

**THE BOARD OF COUNTY COMMISSIONERS OF
SANTA FE COUNTY
RESOLUTION NO. 2022 – 080**

**A RESOLUTION
AMENDING THE SANTA FE COUNTY HUMAN RESOURCES HANDBOOK
(ADOPTED BY RESOLUTION NO. 2012-164) TO IMPLEMENT THE 2022
COMPENSATION STUDY AND APPROVE SALARY INCREASES FOR EMPLOYEES
IN STEP ELIGIBLE POSITIONS THAT ARE NOT PART OF ANY BARGAINING
UNITS**

WHEREAS, on December 11, 2012, the Board of County Commissioners (“Board”) of Santa Fe County (“County”) adopted Resolution 2012-164, which adopted the Santa Fe County Human Resources Handbook (“Handbook”); and

WHEREAS, in 2022, the County undertook a Compensation Study in order to:

1. Offer competitive salaries relative to the labor market in which the County recruits;
2. Sustain external competitiveness;
3. Maintain internal equity between similar positions;
4. Comply with applicable federal, state and local laws and regulations;
5. Operate within the constraints of the budgetary process and financial limitations; and

WHEREAS, the Handbook must be modified to implement the Compensation Study.

NOW, THEREFORE, BE IT RESOLVED by the Board that the Handbook is hereby amended as follows:

1. The Handbook is amended by adding the following new Section 2.10:

“2.10 STEP ELIGIBLE POSITION A position within the County’s Classification and Compensation System identified by the Human Resources Director as one for which the incumbent’s salary up until the midpoint of the range should be determined in accordance with defined steps that correspond to the incumbent’s combined years of education and experience compared to the minimum qualifications for the position. Positions included within any bargaining unit shall not be a Step Eligible Position.”

2. Sections 13.1 and its subsections of the Handbook are repealed and replaced with the following:

“13.1 CLASSIFICATION AND COMPENSATION SYSTEM Santa Fe County utilizes a classification and compensation system that classifies each position and establishes a set salary or range of compensation for each position. A range establishes a minimum and maximum amount of compensation for each position.

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13.1.1 MAINTENANCE OF THE CLASSIFICATION AND COMPENSATION SYSTEM The HR Director shall be responsible for the continuous maintenance and administration of the Classification and Compensation System and has the authority to make changes to job classifications, job titles, and the set salary or range for a position in the best interest of the County. To accomplish this, the Human Resources Director will analyze rates of pay in comparable labor markets, collect information on the prevailing cost of living, and analyze the County's budget. No less frequently than every two years, the Human Resources Director shall conduct a comprehensive labor market analysis for all County positions other than those in public safety bargaining units. Changes to a limited number of positions may be made based on budget availability in coordination with the Finance Director. Comprehensive changes, defined as changes that affect multiple ranges countywide, shall be approved by the Board of County Commissioners.

13.1.2 STEP ELIGIBLE POSITIONS The Classification and Compensation System shall identify Step Eligible Positions.

13.1.2.1 The range for Step Eligible Positions shall include six steps derived by dividing the percentage difference between the minimum and midpoint for the range by five (5) to derive the Step Progression for the range. Step 1 shall be the minimum salary for the range. Steps 2 through 6 shall equal the salary for the previous step plus the Step Progression for the range, rounded down to the closest whole cent. The following example demonstrates these principles. Assume the minimum, midpoint, and maximum salary for Range 3 are \$16.74/hour, \$19.25/hour, and \$21.76/hour. The Step Progression would equal 3%, calculated as follows: $(\$19.25 - \$16.74) / \$16.74 = 15\%$; $15\% / 5 = 3\%$. The salary for Steps 1 through 6 of this hypothetical Range 3 would be as follows:

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
\$16.74	\$17.24	\$17.75	\$18.29	\$18.84	\$19.25

13.1.2.2 Each Step corresponds to the employee's years of relevant experience and/or education compared to the minimum qualifications for the position, as follows. An employee who just meets the minimum qualifications for the position would be placed at Step 1; an employee with one year of relevant education and/or experience beyond the minimum qualifications for the position would be placed at Step 2; an employee with two years of relevant education and/or experience beyond the minimum qualifications for the position would be placed at Step 3; an employee with three years of relevant education and/or experience beyond the minimum qualifications for the position would be placed at Step 4; an employee with four years of relevant education and/or experience beyond the minimum qualifications for the position would be placed at Step 5; and an employee with five or more years of relevant education and/or experience beyond the minimum qualifications for the position would be placed at Step 6.

