



Edwin M. Lee
Mayor

Micki Callahan
Human Resources Director

MEMORANDUM

DATE: February 28, 2017
TO: Departmental Personnel Officers
FROM: Steven Ponder, Classification and Compensation Director
THROUGH: Monica Guzman, Classification and Compensation Analyst
CC: Payroll and Personnel Representatives
SUBJECT: **Local 21 Extended Salary Ranges Program**

The Local 21 Memorandum of Understanding (Local 21 MOU) allows departments to appoint and advance qualifying employees in designated classifications to steps in an extended salary range (i.e., 2.5%, 5% or 7.5%) above an employee's base pay.

- Extended ranges are available on a temporary or indefinite placement basis to address recruitment or retention issues, recognize exemplary performance, special skills and/or special assignments of limited duration.
- Employees do not automatically advance into these additional steps. An employee will only advance into one of these steps with approval by DHR.
- Placement in an Extended Range is discretionary and the granting or failure to grant an extended salary range is not subject to the grievance procedure or any other type of appeal.

Internal Equity with Incumbents

When appointing employees in an Extended Range, departments must evaluate the compensation of other employees in the same classification who perform the same work. Said employees should only be paid differently if difference can be validated by one or more of the following business related reasons:

- Performance / Merit: E.g., one employee received a performance evaluation of exceeding expectations and the other received a performance evaluation in which met expectations.
- Education / Training: E.g., one employee has a JD and the other employee has a BA.
- Experience: E.g., one employee has four years of experience while the other employee has two years of experience.
- Seniority: E.g., one employee has been working in the department in the position for six years while the other employee has been working in the department in the position for three years.

→ *If the difference in salary cannot be validated by one or more of the preceding business related reasons then the employee's request cannot be met or the other employees must be provided the same salary.*

Completing the Extended Ranges Form

Appointing Officers seeking to place a qualifying employee into an Extended Range either upon appointment or post-appointment must complete and submit the Extended Range Approval Form along with supporting documentation, to their Human Resources division. The Department's Human Resources division should then electronically submit the request to Monica.Guzman@sfgov.org.

Submission Should Include:

- Extended Range Approval Form
(<http://sfdhr.org/sites/default/files/documents/Classification%20and%20Compensation/Extended%20Ranges%20Approval%20Form.pdf>)
- Candidate's resume/CV
- Relevant organizational chart including names, classifications, working titles and salaries
- Candidate's current (or last held) salary demonstrated through at least two pay stubs (*if offered by candidate and is at least partly the basis for the candidate's salary request; salary to be reviewed by DHR for validity and comparableness to City's total compensation*).

Qualifying Classifications:

- IS Engineer-Principal (1044) – Steps 11, 12 and 13
- IS Business Analyst-Principal (1054) – Steps 11, 12 and 13
- IS Programmer Analyst-Principal (1064) – Steps 11, 12 and 13
- IS Project Director (1070) – Steps 11, 12 and 13
- Principal Personnel Analyst (1246) – Steps 6, 7 and 8
- Senior Systems Accountant (1657) – Steps 6, 7 and 8
- Financial Systems Supervisor (1670) – Steps 6, 7 and 8
- Supervising Auditor (1686) – Steps 6, 7 and 8
- Senior Statistician (1806) – Steps 6, 7 and 8
- Performance Analyst III – Project Manager (1830) – Steps 6, 7, and 8
- Supervising Purchaser (1958) – Steps 6, 7 and 8
- Physician Assistant (2218) – Steps 11, 12 and 13
- Forensic Toxicologist (2458) – Steps 6, 7 and 8
- Laboratory Services Manager (2489) – Steps 6, 7 and 8
- Health Program Coordinator III (2593) – Steps 6, 7 and 8
- Senior Employee Assistance Counselor (2595) – Steps 6, 7 and 8
- Volunteer/Outreach Coordinator (3374) – Steps 6, 7 and 8
- Principal Real Property Officer (4143) – Steps 6, 7 and 8
- Principal Personal Property Auditor (4224) – Steps 6, 7 and 8

