

County of Santa Barbara

Management Classification  
and Salary Plan (MCSP)

REVISED ~~2021~~2022



COUNTY OF SANTA BARBARA  
HUMAN RESOURCES

**CLASSIFICATION AND SALARY PLAN  
FOR EXECUTIVE AND MANAGEMENT EMPLOYEES**

**A. Salary on Hire**

1. Wherever feasible and practicable, new hire salary will be based on the market relative to internal and external comparisons.
2. Department Heads have the authority to hire up to the Designated Control Point on the salary band. Salary offers above the Designated Control Point require County Human Resources (CoHR) approval prior to making the offer.
3. Salary offers will be based on total cash compensation and will reflect sound business decisions and be adequate to attract the talent required to provide quality service to the community, without being excessive.
4. All salary offers will take into consideration:

The skills and experience of the candidate  
Departmental equity (salary relationships within the department)  
Internal equity (Countywide salary relationships)  
Budgetary constraints  
Difficulty recruiting/hard to fill

**B. Salary on Promotion**

1. Promotion is the movement from one classification to another that has a higher maximum salary and a higher level of responsibility/authority. Wherever feasible and practicable, salary on promotion will be based on the market relative to internal and external market comparisons.
2. Salary on Promotion must be reviewed and approved by CoHR in advance of the promotion.
3. Department Heads may request and the HR Director and CEO may approve a one time, lump sum, non base-building hiring incentive payment in accordance with the hiring and promotional incentive policy.
4. Salary offers will be based on total cash compensation and will reflect sound business decisions and be adequate to attract the talent required to provide quality service to the community, without being excessive.
5. All salary offers will take into consideration:

The skills and experience of the candidate  
Departmental equity (salary relationships within the department)  
Internal equity (Countywide salary relationships)  
Budgetary constraints  
Difficulty recruiting/hard to fill

The effective date of all promotions, demotions, and within-range salary changes shall be the first day of the pay period coinciding with or following approval of the action.

### **C. Salary Increase Within Management Classification**

1. This is movement within the same management classification and salary band due to a change in assignment that has a higher level of responsibility and/or authority. Wherever feasible and practicable, Salary Increase within Management Classification will be based on the market relative to internal and external comparisons.
2. Department Heads may request to increase an employee's salary within their existing management classification salary band due to increased responsibilities or increased scope of the assignment; such requests must be reviewed and approved by CoHR before any assignment and salary changes are effective. Increases shall not exceed the top of the range.
3. Department Heads may request and the HR Director and CEO may approve a one time, lump sum, non base-building hiring incentive payment in accordance with the hiring and promotional incentive policy.
4. Salary offers will be based on total cash compensation and will reflect sound business decisions and be adequate to attract the talent required to provide quality service to the community, without being excessive.
5. All salary offers will take into consideration:

The skills and experience of the candidate  
Departmental equity (salary relationships within the department)  
Internal equity (Countywide salary relationships)  
Budgetary constraints  
Difficulty recruiting/hard to fill

The effective date of all promotions, demotions, and within-range salary changes shall be the first day of the pay period coinciding with or following approval of the action.

### **D. Salary on Temporary Promotion or Interim Assignment**

1. In order to address limited term departmental needs, a Department Head may temporarily promote or assign on an interim basis a manager to a higher level management classification or temporarily assign additional duties within the incumbent's existing management classification for a maximum of 12 months.
2. A Department Head may grant a salary increase up to the Designated Control Point for the duration of the temporary promotion/interim assignment. With appropriate justification and CoHR approval, the salary increase for a temporary promotion/interim assignment may exceed the Designated Control Point. However, if the incumbent is already at or above the applicable Designated Control Point, the Department Head may grant a maximum of 10% without CoHR approval. A

manager/executive in a Temporary Promotion/Interim Assignment is eligible to receive performance-based pay increases during the period of the temporary promotion/interim assignment.

When the incumbent returns to their customary assignment at the conclusion of the temporary promotion/interim assignment, their salary shall be restored with all adjustments which would have occurred had the temporary assignment not been made. In the event incumbent in the temporary promotion/interim assignment becomes the permanent incumbent through competitive process or authorized appointment, the salary will be in accordance with Sections B or C above.

#### **E. Salary on Demotion (Disciplinary and Voluntary Demotions)**

When an employee is demoted to a classification with a lower maximum salary, the employee's salary will be reduced to any point between the minimum and the Designated Control Point of the lower classification which provides for a salary decrease except upon approval of the HR Director.

If an employee is rejected during the probationary period from a position achieved through promotion or if the employee returns to the lower classification by choice, the employee's salary shall be restored as though the promotion had not occurred. Upon recommendation of the appointing authority, the employee may receive any salary adjustment for which employee would have been eligible by having remained in the former position.

The effective date of all demotions shall be the first day of the pay period coinciding with or following approval of the action.

#### **F. Salary Increase on Leave of Absence**

Performance based pay increases are not effective during an authorized leave of absence unless the employee was evaluated within thirty (30) calendar days prior to commencement of the leave. Performance based pay increases must be effective beginning the pay period following the completion of the evaluation.

#### **G. 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 5% differential between the manager and the subordinate not to exceed the top of the salary band.

2. An employee in a management classification must assume full time consecutive supervision (not incremental) to qualify for the differential. Both assignments must be permanent (not interim/temporary).
3. No differential will be retroactive.
4. There may be situations in which the employee in a management classification's salary is less than a subordinate staff such as (not an exhaustive list):

Performance issues

Subordinate staff is Y-rated

Subordinate staff profession resides in a different market

5. 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 employees), excluding overtime, call-in, call-back, shift differential, and standby duty pay.

