



**Human Resources &
Development Dept.
COUNTY OF TULARE
AGENDA ITEM**

BOARD OF SUPERVISORS

ALLEN ISHIDA
District One

CONNIE CONWAY
District Two

PHILLIP A. COX
District Three

J. STEVEN WORTHLEY
District Four

MIKE ENNIS
District Five

AGENDA DATE: October 30, 2007

Public Hearing Required	Yes	☐	No	☐	N/A	X
Scheduled Public Hearing w/Clerk	Yes	☐	No	☐	N/A	X
Published Notice Required	Yes	☐	No	☐	N/A	X
Advertised Published Notice	Yes	☐	No	☐	N/A	X
Meet & Confer Required	Yes	☐	No	X	N/A	☐
Electronic file(s) has been sent	Yes	X	No	☐	N/A	☐
Budget Transfer (Aud 308) attached	Yes	☐	No	☐	N/A	X
Personnel Resolution attached	Yes	X	No	☐	N/A	☐
Resolution, Ordinance or Agreements are attached and signature line for Chairman is marked with tab(s)/flag(s)						
	Yes	☐	No	☐	N/A	X

CONTACT PERSON: Tim Huntley, HR Director PHONE: 733-6266

SUBJECT: Adoption of Salary Bands for specified Job Classifications and Amendment to Administrative Regulation No. 32.

REQUEST(S):

That the Board of Supervisors:

1. Adopt the proposed Salary Bands for specified Job Classifications, (Attachment A), effective October 28, 2007.
2. Authorize the County Administrative Office and Human Resources & Development Department to assign by job code and job classification incumbents (County Department Heads/Agency Directors and Managers) to the designated Salary Band, using their current salary amount.
3. Amend Administrative Regulation No. 32, "Salary Bands", (Attachment B) to reflect policy changes as outlined in this Item.

SUMMARY:

The Board of Supervisors adopted Administrative Regulation (AR) No. 32, effective August 1, 2006, which sets forth the concept and policy of Salary Bands as a compensation method. Since the adoption of AR 32 the County Administrative Officer and Human Resources Director have been refining policies relating to establishing salaries within the bands, formulating the actual band levels, consulting on proposals with the Department and Assistant Department Heads, and resolving disparity issues within the County organizational structure. This item contains the results of these efforts and recommendations on implementation of Salary Bands.

Historically, in local government there are two traditional salary setting methods. The five Step Plan in which a new employee is typically appointed at Step 1 and moves up the pay scale over three and one-half years with periodic pay increases in 5% increments until they reach Step 5. The other methodology is a Flat Rate, the pay for which is modified based on general pay increases, sometimes described as cost-of-living increases.

In recent years however, the Salary Band concept has been introduced and adopted by local government agencies, and is generally applied to executive and senior management levels. A salary band has both a minimum and maximum dollar limit on the compensation for a specified job classification, or designated by position. There are no pay steps nor are there any scheduled periodic changes to compensation ie cost-of-living adjustments. The appointing authority may appoint an individual to any dollar amount within that band. Further, the appointing authority has discretion as to when and how much pay increase(s) may be granted. This system is useful in associating pay with performance. The County has in the past couple of years, approved some positions in salary bands. This Item formalizes the structure and defines the application of the Salary Band concept.

In addition to the attached Administrative Regulation No. 32, the following amendments to the Salary Band policy and AR 32 be adopted:

1. It is proposed that salary increases within a Salary Band be limited to no more than a 10% increase in any fiscal year, inclusive of any general cost-of-living increase granted in that fiscal year. The dollar amount of the Bands, both the minimum and maximum amount, shall be adjusted annually or when a cost-of-living adjustment has been granted;
2. There will be six (6) Salary Bands established and compensation set as shown on Attachment A;
3. The County Administrative Officer will have the authority to grant increases for Department Heads/ Agency Directors, subject to approval by the Board of Supervisors;
4. The Department Heads/ Agency Directors will make recommendations on salary increases for specified subordinate positions, as described within the adopted listing for Salary Bands, subject to approval by the County Administrative Officer.
5. Vacant positions will be evaluated to determine what dollar range within the band will be authorized for recruitment purposes and the County Administrative Officer, subject to Board approval, may appoint within that salary band;
6. In the event of a reclassification or reorganization, if a major change in duties results from that action, the limitation to a 10% increase in a fiscal year may not apply when a higher salary increase is warranted.

7. In Fiscal Year 2007-08 the limitation of a 10% increase shall not apply to the following six positions and job classifications which did not receive the cost of living adjustment granted in December 2006 (for FY 2006-07) due to the fact that these classifications were in a pending status in anticipation of the Bands being adopted. The classifications include: Chief Information Technology Officer, the County Fire Chief, the Assistant HHSA Directors of Human Services, Administrative Services, Health Services and Mental Health Services.

Initially, the Department Heads/Agency Directors and senior management will not receive a salary increase by this action. The impacted employees will be reclassified into the designated Salary Band, using their existing salary. Over time, the County Administrative Officer will make increases to impacted management employees within the Salary Band and within the ceiling of the 10% increase in any fiscal year. This may be accomplished on an individual basis and evaluation of performance.

