MEMORANDUM

To: MCWD Board of Managers

From: James Wisker

Date: March 8, 2018

Re: MCWD Human Resource Implementation Status

Purpose:

To provide a status report on the implementation of the Minnehaha Creek Watershed District's (MCWD) human resource plan.

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.

On January 11, 2018, a memorandum and a roadmap was delivered to the Operations and Programs Committee (OPC) outlining:

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

The January 11, 2018 schedule for implementing the adopted organizational chart was not an exhaustive project management framework. Rather it was intended to provide the Board and staff with clarity on the basic order of operations necessary to implement the organizational chart.

At that time, the roadmap assumed that each department would be restructured by proceeding through the following tasks:

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

- 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.
- 4. Where necessary, positions will be filled through standard posting and interview processes.

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

- 1. The Operations and Support Services Department would operate for four to six months without filling a second Administrative Assistant Position, to assess the need for the position.
- 2. The Information Technology (IT) or Geographic Information Systems position will not be filled immediately, but would be evaluated in conjunction with the IT Plan and 2019 Budget.
- 3. One Planner-Project Manager position be left vacant for a period of four to six months, until the department is successfully restructured.

Following the January 11, 2018 Meeting, staff engaged in discussion with Springsted regarding their ability to assist MCWD in implementing its human resources plan. Springsted was not positioned to immediately assist the District and also recommended that, given the number of positions changing, the District entertain an update to the classification and compensation study completed in 2014.

On February 8, 2018, pursuant to resolution 18-011, the Board of Managers authorized the execution of a contract with Springsted for human resource planning services, to complete a classification and compensation study.

This work modifies slightly the proposed implementation of the human resources plan. Rather than batching each department's position descriptions and preliminary SAFE classifications, all positions will be completed and market tested at the same time.

In the meantime, the District will use newly established position descriptions to place individuals within a salary range, triangulated based on 2014 data, internal benchmarks, and external positions understood to be comparable.

Attached is an updated HR Implementation Roadmap, depicting the progress to date, and schedule for remaining milestones. This document will continue to be updated and presented to the Board, OPC and Staff to allow for transparent tracking of progress.

A brief update will be provided at the March 8, 2018 OPC. If you have questions in advance of the meeting, please contact James Wisker at Jwisker@minnehahacreek.org or 952.641.4509.

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

Project Name:

