

City and County of San Francisco

Edwin M. Lee  
Mayor



Department of Human Resources

Micki Callahan  
Human Resources Director

**Date:** February 8, 2017

**To:** Personnel Officers  
Payroll and Personnel Representatives

**From:** Steven Ponder, Classification and Compensation Director

**Through:** Monica Guzman, Classification and Compensation Analyst

**CC:** Micki Callahan, Human Resources Director  
Melissa Howard, Mayor's Budget Director  
Ben Rosenfield, Controller  
Raquel Silva, Municipal Executives' Association

**Subject:** MCCP Initial Appointments and Compensation Administration

**I. Initial (i.e., New/Vacant) Appointments**

Appointments within Range A. Appointments within Range A are at the discretion of the Appointing Officer and may be set at any salary rate within this range.

Appointments within Ranges B & C. Appointments within Ranges B & C must be submitted for approval to DHR and satisfy one or more of the following criteria:

- Demonstrated recruitment or retention issues;
- Unusual or extraordinary time-limited assignments;
- Exceptional or special skills or qualifications essential for job performance; or
- Internal equity considerations (which may include issues of compaction).

Internal Equity With Incumbents. When determining the salary of an employee in a new appointment, departments must evaluate the compensation of other employees in the same classification who perform the same work. Such employees should only be paid differently if 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.

→ *While an employee's salary request may be based on a claim of loss in compensation or recruitment, if providing the requested salary would result in other employees in the same class performing the same work to be paid differently, that difference in salary must be validated by one or more of the preceding business related reasons. If it cannot, either the employee's request cannot be met or the other employees must be provided the same salary.*

Requests should be submitted via e-mail to [Monica.Guzman@sfgov.org](mailto:Monica.Guzman@sfgov.org) and contain the following:

- MCCP Submission Form (<http://www.sfdhr.org/Modules/ShowDocument.aspx?documentid=2158>)
- 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*)
- Candidate's resume/CV
- Relevant organizational chart including names, classifications, working titles and salaries.

Please note, submissions should be focused upon merits of the individual rather than the responsibilities of the position as the latter are relevant to what level the position is allocated in MCCP, and not to what the individual should be paid.

As a reminder, Range B & C job offers may not be made prior to obtaining approval from DHR. Accordingly, please contact DHR in advance of making any such offers.

## II. Incumbents

### Salary Progression in Range A.

- Full-time Employees. Full-time employees appointed below the top of range A will advance 5% each year upon completion of one year of continuous, satisfactory service up to the maximum salary in range A (i.e., not to exceed the maximum salary in range A).
  - Example: Appointing Officer appoints an employee to Class 0941 Manager VI during FY 2016-2017 in range A at an annual pay rate of \$177,000. The maximum of Range A is \$180,336 at the time of placement. With satisfactory service, this full-time employee would be eligible to advance 5% following completion of the one year of service. However, 5% would provide a pay rate that would exceed the top of range A (i.e., \$180,336), exclusive of scheduled wage increases. Accordingly, the employee's pay shall be increased to the top of A and the exact percentage increase will be that remaining percentage that does not exceed the top of range A (i.e., 1.89%).
- Part-time Employees. Part-time employees appointed below the top of range A advance 5% each year upon completion of 2,080 hours of continuous, satisfactory paid service up to the maximum salary in range A (i.e., not to exceed the maximum salary in range A).
- Denial of Salary Progression. An employee's scheduled salary progression may be denied if the employee's performance has been unsatisfactory to the City. The denial of the increase is subject to

the grievance procedure, provided, however, that nothing in this section is intended to or shall make performance evaluations subject to the grievance procedure.

Salary Progression in Ranges B and C. Employees assigned to range B or C are *not* eligible for annual anniversary salary increases. Once an appointment to range B or C is approved, the employee's rate of pay only increases by scheduled wage increases or pursuant to the Post-Appointment Salary Adjustment provision.

Promotive Appointment in a Higher Class. While the "Promotive Appointment in a Higher Class" section of the MOU applies to appointments in MCCP classifications, the 7.5% adjustment provision cannot effectuate a rate of pay above the top of range A.

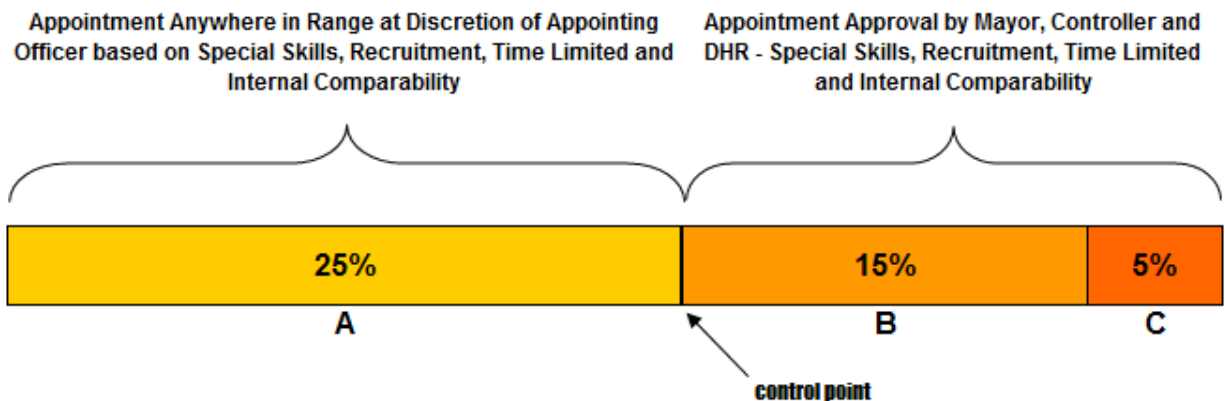
Premiums. Supervisory differential, night duty, POST premium and acting assignment pay shall be administered according to traditional practices, except that EM employees and employees who are placed in Range B or C shall not be eligible for acting assignment pay.

Should you have questions regarding these instructions, please contact Monica Guzman, Classification and Compensation Analyst, at 557-4965.

### Establishing the Rate of Pay

Salary Range		New / Vacant	Post-Appointment
Establishing the Rate of Pay	Range A	AO may appoint anywhere within Range A	AO may adjust rate of pay within Range A based on recruitment/retention, time limited, special skills or internal equity
	Ranges B & C	AO may appoint within Ranges B & C with approval of Mayor, Controller and DHR based on recruitment/retention, time limited, special skills or internal equity	AO may adjust rate of pay within Ranges B & C pursuant to approval of biannual meeting Adjustment Committee subject to financial limitations and based on recruitment / retention, time limited, special skills or internal equity
Salary Progression	Range A	5% annual increments up to the top of Range A based upon satisfactory performance	N/A
	Ranges B & C	No progression within Ranges B & C	N/A

### Salary Progression



## MCCP Salary Ranges

### *Fiscal Year 2016-2017*

Class	Range A		Range B		Range C	
	Low	High	Low	High	Low	High
0922 Manager I	\$98,202	\$125,346	\$125,372	\$145,106	\$145,132	\$152,360
0923 Manager II	\$105,456	\$134,576	\$134,602	\$155,766	\$155,792	\$163,566
0931 Manager III	\$113,672	\$145,106	\$145,132	\$167,986	\$168,012	\$176,384
0932 Manager IV	\$122,070	\$155,766	\$155,792	\$180,336	\$180,362	\$189,358
0933 Manager V	\$131,612	\$167,986	\$168,012	\$194,454	\$194,480	\$204,178
0941 Manager VI	\$141,310	\$180,336	\$180,362	\$208,754	\$208,780	\$219,180
0942 Manager VII	\$151,372	\$193,180	\$193,206	\$223,600	\$223,626	\$234,806
0943 Manager VIII	\$171,262	\$218,556	\$218,582	\$253,006	\$253,032	\$265,668
0951 Deputy Director I	\$98,202	\$125,346	\$125,372	\$145,106	\$145,132	\$152,360
0952 Deputy Director II	\$113,672	\$145,106	\$145,132	\$167,986	\$168,012	\$176,384
0953 Deputy Director III	\$141,310	\$180,336	\$180,362	\$208,754	\$208,780	\$219,180
0954 Deputy Director IV	\$160,862	\$205,296	\$205,322	\$237,666	\$237,692	\$249,548
0955 Deputy Director V	\$171,262	\$218,556	\$218,582	\$253,006	\$253,032	\$265,668
0961 Department Head I	\$122,070	\$155,766	\$155,792	\$180,336	\$180,362	\$189,358
0962 Department Head II	\$151,372	\$193,180	\$193,206	\$223,600	\$223,626	\$234,806
0963 Department Head III	\$160,862	\$205,296	\$205,322	\$237,666	\$237,692	\$249,548
0964 Department Head IV	\$184,782	\$235,820	\$235,846	\$273,000	\$273,026	\$286,650
0965 Department Head V	\$229,502	\$292,890	\$292,916	\$339,040	\$339,066	\$355,992

### *Fiscal Year 2017-2018*

Class	Range A		Range B		Range C	
	Low	High	Low	High	Low	High
0922 Manager I	\$101,140	\$129,116	\$129,142	\$149,448	\$149,474	\$156,936
0923 Manager II	\$108,628	\$138,606	\$138,632	\$160,446	\$160,472	\$168,480
0931 Manager III	\$117,078	\$149,448	\$149,474	\$173,030	\$173,056	\$181,688
0932 Manager IV	\$125,736	\$160,446	\$160,472	\$185,744	\$185,770	\$195,026
0933 Manager V	\$135,564	\$173,030	\$173,056	\$200,278	\$200,304	\$210,314
0941 Manager VI	\$145,548	\$185,744	\$185,770	\$215,020	\$215,046	\$225,758
0942 Manager VII	\$155,922	\$198,978	\$199,004	\$230,308	\$230,334	\$241,852
0943 Manager VIII	\$176,410	\$225,108	\$225,134	\$260,598	\$260,624	\$273,650
0951 Deputy Director I	\$101,140	\$129,116	\$129,142	\$149,448	\$149,474	\$156,936
0952 Deputy Director II	\$117,078	\$149,448	\$149,474	\$173,030	\$173,056	\$181,688
0953 Deputy Director III	\$145,548	\$185,744	\$185,770	\$215,020	\$215,046	\$225,758
0954 Deputy Director IV	\$165,698	\$211,458	\$211,484	\$244,790	\$244,816	\$257,036
0955 Deputy Director V	\$176,410	\$225,108	\$225,134	\$260,598	\$260,624	\$273,650
0961 Department Head I	\$125,736	\$160,446	\$160,472	\$185,744	\$185,770	\$195,026
0962 Department Head II	\$155,922	\$198,978	\$199,004	\$230,308	\$230,334	\$241,852
0963 Department Head III	\$165,698	\$211,458	\$211,484	\$244,790	\$244,816	\$257,036
0964 Department Head IV	\$190,320	\$242,892	\$242,918	\$281,190	\$281,216	\$295,256
0965 Department Head V	\$236,392	\$301,678	\$301,704	\$349,206	\$349,232	\$366,678

## MCCP Initial and Post-Appointment Range B and C Guidelines

When submitting a request for a range B or C appointment, it is the department's responsibility to provide DHR with a detailed, objective analysis that provides the rationale for the request. The request's contents should be unique to the individual and the position. The specific factors that DHR considers will differ based on the reason for the request. The interests of the Mayor's Office and the Controller's Office center on the need for the position and available funding.

I. **Recruitment/Retention.** For proposed placement based upon recruitment or retention, the following information should be included:

- Length of time the position has been vacant, if applicable
- Position turnover rate and history of efforts to fill the position.
- Description of recruitment strategies employed: types of media used (internet sites, ads, etc.), recruitment area (national, state, local, etc), resources used (headhunter, staff, etc.), focused outreach (job fairs, personal contacts, etc.)
- Number of qualified applicants and general profiles.
- Qualifications of proposed appointee.
- Number of job offers tendered and rejected.
- Regional compensation comparison.
- Specific job offers made to existing staff.

II. **Time Limited.** For proposed placement based upon unusual or extraordinary time-limited assignments, the following information should be included:

- Description of the assignment.
- Circumstances giving rise to the need for the unusual assignment.
- Discussion of why the assignment is unusual in comparison to similar positions in the department, unit, etc.
- Explanation of why the proposed appointee is uniquely qualified to perform the assignment, in comparison to other individuals in similar positions.
- Timeline of the proposed assignment.

Please note, time-limited assignments without a defined end date may only be approved through the end of the fiscal year and must be renewed annually.

III. **Special Skills.** For proposed placement based upon exceptional or special skills or qualifications essential for job performance, the following information should be included:

- 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 (e.g., although not required, the analytical skills acquired with a JD degree would measurably facilitate the 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.

IV. **Internal Equity.** For proposed placement based upon internal equity/compaction, the following information should be included:

- Historical compensation relationship.
- Similarity of work performed.
- Skills and performance.
- Working relationship.

V. **Exemplary Performance.** For proposed placement based upon exemplary performance, the following information should be included:

- Most recent performance evaluation.
- Level of progress toward current goals and measurable objectives.
- Standards used to measure the performance.