



**MEMORANDUM**

**To:** MCWD Board of Managers  
**From:** James Wisker  
**Date:** January 8, 2018  
**Re:** MCWD Human Resource Restructuring Implementation Roadmap

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**Purpose:**

To provide pre-read material in advance of the January 11, 2018 Operations and Programs Committee’s (OPC) review and discussion of the Draft Implementation Roadmap, which will facilitate the restructuring of the Minnehaha Creek Watershed District’s (MCWD) human resources during the transition of the District Administrator.

**Background:**

On February 9, 2017 pursuant to Resolution 17-007, the Minnehaha Creek Watershed District (MCWD) Board of Managers adopted the 2017 Strategic Alignment Plan, detailing an organizational strategy to achieve the District’s mission of protecting and improving the watershed’s land and water.

Preceding the adoption of the 2017 Strategic Plan, and to facilitate its ultimate success, on November 17, 2016 pursuant to Resolution 16-082 the Board of Managers executed a contract with Springsted Incorporated to support staff in the development of a human resources plan.

On August 24, 2017 the Board of Managers adopted a revised organizational chart to restructure and align MCWD’s human resources in support of the organizational strategy.

**January 11, 2018 OPC:**

Attached to this memorandum, for review and discussion at the January 11, 2018 OPC, is a roadmap outlining:

- 1. A schedule for implementing the adopted organizational chart
- 2. A roadmap for complementary and ongoing human resource development

Schedule for Implementing Adopted Organizational Chart:

The attached schedule for implementing the adopted organizational chart is not an exhaustive project management framework. It is intended as a roadmap to provide the Board and staff with clarity on the basic order of operations necessary to implement the organizational chart.

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As such, the roadmap assumes that each department will proceed through the same basic sequence of tasks:

1. Draft new, or revise existing, position descriptions.
2. Use the MCWD adopted, Springsted Incorporated Systematic Analysis and Factor Evaluation (SAFE®) system to classify the grade level and salary range for each position.
3. Implement new position descriptions, including classification and salary range.
  - a. Where necessary, a transition plan will be developed to provide clear expectations and manage the changes in position responsibilities, classification, and salary, over time.
4. Where necessary, positions will be filled through standard posting and interview processes.

The roadmap assumes a 90 day window for substantial completion, with three notable exceptions:

Operations and Support Services:

Within the Operations and Support Services Department, the adopted organizational chart calls for the following positions to be developed, revised, and filled:

- Office Manager (1 FTE)
- Accounting Clerk (1 FTE)
- Administrative Assistants (2 FTE)

Currently the department is operating without an Office Manager. This position description has been drafted and posted to be filled externally. The posting period for this position concludes on January 12. Thus far, interest in the position as drafted has been below expectations. This position description may need to be modified and reposted, thereby modifying the timeline for filling.

The department is also currently operating with only one (1) of two (2) proposed Administrative Assistants. It is recommended that the Operations and Support Services Department operate for four to six months without the second Administrative Assistant position.

This will allow a calibration period for the department, affording the monitoring and evaluation of how revised positions adjust to complete finance, benefit, information technology, and facilities management responsibilities. By phasing the restructuring of the department, the District Administrator and Board of Managers will be able to monitor and evaluate progress, thereby better informing the future needs of the department.

Information Technology/GIS Position:

A placeholder for an Information Technology or Geographic Information Systems position was included in the adopted organizational chart. It is recommended that options for addressing this positional need be taken up in the second quarter of 2018, following the implementation of the adopted organizational chart, in order to inform the 2019 budget.