- Principal Real Property Appraiser (4267) – Steps 6, 7 and 8
- Sewage Treatment Plant Superintendent (5130) – Steps 6, 7 and 8
- Safety Officer (5177) – Steps 6, 7 and 8
- Principal Engineer (5212) – Steps 6, 7 and 8
- Principal Architect (5273) – Steps 6, 7 and 8
- Planner V (5283) – Steps 6, 7 and 8
- Traffic Sign Manager (5306) – Steps 6, 7 and 8
- Project Manager I-IV (5502-5508) – Steps 2, 3 and 4
- Chief Housing Inspector (6274) – Steps 6, 7 and 8
- Signal & Systems Engineer (9197) – Steps 2, 3 and 4
- Feasibility Analyst, Port (9377) – Steps 6, 7 and 8
- Senior Property Manager, Port (9386) – Steps 6, 7 and 8

Qualifying Employees:

Employees placed in an Extended Range are not eligible to receive additional pay under any of the following:

- The Pilot Capital Project Incentive Program pursuant to the Capital Projects MOU Addendum (Appendix C of the Local 21 MOU)
- Leadership Pay or Special Skills Pay pursuant to the Capital Projects MOU Addendum (Appendix C of the Local 21 MOU)
- Acting Assignment Pay pursuant to Article III.B. of the Local 21 MOU
- Supervisory Differential Adjustment pursuant to Article III.B. of the Local 21 MOU

Circumstances Supporting the Request

In submitting a request for Extended Range, the Department must clearly and specifically articulate a detailed, factual analysis that supports the rationale for the request. The rationale should be unique to the individual and the position. The specific factors that DHR considers will differ based on the reason that the request is being made.

Examples of relevant factors are listed below. These factors are not intended to be absolute, but rather to guide departments in determining relevancy:

- a) To demonstrate a recruitment or retention problem.
 - Recruitment difficulties:
 - Length of time the position has been vacant.
 - Position turnover rate and history of efforts to fill the position.
 - Description of recruitment strategies employed:
 - Types of media utilized such as internet sites, ads, etc.
 - Recruitment area; e.g., national, state, local, etc.
 - Time and resources expended; e.g., headhunter, staff, etc.
 - Focused outreach; e.g., job fairs, personal contacts, etc.
 - Regional compensation comparison.

- Number of qualified applicants and general profiles.
 - Number of job offers tendered and rejected.
 - Specific job offers made to existing staff.
 - Qualifications of proposed appointee.
 - Retention difficulties:
 - Position turnover rate and history of efforts to fill the position.
 - Number of job offers incumbent has received from other agencies.
 - Incumbent's unique qualifications, knowledge, abilities or skills that make that particular employee essential to the position.
- b) To demonstrate exceptional or special skills or qualifications essential for job performance.
- Principal assignments of the position.
 - Comparison of the announcement's minimum qualifications to the proposed appointee's educational qualifications. The unique qualifications should be tied to the principal assignments. For example, although not required, the analytical skills acquired with a Juris Doctor degree would measurably facilitate a department's ability to quickly develop policies and procedures to implement new, complex federal and state legislation.
 - Comparison of the announcement's minimum qualifications to the proposed appointee's work experience. The unique work experience should be tied to the principal assignments; e.g., demonstrated expertise in workforce planning where the principal assignment is to prepare a strategic staffing plan, etc.
- c) To describe a special project of limited duration.
- Description of the assignment.
 - Circumstances giving rise to the need for the unusual or a typical situation.
 - Discussion of why it is unusual or atypical compared to similar positions in the department, unit, etc.
 - Explanation of why the proposed appointee is uniquely qualified to perform the assignment compared to other possible positions.
 - Timeline of proposed assignment.
- d) To demonstrate exemplary performance.
- A recent performance evaluation or series of performance evaluations indicating exemplary performance; and/or
 - A letter from the employee's supervisor or the Appointing Officer substantiating that the employee performs in an exemplary manner, including specifics.

Questions or Comments:

Contact Monica Guzman at (415) 557-4965 or at Monica.Guzman@sfgov.gov should you have any questions or comments regarding the administration of this program.