Goodhue County

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2026 Ongoing Maintenance Process

DDA

Human Resources, Inc.

a David Drown Associates Company

Changes this year

- 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

Opportunities

- Goodhue County moved to a new template
  - There was a lot of work with the old job descriptions and moving them to new template
  - In the future, DDA will
    - Move all current job descriptions to new template
    - HR Manager will review
    - Then we will begin job review process as normal

A **compensation program** is a structured pay plan that is used to:

- Attract the most qualified professionals available.
- Retain talented employees.
- Pay employees fairly and consistently

A **pay plan** is developed through:

- Job descriptions that define duties and responsibilities.
- Pay equity of job descriptions (hierarchy of jobs)
- Market analysis of base pay
- Market definition influenced by industry, size, geographic location, and tax capacity
- Pay philosophy

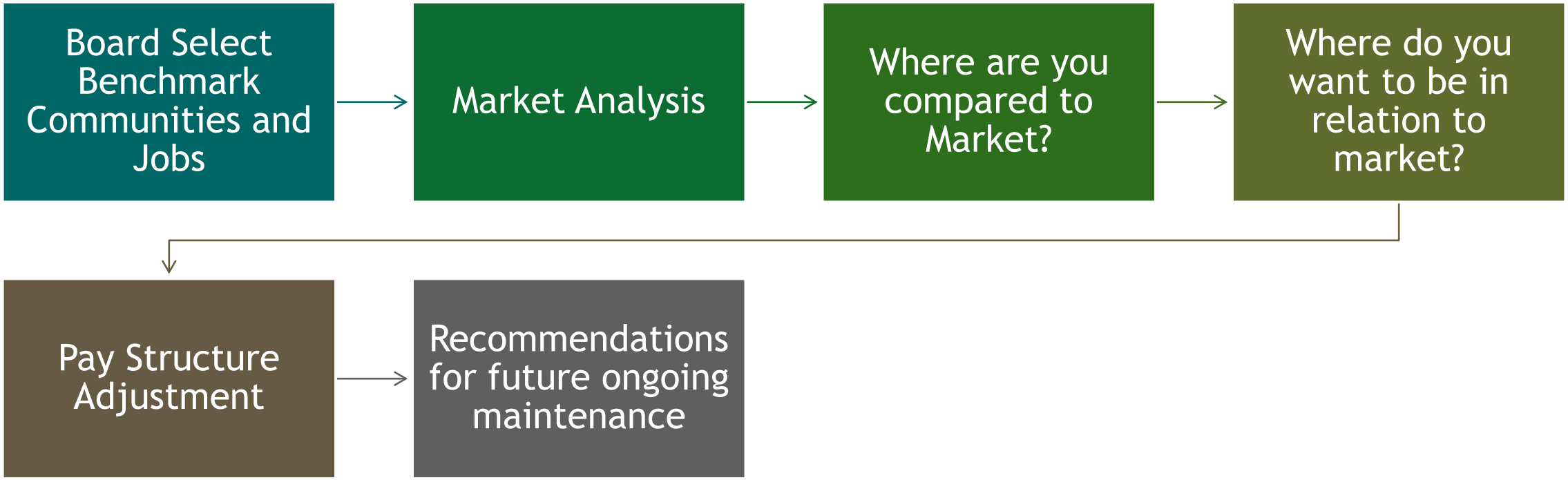
Compensation/pay philosophy is set by the Board:

- Influenced by industry, size, geographic location and tax capacity
- Includes objectives and statement of where organization wants to be in relation to market

