



MEMORANDUM

To: MCWD Board of Managers
From: Lars Erdahl
Date: September 28, 2017
Re: **OPC September 28, 201; Agenda 5.1** Human Resource Structure Implementation Update

Purpose:

Provide a progress update on the implementation of the approved MCWD human resources structure and changes (ATTACHED)

Background:

At its August 24, 2017 meeting, the MCWD Board of Managers approved organizational chart and summary list of human resources changes. As directed by the Board of Managers, these changes are to be implemented by December 14, 2017. Staff has begun the process to triage and prioritize the human resources changes in a timely and deliberate manner.

There have been three recent resignations/departures...

- Temporary position in the Planning work group (will not be replaced)
- Regular position in the Education/Communications work group
- Administrative Assistant role in the Operations & Support Services work group that had been filled by a Temp Staff for the past 16 months

These staff transitions provide an opportunity to further consider functional and strategic priorities for these roles as we look to replace these staff.

Initial discussions have taken place to establish the plan for the third Permitting Technician role within the coming months.

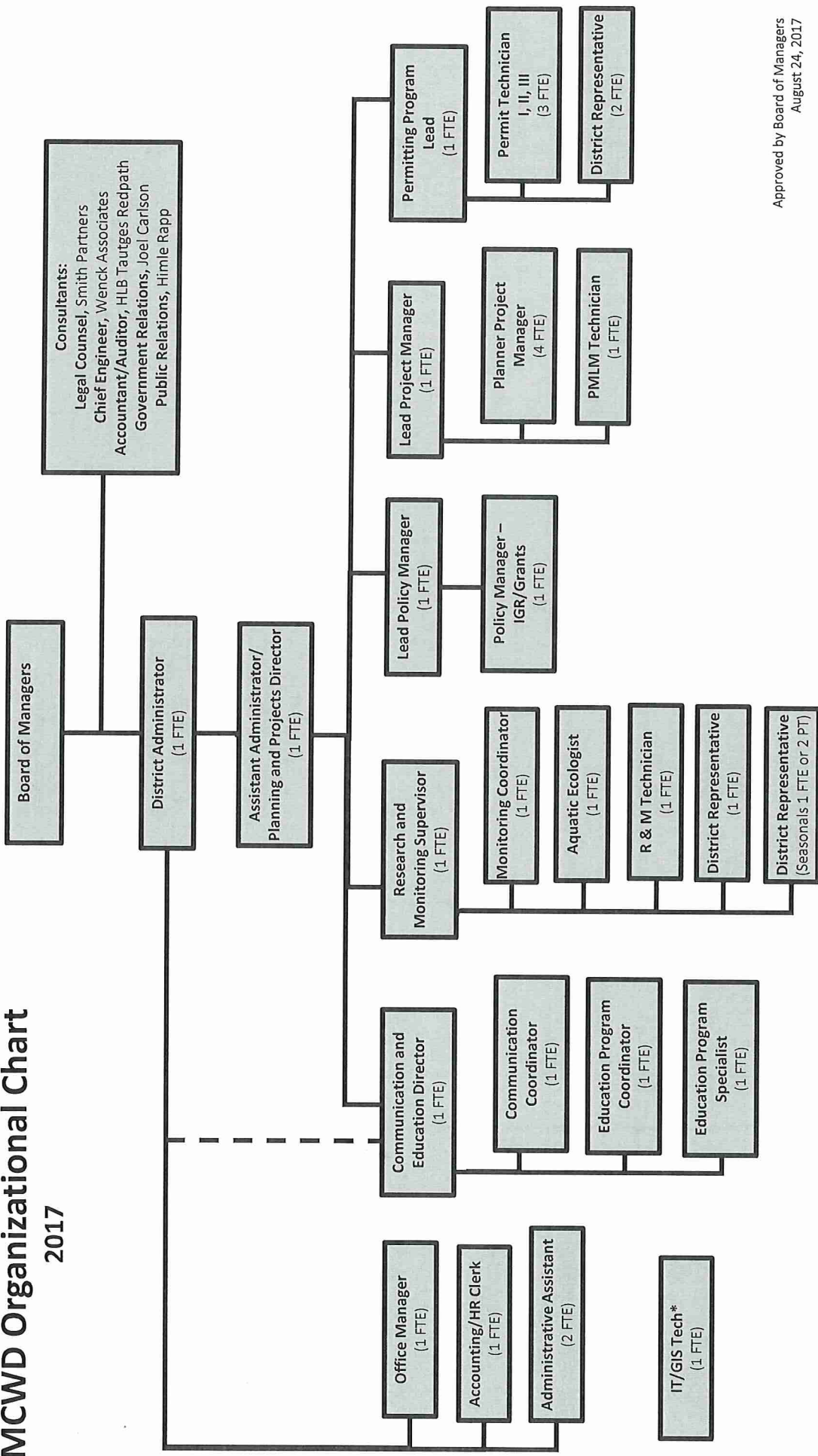
Staff work groups are being formed to continue and advance the action steps required to implement the approved human resources structure and changes, with specifics actions including title clarification, position description revision/development, compensation, evaluate budget impact of changes, define priorities/goals for 2018 (and beyond), transition process and timeline, etc.

