



## MEMORANDUM

**To:** MCWD Board of Managers  
**From:** James Wisker  
**Date:** March 8, 2018  
**Re:** MCWD Human Resource Implementation Status

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### **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:

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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 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](mailto:Jwisker@minnehahacreek.org) or 952.641.4509.

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