MCWD Organizational Chart Implementation Roadmap

Project Manager: James Wisker Draft Date: March 5, 2018

					Week								
Level 1	Level 2	Level 3	January 15 January 22 January 29	February 5 February 12 February 19 February 26	March 5	March 12	March 10	March 26	April 2 April 0	Anril 16	Anril 22	Anril 30	
	LCVC1 Z	R&M Program Manager	January 13 January 22 January 29		Complete	IVIGICII 12	iviai Cii 19	IVIGICII 20	April 2 April 3	April 10	April 23	дрін 30	
	Draft/Revise Job Descriptions	Monitoring Coordinator	Complete										
		Aquatic Ecologist			Complete								
		R&M Technician											
		Representatives	Complete										
		- F	Complete										
	Douglas Interview Chrystops Drasses	Coordinate With Legal Counsel Establish Interview Panel	Complete										
		111.1 11 11 11 11	Complete										
Research and Monitoring	Develop Interview Structure-Process	Draft Interview Process-Timeline			Complete								
		Establish Transition Timeline			Complete								
		Initiate Interview Process	Complete										
	Interviews and Position Placement	R&M Program Manager (internal and external interviews)				Interview				Interview		Place	
		Aquatic Ecologist				Interview		/here Possible					
		Monitoring Coordinator				Interview		/here Possible					
		R&M Technician				Interview		/here Possible					
		Representatives				Interview	Place W	/here Possible					
Education and Communications Permitting	Draft/Revise Job Descriptions	Director of Communications *(modify reporting and analyze for strategic alignment)	Complete										
		Education Manager *(revise supervisor status and analyze for strategic alignment)	Complete										
	Reduce Number of Represenative Positions	Develop Timeline and Transition Plan			Complete								
	Place Permit Technician	Recruit and Place Permit Technicial			Complete								
Operations and Support Services	Draft/Revise Job Descriptions	District Administrator			Complete								
		Office Manager			Complete								
		Administrative Assistant I *(analyze job description and consolidate duties)			Complete								
		Administrative Assistant II * (revisit need to fill position at a later date)	N/A										
		Accounting Clerk *(refine position description to consolidate finance responsibilities)			Complete				<u> </u>				
		IT-GIS Tehniciation *(draft position in advance of 2019 budget after Dept. restructure)	N/A		·								
		Administrative Assistant	Complete										
	Adjust Position(s) from 0.75 FTE to 1.0 FTE	Accounting Clerk	Evaluating Full-Time Need for Decision by March 31										
	Interview and Fill Office Manager Position	Interviews	Complete										
		Place Position			Complete								
		Assistant Administrator	N/A		Complete		1	1	T T				
		Assistant Administrator	N/A										
		Assistant Administrator- Senior Planner-Project Manager	N/A		Finalize March 9								
	Draft/Revise Job Descriptions	Assistant Administrator Senior Planner-Project Manager Senior Policy-Planner	N/A		Finalize March 9 Finalize March 9								
	Draft/Revise Job Descriptions	Assistant Administrator Senior Planner-Project Manager Senior Policy-Planner Senior Project-Maintenance Planner	N/A		Finalize March 9 Finalize March 9 Finalize March 9								
	Draft/Revise Job Descriptions	Assistant Administrator- Senior Planner-Project Manager Senior Policy-Planner Senior Project-Maintenance Planner Policy-Grant Planner	N/A		Finalize March 9 Finalize March 9 Finalize March 9 Finalize March 9								
	Draft/Revise Job Descriptions	Assistant Administrator Senior Planner-Project Manager Senior Policy-Planner Senior Project-Maintenance Planner Policy-Grant Planner Planner - Project Manager	N/A		Finalize March 9								
	Draft/Revise Job Descriptions	Assistant Administrator Senior Planner-Project Manager Senior Policy-Planner Senior Project-Maintenance Planner Policy-Grant Planner Planner - Project Manager PMLM Technician	N/A		Finalize March 9 Complete								
		Assistant Administrator Senior Planner-Project Manager Senior Policy-Planner Senior Project-Maintenance Planner Policy-Grant Planner Planner - Project Manager PMLM Technician Recruit and Post Position	N/A		Finalize March 9 Complete Complete								
Planning and Projects	Draft/Revise Job Descriptions Interview & Place PMLM Technician	Assistant Administrator- Senior Planner-Project Manager Senior Policy-Planner Senior Project-Maintenance Planner Policy-Grant Planner Planner - Project Manager PMLM Technician - Recruit and Post Position Interviews - First Round	N/A		Finalize March 9 Complete Complete Complete								
Planning and Projects		Assistant Administrator- Senior Planner-Project Manager Senior Policy-Planner Senior Project-Maintenance Planner Policy-Grant Planner Planner - Project Manager PMLM-Technician Recruit and Post Position Interviews - First Round Interviews - Second Round	N/A		Finalize March 9 Complete Complete	March 12							
Planning and Projects		Assistant Administrator Senior Planner-Project Manager Senior Policy-Planner Senior Project-Maintenance Planner Policy-Grant Planner Planner - Project Manager Planner - Project Manager PMLM-Technician Recruit and Post Position Interviews - First Round Interviews - Second Round Place Position	N/A		Finalize March 9 Complete Complete Complete	March 12		March 31					
Planning and Projects		Assistant Administrator- Senior Planner-Project Manager Senior Policy-Planner Senior Project-Maintenance Planner Policy-Grant Planner Planner - Project Manager PMLM Technician - Recruit and Post-Position Interviews - First-Round Interviews - Second Round Place Position Senior Planner-Project Manager	N/A		Finalize March 9 Complete Complete Complete	March 12		March 31					
Planning and Projects		Assistant Administrator- Senior Planner-Project Manager Senior Policy-Planner Senior Project-Maintenance Planner Policy-Grant Planner Planner - Project Manager PMLM Technician Recruit and Post-Position Interviews - First-Round Interviews - Second Round Place Position Senior Planner-Project Manager Senior Policy-Planner	N/A		Finalize March 9 Complete Complete Complete	March 12		March 31					