Next Steps:

Continue to provide progress updates to MCWD Board of Managers through OPC meetings and other communication. Work with staff to implement the approved human resources structure and changes by December 14, 2017.

We collaborate with public and private partners to protect and improve land and water for current and future generations.

MCWD Organizational Chart 2017



Approved by Board of Managers
August 24, 2017

Summary of Change & Impact:

	<u>Existing</u>	<u>Change</u>	<u>Rationale</u>	<u>FTE Impact</u>
1.	R/M Dept	Bring under umbrella of Planning/Projects	Strategic alignment and coordination	0
2.	R/M Director	Eliminate position	Temporary position - no longer high priority	-1
3.	R/M Managers	3 manager positions updated to single program supervisor	Redundancy and AIS no longer a primary strategic focus	0
4.	R/M District Tech & Rep	Eliminate one tech position and make one rep. permanent	Take three Rep positions and make them two which more closely reflects current practice. One District Rep is long-term therefore should be permanent to aid in consistency. Second position is part-time seasonal(s).	-1
5.	Planning/Projects Director	Position promoted to 2nd in command - Assistant District Administrator	Position provides strategic planning leadership and oversight of alignment between roles.	0
6.	Project Manager	Add one Lead Project Manager	Capacity needs in department to implement strategic plan, position oversees 5 FTE in Projects	+1
7.	Planning Assistant	repurpose to Policy Manager - IGR/Grants	contract position ending with Comp Plan. repurposed to Policy Manager for IGR/Community Relations - needed for strategic planning and possibly grants.	0, +1
8.	Permitting Tech I,II,III	add levels to tech	allows growth opportunity	0
9.	Permitting District Rep (4 temp)	make 2 permanent Rep positions and repurpose other two into 1 Tech	employee retention and alignment	-1
10.	OSS Director	Title returned to Office Manager	title more accurately fits current duties and returned similar to 2009 hire (no longer overseeing permitting, comm, R/M like	0

			2010-2014), reclassification (no supervision) duties include routine finance, HR, office support, IT, facilities, equipment, etc	
11.	District Administrator	Clarify Duties to include: Budget, Finance, debt service, HR, IT	Leader of whole organization with special attention to lead the business side with direct oversight of operations personnel to ensure support functions improve and hands-on leadership to personally deliver budget and IT plan	0
12.	Tech Support Sp.	Eliminate 1 position with recent vacancy	Temporary position from 2015	-1
13.	Finance Administrator	Title to Accounting/HR Clerk	title more accurately fits duties of preparing accounts payable and assisting with benefits, also increase position to 1 FTE.	+ .25
14.	.75 FTE Admin Asst and Temp Support Services Specialist	2 permanent full-time Admin. Asst. positions	Increase support services with less emphasis on front desk duties (given low foot traffic, bell coverage only when office open, automated phone with self guidance, etc) and more higher level full-time admin duties (board packets, support District Admin. And Asst. Admin, support other depts)	+ .50
15.	Comm/Ed Dept	Bring under umbrella of Planning/Projects	Strategic alignment and coordination	0
16.	Grant - cost share position	repurpose as placeholder for IT/GIS	If operating levy gap is resolved in 2 years, hire IT/GIS position if IT plan by is approved by board.	0
17.	Supervisor titles	various positions - 4 less positions with supervisor role	11/33 employees are currently supervisors which is too many. For supervisor title/pay should have most of the following: 2-8 direct reports, financial oversight, independent judgement in decisions	0
	numerous issues in HR study	total of 17+ org chart changes	alignment with strategic plan and path forward. Previous chart had 33 positions, proposed has 31. Same # as consultants plan.	total -2