

**Before the Board of Supervisors in and for the  
County of Monterey, State of California**

- Adopted **Resolution 11-157** to: ) PPPR Control # 11-003
- a. Amend Personnel Policies and Practices )  
 Resolution No. 98-394 to amend Section )  
 A.2.4 Difficult to Recruit Positions to )  
 include the Worker's Compensation )  
 Manager position in the County )  
 Administrative Office-Risk Management )  
 Division; and )
- b. Authorize the Auditor-Controller to )  
 implement the terms of this amendment..... )

Upon motion of Supervisor Potter, seconded by Supervisor Armenta, and carried by those members present, the Board hereby;

- a. Amended Personnel Policies and Practices Resolution No. 98-394 to amend Section A.2.4 Difficult to Recruit Positions to include the Worker's Compensation Manager position in the County Administrative Office-Risk Management Division; and
- b. Authorized the Auditor-Controller to implement the terms of this amendment.

**A.2.4 Difficult to Recruit Positions- Placement Above the Salary Range-**

Applicable only to the Peace Officer Series in the Sheriff's Office, the Election Services Specialist in the Elections Department and the Worker's Compensation Manager position in the County Administrative Office- Risk Management Division.

Except as otherwise provided in the Resolution, a new employee shall be appointed at the first step of the salary grade. Section A.2.1 addresses advancement within the salary range for difficult to recruit positions. Section A.2.4 addresses advancement beyond the existing salary range when specific criteria are met and permits adjustments for other members of the same classification within the same department.

a) Application of A.2.4

Labor market conditions may occasionally make it difficult to recruit for certain classifications. In such cases, recruitments are opened and either: (1) no suitable candidates are identified; or (2) suitable candidates are identified, but do not accept offers of employment even at the top step of the relevant salary range.

(1) Unsuccessful Recruitments

An unsuccessful recruitment is defined as a recruitment that was opened and did not result in any offers of employment to applicants, because no suitable candidates were identified in the examination process. Not all unsuccessful recruitments qualify for the provisions of this

section; the recruitment must qualify under subsection (c) below. The intent of this section is to allow subsequent recruitment to open offering a stipend above and beyond the base salary, where it is established that the recruitment was unsuccessful because the salary range is too low.

## (2) Unsuccessful Offers of Employment

An unsuccessful offer of employment is defined as an offer at the highest allowable step of the salary range that is declined by an applicant who has been identified as suitable through an examination process. Not all unsuccessful offers qualify for the provisions of this section; the recruitment must qualify under subsection (c) below. The intent of this section is to allow departments to offer a stipend above and beyond the base salary to a suitable applicant, where it is established that the offer was declined because the salary offered was too low and there are no other suitable applicants on the eligible list.

## b) Relief for Unsuccessful Recruitments of Unsuccessful Offers

If the recruitment or offer qualifies as unsuccessful or the offer of employment is declined (as defined in subsection (a) above), the appointing authority may request that the CAO (or his or her designee) approve a recruitment stipend to be paid in addition to the highest step for a subsequent recruitment or for an additional job offer.

### (1) Unsuccessful Recruitments

Requests for relief for Unsuccessful Recruitments, if approved, will permit Departments to reopen a new recruitment with a stipend that is 5% (five percent) or 10% (ten percent) above the highest step of the classification.

### (2) Unsuccessful Offers

Requests for relief for Unsuccessful Offers will permit a Department to make an additional offer to a suitable candidate with a stipend that is 5% (five percent) or 10% (ten percent) above the highest step of the classification.

## c) Evaluation Criteria

It is recommended that Departments consider the criteria outlined below when submitting requests for relief provided in this section. Departments seeking relief under the provisions of this section should support the request with relevant information, which includes but is not limited to the following factors: (1) Whether previous recruitments for the same classification have been unsuccessful; (2) Whether there is evidence of a workforce shortage (of applicants) in the particular classification; (3) Whether the current salary range is not competitive within the relevant market and why; (4) Whether previous offers at the highest permissible step in the salary range have been unsuccessful; and (5) Vacancy rate data relating to the specific classification.

## d) Adjustments to Department Incumbents in the Same Classification

In the event the CAO or his/her designee authorizes a position to be granted a stipend, the CAO or his/her designee may also grant the same stipend to all current permanent full-time or part-time employees serving in the same classification within the Department under the following guidelines.

(1) All permanent (or regular) full-time or part-time employees assigned to the affected classification in the specific agency or department, who have completed one year of service at the top step of the salary grade for that specific classification shall, upon review of their qualifications and satisfactory performance, be granted a stipend in the same amount as that granted under Section (b).

(2) All permanent full-time or part-time employees assigned to the affected classification in the specific agency or department, who have completed one year of service below the top step of the salary grade for that specific classification may, upon review of their qualifications and satisfactory performance, may be granted a stipend in the same amount as granted under Section (b).

(3) Unless the circumstances justify otherwise, no stipend shall be granted to any current employee until recruitment has been opened with the stipend and a suitable candidate identified during the examination process has been extended an offer of employment AND has accepted the offer of employment. Once a candidate has been employed with the stipend, the CAO or his/her designee may grant the same stipend to current permanent full-time or part-time employees serving in the same classification

e) In the event the CAO or his/her designee determines that the circumstances have changed, and the conditions supporting the request for relief (under subsection (c)) no longer exist, the CAO shall declare the provisions of this section inoperable for such affected classifications and the salary and stipend for the classification will be frozen.

The stipend will cease at such time as the top step of the current salary exceeds the employee's frozen base salary plus stipend.

For example:

Base salary on the date the stipend was awarded: \$10.00  
 5% stipend \$0.50

	Year 1	Year 2	Year 3	Year 4
<i>Action</i>		3% COLA	3% COLA	3% COLA
		Market catches up-stipend plus base frozen at \$10.84	The new base salary of \$10.61 is less than \$10.84	The new base salary of \$10.92 is greater than \$10.84
<i>Base Salary</i>	10.00	10.30		10.92
<i>Stipend</i>	.50	.54		.00
<i>Employee Receives</i>	10.50	10.84	10.84	10.92 (Employee is granted increase to \$10.92)

*When the base salary exceeds \$10.84 the employee will receive an increase to base salary.*

*(It is the intent that the stipend will cease in the same manner as described in the Y-rating sections.)*

f) Limitations:

- (1) Application of the provisions of this section shall not be automatic nor shall such a determination have any bearing on the same or similar classifications within the Agency or Department or any other Agency or Department with similar classifications.
- (2) Application of the provisions of this section may be dependent on or limited by available financing within the department.
- (3) Provisions of this section may apply notwithstanding the provision of Section A.2.1 or other provisions of this Resolution governing step placement of new hires.  
This policy is applicable only to the peace officer series within the Sheriff's, the Election Services Specialist in the Elections Department and the Worker's Compensation Manager position in the County Administrative Office- Risk Management Division.

*Added Section A.2.4 01/15/08:  
Amended 03-25-08; 08-011*

PASSED AND ADOPTED on this 24<sup>th</sup> day of May, 2011, by the following vote, to wit:

AYES: Supervisors Armenta, Calcagno, Salinas, Parker, and Potter

NOES: None

ABSENT: None

I, Gail T. Borkowski, Clerk of the Board of Supervisors of the County of Monterey, State of California, hereby certify that the foregoing is a true copy of an original order of said Board of Supervisors duly made and entered in the minutes thereof of Minute Book 75 for the meeting on May 24, 2011.

Dated: May 26, 2011

Gail T. Borkowski, Clerk of the Board of Supervisors  
County of Monterey, State of California

By



Deputy