



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:** 11/07/2023  
**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 Maria Elena De Guevara, Human Resources Director ext.82817  
Director:  
Contact Info: Erin Jeffery, Finance & Workforce Planning Chief ext.82800

**SUBJECT:** Management Classification & Compensation Plan Project Update

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**County Counsel Concurrence**

As to form: Yes

**Other Concurrence:**

As to form:

**Auditor-Controller Concurrence**

As to form: N/A

**Recommended Actions:**

That the Board of Supervisors:

- a) Receive update on the previously authorized Management Classification and Compensation project.
- b) Accept the proposed executive and management classification structure and the additional compensation components (Attachment A).
- c) Direct County Human Resources (CoHR) to finalize all administrative aspects of the new Management Classification and Compensation structure, and to prepare any modifications to the Civil Service Rules and Resolutions.
- d) Determine that the above actions are exempt from the California Environmental Quality Act (CEQA) pursuant to CEQA Guidelines Section 15378(b)(5), because they consist of government funding mechanisms and/or other 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.

**Summary Text:**

Receipt and approval of the recommended actions will allow the County Department of Human Resources (CoHR) to move forward with a newly proposed Executive and Management Classification and Compensation structure and make changes to all governing documents associated with the new structure in preparation for the Workday Human Capital Management system go-live date.

**Discussion:**

On December 7, 2021, CoHR presented the Board with a three-phase project plan to address management compensation with the intent of establishing 5-step occupationally based pay ranges similar to those available to most represented employees. Since receiving approval for the project in December 2021, CoHR has worked with outside consultants, established an internal work group, met with all County department heads, modeled job family groups and drafted proposed job classifications. CoHR also administered Position Description Questionnaires which were sent to more than 300 County managers to gather information about their job assignments in order to assist CoHR in mapping current assignments to a new classification and compensation structure. A SharePoint site was created, which contained Frequently Asked Questions (FAQs) and CoHR held “Open Office Hours” to answer any questions for managers about the questionnaires for communication and engagement.

Phase I of the project changed the compensation structure for managers as an interim step towards aligning the management compensation structure to one that provided general wage increases to managers as well as the opportunity for performance based-pay increases. Additional actions approved by the Board in Phase I are listed below:

- Increased Bilingual Pay
- Codified Juneteenth Holiday and Floating Holiday
- Eliminated Retention, Succession and Longevity Pay
- Established an interim process for Merit Salary Increases, General Wage Increases and Equity Reviews

Phase II was to receive and evaluate the management consultant’s report and recommendations regarding market, occupational groups and corresponding step ranges. The consultants report helped frame the design of the proposed Executive and Management classification and compensation structure.

As a part of Phase II, CoHR, with input from all stakeholders, is proposing new management and executive level job family groups and classification levels summarized in Attachment A, as well as the following additional compensation components to create a classification and compensation structure that better aligns with the market:

- A 5% allowance for managers possessing a Certified Professional Accountant (CPA) or Certified Public Fiscal Officer (CPFO) or similar certification which is directly related to the job assignment
- Designate an administrative leave bank of 40 hours for management and 80 hours for executives
- Establish a benchmark market defined at or below 7% of comparably positioned coastal counties
- Establish a compaction percentage of 5%- 10% between management levels
- Establish Special Duty Allowances of 5% and 10% for Executive Management succession planning

Impacts of Proposed Model:

- Clarity and equity on working titles & wage progression
- Salary Bands aligned with market and internal equity
- No pay reduction for incumbents
- County remains competitive and incentivizes movement into a leadership role

Upon board review and direction, CoHR will move the project into Phase III for full implementation and integration with the Human Capital Management phase of the Enterprise Resource Planning system (Workday).

**Fiscal Analysis:**

The costs associated to the proposed changes will not be fully known until the implementation of the Workday system. The FY 2023-24 Adopted Budget sets aside ongoing General Fund resources for this purpose. Costs incurred by non-General Fund departments will be funded by those respective funds.

**Attachments:**

- A. Job Family Groups & Classifications Levels & Additional Compensation
- B. Management Classification & Compensation Project Presentation

**Authored by:** Yvonne Torres, Assistant HR Director

**cc:** Mona Miyasato, County Executive Officer  
Rachel Van Mullem, County Counsel