Board Decision

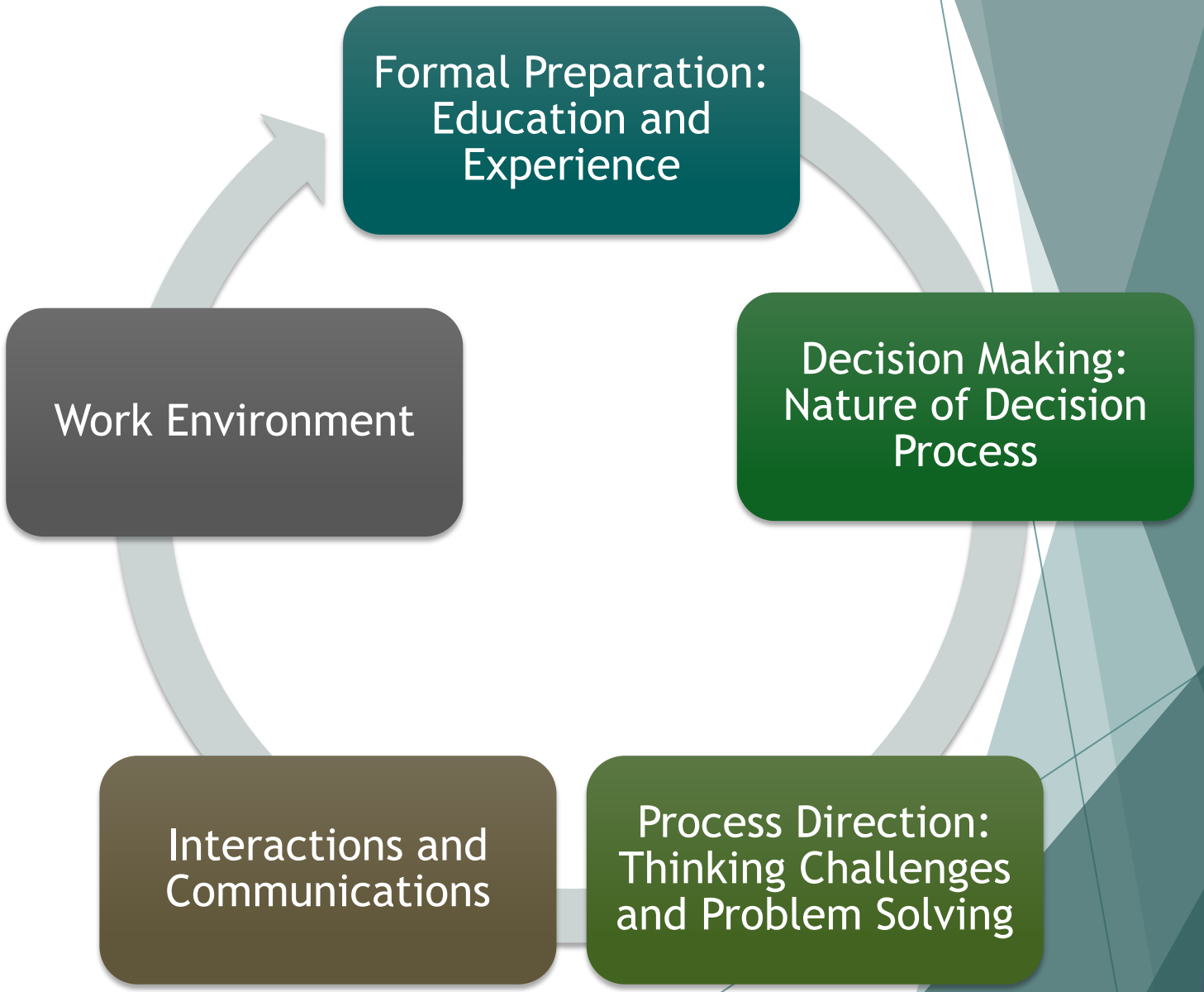
Use 115% of market average as gauge

Flag jobs that are below 110%



Competitive Pay Analysis

Job Content Evaluation



Benchmarks

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

2026 Market Analysis

Currently the pay grid is calibrated at 3% above market average minimum rates and 16% above market average maximum rates.

Goodhue has a wage range (difference between max and min) of 55% and the market average is 39%

HHS Market Analysis

Currently the pay grid is calibrated at 3% above market average minimum rates and 17% above market average maximum rates.

Information Systems Specialist is only job at 110% of market and DDA is suggesting classification change

Process

- Met with HHS Leadership to explain process
- Supervisor and employee review job description and completed review form
- DDA updated job description
- Met with HHS Leadership Team and HR to discuss job description and changes
- Job Description Appeal process
- Met with HHS Leadership Team and HR to discuss potential classification changes, two were identified
- DDA reviewed job classifications
- Job Classification Appeal process
- Presented Classification Changes to Leadership Team and HR
- Personnel Committee
- Board Meeting

HHS Job Descriptions Reviewed

Title	Pay Grade
Accountant 1	109
Accounting Specialist	106
Accounting Supervisor	113
Care Coordinator	112
Case Aide	107
Case Aide Specialist	108
Child Support Enforcement Officer	107
Child Support Lead Worker	111
Child Support Officer	109
Child Support Supervisor	113
Community Health Supervisor	116

HHS Job Descriptions Reviewed

Title	Pay Grade
Community Health Worker	106
Eligibility Worker	109
Eligibility Worker Lead	111
Financial Assistance Supervisor 1	113
Financial Assistance Supervisor 2	114
Fiscal Officer	111
HHS Administrative Aide	111
HHS Deputy Director	119
HHS Deputy Director 2	120
HHS Director	122
HHS Team Lead	114

HHS Job Descriptions Reviewed

Title	Pay Grade
Information Systems Specialist Sr	109
Office Support Specialist	105
Office Support Specialist Sr	106
Public Health Educator	112
Public Health Nurse	112
Public Health Nurse Lead	114
Public Health Supervisor	116
Social Worker	112
Social Service Supervisor	118

