



SANTA BARBARA COUNTY
HUMAN RESOURCES
COMMITTED TO PEOPLE





Management Classification and Salary Plan Revisions

Board of Supervisors Presentation

October 9, 2018





Project Scope

In collaboration with key stakeholders, HR continued to enhance the salary and classification structure designed to:

- Attract and retain talent
- Enable the County to be competitive with the labor market
- Enable flexibility and movement through the salary band
- Reinforce performance management and accountability



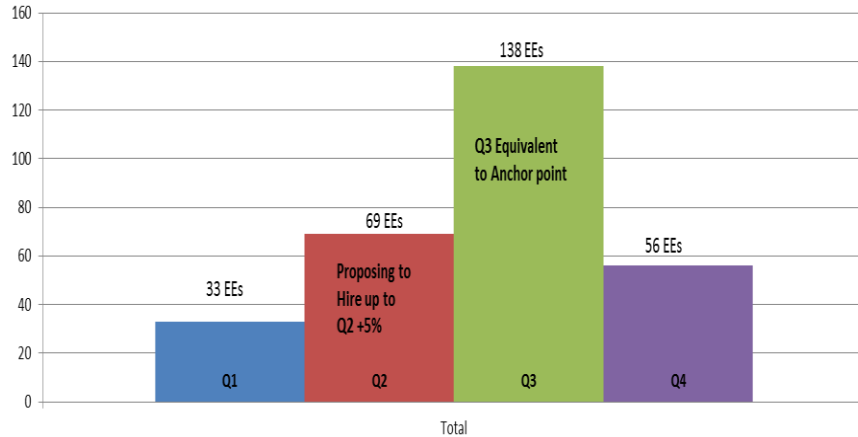
Success To Date

- Implemented New Designated Control Point
- Addressed Equity Issues
- Minimized Ongoing Expenditures Non Base Building Pay
- Implemented Longevity Pay (Retention)
- Minimized Compaction Issues
- Leveraged Succession Incentive Pay

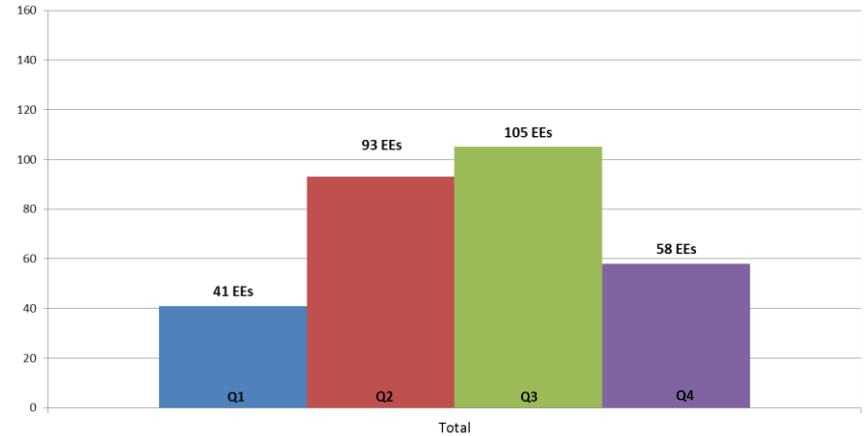
SMART BOS and CEO Policies Yield Measurable Results

Results...Progress...