FISCAL IMPACT/FINANCING:

This recommended action by the Board, does not immediately increase any compensation to impacted employees. As salaries are increased over a period of time, budget adjustments will be made in the annual Budget cycle.

LINKAGE TO THE COUNTY OF TULARE STRATEGIC BUSINESS PLAN:

The proposed Salary Band policy directly relates to "Organizational Performance, 4.3: Provide a qualified, productive and competitively compensated workforce".

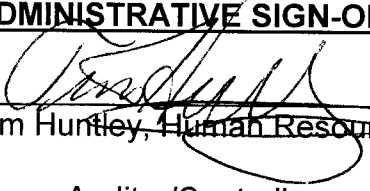
ALTERNATIVES:

Direct the County Administrative Officer and Human Resources Director to return with recommendations to place existing banded positions on either a Flat Rate or in a five Step Plan for compensation.

INVOLVEMENT OF OTHER DEPARTMENTS OR AGENCIES:

County Administrative Office, Department Heads/Agency Directors

ADMINISTRATIVE SIGN-OFF:



Tim Huntley, Human Resources Director

Cc: Auditor/Controller
County Counsel
County Administrative Office (2)

Attachment(s) : **A. Salary Bands**
B. AR No. 32 (amendments to August 1, 2006)

“ATTACHMENT A”
(Effective October 28, 2007)

SALARY BANDS FOR SPECIFIC JOB CLASSIFICATIONS

1. \$120,000-\$180,000
2. \$ 93,333- \$140,000
3. \$ 86,667- \$130,000
4. \$ 76,667- \$115,000
5. \$ 70,000- \$105,000
6. \$ 66,667- \$100,000

PLACEMENT WITHIN BANDS BY JOB CLASSIFICATION (by alpha title)

Band 1: \$120,000-\$180,000

Job Code:

County Administrative Officer	012202
County Counsel	012502
District Attorney	016402
Health & Human Services Agency(HHSA) Director	023702
Public Defender	037502
Resource Management Agency (RMA) Director	039802
Retirement Administrator	040102
Sheriff-Coroner	043402

Band 2: \$93,333-\$140,000

Agricultural Commissioner/Sealer	001002
Assessor/Clerk-Recorder	012302
Assistant County Administrative Officer	080502
Assistant District Attorney	003402
Assistant HHSA Director-Human Services	003902
Assistant HHSA Director-Administrative Services	086602
Assistant HHSA Director-Health Services	072002
Assistant HHSA Director-Mental Health Services	072102
Assistant Public Defender	004202
Associate RMA Director	039502
Attorney, Chief Child Support	081502
Auditor-Controller/Treasurer-Tax Collector	012402
Chief Deputy County Counsel-CPS	007422
Chief Deputy County Counsel-Land	007432
Chief Deputy County Counsel-Personnel	007442
Chief Deputy County Counsel-Schools	007452
Chief Probation Officer	007902
Child Support Services Director	078602
County Librarian	012602
Fire Chief	089702
Human Resources Director	060400
Undersheriff	048402
Workforce Development Administrator	079302

ATTACHMENT A "Salary Bands"
Effective October 29, 2007

Band 3: \$86,667-\$130,000

Assistant RMA Director-Engineering	070402
Assistant RMA Director- Planning	039702
Assistant RMA Director-Support Services	076202
Assistant RMA Director-Transportation	070302
Chief Information Technology Officer	089202
Deputy HHSA Director-Child Welfare Services	072302
Deputy HHSA Director-Health Services	072222
Deputy HHSA Director-Mental Health	072232

Band 4: \$76,667-\$115,000

Assistant County Assessor/Clerk-Recorder	003202
Assistant County Auditor-Controller	003302
Assistant RMA Director-Administration	075802
Assistant RMA Director-Comm & Development Svcs	085802
Assistant Retirement Administrator	090002
Chief Deputy Treasurer-Tax Collector	089402
Deputy HHSA Director-Managed Care	077102
Deputy HHSA Director-TulareWorks	087602
Division Manager HHSA-Clinical Services	083502
Division Manager HHSA-Maternal Child Health	061202
Division Manager HHSA-Public Health Services	072702

Band 5: \$70,000-\$105,000

Assistant Chief Probation Officer	003102
Deputy Child Support Services Director	081602
Deputy HHSA Director-Fiscal Services	077302
Deputy HHSA Director-MIS	077502
Purchasing Agent	051000

Band 6: \$66,667-\$100,000

Assistant Agricultural Commissioner/Sealer	002600
Assistant Human Resources Director	060700
Assistant Workforce Development Administrator	079202
Deputy County Librarian	070602
Human Resources Manager	002040
Risk Manager	040602

ATTACHMENT B"

COUNTY OF TULARE OFFICE OF THE COUNTY ADMINISTRATOR

ADMINISTRATIVE REGULATION NO. 32 (Resolution No. 2006-0572)

SUBJECT: SALARY BANDS

EFFECTIVE DATE: 08-01-06

AMENDED DATE: 10-30-07

For some management positions, the Board of Supervisors has adopted salary bands specifying a minimum and maximum flat dollar amount payable for each position. Salary bands, as distinguished from salary ranges/grades, do not have incremental pay adjustments at predetermined intervals based on length of service. Movement within the band is based on merit as recommended by the agency or department head with approval of the County Administrative Officer.