Parameters to consider Career Ladder

- Market driven
- Recruitment and/or retention issue
- Certification/ education requirements
- Must work with HR and DDA on potential Career Ladders

New Jobs and Title Changes

- Case Aide Specialist, a career advancement opportunity
- HHS Assistant Aide to **HHS Administrative Assistant**
- Social Worker title to **Case Manager**
- Fiscal Assistance Supervisor II to **Fiscal Assistance Supervisor**
- Financial Assistance Supervisor I to **Financial Assistance Supervisor**

Proposed Job Classification Changes

- Info Systems Specialist Senior from 109 to 110
- Office Support Specialist Senior from 106 to 108

Job Description Appeals

Social Work Supervisor

- The concerns raised regarding the Social Work Supervisor classification, specifically the additional complexity associated with Child Protection responsibilities, were reviewed. The position classification encompasses supervisory roles across multiple program areas, including Child Protection and Adult Mental Health. While Child Protection work involves unique statutory and operational complexities, the overall Social Work Supervisor classification is currently compensated significantly above comparable market positions. Creating separate classifications to distinguish Child Protection supervisory responsibilities would require a broader review of the classification structure and could result in downward adjustments for supervisors assigned to other program areas. Leadership has determined that maintaining a single classification remains appropriate. In addition, supervisors performing Child Protection duties receive on-call compensation when assigned those responsibilities. Based on this review, no classification change is recommended.

Classification Appeals Received

Accounting Supervisor

- The appeal asserts that the Accounting Supervisor position is undervalued because the current job description does not fully reflect the complexity, breadth of knowledge level of independent judgment, financial accountability, and potential consequences associated with the position.
- DDA reviewed the appeal and supporting information. While no concerns regarding the current classification were identified by department leadership, DDA independently reviewed assigned duties, responsibilities, and internal alignment. DDA determined that a classification change is not warranted at this time.

Classification Appeals Received

Support Enforcement Officer

- The employees request reevaluation of the Support Enforcement Officer classification based on increased responsibilities and complexity that resulted in the position being retitled from Enforcement Aide to Enforcement Officer without a corresponding change from Grade 107. The appeal cites increased independent decision-making, application of child support enforcement laws and procedures, responsibility for determining and implementing enforcement remedies, accountability for collection outcomes, and substantially higher caseloads. The appeal also requested restoration of a high school diploma requirement to the minimum qualifications.
- DDA supports adding the high school education requirement to the minimum qualifications. No concerns regarding the current classification were raised by department leadership. Based on the classification analysis, the additional responsibilities identified do not warrant a change in classification, and DDA does not recommend a grade adjustment.

Classification Appeals Received

Fiscal Officer

- The appeal highlighted similarities between the Fiscal Officer position and the Finance & Taxpayer Services Accountant II position and requested consideration of a higher classification level.
- As part of the review, DDA evaluated the nature, scope, and organizational impact of the positions. While there are some similarities, the positions serve different functions and carry different areas of responsibility, with the Fiscal Officer role being department-focused and the Accountant II role having countywide responsibilities. Based on this analysis and considerations of internal equity, DDA does not recommend a classification change.

Accountant

- The appeal identified similarities of the Finance and Taxpayer Accountant I position and requested consideration of a higher grade placement.
- DDA evaluated the duties and responsibilities of the positions and considered internal alignment among classifications. While the positions share certain characteristics, meaningful distinctions exist in the scope and nature of the work. Based on the classification review and internal equity considerations, DDA does not recommend a classification change.

Classification Appeals Received

Office Support Specialist

- The appeal contends that the position is under-evaluated because additional application-processing, documentation, verification, special-project, and HHS support responsibilities have gradually become part of the regular workload. The employees believe the cumulative expansion has significantly increased the volume and scope of work and that the existing job description does not adequately reflect the position as it currently functions.
- DDA reviewed the appeal and the additional duties described. While the position has experienced increase workload and added processing responsibilities, these do not significantly alter the level of responsibility, complexity, or other classification factors used in the evaluation process. Therefore, DDA does not recommend a classification change.

Classification Appeals Received

Office Support Specialist Senior

- The appeal indicates that the position provides work direction to Office Support Specialists and Case Aides and argues that the position's problem-solving requirements, accountability, and impact on operational outcomes warrant a higher classification level.
- After reviewing the assigned responsibilities and lead-worker expectations associated with the position, DDA determined that a higher grade is appropriate. Accordingly, DDA recommends reclassifying the position from grade 106 to grade 108.

Other Items

- County Board members received ahead of time Elected Official Data
- County Board received information regarding County Administrator appeal for higher compensation
- Most counties do offer health insurance to Commissioners similar to employees
- County Board received information on the following parking lot items to consider now or in the future
  - Longevity Pay
  - Adding an additional step
  - How to address employees that top out of pay grid

Questions