



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: 12/5/06
Placement: Administrative
Estimate Time:
Continued Item: NO
If Yes, date from:
Vote Required: Majority

TO: Board of Supervisors
FROM: Department Director(s) Michael F. Brown, County Executive Officer
Susan Paul, Assistant CEO/HR Director
Contact Info: Jeri Muth, Assistant HR Director, 568-2816
Theresa Duer, Deputy HR Director 568-2822
SUBJECT: Leadership Project: Allocation of Executives and Certain Managers into Leadership Classifications

County Counsel Concurrence:

As to form: Yes No N/A

Auditor-Controller Concurrence:

As to form: Yes No N/A

Other Concurrence: N/A

As to form: Yes No N/A

Recommended Action(s):

That the Board of Supervisors:

1. Adopt the attached resolution (Attachment A) allocating executive and certain management positions to new Leadership classifications effective December 4, 2006.
2. Adopt the attached Resolution sections amending the benefits policy for elected Department Heads (Attachment B) effective December 4, 2006.
3. Adopt the attached resolution (Attachment C) to designate certain positions as specified in Section 5 of Resolution No. 06-206 as exempt from the Civil Service System in accordance with Section 27-25(a), 11 of the Santa Barbara County Code effective December 4, 2006.
4. Adopt the attached resolution (Attachment D) setting the compensation for certain elected officials effective December 4, 2006.

Summary:

The recommendations implement system reforms that incorporate the County's organizational values of Accountability, Customer-Focus, and Efficiency (ACE) and support the Board's vision to provide exceptional customer service countywide.

In June 2005, CEO/Human Resources began a project to streamline and modernize the County's Human Resources systems (classification, compensation, and performance management) and connect employee

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performance to pay and customer-focused business results. The Project produced streamlined business systems that provide greater flexibility and responsiveness that will help move the County forward in creating a customer-focused culture. The outlined recommended actions provide for the initial allocation of executives and certain management positions into new Leadership classifications and exempts certain CEO Project Manager positions from the County's Civil Service System.

Background:

In approximately June 2005, the Leadership Project was initiated for the purpose of realizing the Board's vision to create a customer-focused culture in Santa Barbara County government and to support, strengthen, and implement Accountability, Customer-Focus, and Efficiency (ACE) which are intrinsic elements of quality customer service.

The effort to reform the County's current system has been underway for approximately eighteen months with the overall goal of improving service through exceptional leadership practices. Outreach to develop the new system has been extensive and inclusive and has involved managers, Assistant Department Heads, and senior executives from throughout the organization in the design of the new Leadership classification, compensation, and performance management systems.

On June 14, 2006, the Board adopted the new classification and salary plan for executive and management employees to take effect upon the allocation of executives and managers into the new classifications. The competency-based Leadership classifications already adopted are based on core leadership competencies and the scope of authority and responsibility of the job. The new classifications provide Department Heads with greater flexibility in organizing their respective departments' management workforce and in assigning work. With implementation of the new system, hiring and promoting individuals is based upon their level of competency, demonstration of those identified leadership competencies, and the ability to deliver exceptional customer service. Further, advancement in salary is connected to an individual's performance, contribution to the organization, and the achievement of business results instead of across-the-board pay increases.

The County Executive Officer and CEO/Human Resources recommend the allocation of executive and certain management positions into the new Leadership classifications and compensation system.

Lastly, the recommendation is made to adopt changes to certain sections of the Management Resolution amending the benefits policy for elected Department Heads. Including the Auditor-Controller, Clerk-Recorder-Assessor, District Attorney, Sheriff, and Treasurer-Tax Collector, there are five elected Department Heads. The recommended changes align benefits for these positions with other County Department Heads. These changes are set forth in Attachment B.

Fiscal Impact

The estimated cost of allocating the specified positions into the appropriate Leadership classifications for the remainder of FY 2006-2007 is approximately \$69,361 and \$138,721 for FY 2007-2008. The portion associated with Retirement costs is estimated at \$18,983.

Performance Measures:

Fiscal and Facilities Impacts:

Budgeted: Yes No

Fiscal Analysis:

<u>Funding Sources</u>	<u>Current FY Cost:</u>	<u>Annualized On-going Cost:</u>	<u>Total One-Time Project Cost</u>
General Fund			
State			
Federal			
Fees			
Other:			
Total	\$ -	\$ -	\$ -

Narrative:

Staffing Impact(s):

Legal Positions:

FTEs:

Special Instructions:

Please return one copy of the signed resolution to Susan Kean, Human Resources Department.

Attachments:

Authored by:

cc: