

### **Mission Statement**

The City of San Bruno exists to provide exemplary services for our community that enhance and protect the quality of life.

### **Overview**

To support our mission, these compensation guidelines establish our aspirational goal to:

- develop a competitive compensation structure within the City's available financial resources
- attract and retain a talented workforce
- document current and best practices

### **Total Compensation**

Total compensation is the comprehensive forms of direct and indirect compensation consisting of, but is not limited to:

- Direct compensation (e.g., wage or salary).
- City/Employee-paid contributions to pension and medical benefits.
- Value of tiered pension formulas, e.g. Classic vs. PEPRA.
- Required City/Employee-paid contributions other related benefits such as life and disability insurances, flexible and dependent care spending accounts, and deferred compensation matches.
- Paid-Time-Off (e.g., vacation, sick leave, general leave, holidays or management leave).
- Allowances such as automobile, uniform, tool and educational allowances.
- Add-on pay associated with certain classifications such as professional registration/certifications and incentive pays.

### **Market Competitiveness**

Strives to maintain market competitiveness, within the City's available financial resources, to attract, retain, and reward talented employees with a goal of aligning total compensation with the 75<sup>th</sup> percentile of the labor market.

### **Salary Ranges**

Use of a job classification framework combined with benchmark classifications, to establish salary ranges:

- Job Leveling: Organize roles into clear levels based on responsibility, skills, and experience across all departments to ensure consistency in positions and establish career ladder opportunities.
  - Benchmarking and Salary Alignment: Data collected from benchmark classifications set the basis for internal and market alignment. A benchmark classification is one that 1) has a direct relationship with others, or 2) an indirect relationship through job leveling.
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### **Performance-Based Compensation**

Advancements within the adopted salary range are not automatic but dependent upon service value/performance record of an employee by recommendations of the employee's supervisor, length of service, or other pertinent evidence.

### **Salary Range Adjustments**

Salary range adjustment types when maintaining a competitive total compensation package:

- Market rate adjustments align the compensation for specific jobs or classifications with the labor market.
- Cost-of-Living Adjustments (COLAs) strive to maintain employee purchasing power in response to a changing economy.
- Internal equity adjustments address internal pay disparities for employees in similar roles with comparable responsibilities, skills, and experience.

All salary range adjustments require ratification by the City Council.

### **Labor Market Comparators**

Use of labor market comparators for compensation practices to remain competitive, equitable, and aligned with industry standards with other local and/or regional public sector organizations:

1. Similarity of agencies:
  - Population served is of a comparable size.
  - Similar public services seeking similarly qualified employees.
  - Comparable funding sources and revenue growth.
2. Geographical location: In general, main competitors are in San Mateo County and neighboring regional Counties.
3. Evaluate labor markets: Review classifications in comparison to the nature of specific roles.
  - Public Safety Roles: Police, fire, and other public safety positions are compared against agencies with similar service populations, staffing models, and public safety demands.
  - Non-Public Safety Roles: Non-public safety positions are compared against a broader market, which may include both public sector and private sector employers, recognizing the competitive demand for such talent in these generalized fields.
4. Minimum of four comparators that match the benchmark classifications to eliminate bias in the data. If this criterion is not met, the data should be deemed insufficient. The City intends to use the same comparators in compensation surveys for historical purposes to maintain consistent data and rankings.

### **Pay Equity**

Foster a culture of inclusion and trust through pay equity:

- Conduct pay equity analysis when creating new classifications or salary surveys.

- Provide transparent data on workforce equity.
- Make compensation-related decisions that balance internal alignment of duties and responsibilities, external market data, and are based on job-related competencies.

### **External Data and Review Cycle**

Use of external data to ensure competitive compensation practices align with the best practices, labor market and industry standards to maintain a market position that attracts and retains top talent.

### **Employee Recognition and Additional Benefits**

Employee contributions are celebrated through recognition programs, such as team achievement recognition and/or celebrations. The City also values work-life balance and well-being and strives to provide employees the flexibility they need to manage professional and personal responsibilities for a satisfied and more engaged workforce.

### **History**

<b>Current Administrative Guideline</b>	
Reviewed and Approved:	
Administrative Guideline No.:	2025-01
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<b>Historical Activity</b>	
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