

# ADDITIONAL

## ANOKA COUNTY BOARD AGENDA

FOR THE FEBRUARY 23, 2021, COUNTY BOARD MEETING

9:30 A.M.

Anoka County Government Center - Anoka, MN

1. Consider approving the following personnel transactions, as recommended by the Management Committee:

A. Restructure/replacement - County Administration - effective March 13, 2021 - vacancy due to resignation effective March 1, 2021. PC#2018003302

**FROM:** 1.0 FTE Economic Development Specialist - Grade C013, range \$26.45 to \$44.08 per hour

**TO:** 1.0 FTE Economic Development Director - Grade D016, range \$33.40 to \$49.41 per hour

**See attached** position action application request.

B. New positions - Administration/Employee Relations - non-budgeted - relating to employee master data and Human Resources Management System (HRMS) business needs - effective February 23, 2021:

1.0 FTE HRMS Business Analyst - Grade 12

1.0 FTE HRMS Business Analyst - Grade 13

1.0 FTE HRMS Master Data Analyst IV - Grade 14

**See attached** action item worksheet.

**If approved by the Management Committee, this item may move directly to the county board for approval on February 23, 2021.**

C. New positions - Administration/Employee Relations - non-budgeted - effective February 23, 2021:

Two 1.0 FTE Employee Relations Consultant 1 - Grade 12

**See attached** action item worksheet.

**If approved by the Management Committee, this item may move directly to the county board for approval on February 23, 2021.**

# POSITION ACTION APPLICATION REQUEST

<b>Department</b> Administration (GEN-ADMG)
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<b>Action requested</b>	Reclassification of the Economic Development Specialist position - Current grade level: C013.
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<b>Background</b>	The Economic Development Specialist position was a newly created position in 2018. It was originally graded out at a grade level C013. Over the last couple of years, the position has grown significantly and the work being performed has had a tremendous impact on the growth of the community within Anoka County.
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<b>Recommendations</b>	Reclassify the role from an Economic Development Specialist to an Economic Development Director.
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<b>Funding source</b>	Budget adjustment current year	Budget adjustment future years
Current budget	\$0.00	\$0.00


<b>Funding description</b>	
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<b>Who to contact with questions</b> Rhonda Sivarajah
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<b>Submitted by</b>	<b>Date submitted</b>

Revised 05/19/2020

[Submit by Email](#)

<b>ER USE ONLY</b>	
<b>Employee Relations and Finance Budget Workgroup approved</b> Christine Kappelhoff  Digitally signed by Christine Kappelhoff Date: 2021.02.17 12:20:27 -06'00'	<b>Date approved</b>



ANOKA COUNTY BOARD ACTION ITEM

February 23, 2021

Employee Relations Department

<p>ACTION REQUESTED</p>	<p>Approval by Management Committee and the Anoka County Board of Commissioners to create/begin immediate recruitment for the following positions:</p> <ul style="list-style-type: none"><li>○ (1) Grade 13 HRMS Business Analyst II</li><li>○ (1) Grade 12 HRMS Business Analyst I</li><li>○ (1) Grade 14 HRMS Master Data Analyst IV</li></ul>
<p>BACKGROUND</p>	<p>Unlike many other county departments/divisions, the Employee Relations Department does not currently have a technical analyst/business analyst within the function. This role is critical for a function like Employee Relations, which has primary responsibility for several large software solutions used countywide for timekeeping/leaves of absence, position recruitments, open enrollment and more.</p> <p>To meet project management, system testing and enhancement, and repair ticket management efforts and manage day-to-day operations, Business Analyst work is currently spread to two individuals in leadership positions within the HRMS function of the department. Given the significant workload and responsibilities of their existing leadership roles, timely completion and participation in other county-wide initiatives requiring Business Analyst involvement from Employee Relations is jeopardized. Today, work is being completed through overtime by these exempt employees, who are not paid for their additional time. In addition, the forward progress towards an HRMS system will create additional work – not only through implementation but also long term to support this robust system that would be used by nearly 2,000 employees and nearly 1,000 retirees.</p> <p>Management of employee data, a significant increase in public entity data requests, participation in data maintenance and audits with partners in Finance, execution of new labor contracts/performance-based range movements and the development of employee master data records and analysis of the data for various federal and state reporting requirements has identified a need for a subject matter expert, HRMS Master Data Analyst IV, who will also serve in an integral capacity during HRMS system implementation and long-term maintenance of the system. Utilizing other existing county technical analysts has been explored, but workloads in other areas prevent this.</p>