Planning and Projects	Interview & Place PMLM Technician	Assistant Administrator- Senior Planner-Project Manager Senior Policy-Planner Senior Project-Maintenance Planner Policy-Grant Planner Planner - Project Manager PMLM Technician Recruit and Post Position Interviews - First Round Interviews - Second Round Place Position Senior Planner-Project Manager Senior Policy-Planner Senior Project-Maintenance Planner	N/A		Finalize March 9 Complete Complete Complete	March 12		March 31 March 31					
Planning and Projects	Interview & Place PMLM Technician	Assistant Administrator Senior Planner-Project Manager Senior Policy-Planner Senior Project-Maintenance Planner Policy-Grant Planner Planner - Project Manager PMLM-Technician Recruit and Post Position Interviews - First Round Interviews - Second Round Place Position Senior Planner-Project Manager Senior Policy-Planner Senior Project-Maintenance Planner Policy-Grant Planner	N/A		Finalize March 9 Complete Complete Complete	March 12		March 31					
Planning and Projects	Interview & Place PMLM Technician Place Planning Positions	Assistant Administrator- Senior Planner-Project Manager Senior Policy-Planner Senior Project-Maintenance Planner Policy-Grant Planner Planner - Project Manager PMLM Technician- Recruit and Post Position Interviews - First Round Interviews - Second Round Place Position Senior Planner-Project Manager Senior Policy-Planner Senior Policy-Orant Planner Policy-Grant Planner Recruit and Post Position *(posting initiated 90-120 days/June following planning transition)	N/A		Finalize March 9 Complete Complete March 5	March 12		March 31 March 31					
Planning and Projects	Interview & Place PMLM Technician	Assistant Administrator- Senior Planner-Project Manager Senior Policy-Planner Senior Project-Maintenance Planner Policy-Grant Planner Planner - Project Manager PMLM Technician - Recruit and Post Position Interviews - First Round Interviews - Second Round Place Position Senior Planner-Project Manager Senior Policy-Planner Senior Policy-Planner Senior Policy-Planner Recruit and Post Position "(posting initiated 90-120 days/June following planning transition) Interviews	N/A		Finalize March 9 Complete Complete Complete	March 12		March 31 March 31					
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Planning and Projects	Interview & Place PMLM Technician Place Planning Positions	Assistant Administrator- Senior Planner-Project Manager Senior Policy-Planner Senior Project-Maintenance Planner Policy-Grant Planner Planner - Project Manager PMLM-Technician— Recruit and Post Position Interviews - First Round Interviews - Second Round Place Position Senior Planner-Project Manager Senior Policy-Planner Senior Policy-Planner Senior Project-Maintenance Planner Policy-Grant Planner Recruit and Post Position *(posting initiated 90-120 days/June following planning transition) Interviews Place Position Initial Data Delivery to Springsted	N/A		Finalize March 9 Complete Complete March 5			March 31 March 31					
Planning and Projects	Interview & Place PMLM Technician Place Planning Positions	Assistant Administrator- Senior Planner-Project Manager Senior Policy-Planner Senior Project-Maintenance Planner Policy-Grant Planner Planner - Project Manager PMLM Technician- Recruit and Post Position Interviews - First Round Interviews - Second Round Place Position Senior Planner-Project Manager Senior Planner-Project Manager Senior Policy-Planner Senior Policy-Orant Planner Policy-Grant Planner Recruit and Post Position *(posting initiated 90-120 days/June following planning transition) Interviews Place Position Initial Data Delivery to Springsted Refine Position Descriptions and Internal Classificaiton	N/A		Finalize March 9 Complete Complete March 5	March 12		March 31 March 31 March 31					
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	Interview & Place PMLM Technician Place Planning Positions	Assistant Administrator- Senior Planner-Project Manager Senior Project-Maintenance Planner Policy-Grant Planner Planner - Project Manager PMLM Technician - Recruit and Post Position Interviews - First Round Interviews - Second Round Place Position Senior Policy-Planner Senior Policy-Planner Senior Policy-Planner Senior Policy-Grant Planner Recruit and Post Position Interviews - Second Round Place Position Senior Policy-Planner Senior Policy-Planner Senior Policy-Grant Planner Recruit and Post Position *(posting initiated 90-120 days/June following planning transition) Interviews Place Position Initial Data Delivery to Springsted Refine Position Descriptions and Internal Classificaiton Finalize Position Descriptions, Internal Classificaiton, Benchmark Positions Initiate Market Comparison Work	N/A		Finalize March 9 Complete Complete March 5			March 31 March 31 March 31	April 2				
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	Interview & Place PMLM Technician Place Planning Positions Interview & Place Project Manager	Assistant Administrator- Senior Planner-Project Manager Senior Project-Maintenance Planner Policy-Grant Planner Planner - Project Manager PMLM Technician— Recruit and Post Position Interviews - First-Round Interviews - Second Round Place Position Senior Planner-Project Manager Senior Planner-Project Manager Senior Policy-Planner Senior Policy-Planner Senior Policy-Planner Recruit and Post Position "(posting initiated 90-120 days/June following planning transition) Interviews Place Position Initial Data Delivery to Springsted Refine Position Descriptions and Internal Classification Finalize Position Descriptions, Internal Classification, Benchmark Positions Initiate Market Comparison Work Conclude Market Comparison Develop Implementation Plan Board Approval	N/A	February 27	Finalize March 9 Complete Complete March 5			March 31 March 31 March 31	April 2	Sept	gust - Septe	mber 2018	