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Planning and Projects:

It is recommended that a series of the structural adjustments, outlined in the adopted organizational chart, be made within the Planning-Projects Department before filling one (1) of the two (2) Planner-Project Manager positions. Within Planning and Projects, several positions are proposed to shift:

- Transition the Planning and Project Director to Assistant Administrator.
- Adjust existing Senior Planner-Project Manager position to emphasize external policy planning (local:regional), maintaining external situational awareness and responsive community relations, internal policy development and strategic plan oversight, and grant program development.
- Create and internally fill a Senior Planner-Project Manager position, emphasizing oversight over all capital project planning and implementation.
- Transition a Planner-Project Manager position to a Planner position focused on grant program implementation, and maintaining external situational awareness and responsive community relations.
- Internally transition the existing Project Maintenance and Land Management Technician to fill one of the two vacant Planner-Project Manager positions.
- Post and backfill the Project Maintenance and Land Management position.

It is recommended that these adjustments within the Planning and Projects Department be implemented and monitored for a period of four to six months prior to filling the second Planner-Project Manager position.

This will allow the Planning and Projects Department to calibrate around the revised structure, achieve a new equilibrium while managing existing high priority organizational initiatives, thereby improving the overall effectiveness of placing the second Planner-Project Manager

These recommendations are reflected in the attached schedule.

Roadmap for Ongoing Human Resource Development:

A second document is attached to this memorandum, outlining tasks that facilitate the ongoing planning, implementation and improvement of the District's human resource development framework.

Beyond the immediate effort to implement the adopted organizational chart, it is expected that ongoing planning and investment of time and energy will be required to develop MCWD's human resources in a manner that (1) implements the organizational strategy, and (2) promotes an organizational model of continuous improvement.

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The Human Resource Development Roadmap is a draft document that preliminarily outlines tasks in the following areas:

- Developing a strategic action plan.
  - Delineating initiatives on a departmental basis to achieve alignment.
  - The strategic action plan may be revisited annually in conjunction with workplans, to inform the balance of internal vs. external organizational priorities, the following fiscal year's budget, and committee responsibilities.
- Creating department development plans.
  - Mapping the knowledge, skills and abilities each department needs to succeed, and developing a plan (actions, timeline, and budget) to acquire those knowledge, skills and abilities.
- Creating individual professional development plans.
  - Mapping for each individual how they will contribute to achieving departmental priorities, thereby advancing the organizational strategy:
    - 3-5 priority individual initiatives annually
    - Mapping investment plan in individual strengths and core competencies
    - Mapping investment plan to address areas of individual growth/weakness
- Developing individual transition plans.
  - Where positions are changing substantially, develop plans that outline the quarterly transition of duties to provide staff and management clear milestones for advancing the implementation of the organizational chart.
- Develop human resource philosophy.
  - Identify foundational tenets for MCWD in areas of:
    - Individual accountability
    - Adjustment of compensation
    - Opportunities for positional advancement

Staff will provide an overview of the attached written materials at the January 11, 2018 OPC. If you have questions in advance of the meeting, please contact James Wisker at [Jwisker@minnehahacreek.org](mailto:Jwisker@minnehahacreek.org) or 952.641.4509.

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Project Name: MCWD Human Resource Development Roadmap

Project Manager: James Wisker

Draft Date: January 11, 2018

Level 1	Level 2	Level 3	Quarter								
			Q1A	Q1B	Q2A	Q2B	Q3A	Q3B	Q4A	Q4B	
Organizational HR Development	Develop Departmental Strategic Action Plan	Permitting		X				X			
		Planning		X				X			
		Education and Communications		X				X			
		Research & Monitoring		X				X			
		Operations and Support Services		X				X			
	Draft Departmental Development Plans	Identify required knowledge skills and abilities		X							
		Develop training plan (consultants, coursework/literature, conferences)					X				
		Identify consultants, coursework/literature, conferences					X				
		Develop timeline					X				
	Draft Professional Development Plans	Prioritize 3-5 Primary Initiatives, and Secondary Initiatives		X							
		Map Investment Plan for Strengths and Core Competencies		X							
		Map Investment Plan for Growth Areas and Weaknesses		X							
	Develop Transition Plans	Tied to Development Plans. Develop Quarterly Targets for Transition of Duties			X						
	Develop Human Resource Philosophy	Accountability Philosophy			X						
		Compensation Philosophy			X						
		Positional Advancement Philosophy			X						