

**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. SALARY COMPENSATION GUIDELINES
4. SALARY SCHEDULES/BAND TABLES

SECTION 1. CLASSIFICATIONS 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, of this Resolution.
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

The Management Classification 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, Sheriff, and Engineering. As additional leadership markets are defined, the following class descriptions will generally apply. The "Leadership Competencies" separately promulgated by the County Executive Officer (CEO) and Human Resources for the Management 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 and/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 or a Deputy CEO and reports directly to the Department Head.

6. Department/Corporate Leader

This class includes appointed and elected senior executive leaders including department heads and, Assistant CEOs. Appointed Department/Corporate Leaders, ~~and Deputy CEOs who may or may not typically~~ report directly to the CEO and/or the Board of Supervisors.

SECTION 3 – SALARY COMPENSATION GUIDELINES

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

The “Salary Bands” salary ranges for such classifications indicate ~~the basic salary range for each classification as are~~ set forth in the salary schedules in Attachment B the tables attached to. 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 typically focuses on usually includes comparable public sector organizations ~~such as cities and counties, other public agencies, and/or private sector positions~~ and comparable classifications within those organizations.
- 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.
- Market data will be surveyed at least every two years to ensure that salary bands ~~ranges~~ remain competitive.

Compensation Guidelines

A. 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~~ salary range 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~~ management classification.
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~~ salary range which ~~limits~~ may limit 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~~ salary range.
8. **Special Project/Assignment Salary** – A differential of 5% or 10% that may be approved by the CEO for a manager being assigned certain special projects or assignments not to exceed 18 months duration.

Notes:

1. There may be situations in which a supervising manager ~~manages~~ supervises a manager within the same classification.
2. No employee's salary may be lower than the entry level of the salary ~~band~~ range for the class.
3. Unless a Y-rating situation occurs, no employee's salary may exceed the maximum salary for the ~~band~~ range to which he/she is allocated.
4. Performance-based compensation may not result in an employee's salary exceeding the maximum salary of the ~~band~~ range to which he/she is allocated.

B. Salary on Hire

1. Wherever feasible and practicable, new employees will be hired at the entry salary for the class.
2. Department heads have the authority to hire up to the anchor point on the ~~band~~salary range. 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 Human Resources.
5. Human Resources will periodically review to ensure compliance with guidelines.

C. Salary on Promotion

1. Upon promotion, a department head may grant a salary increase from ~~05%~~ to 10%, not to exceed the maximum salary on the ~~band~~range.
2. With appropriate justification and 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. Human Resources will periodically review to ensure compliance with guidelines.

D. 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 ~~position band~~ for a maximum of 18 months.
2. A department head may grant ~~up to a~~ salary increase of 5% to 10% salary increase (not to exceed maximum salary ~~on the band of the range~~) for the duration of the temporary promotion. With appropriate justification and CEO approval, salary increase for a temporary promotion may be more than 10% (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.

E. 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 will be reduced to any point between the minimum and the anchor point of the range for the lower class which provides for a salary decrease. Upon the recommendation of the department head and the approval of the Human Resources Director, the salary of the employee may be set at any point on the salary range that provides for a decrease in pay. ~~may be set at any point on the salary band of the lower class, at the discretion of the Department Head.~~

F. ~~Compaction 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 35% differential between the manager and the subordinate.
2. 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.

G. Performance-Based (Merit) 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.~~
- 4.3. Annually, employees rated as successful performers (i.e., meeting job expectations) or exceptional performers (exceeding job expectations) are eligible for a performance-based salary increase. The County will establish annually the total amount of funding, or pool, for these salary increases. 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 these performance-based salary increases. Effective January 2015/2016, performance-based increases tied to managers' performance evaluations—managers rated successful or exceptional on their 2015 performance evaluation, and who have been employed by the County in a management position for a minimum of six months, will be eligible for a performance-based increase of a minimum of may range from 0% to a maximum 3-56%, not to exceed the top of the range. These increases may be made in no less than quarter-percent increments, and the total merit increases provided shall not exceed five-hundred dollars (\$500) per department beyond the total amount allocated for such increases by the Board of Supervisors. The CEO will periodically review this performance-based salary policy and make recommendations to the Board of Supervisors for adjustments as needed.
- 5.4. CEO/Human Resources will periodically review to ensure compliance with guidelines.

H. Market/Equity Adjustments –

1. Once Upon funding by the Board of Supervisors, once each year (August/September), Department Heads may grant equity adjustments to individual managers—department heads may request salary increases 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.

~~2. The CEO and Human Resources Director will identify eligibility criteria and, based on specific criteria, provide departments with the names of eligible managers and the maximum increase available to each individual. 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.~~

~~2. 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.~~

~~3. Based on the information provided, department heads may submit salary adjustment requests to Human Resources for review and recommendation to the CEO. Additional names that do not meet the criteria for a market/equity adjustment may also be submitted for consideration with a justification for the requested increase.~~

~~4. Market/equity adjustments will be effective the pay period in which they are approved and will not be retroactive.~~

I. Retention Adjustments:

1. A manager or executive who is assigned to lead a significant special project or assignment within his or her existing job classification may receive a differential of 5% to 10% at the request of the department head and the approval of the CEO. Such assignments will be for a duration of no less than 30 days and no more than 18 months. At the end of the assignment, salary will revert to previous pay plus any usual salary increases that occurred during the special assignment.
2. When in the best interests of the County, it is necessary to provide additional compensation to retain a manager or executive within the organization, the Human Resources Director may recommend and the CEO may approve a salary adjustment, not to exceed the top of the salary range.
- 4.3. Human Resources will conduct market surveys at least bi-annually, and as warranted, to ensure salary ranges continue to reflect the market. When the market rate of pay increases, Human Resources will recommend to the Board of Supervisors adjustments to management salary ranges. Upon adoption of adjusted ranges by the Board of Supervisors, the CEO may determine whether it is necessary to increase some or all managers' salaries at the time range adjustments are made and may direct Human Resources to implement any changes.

J. Plan Administration

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.
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 off-cycle salary adjustments in order to attract and retain talent in the organization. Any such adjustments may not exceed the top of the salary range.

J. Market Adjustments

- ~~1. 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 SCHEDULES

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

PASSED AND ADOPTED by the Board of Supervisors of the County of Santa Barbara, State of California, this ____ day of _____, ~~2006~~2015, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

JANET WOLF
Chair, Board of Supervisors
County of Santa Barbara

ATTEST:
MONA MIYASATO
CLERK OF THE BOARD

By _____

Deputy Clerk

Approved as to Form
MICHAEL C. GHIZZONI
COUNTY COUNSEL:

Approved as to Form:
Auditor-Controller

By _____