Classifications assigned to salary bands and specific salary band amounts are defined based on action of the Board of Supervisors as approved in a Board resolution. General increases to the minimum and maximum flat dollar amount are also based on action taken by the Board of Supervisors and approved by resolution.

GENERAL PROVISIONS

- A. Adjustments within salary bands may be made in any increment provided such adjustment shall be rounded to the nearest whole dollar.
- B. There is no expectation that any particular position in a salary band would be set at any specific dollar amount in the same manner that positions in salary ranges, after designated service intervals, reach the top step of a range. Salary bands are purposely designed to provide maximum flexibility to increase, decrease, or leave salaries unchanged.
- C. The Board of Supervisors may, by resolution, approve general increases to the salary bands established. Incumbents of classifications in the salary bands are not automatically eligible for this adjustment to salary. Salary adjustments are granted in accordance with provisions indicated below.
- D. While no salary advancement is guaranteed, salaries for incumbents of classifications in a salary band will be paid no more or less than the minimum or maximum dollar amount that defines the salary band.
- E. Salary advancement is based upon meritorious service as recommended by the agency or department head (County Administrative Officer for department heads). Agency and department heads shall request approval from the County Administrative Officer for employee increases within the salary band on a Delegated Action Request or other form deemed appropriate by the County Administrative Officer. For department head salary

advancement requests, the County Administrative Officer shall obtain approval from the Board of Supervisors.

- F. Upon approval of a salary advancement request, the department must complete appropriate payroll processing and submit documentation to the Human Resources Department.

Proposed Amendments to AR No. 32, Originally effective August 1, 2006:

~~G. When a salary banded position is vacated, the Board of Supervisors, after consultation with the County Administrative Officer, shall designate a salary range within the Salary Band that shall be used for purposes of recruitment. Notwithstanding this provision governing the recruitment process, the Board of Supervisors may appoint the candidate selected for the position at any flat dollar amount within the salary band.~~

- G. It is proposed that salary increases within a Salary Band be limited to no more than a 10% increase in any fiscal year, inclusive of any general cost-of-living increase granted in that fiscal year. The dollar amount of the Bands, both the minimum and maximum amount, shall be adjusted annually or when a cost-of-living adjustment has been granted.
- H. There will initially be six (6) Salary Bands established and compensation set as shown on Attachment A;
- I. The County Administrative Officer will have the authority to grant increases for Department Heads/ Agency Directors, subject to approval by the Board of Supervisors;
- J. The Department Heads/ Agency Directors will make recommendations on salary increases for specified subordinate positions, as described within the adopted listing for Salary Bands, subject to approval by the County Administrative Officer;
- K. Vacant positions will be evaluated to determine what dollar range within the band will be authorized for recruitment purposes and the County Administrative Officer, subject to Board approval, may appoint within that salary band;
- L. In the event of a reclassification or reorganization, if a major change in duties results from that action, the limitation to a 10% increase in a fiscal year may not apply when a higher salary increase is warranted.
- M. In Fiscal Year 2007-08 the limitation of a 10% increase shall not apply to the following six positions and job classifications which did not receive the cost of living adjustment granted in December 2006 (for FY 2006-07) due to the fact that these classifications were in a pending status in anticipation of the Bands being adopted. The classifications include: Chief Information Technology Officer, the County Fire Chief, the Assistant HHSA Directors of Human Services, Administrative Services, Health Services and Mental Health Services.

BEFORE THE BOARD OF SUPERVISORS COUNTY OF TULARE, STATE OF CALIFORNIA

IN THE MATTER OF Adoption of Salary Bands)
for specified Job Classifications)
and Amendment to Administrative Regulation No. 32.)

RESOLUTION NO. _____

AGREEMENT NO. _____

UPON MOTION OF SUPERVISOR _____, SECONDED BY
SUPERVISOR _____, THE FOLLOWING WAS ADOPTED BY THE
BOARD OF SUPERVISORS, AT AN OFFICIAL MEETING HELD _____
_____, BY THE FOLLOWING VOTE:

AYES:
NOES:
ABSTAIN:
ABSENT:

ATTEST: JEAN ROUSSEAU
COUNTY ADMINISTRATIVE OFFICER
CLERK, BOARD OF SUPERVISORS

BY: _____
Deputy Clerk

* * * * *

That the Board of Supervisors:

1. Adopted the proposed Salary Bands for specified Job Classifications, (Attachment A), effective October 28, 2007.
2. Authorized the County Administrative Office and Human Resources & Development Department to assign by job code and job classification incumbents (County Department Heads/Agency Directors and Managers) to the designated Salary Band, using their current salary amount.
3. Amended Administrative Regulation No. 32, "Salary Bands", (Attachment B) to reflect policy changes as outlined in this Item.