



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:** December 7, 2021  
**Placement:** Administrative  
**Estimated Time:** N/A  
**Continued Item:** No  
**If Yes, date from:**  
**Vote Required:** Majority

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**TO:** Board of Supervisors

**FROM:** Department Maria Elena De Guevara, Human Resources Director  
Director(s) 805-568-2800  
Contact Info: Erin Jeffery, Employment & Workforce Planning Division Chief  
805-568-2808

**SUBJECT:** Changes to Benefits and Compensation for Management Employees

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**County Counsel Concurrence**

As to form: Yes

Other Concurrence: N/A

As to form: Select\_Concurrence

**Auditor-Controller Concurrence**

As to form: Yes

**Recommended Actions:**

That the Board of Supervisors:

- a) Adopt Attachment A which revises the Management Classification and Salary Plan for Unrepresented Executive and Management Employees (Attachment B contains the tracked changes to the former Management Classification and Salary Plan for Unrepresented Executive and Management Employees); and
- b) Adopt the Resolution in Attachment C which amends the Personnel Benefits Policy for Management and Confidential-Unrepresented Employees (Attachment D contains the tracked changes to the former Policy); and
- c) Determine pursuant to California Environmental Quality Act (CEQA) Guidelines Section 15378(b)(4) that the above actions are government fiscal activities which do not involve any commitment to any specific project which may result in a potentially significant physical impact on the environment, and are therefore not a project subject to environmental review.

**Summary Text:**

Approval of the recommended actions approves changes to the Management Classification and Salary Plan (MCSP) for Unrepresented Executive and Management Employees based on feedback from various stakeholders regarding management compensation and approves changes to the Personnel Benefits Policy for Management and Confidential-Unrepresented Employees (Management Resolution) to codify certain

benefits previously approved by the Board of Supervisors on October 5, 2021 and November 2, 2021, and aligns bilingual pay and floating holiday hour provisions with recently approved labor agreements.

**Discussion:**

There are multiple documents regarding management compensation. County Human Resources (CoHR) is systematically approaching revisions and changes to these documents, with the overarching goal to streamline the documents and arrive at a single comprehensive Management Compensation Resolution. CoHR has outlined a multi-phased approach towards addressing management compensation with the intent of establishing 5-step occupationally based pay ranges similar to those available to most represented employees. There are three phases. Phase I is to deal with the present and immediate issues. Phase II will be to receive and evaluate the management consultant's report and recommendations regarding occupational groups and corresponding step ranges. Phase III will be full implementation and integration with the Enterprise Resource Planning system. CoHR will return to the Board with the results of Phase II.

The first phase includes changes that address immediate operational challenges such as equity, recruitment, and retention. Phase I has two objectives. First, is to change the compensation structure for managers as an interim step towards aligning the management compensation structure to one that provides general wage increases as well as the opportunity for performance based-pay increases equivalent to a "half step" (or 2.5%). This compensation structure will be effective in Pay Period 2022-15.

The second objective is to implement recommended changes to benefits and management compensation as a step toward consolidating to a single resolution. CoHR invited a few Department Heads, Assistant Department Heads, departmental HR Managers, and representatives from CEO Budget to participate in a workgroup to make recommended changes to the MCSP. The recommended changes are as follows:

1. Simplify content of the MCSP to be consistent with other resolutions and agreements.
2. Realign safety management positions in the Fire and Probation departments to receive the same general wage increases as Firefighters Local 2046 and the Probation Peace Officers Association (PPOA) to address compaction issues.
3. Eliminate the following pay provisions from the MCSP:
  - a. Retention Salary Adjustment;
  - b. Retention Incentive Pay (longevity pay);
  - c. Succession Incentive Pay
4. Amend the Extraordinary Disaster pay provisions to a 12-month eligibility. This payment is limited to individuals who are ineligible for emergency overtime and is granted at the discretion of the County Executive Officer for engaging in extraordinary and prolonged duties as a result of a declared natural disaster.
5. Establish an equity process for departments to request Equity Review and Adjustment.
6. Codify provisions previously approved by the Board of Supervisors on October 5, 2021 and November 2, 2021:
  - a. Increases to tuition and textbook reimbursement starting in 2022;
  - b. Temporary increases to vacation maximums;
  - c. Recognition of the Juneteenth Holiday;
  - d. Changes to dependent health care subsidy starting in benefit plan year 2023.
7. Align bilingual pay and floating holiday provisions for management employees with the terms recently approved for five labor groups.

**Background:**

In 2006, the County moved to a broad-band system for management classification and compensation, eliminating traditional occupational categories and a traditional “step system” provided to non-managers. This new structure reduced County management job classifications and salary ranges from 200 and 77 respectively, down to less than 20 classifications and salary broad-bands. Soon after the adoption of the new system, the Great Recession occurred and the system, as conceived, was no longer funded and functioning as intended.

Without a “step system” most management employees have not advanced beyond a general wage increase (similar to a cost-of-living increase). In some departments, the existing system is a disincentive for employees to enter into management or to stay with the County. It is critical for the County to rethink its management compensation structure to ensure better retention, performance, skill and career development, as well as succession planning, particularly given the post-pandemic workplace challenges and opportunities facing most employers including the County. Many employers will have to face higher than usual vacancies due retirements, resignations, an increasingly competitive labor market, and higher employee expectations. Establishing a competitive management compensation will position the County as an employer of choice.

**Fiscal and Facilities Impacts:**

Budgeted: Yes

**Fiscal Analysis:**

Narrative: The cost of implementing the recommended interim change to management compensation in Pay Period 2022-15 is approximately \$2 million for all funds in the first fiscal year, of which approximately half would be for the General Fund. This change results in providing management employees the same general wage increases as negotiated with the bargaining groups and the possibility of performance-based increases equivalent to 2.5%. The CEO incorporated the estimated increase for the General Fund into the FY 22-23 Budget Development Report and five-year forecast and increases will be factored into departmental budgets as part of the FY 22-23 budget development process. CEO Budget Division will be reviewing the management consultant’s report upon completion for fiscal impacts related to any further changes proposed in the compensation structure. The cost of implementing the recommended adjustment to the bilingual allowance for managers to align with SEIU Local 620 is approximately \$9,700 for the remainder of FY 21-22.

**Special Instructions:**

Please send one copy of the minute order and signed Resolution to Erin Jeffery, Employment & Workforce Planning Division Chief at [emjeffery@countyofsb.org](mailto:emjeffery@countyofsb.org)

**Attachments:**

- Attachment A: MCSP Changes Not Tracked
- Attachment B: MCSP Changes Tracked
- Attachment C: Resolution Changes Not Tracked
- Attachment D: Resolution Changes Tracked

**Authored by:**

Erin Jeffery

**cc:**

Mona Miyasato, County Executive Officer

Rachel Van Mullem, County Counsel

Betsy Schaffer, Auditor-Controller

Department Heads

Assistant CEOs