



GOODHUE COUNTY MINNESOTA
TO EFFECTIVELY PROMOTE THE SAFETY, HEALTH, AND WELL-BEING OF OUR RESIDENTS

Board Workshop



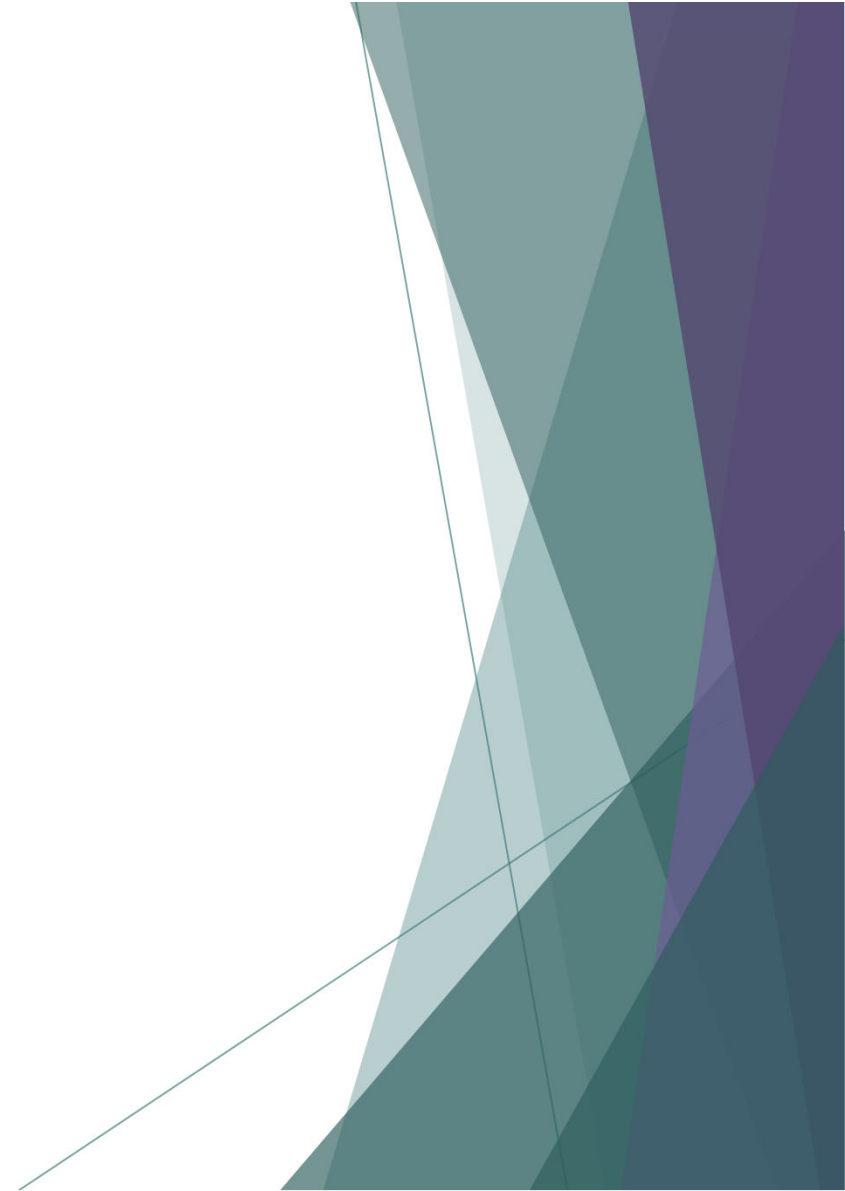
DDA
Human Resources, Inc.
a David Drown Associates Company

Project Scope

- ▶ 2022: Market Analysis
- ▶ 2022: Addressed some job classifications
- ▶ 2022: Recalibrated grid
- ▶ 2023: Ongoing Maintenance
 - ▶ Review 1/3 of job descriptions (87-91 and HHS)
 - ▶ Review and update job descriptions
 - ▶ Review current classifications (Jailers, Appraisers, Engineering Technicians and Nurses)
 - ▶ Market Analysis
 - ▶ Pay Equity
 - ▶ AMC/LMC Salary Data
 - ▶ HR Assistance
 - ▶ Job writing and classification
- ▶ 2024: Move out of Merit
- ▶ 2024: 1/3 of job description review and market analysis of all positions
- ▶ 2025: Pay Equity Report
- ▶ 2025 Ongoing Maintenance