#### **H. Management Classification Salary Bands and Pay for Performance Increases**

1. The Salary Bands for Management Classifications will be adjusted by the total negotiated percentage amount to mirror the corresponding employee unions as referenced below. Effective in the same pay period as the corresponding employee union agreements, salaries for employees in management classifications will be increased by the corresponding across the board wage increases:
  - a. Fire Managers and Assistant Department Heads will be increased by the total negotiated across the board wage increase for Fire Fighter's Local 2046;
  - b. Probation Managers and Assistant Department Heads will be increased by the total negotiated across the board wage increase for Probation Peace Officers Association;
  - ~~b-c.~~ The single incumbent position of Undersheriff will be increased by the total negotiated across the board wage increase for Sheriff's Managers Association;
  - ~~c-d.~~ All Appointed Department Heads, non-safety Assistant Department Heads, and ~~E~~e employees in non-safety management classifications will be increased by the total negotiated across the board wage increase for the largest employee union group.
2. Pay for Performance Increases: Performance based merit adjustment for managers and executives shall be based on the effective delivery of quality customer service, overall performance, meeting or exceeding organizational goals and objectives, and documented contribution to the organization. The CEO and HR Director will establish and communicate eligibility criteria and guidelines for pay for performance increases prior to EPRs.
3. Salary adjustments will be effective the pay period in which they are approved and will not be retroactive.

## **I. Equity Salary Increase (ESI)**

Equity Based Salary increases (ESI) for managers and executives may be based on internal disparity within the department and across County departments for that assignment. As soon as practicable upon approval by the Board of Supervisors, and then annually thereafter no later than November 1, Department Heads may request Human Resources approval of an ESI based on internal equity; each request will be evaluated by Human Resources, and if approved, will be effective in Pay Period 1. The cost of the ESI must be absorbed within the department's existing budget. Managers receiving an ESI must have effective delivery of quality customer service, minimum successful overall performance rating in their most recent performance evaluation, demonstrated success in meeting and exceeding organizational goals and objectives, and documented contribution to the organization.

## **J. Market Adjustment**

Human Resources will conduct a market survey to ensure salary ranges reflect the market; the County considers +/- 10% of mean to be within market.

When the market rate of pay increases, Human Resources may recommend to the CEO and Board of Supervisors an adjustment is made to the management salary band. Upon adoption of adjusted ranges by the Board of Supervisors, the CEO may determine whether it is necessary to increase some or all affected managers' salaries at the time range adjustments are approved and may direct Human Resources to implement any changes. The CEO and HR Director may adjust salaries 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. The CEO and Human Resources Director will identify eligibility criteria and provide departments with the names of eligible managers and the maximum increase available to each individual.

Any manager receiving an increase must be in good standing (i.e. successful rating on performance evaluation, etc.).

Market adjustments will be effective the pay period for which they are approved and will not be retroactive.

Market salary adjustments may occur over a multi-year period based upon funding by the Board.

SBC will survey the following eight (8) comparator Counties:

County of Marin  
County of Monterey  
County of Orange  
County of San Diego  
County of San Luis Obispo

County of Santa Cruz  
County of Sonoma  
County of Ventura

However, for hard to fill positions or positions requiring specialized skills such as IT, Skilled Trades, Nurses, Physicians/Psychiatrists, or Engineers the County MAY utilize relevant City and or private sector labor market data to perform compensation studies of comparable positions.

#### **K. Retention Incentive Pay**

This one time lump sum incentive pay shall be paid at the end of the fiscal year in which the employee became eligible. Service milestones achieved in FY 21-22 will be the last payments made under this plan provision; once those payments have been issued, this provision will terminate.

1. **Five Years of Service:** Employees who have completed five (5) years of consecutive regular service for the County are eligible to receive a one-time lump sum longevity pay of 1.5% of base salary not to exceed \$2500 gross or 20 hours administrative leave within 12 months of award.
2. **Ten Years of Service:** Employees who have completed ten (10) consecutive years of regular service for the County are eligible to receive one-time lump sum longevity of 2.5% of base pay not to exceed \$5000 gross or 32 hours administrative leave to be used within 12 months of award.
3. **Fifteen Years of Service:** Employees who have completed fifteen (15) consecutive years of regular service for the County are eligible to receive one-time lump sum longevity of 5% of base pay not to exceed \$6500 gross or 40 hours administrative leave to be used within 12 months of award.

Employees receiving retention pay must be in good standing and have a minimum successful rating on the three most recent performance evaluations preceding the award.

This provision will not be applied retroactive.

#### **L. Special Project/Extraordinary Assignment Pay**

The County Executive Officer (CEO) may grant up to 5% base pay for the time period worked not to exceed \$10,000 gross for a manager that has engaged in extraordinary and prolonged duties as a result of a declared natural disaster as defined by the Management Resolution or applicable MOU. A recipient must be in good standing, must have engaged in said activity above and beyond normal and customary duties for a period greater than 4 months.

Additionally, an employee may only be a recipient one time in any 12 month period and not subject to receiving overtime compensation for this special project or declared disaster.

**M. 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.

This policy shall be adhered to in the spirit in which it was intended. In the event of a disagreement regarding the intent of the plan or the interpretation of a provision and its application final interpretation of any provision hereinto shall be made by the HR Director and CEO and documented for future implementation.

2. When rigid adherence to the foregoing principles relating to salary adjustments, special pays, 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 salary provisions herein. Any such adjustments may not exceed the top of the salary range.