2016 Skewed Distribution



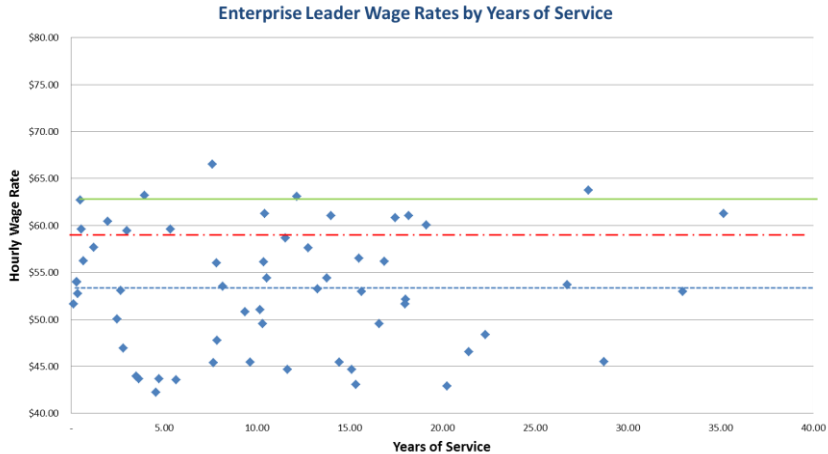
2018 Normal Distribution



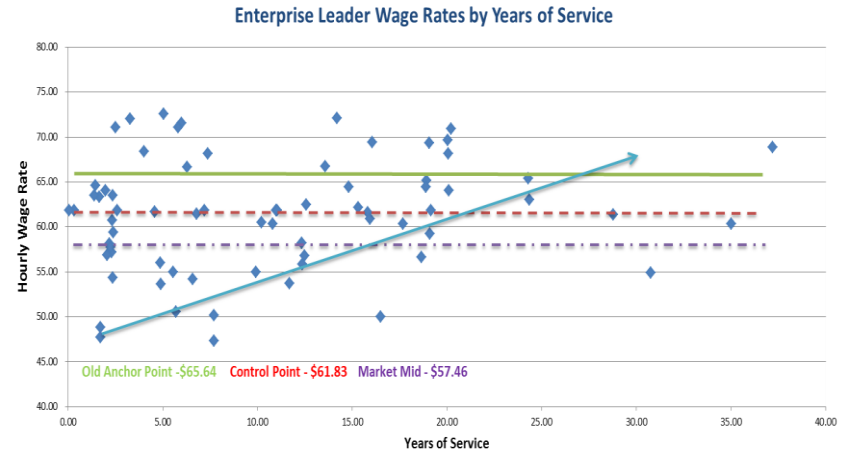
Systematic Policy Changes Work!

Results...Progress...

2016 Random Salary Approach



2018 Structured Salary Approach



A healthy salary structure reveals a positive correlation between salary and years of service

Retention (Longevity) Incentive

How likely is it that you/your co-workers would stay with the County for an additional year if it meant receiving the incentive?

38.46% Somewhat Likely

53.84% Very Likely - Absolutely



One More Year of Service Increases ROI!



4 Key Recommended Changes

- Normalize percentage spread in Salary Band from 60% to between 45-49%
- Adjust the Leadership Classification Salary Bands by the negotiated percentage increase and market data
- Establish new classification and salary bands for Board of Supervisors Chief of Staff
- Add Special Project/Extraordinary Assignment Pay

