



MEMORANDUM

To: MCWD Board of Managers
From: James Wisker
Date: April 9, 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 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:

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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 discussions, the Board of Managers was informed that 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.

On March 8, 2018 a routine status update was provided to the Operations and Programs Committee, noting that (1) rather than batching each department's position descriptions and preliminary SAFE classifications, all positions will be completed and market tested at the same time; and (2) meanwhile, the District will use newly established position descriptions to place individuals within a salary range, triangulated based on 2014 data, and internal-external benchmarks.

Current Status:

Attached is an updated HR Implementation Roadmap, depicting the progress to date. With the aforementioned and planned exceptions noted, a large majority of the planned internal human resource changes have been implemented, with the following work remaining:

- The Research and Monitoring Program Manager position has not yet been placed. This work is currently on schedule, pending the screening and completion of interviews of external candidates.
- The District Administrator and Operations Manager will continue evaluating the need to adjust from a 0.75 to 1.0 full time Accounting Clerk, with a decision to be made by April 30.

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External market comparison work being facilitated through contract with Springsted is approximately two weeks behind schedule. This adjustment in project priorities and the impacts to schedule were discussed with the OPC in March.

While position descriptions have been finalized for internal use and placement, classification and selection of benchmark positions have not yet been finalized with Springsted, and Springsted has not yet been authorized by the District to initiate the market comparison phase of work. This delay was implemented to allow staff to prioritize internal placement, and to afford Springsted and the District the time needed to refine a clear and common understanding on all materials before beginning market comparisons.

It is not known at this point if this two week delay will affect the ultimate deliverable date within the fourth quarter. However, a delay of this magnitude within the target delivery window of fourth quarter is not expected to significantly or negatively impact the District's ability to implement the findings.

A brief update regarding human resource plan implementation status be provided at the April 12, Operations and Programs Committee.

If you have questions in advance of the meeting, please contact James Wisker at Jwisker@minnehahacreek.org or 952.641.4509.

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Project Name: MCWD Organizational Chart Implementation Roadmap

Project Manager: James Wisker Draft Date: April 9, 2018

Level 1	Level 2	Level 3	Week																	
			January 15	January 22	January 29	February 5	February 12	February 19	February 26	March 5	March 12	March 19	March 26	April 2	April 9	April 16	April 23	April 30		
Research and Monitoring	Draft/Revise Job Descriptions	R&M Program Manager																		
		Monitoring Coordinator																		
		Aquatic Ecologist																		
		R&M Technician-Representatives																		
	Develop Interview Structure Process	Coordinate With Legal Counsel																		
		Establish Interview Panel																		
		Draft Interview Process Timeline																		
		Establish Transition Timeline																		
	Interviews and Position Placement	R&M Program Manager (internal and external interviews)	Initiate Interview Process																	
			Internal Interview																	External Interview
Aquatic Ecologist																				
Monitoring Coordinator																				
R&M Technician-Representatives																				
Complete																				
Education and Communications	Draft/Revise Job Descriptions	Director of Communications *(modify reporting and analyze for strategic alignment)																		
		Education Manager *(revise supervisor status and analyze for strategic alignment)																		
Permitting	Reduce Number of Representative Positions	Develop Timeline and Transition Plan																		
		Recruit and Place Permit Technician																		
Operations and Support Services	Draft/Revise Job Descriptions	District Administrator																		
		Office Manager																		
		Administrative Assistant I *(analyze job description and consolidate duties)																		
		Administrative Assistant II *(revisit need to fill position at a later date)																		
		Accounting Clerk *(refine position description to consolidate finance responsibilities)	N/A																	
		IT-GIS Technician *(draft position in advance of 2019 budget after Dept. restructure)	N/A																	
Adjust Position(s) from 0.75 FTE to 1.0 FTE	Administrative Assistant	Accounting Clerk																		
		Evaluating Full-Time Need for Decision by April 30																		
		Complete																		
		Complete																		
Interview and Fill Office Manager Position	Interviews	Place Position																		
		Complete																		
Planning and Projects	Draft/Revise Job Descriptions	Assistant Administrator	N/A																	
		Senior Planner-Project Manager																		
		Senior Policy Planner																		
		Senior Project-Maintenance Planner																		
		Policy Grant Planner																		
		Planner-Project Manager																		
		PMLM Technician																		
		Recruit and Post Position																		
	Interview & Place PMLM Technician	Interviews - First Round	Complete																	
			Interviews - Second Round																	
			Place Position																	
	Place Planning Positions	Senior Planner-Project Manager	Complete																	
			Senior Policy Planner																	
			Senior Project-Maintenance Planner																	
Interview & Place Project Manager	Policy Grant Planner	Complete																		
		Recruit and Post Position *(posting initiated 90-120 days/June following planning transition)																		
		Interviews																		
Springsted Market Classification/Compensation	Springsted Market Classification/Compensation	Place Position																		
		Initial Data Delivery to Springsted									February 27									
		Refine Position Descriptions and Internal Classification											March 16							
		Finalize Position Descriptions, Internal Classification, Benchmark Positions												March 30						
		Initiate Market Comparison Work														April 2				
		Conclude Market Comparison																	August 2018	
		Develop Implementation Plan																	August - September 2018	
Board/Committee Reports	Board/Committee Reports	Board Approval																	September - October 2018	
		OPC Update on Implementation and Review Administrator Position Description							Feb-12											
		OPC Update on Implementation										Mar-8								
		OPC Update on Implementation															Apr-12			