Concerns with process

- ▶ Is 115% a proper gauge for market competitiveness
- ▶ Benchmarks
- ▶ Timeline for department heads
- ▶ What jobs should be reviewed in analysis?
- ▶ What is statistically significant?
- ▶ Improvement of process



Opportunities

- ▶ DDA has recurring meetings with HR Managers to address issues as they occur
- ▶ Set up meetings with Department Heads and HR Managers to discuss
 - ▶ Recruitment concerns
 - ▶ Retention issues
 - ▶ Succession Planning
 - ▶ Job Descriptions
 - ▶ Expectations
 - ▶ Other
- ▶ Identify other areas to improve efficiency and effectiveness

Goal for 2025



Improve Ongoing Maintenance Process



Negotiations



Job Description Review



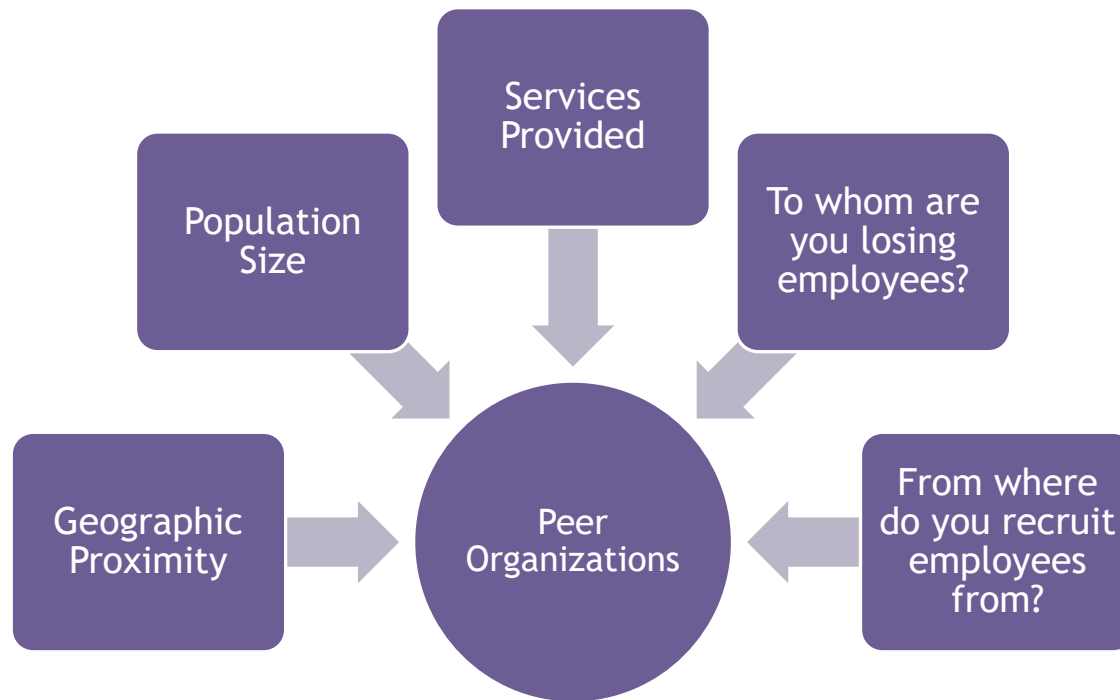
Market Analysis of wags for all jobs



Review targeted jobs

Market Analysis

- DDA has partnered with the County to select a group of cities/counties with whom they compete for talent. Here are some factors that were considered when selecting this group:



Benchmarks

- ▶ Dodge
- ▶ Fillmore
- ▶ Freeborn
- ▶ Goodhue
- ▶ Houston
- ▶ Mower
- ▶ Olmsted
- ▶ Rice
- ▶ Steele
- ▶ Wabasha
- ▶ Winona

Concerns with Benchmarks

- ▶ Does not include some counties that border, like Dakota
- ▶ We are close for employees to drive to Metro Counties
- ▶ Should we set pay philosophy above our benchmarks
- ▶ The counties we use are the counties arbitration group so our labor attorney is really firm on not deviating from that.
- ▶ Can you use the benchmark group, but set pay philosophy to 90th percentile, or top 1/3 of benchmark group?

