



**Contra  
Costa  
County**

To: Board of Supervisors  
From: Ann Elliott, Human Resources Director  
Date: February 28, 2023

Subject: Convert Performance Pay Steps for Unrepresented Job Classifications To Merit Steps

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**RECOMMENDATION(S):**

ADOPT Resolution No. 2023/41 Conversion of Performance Pay Steps to Merit Steps; converts Performance Pay steps to Merit Steps for unrepresented job classifications.

**FISCAL IMPACT:**

There is no Fiscal impact for this action due to steps that have already been issued as performance pay.

**BACKGROUND:**

In 1994, a Position Adjustment Request was approved by the Board of Supervisors that reallocated the salary of various management level classifications to include performance pay steps for advancement beyond the initial appointment. The procedures and the criteria for granting and rescinding the performance pay steps were adopted in individual resolutions by job class. Outstanding performance was extended to management classes while addressing concerns that were raised by the 1993/1994 Grand Jury regarding the evaluation of an employees' performance in relation to achieving specific identified objectives. Additional Performance Pay resolutions were added for a variety of job classes, including non-management classes, and discontinued for others through the

☒ APPROVE

☐ OTHER

☒ RECOMMENDATION OF CNTY ADMINISTRATOR

☐ RECOMMENDATION OF BOARD COMMITTEE

Action of Board On: **02/28/2023** ☒ APPROVED AS RECOMMENDED ☐ OTHER

Clerks Notes:

**VOTE OF SUPERVISORS**

AYE: John Gioia, District I Supervisor  
Candace Andersen, District II Supervisor  
Diane Burgis, District III Supervisor  
Ken Carlson, District IV Supervisor  
Federal D. Glover, District V Supervisor

I hereby certify that this is a true and correct copy of an action taken and entered on the minutes of the Board of Supervisors on the date shown.

ATTESTED: February 28, 2023

Monica Nino, County Administrator and Clerk of the Board of Supervisors

By: June McHuen, Deputy

Contact: Ann Elliott, (925)  
655-2147

cc:



### BACKGROUND: (CONT'D)

early 2000's era. Since that time, performance pay has evolved into a common practice of approving all available steps once the merit steps have been achieved. Employees are often advanced to the top of their salary range for both merit and performance pay steps. Staff retention is an ongoing challenge with the increased pressure of a national workforce shortage and the Great Resignation. Conversion of the performance steps to be included in the merit step range allows departments more flexibility to provide appropriate pay levels for their employees without the limitations of the performance pay criteria.

### CONSEQUENCE OF NEGATIVE ACTION:

If this action is not approved outstanding performance pay steps will not be converted to merit steps impacting the ability of departments to provide appropriate pay for their employees.

### ATTACHMENTS

Resolution 2023/41

Attachment A List Unrepresented Job Classes With Perf Pay