- Section 13.3, Cost-of-Living Adjustment, of the Handbook is repealed and replaced with the following:

“13.3 COST-OF-LIVING ADJUSTMENT Upon approval of the Board of County Commissioners, compensation may be periodically adjusted to account for changes in

the cost of living. Upon implementation of a cost-of-living adjustment, the Human Resources Director shall adjust the ranges of the Classification and Compensation System by the applicable cost-of-living adjustment, including any steps for Step Eligible Positions.”

4. Section 13.4, New Hire Compensation, of the Handbook is repealed and replaced with the following:

“13.4 NEW HIRE COMPENSATION

13.4.1 The compensation of a new employee in a Step Eligible Position shall reflect the employee’s relevant qualifications for the position, as determined by HR, compared to the minimum qualifications for the position. Placement in the appropriate step shall be in accordance with Section 13.1.2.2.

13.4.2 For new employees in positions other than Step Eligible Positions or a position for which a set salary has been established, the County Manager shall determine the new employee’s compensation based upon all relevant factors, including, but not limited to, the employee’s qualifications compared to minimum qualifications for the position, current market rates for the position, difficulty in filling the position, and a comparison with other positions at the County.”

5. Section 13.6, Compensation Upon Range Change, of the Handbook is repealed and replaced with the following:

“13.6 COMPENSATION UPON RANGE CHANGE

The Human Resources Director may change the compensation range for a position upon conducting adequate research to determine that the range change is justified. For Step Eligible Positions, the compensation of existing employees shall be changed to correspond to the appropriate step of the new range determined in accordance with Section 13.1.2.2; provided, however, that no existing employee’s compensation shall be reduced because of a range change, even if the employee’s compensation is above the appropriate Step for the Range or the maximum compensation of the new range. For Non-Step Eligible Positions, unless otherwise approved by the County Manager, an employee in a position the range for which is adjusted shall retain the employee’s same compensation after the range change, except that an employee whose salary is less than the minimum of the new range shall have the employee’s compensation increased to the minimum compensation of the new range.”

6. Section 13.8, Merit Increases, of the Handbook is repealed and replaced with the following:

“13.8 MERIT INCREASES A merit increase is an increase to an employee's base salary based upon the employee’s performance. For employees in a Step Eligible Position, it is based on sustained superior performance that justifies paying an employee in excess of the market rate for the position (i.e., midpoint of the range) and will be the rare exception rather than the rule. There shall be no merit increases unless and until (1)

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the Human Resources Director implements a new performance evaluation system that defines exemplary performance for a position in terms of objective, measurable criteria that can be measured for each employee in the position and (2) the Board of County Commissioners appropriates money specifically for merit increases.

7. The Handbook is amended by adding the following new Section 13.9:

“13.9 STEP-BASED SALARY INCREASES This Section applies to Step Eligible Positions only.

- A. Effective the first full pay period after the adoption of the Resolution adopting this section, employees in a Step Eligible Position shall be assigned to the appropriate step for their position based upon their relevant education and/or experience compared to the minimum qualifications for the position, as determined by the Human Resources Division based upon the employee’s most recent application on file.
- B. After the first full pay period following adoption of the Resolution adopting this Section and subject to the Board of County Commissioners specifically appropriating adequate funds for step increases, the Human Resources Division shall adjust an employee’s salary to the next Step the first full pay period after the anniversary of the employee’s date of hire with the County if the employee has achieved an additional year of relevant experience and/or education by the employee’s anniversary date. For the avoidance of doubt, the Board of County Commissioners may in its absolute discretion decide not to appropriate funds for step increases at any time if it determines such action to be in the best interests of the County.”

8. Section 16.2.1, Compensation on Promotions, of the Handbook is repealed and replaced with the following:

“16.2.1 COMPENSATION ON PROMOTION

Upon promotion into a Step Eligible Position, an employee’s compensation shall be determined based upon Section 13.1.2.2 and the employee’s relevant qualifications compared to the minimum qualifications for the position. A promotion into a non-Step Eligible Position shall result in a compensation increase not to exceed fifteen percent (15%), unless otherwise approved by the County Manager. No compensation upon promotion shall exceed the maximum compensation of the new position, nor fall below the minimum compensation of the new position.”

