the tracked changes to the former Resolution); and
- b) In conjunction with the adopted compensation pool for County Unrepresented Executive and Management employees, adjust the Leadership Classification Salary Bands by the total negotiated percentage amount to mirror the largest general employee union SEIU Local 620, by 2.5% effective Pay Period 15, 2019 (FY 19-20), 2.5% effective Pay Period 15, 2020 (FY 20-21) and similarly for subsequent negotiated salary increases.
- c) Adopt the Resolution in Attachment III creating the new Job Classifications of Chief of Staff and Chief of Staff Extra Help; and
- d) Determine that the above actions are government fiscal activities or funding mechanisms which do not involve any commitment to any specific project which may result in potential physical impacts on the environment, and are therefore not a project under the California Environmental Quality Act (CEQA) pursuant to Section 15378(b)(4) of the CEQA guidelines.

**Summary Text:** The recommendations will result in the following changes to the former Classification and Salary Plan for Unrepresented Executive and Management employees and are intended to build upon and enhance the plan adopted in 2016. These recommendations are additional steps to creating an equitable, flexible, and fiscally responsible plan that supports the County’s recruitment and retention of high quality, diverse employees and,

- Reinforces the alignment of Unrepresented Executive and Management Pay increases with those granted to the County’s largest represented employee group
- Adjusts the Leadership Classification Salary Bands by the total negotiated percentage amount to mirror the largest general employee union SEIU Local 620
- Reduces the percentage spread in the salary bands from approximately 65% to between approximately 45- 49% to align with industry standards
- Establishes a new classification and salary range for Board of Supervisors Chief of Staff
- Allocates the five (5) Chiefs of Staff to the new classification to better reflect occupational titles and duties
- Adds, clarifies or introduces new language in the following sections of Appendix A:
  - Section 2 – Management Classifications and Specifications Leadership Series
  - Section 3 – Compensation Guidelines
    - Section 3A – Definitions and Notes
    - Section 3B – Salary on Hire
    - Section 3C – Salary on Promotion
    - Section 3D – Salary on Promotion Within Leadership Classification
    - Section 3E – Salary on Temporary Promotion or Assignment
    - Section 3F – Salary on Demotion (Disciplinary and Voluntary Demotions)
    - Section 3G – Salary on Leave of Absence
    - Section 3H – Supervisory (Compaction) Differential
    - Section 3I – Management Compensation Pool
    - Section 3J – General Salary Increase (GSI)
    - Section 3K – Merit Salary Increase (MSI)
    - Section 3L – Equity Salary Increase (ESI)
    - Section 3M – Market Adjustment
    - Section 3N – Retention Salary Adjustments
    - Section 3O – Retention Incentive Pay
    - Section 3P – Succession Incentive Pay
    - Section 3Q – Special Project/Extraordinary Assignment Pay
    - Section 3R – Plan Administration

**Background:**

At Board and CEO direction to build upon and enhance the classification and salary plan for unrepresented executive and management employees, HR consulted with key stakeholders and consultants to establish a fiscally responsible salary and classification structure that:

- Attracts and retains talent
- Enables the County to be competitive with the labor market
- Addresses internal equity
- Enables flexibility and movement through the salary bands
- Adjusts the salary bands in alignment with negotiated employee salary increases
- Reinforces performance management and accountability
- Updates the County’s Compensation Philosophy to include total compensation and relevant labor market

The outcome is a transparent market-driven management classification and salary plan that 1) has clear parameters and accountability for hiring managers, 2) incorporates appropriate fiscal controls, and 3) is based on relevant market data and reinforces the concepts of total compensation. In addition, these revisions provide existing managers the ability to move through the salary bands and make adjustments to mitigate compaction.

**Fiscal and Facilities Impacts:**

Budgeted: Yes **Fiscal Analysis:**

PLAN COMPONENT	FUNDING SOURCE	FY 2018-2019	FY 2019-20	FY 2020-2021
.83% Pickup of Pre-PEPRA Pensionable income	General Fund	(144,349)	(147,557)	(150,846)
	Non-General Fund	(128,007)	(130,853)	(133,769)
2.5% Pay for Performance Effective July 1, 2019	General Fund		808,200	808,200
	Non-General Fund		716,700	716,700
.83% Pickup of Pre-PEPRA Pensionable income	General Fund		(131,552)	(134,840)
	Non-General Fund		(116,659)	(119,576)
2.5% Pay for Performance Effective June 29, 2020	General Fund			828,400
	Non-General Fund			734,600
.83% Pickup of Pre-PEPRA Pensionable income	General Fund			(134,840)
	Non-General Fund			(119,579)
Increases due to adjusting the salary band minimums upward*	General Fund	47,092	47,092	47,092
<b>TOTAL</b>		(225,264.00)	1,045,371.00	2,341,542.00
*All affected employees are funded through the General Fund				

General Fund and Non-General Fund sources. Increased costs for adjusting the salary band minimums upward are due to seven (7) employees whose current salaries are slightly below the new proposed minimum salaries for their classifications. These increases are relatively minor and will be absorbed within the FY18-19 adopted budget and will be incorporated into future recommended budgets. There is no fiscal impact as a result of creating and implementing the new Chief of Staff job classification. Costs for the Special Project/Extraordinary Assignment Pay are one time and have no on-going compounding effect.

**Special Instructions:**

Please return one (1) copy of each of the approved and signed Resolutions, as well as one (1) copy of the minute order, to Stefan Brewer, Position Control Division, Human Resources Department.

**Attachments:**

**Attachment A – Resolution:** Classification and Salary Plan for Unrepresented Executive and Management Employees including:

**Appendix A:** Classification and Salary Plan for Executive and Management Employees (untracked)

**Attachment B – Appendix A:** Classification and Salary Plan for Unrepresented Executive and Management Employees (tracked)

**Attachment C – Salary Resolution:** Establishment of Chief of Staff job classification

**Attachment D – Presentation**

**Authored by:** Lori Gentles, 568-2816

**cc:**