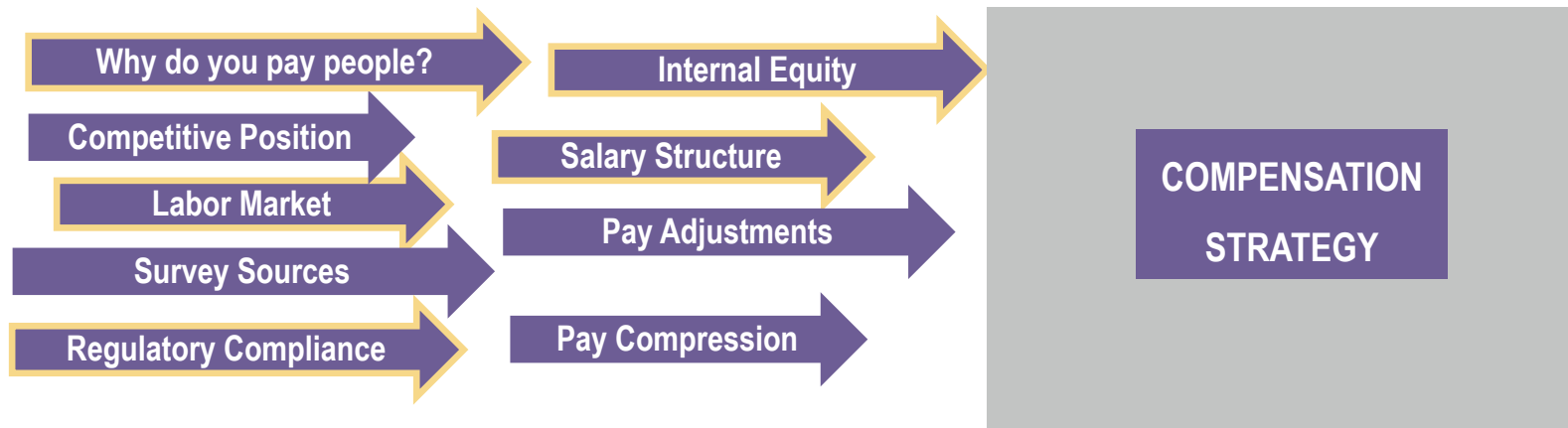
Board
Decision

Do we maintain
Current benchmarks?

Or change?

Pay Philosophy

- To achieve their goals the County must consider the following factors when designing a Pay Philosophy:



Pay Philosophy



Where does County Want to be? How do they pay employees?



Establishing comp worth both internal and external based on your market



Based on work performance



Comply with Pay Equity



Provide Transparency in communicating to employees

Board Decision

Board Decision: Do we continue with 115%
as a gauge of market competitiveness?

Does this mean each job?

Does this mean entire pay grid?

Other alternatives

Analysis

- ▶ Currently we bring a job to the analysis tab if it has at least four data points
 - ▶ Board decision: maintain or create benchmark jobs that are approved by Board and Department Heads

Direction	Pros	Cons
All jobs	Each job is reviewed, but us statistically significance	Department Heads do not agree with job analysis Department Heads do their own analysis
Select benchmark jobs	Approved Group Internal Equity will assist with other jobs to maintain market competitiveness	Not all jobs are illustrated, but we will have market data on them

Board
Decision

10% under 115%
gauge flags a job

Other
alternatives

Parameters to consider Career Ladder

- ▶ Market driven
- ▶ Recruitment and/or retention issue
- ▶ Certification/ education requirements
- ▶ Other



Board Decision

Allow HR and
Department to work on
with general parameters

Other alternatives

Parameters for elected officials

- ▶ How should we collect data for elected officials?
 - ▶ Look at market data for all 87 counties



Board Decision

Treat as other
employees for timing
and process

Other alternatives

General Timeline

- ▶ HR send out job descriptions
 - ▶ Employee and Supervisor 3 weeks to complete job review form
 - ▶ DDA makes changes and sends back
 - ▶ Job Description Appeal process 1 week for employees and supervisors
 - ▶ Job Evaluations completed by DDA
 - ▶ Communicate to Employees and Supervisors
 - ▶ One week appeal process
 - ▶ Present findings to Board