9. Section 16.2.2 Temporary Promotion, of the Handbook is repealed and replaced with the following :

“16.2.2 TEMPORARY PROMOTION

An employee may be temporarily promoted for a period not to exceed six (6) months to a vacant position for which that employee meets the minimum qualifications. Upon

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temporary promotion into a Step Eligible Position, an employee's compensation shall be determined based upon Section 13.1.2.2 and the employee's relevant qualifications compared to the minimum qualifications for the position. Upon temporary promotion into a non-Step Eligible Position, the employee's compensation shall increase no more than fifteen percent (15%), unless otherwise approved by the County Manager."

10. Section 16.3.1 Compensation on Demotion, of the Handbook is repealed and replaced with the following :

"16.3.1 COMPENSATION ON DEMOTION

Upon demotion into a Step Eligible Position, the demoted employee's compensation shall be determined based upon Section 13.1.2.2 and the employee's relevant qualifications compared to the minimum qualifications for the position. Upon demotion into a Non-Step Eligible Position, an employee's compensation will decrease to an amount within the lower compensation range that is not more than a fifteen percent (15%) decrease from the employee's previous compensation, unless the set compensation for the position or maximum compensation of the new range is greater than a fifteen percent (15%) decrease. No compensation upon demotion shall exceed the maximum compensation of the new range, nor fall below the minimum compensation of the new range. A compensation increase upon demotion is not allowable."

11. Section 16.4.1, Compensation Upon Transfer, of the Handbook is repealed and replaced with the following :

"16.4.1 COMPENSATION UPON TRANSFER

Compensation of an employee who is transferred shall remain the same unless the employee is transferred to a different position or a non-Step Eligible Position. If the transfer is into a Step Eligible Position, the employee's compensation shall be determined based upon Section 13.1.2.2 and the employee's relevant qualifications compared to the minimum qualifications for the position. Upon transfer into a Non-Step Eligible Position for which a set salary has not been established, the employee's salary shall be determined by the County Manager based upon the considerations in Section 13.4.2. ."

12. Section 16.5, Reclassification, of the Handbook is repealed and replaced with the following :

"16.5 RECLASSIFICATION

A reclassification occurs when an employee's position is changed to another classification with the same salary range. If the reclassification makes the employee's position a Step Eligible Position, the employee's compensation shall be determined based upon Section 13.1.2.2 and the employee's relevant qualifications compared to the minimum qualifications for the position; provided, however, that a reclassification will

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not result in a reduction in salary. An employee may be reclassified either voluntarily or involuntarily, if in the best interests of the County. A reclassification is not grievable.”

13. The provisions of the Handbook in place prior to the adoption of this Resolution, and altered by this Resolution, shall continue to apply to members of the AFSCME 1782 bargaining unit as they existed prior to adoption of this Resolution, to the same extent as they did prior to adoption of this Resolution, if such application is required by their collective bargaining agreement.

14. All other provisions of the Handbook not specifically deleted, replaced, or amended by Resolution 2021-077 or this Resolution shall remain in full force and effect.

PASSED, APPROVED, AND ADOPTED THIS 25th DAY OF OCTOBER, 2022.

**THE BOARD OF COUNTY COMMISSIONERS
OF SANTA FE COUNTY**

By: *Anna T. Hamilton*
Anna T. Hamilton, Chair



ATTEST:
Katharine E. Clark
Katharine E. Clark
Santa Fe County Clerk

Date: 10/25/2022

RECORDED 10/26/2022

APPROVED AS TO FORM:

Jeff Young
Jeff Young
Santa Fe County Attorney

COUNTY OF SANTA FE)
STATE OF NEW MEXICO) ss
BCC RESOLUTIONS
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I Hereby Certify That This Instrument Was Filed for
Record On The 26TH Day Of October, 2022 at 09:28:05 AM
And Was Duly Recorded as Instrument # 2000229
Of The Records Of Santa Fe County

Witness My Hand And Seal Of Office
Katharine E. Clark
Deputy *Destiny Romero* County Clerk, Santa Fe, NM