<p><b>SOLUTIONS</b></p>	<p>Add three positions/begin immediate recruitment effective February 23, 2021 for:</p> <ul style="list-style-type: none"> <li>○ (1) Grade 13 HRMS Business Analyst II</li> <li>○ (1) Grade 12 HRMS Business Analyst I</li> <li>○ (1) Grade 14 HRMS Master Data Analyst IV</li> </ul> <p>As these positions are not included in the 2021 budget, Employee Relations has partnered with Administration and Finance to review options:</p> <ol style="list-style-type: none"> <li>1. For 2021, fund the positions through a 2020 carryforward as much of these positions' time will be focused on the preparation and implementation of new systems. Estimated cost for 2021 is \$294K (FTEs for 75% of the year).</li> <li>2. For 2022, as part of the budget reset, identify shifts that can occur and budget all positions within the Employee Relations Department – estimated cost = \$392K. During the next few years, explore the possibility of creating a pool of analysts for county-wide implementations utilizing these and other existing positions throughout the county to accomplish that.</li> </ol>
<p><b>CONCLUSION</b></p>	<p>Create and fund the following (3) positions:</p> <ul style="list-style-type: none"> <li>○ (1) Grade 13 HRMS Business Analyst II</li> <li>○ (1) Grade 12 HRMS Business Analyst I</li> <li>○ (1) Grade 14 HRMS Master Data Analyst IV</li> </ul> <p>In 2021, funding would be provided by 2020 carryforward funds with an estimated cost of \$294K. For 2022, add the positions to the Employee Relations Department budget; estimated amount is \$392K. Allow for the exploration of these and other county analyst positions in the future potentially via a county-wide pooled approach to meet county-wide needs. These three positions will be presented in the 2022 budget and shown as part of the overall changes.</p>
<p><b>RECOMMENDATIONS</b></p>	<p>Approval by Management Committee to create/begin immediate recruitment for the following positions, effective February 23, 2021:</p> <ul style="list-style-type: none"> <li>○ (1) Grade 13 HRMS Business Analyst II</li> <li>○ (1) Grade 12 HRMS Business Analyst I</li> <li>○ (1) Grade 14 HRMS Master Data Analyst IV</li> </ul> <p>If approved by the Management Committee, this item may move directly to the county board for approval on February 23, 2021.</p>



ANOKA COUNTY BOARD ACTION ITEM

February 23, 2021

Employee Relations Department

ACTION REQUESTED	Approval by Management Committee and the Anoka County Board of Commissioners to create (2) Employee Relations Consultant I, Grade 12, positions.
BACKGROUND	<p>Since August 2019, the Employee Relations Department has been implementing a strategic business partner strategy to better support all departments and divisions within the county. This transformation has resulted in an increased workload within the function as work previously completed outside the department is now centralized within it and new work was identified and launched. Some examples include an evolved onboarding/orientation process for new employees, enhanced recruitment efforts leveraging technology and increased communication, and Employee Relations consultants drafting position descriptions and other documents versus individuals in the departments and divisions doing so.</p> <p>During 2020, the COVID-19 pandemic brought a significant increase in workload to the Employee Relations department. Employee Relations has, on average, been fielding three times more inquiries than usual from employees and supervisors as they analyze leave of absence options, navigate employee performance challenges, explore complex recruitment needs, undertake new recruitment approaches, and manage a remote workforce. Despite the increased workload, customer service, timeliness and responsiveness has continued. In addition, new legislation at the federal and state levels was signed into law, federal and state health guidelines have been introduced and repeatedly updated, and more; Employee Relations has swiftly worked to translate the information, develop FAQ documents and counsel managers and employees alike through the situations; as leave of absence cases increased to record highs, timely processing to meet the leave management and documentation requirements has occurred without fail/continues to occur.</p> <p>Simultaneous to the above work, Employee Relations has pressed forward with efforts to complete a gap analysis and engage in a request for proposals (RFP) process for a Human Resources Management System.</p> <p>As a service function supporting every department and division in the county, including nearly 2,000 employees and nearly 1,000 retirees, completing the work as required has meant sustained overtime by several team members, most of whom are exempt and not paid overtime. The additional hours have averaged up to 70 hours worked</p>

	<p>per employee and includes early mornings, late evenings, weekends, and holidays.</p> <p>Analysis was completed to identify work to delay or postpone. The conclusion is that in large part this isn't possible in significant ways because of the nature of the responsibilities (leaves of absence, performance management, recruitment, public data requests, emerging COVID legislation, employee data/time system management to execute payroll, labor contract negotiations and more) and because of the time sensitivity of COVID-19 and other federal/state-mandated responsibilities.</p> <p>Analysis of the work responsibilities of the function also indicate the responsibilities and volume will be sustained into the future. And, should COVID-related work eventually slow down, additional work already identified but yet to come into the department, such as critical affirmative action items, and a centralized strategy for training/professional development and employee annual required learning trainings, will quickly backfill any capacity.</p>
<p>SOLUTIONS</p>	<p>With all other options – including process improvement, analysis of work for delay or postponement, etc. – exhausted, the Employee Relations Department needs (2) additional Employee Relations Consultant I, Grade 12 positions.</p> <p>As these positions are not included in the 2021 budget, Employee Relations has partnered with Administration and Finance to review options:</p> <ol style="list-style-type: none"> <li>1. For 2021, use a combination of carryforward funds from 2020, 2021 vacancy savings from departments, and funds within the 2021 pooled County-wide position change budget. Estimated cost is \$137K (benefited FTE for 75% of year)</li> <li>2. For 2022, as part of the Budget Reset, identify shifts that can occur and budget both positions within the Employee Relations Department - Estimated cost = \$182K.</li> </ol>
<p>CONCLUSION</p>	<p>Create (2) 1.0 FTE Employee Relations Consultant I, Grade 12 positions with funding being provided in 2021 from a combination of carryforward fund, vacancy savings, and pooled position change budgeted funds, as determined by Finance and Administration in an amount estimated to be \$137K.</p> <p>For 2022, the positions will be added into the Employee Relations budget and presented as a change, reflecting with all other changes and requests that are brought forward. Estimated cost is \$182K.</p>

RECOMMENDATIONS

Approval by Management Committee to create (2) Employee Relations Consultant I, Grade 12, positions/begin immediate recruitment effective February 23, 2021.

If approved by the Management Committee, this item may move directly to the county board for approval on February 23, 2021.