

# TODD COUNTY BOARD OF COMMISSIONERS

## *Work Session Agenda*

Date: April 17, 2018

Time: 10:00 a.m.

Meeting to be held at the Historic Courthouse 215 1st Avenue So, Long Prairie, Minnesota

<b>Item #</b>		<b>Approx. Time</b>
<b>1</b>	<b>Cody Nelson Townhouse Project Discussion</b> <b>Brenda Thomes, City Administrator</b>	<b>10:00 a.m.</b>
<b>2</b>	<b>Todd County Parks &amp; Trails Discussion</b>	<b>10:15 a.m.</b>
<b>2</b>	<b>Administration Reorganization Discussion</b> <b>Joe Hatch, County Coordinator</b>	<b>10:30 a.m.</b>

The County Board Meeting will begin promptly at the prescribed time. The County Board reserves the right to alter the order of the agenda items and the amount of time allowed for an item based on business needs.



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## MEMO

To: Commissioners

From: Joe Hatch, County Coordinator  
Sara Ogren, HR Manager

Date: March 20, 2018

Re: Administration Department Reorganization

### **Introduction**

In November the Todd County board authorized the addition of one full time staff person, an HR Specialist, to the Administration Department. Since that time there has been a number of changes in the department. There was the departure of HR Manager Nalezny who was slated to take the HR Specialist position and the hiring of Sara Ogren as the HR Manager. In reviewing the skills and capabilities of our current staff, it is felt a reorganization and reprioritization of responsibilities is needed and warranted. It is recommended the Payroll Specialist position be eliminated and an Office Assistant position be added. It is recommended the current Payroll Specialist, Kathleen Nauber, be promoted to the HR Specialist role. Mrs. Nauber has proven her commitment and ability to take on and complete projects. These moves would allow the Administration Department to focus on improving many of the HR service needs of the County, help create and maintain a robust safety program, provide a backup for payroll, and allow day to day office items such as scanning and invoice review to occur accurately and timely. The extra capacity would allow for the HR Manager and Coordinator to focus on improving the internal service needs of staff. These changes would cut \$16,500.00 from the 2018 Administration Department budget.

### **Services In Need of Improvement**

Since HR Manager Ogren & Coordinator Hatch have joined Todd County, we have consistently heard from Department Heads of the need for improvement and consistency in the human resource operations and processes. Specific areas where the Administration Department would focus on improving if the reorganization was approved include the following;

#### *Safety Program*

- Create and manage a comprehensive and robust safety program.
- Manages and oversees safety, AWAIR, and OSHA compliance for the county.
- Completes required reports to get into and stay in compliance.
- Lowers our overall risk.

#### *Hiring and recruitment*

- Orientation and onboarding, tracking sheets used and documentation.
- Probationary tracking and follow up with supervisors.
- Training and consistent process for interviews.
- Legal review and scoring of applications.
- Tracking of terminations, consistent and recorded.

#### *Employee Development*

- Well trained supervisors with the ability to properly coach, develop, evaluate and discipline employees.
- Employee evaluation process consistent and tracked across the organization with results focused on the service outcome.
- Complete investigations as they arise in a thorough and effective manner.

#### *Policies & Practices*

- Handbook updated annually.
- Suggestions on how to improve and ensure processes are efficient and legal.
- Ensuring policies and practices are consistently implemented across organization.
- Commissioner protocols reviewed and updated annually.

#### *Union and Labor Issues*

- Ability to follow up and strategically manage labor grievances.
- Advise County Board on sound labor strategy.
- Effectively process and manage grievance issues.

#### *Benefits Management*

- Have an “in-house” expert on benefits, not just a consultant to provide quality service for staff.
- Strategically plan and manage benefit policies and plan design.
- Work with Insurance Committee on educating and helping employees.

#### *Work Comp, ADA, FMLA*

- Proactively document and follow up with each incident.
- Keep in contact with employee, MCIT, and if needed HR attorney to strategically manage these issues.

#### *Personnel Files, Folders & Document Management*

- Complete scanning of all files into proper folders.
- Review and audit current records and files.
- Ensure files are kept in accordance to record retention policy requirements.

Each of these core employee services need additional attention. There are two options for the County Board to consider.

### **Options for Consideration**

#### Option 1- Status Quo

No change within the Administration Department. We could ask for authorization to post for the HR Specialist position. Current structure includes,

- Payroll Specialist
- HR Specialist
- HR Manager
- County Coordinator

#### Option 2

Promote Payroll Specialist Nauber to the HR Specialist position, eliminate the Payroll Specialist position, and add an Office Assistant Position. The Office Assistant position would focus on backing up the payroll, scanning personnel documents, and sorting through and cleaning up the digital “personnel” folders. The HR Specialist would focus on benefits, payroll, ergonomics assessments, employee orientation, and the management and development of the OSHA safety program.

Potential new list of positions in the Administration Department;

- Office Assistant
- HR Specialist
- HR Manager
- County Coordinator

### **Analysis of Options**

#### *Option 1 - Status Quo*

No change in current structure of the Administration Department.

#### Costs:

There would be no additional financial costs to the 2018 Administration Department.

#### Benefits:

There are a lot of potential benefits with adding a lot of capacity to the department. The timeline to manage and recreate many of the processes in need of improvement would be significantly

shortened. Also, the ability to attract higher quality candidates would be increased for the Payroll Specialist position.

*Option 2 – Eliminate Payroll Specialist, add Office Assistant*

Costs:

Elimination of the Payroll Specialist position could make it more difficult to recruit and find quality talent based on the pay. The Administration Department needs additional capacity and this may limit the pool of talent.

Benefits:

Additional capacity added would put staffing at a level to allow for improvements in the process and procedures for the Administration Department. Would cut \$16,500.00 from the 2018 Administration Department.

The Administration Department would focus on solving problems before they arise. Mitigating risks and creating a stronger work culture will pay large dividends going forward. The County will spend approximately \$15 million on employee costs in 2018. If a strong Administration Department can improve culture and increase employee productivity by 1% per year then the total valuation would be approximately \$150,000.00 per year. With a larger capacity to focus on our needs we can also reduce risks and become more proactive.

**Recommendation**

Staff recommends option 2. The Administration Department provides services for all departments and for the public. Option 2 would allow for improved practices for recruiting and hiring, development and training, evaluation, development, benefits, and safety of staff. The goal for the department is to consistently provide great service for the County and all of our employees. Staff seeks approval to promote Payroll Specialist Nauber to HR Specialist, eliminate the Payroll Specialist position, and authorize the posting and hiring of an Office Assistant position.