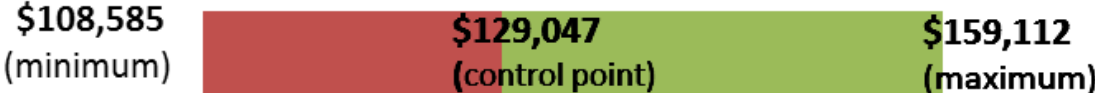


Normalized Salary Band

Current Enterprise Leader – 60.75% Spread

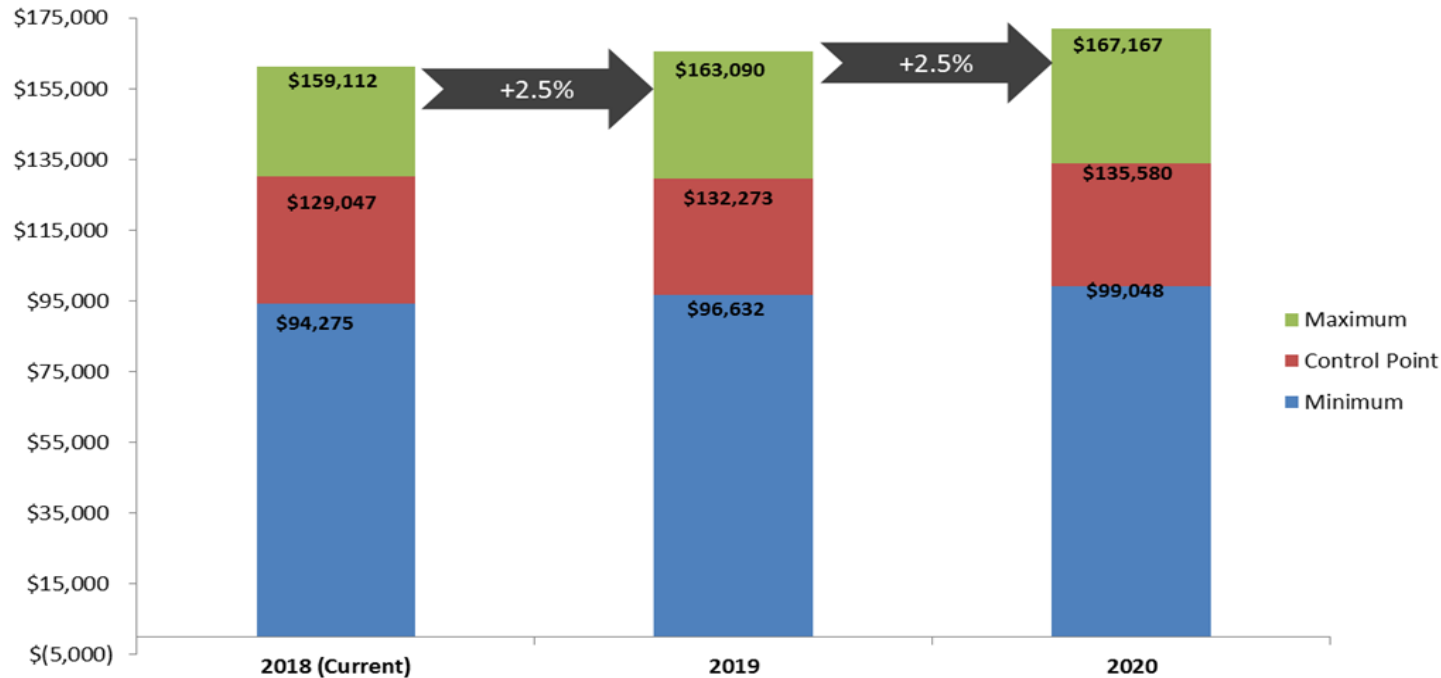


Proposed Enterprise Leader – 46.5% Spread





Enterprise Leader Salary Band Adjustment





Chief of Staff- Salary Band

Comparable Agency Market Average



Proposed Chief of Staff Salary Band



NOTE: Market average is based on a survey of the adopted comparable counties conducted on 9/4/2018

The new salary band aligns with market data and does not adversely affect current staff



Special Project/Extraordinary Assignment Pay

- Reserved for CEO Utilization
- Declared Disaster
- Not Eligible for Overtime
- One Time Non Base-Building Pay



Summary and Recommendations

- Adjust Salary Bands by Negotiated Percentage

Avoid Employees Topping Out
Keep Pace With Market

Additional Costs: Zero

- Normalize Salary Bands Spread

Realistic Earning Potential
Market Based
Affects 7 employees

Additional Costs: Approximately \$47K

FY 19/20 & 20/21

- Establish new classification & salary bands for Board of Supervisors Chief of Staff

Market Based
Reflects Current Reality

Additional Costs: Zero

- Add Special Project/Extraordinary Assignment Pay

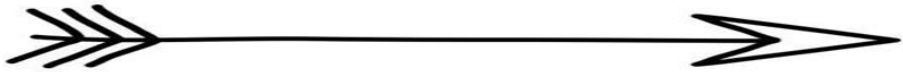
Flexible Compensation Tool
Address Unusual Disaster Related Circumstance(s)

Additional Costs: Variable



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
TOTAL		(225,264.00)	1,045,371.00	2,341,542.00
*All affected employees are funded through the General Fund				



KEEP MOVING
FORWARD