Concerns of Timeline

- ▶ In 2024 sent out in March, did not receive back until November
- ▶ Market data will be available by June
- ▶ Job Review process will be completed by October



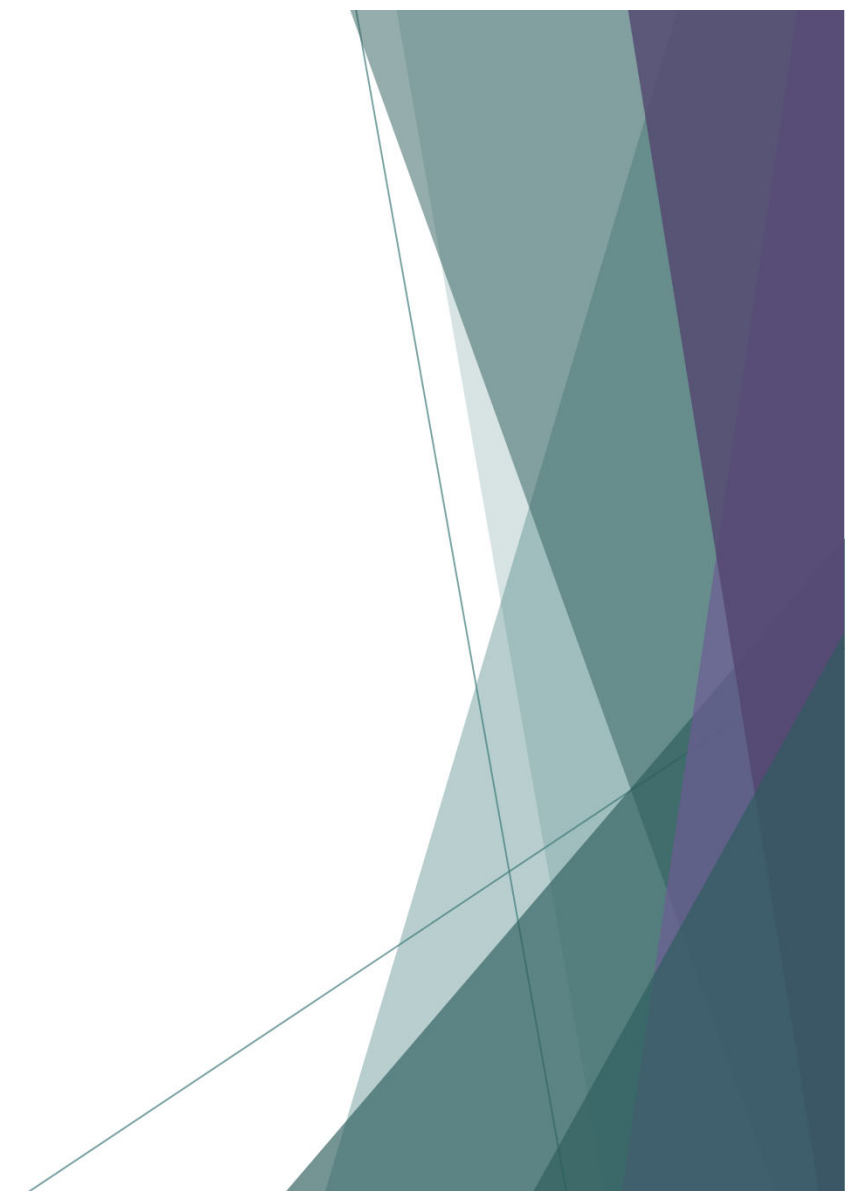
Board Decision

When does board want to see data? (timing, meetings, etc.)

When does board want to see recommendations? (timing, meetings, etc.)

Board Packet

- ▶ Does Board need more data than what was presented?
 - ▶ If so, what?



Board
Decision

What to include
in workshop?

What to include
in packet?

Did we address concerns?

- ▶ Is 115% a proper gauge for market competitiveness
- ▶ Benchmarks
- ▶ Timeline for department heads
- ▶ What jobs should be reviewed in analysis?
- ▶ What is statistically significant?
- ▶ How to deal with elected officials?
- ▶ What information does Board want?
- ▶ Improvement of process
- ▶ Other



Next Steps



Questions

