

# ADDITIONAL

## ANOKA COUNTY BOARD AGENDA

FOR THE MAY 25, 2021, COUNTY BOARD MEETING

9:30 A.M.

Anoka County Government Center - Anoka, MN

1. Consider the following, as recommended by the Management Committee:
  - A. Consider recommending the county board adopt Resolution #2021-M4, Establishing Internal Pay Equity Compensation for Identified Non-Bargaining Unit Anoka County Employees For 2021. **See attached** action item worksheet and resolution.
  - B. Consider recommending the county board approve Addendum 3 to Contract #C0007740D with Helios HR in the amount of \$475,650.00 for expanded classification and compensation work effective May 25, 2021. **See attached** action item worksheet.
  - C. Consider recommending the county board adopt Resolution #2021-M6, Resolution Revoking Temporary Changes Under the Personnel Rules Related to Employee Paid Time Off in Response to the COVID-19 Crisis. **See attached** resolution.



ANOKA COUNTY BOARD ACTION ITEM

May 25, 2021

Employee Relations Department

ACTION REQUESTED	Employee Relations requests that Management Committee recommend to the County Board adoption of Resolution #2021-M4 Establishing Internal Pay Equity Compensation for Identified Non-Bargaining Unit Anoka County Employees for 2021.
BACKGROUND	<p>As part of the annual review of the County's compensation plan, internal inequities were discovered related to the de-centralized and well intentioned, but inconsistent, approaches departments and divisions used when hiring, creating career ladders, and working with an out-of-date position classification method.</p> <p>The inequities were identified within various departments/divisions and in reviewing similar roles throughout the county with comparable qualification requirements and employee experience/tenure. The inequities have compounded over a significant amount of time.</p> <p>Internal equity adjustments for identified non-bargaining unit employees are needed to correct these inequities. Updated and consistent Employee Relations centralized practices, together with position classification system work for the deployment of the new Human Resources Management System (HRMS), assures these types of inequities will not be re-created in the future.</p>
SOLUTIONS	Employee Relations, together with department/division leadership and Finance & Central Services, requests non-bargaining unit employee equity adjustments as identified be implemented effective June 5, 2021. The adjustments total \$1,400,779 less \$273,478 in federal grant revenue for a net expense of \$1,127,301 with a June 5, 2021 implementation date.
CONCLUSION	Consider implementing the 2021 internal pay equity compensation for identified non-bargaining unit employees in the amount of \$1,127,301. Funding is available within the 2021 budget through the County-wide market and evaluation pool budget, which is anticipated to be \$2,200,000. This would result in a carryover to the 2022 budget for any remaining funds.
RECOMMENDATIONS	<p>Employee Relations requests that Management Committee recommend to the County Board adoption of Resolution #2021-M4 Establishing Internal Pay Equity Compensation for Identified Non-Bargaining Unit Anoka County Employees for 2021, with a June 5, 2021 implementation date.</p> <p>If approved by the Management Committee, this item may move directly to the County Board for approval on May 25, 2021.</p>

**RESOLUTION #2021-M4**

**ESTABLISHING INTERNAL PAY EQUITY COMPENSATION FOR  
IDENTIFIED NON-BARGAINING UNIT ANOKA COUNTY EMPLOYEES  
FOR 2021**

WHEREAS, position classification and pay equity adjustments to some compensation levels of governmental units may need to be considered on an as-needed basis; and,

WHEREAS, the total compensation package must be affordable for Anoka County; and,

WHEREAS, the compensation levels of non-bargaining unit employees, unclassified employees, division managers, and department heads for 2021 needs to be reviewed for classification and internal equity factors; and,

WHEREAS, the Personnel Rules and Regulations of Anoka County, Minnesota, adopted by the county board, provide that the director of Employee Relations shall annually review the salary levels and make recommended changes; and,

WHEREAS, the director of Employee Relations has completed said review for program year 2021 and has recommended to the Anoka County Board of Commissioners that the salary rate of identified county employees be increased; and,

WHEREAS, the county's approval authority for internal equity adjustments, its Management Committee, has approved the adjustments recommended by Employee Relations:

NOW, THEREFORE, BE IT RESOLVED that the 2021 pro-rated internal equity adjustments for identified non-bargaining unit county employees shall be effective June 5, 2021, on the basis of internal equity wage analysis factors on file in Employee Relations, and subject to the availability of funds as adopted within the 2021 budget.

BE IT FINALLY RESOLVED that regular county employees who are in collective bargaining agreements with the county or temporary employees are specifically excluded from the internal equity pay increase portion of this resolution and all other matters covering terms and conditions of employment except as provided in this paragraph. Pay increases for union employees are governed by their collective bargaining agreements.



ANOCA COUNTY BOARD ACTION ITEM

May 25, 2021

Employee Relations Department

ACTION REQUESTED	Employee Relations requests that Management Committee recommends to the County Board approval of Addendum 3 to Contract #C0007740D with Helios HR in the amount of \$475,650.00 for expanded classification and compensation work components as outlined below, effective May 25, 2021.
BACKGROUND	<p>Anoka County is required by law to have a classification system (Minn. Stat. § 471.994). The Anoka County classification system in place today was introduced in 1986 – 35 years ago – and has had few, if any adjustments. Performing classification incorrectly is a liability risk under the equal pay/wage discrimination laws (Minn. Stat. §§ 181.66-181.68).</p> <p>Anoka County is currently working with Helios HR on the following deliverable:</p> <ul style="list-style-type: none"> <li>• <b>Anoka County Job Framework:</b> Understanding of the jobs across the county and how they relate. This information is used to analyze the jobs and build a job framework – a comprehensive list of job families, job titles, and job levels across the county.</li> </ul> <p>Addendum 3 would be a continuation and expansion of this work to next include:</p> <ul style="list-style-type: none"> <li>• <b>Job Descriptions:</b> Creation and adoption of standardized position descriptions for each Anoka County job within the job framework.</li> <li>• <b>Fair Labor Standards Act Analysis:</b> FLSA analysis is an important piece of defining jobs; it impacts how an employee is paid – hourly or salary. Correct employee classification is critical to mitigating risk of non-compliance that typically results in significant fines and large amounts of back-pay to FLSA misclassified employees.</li> <li>• <b>Compensation Benchmarking:</b> With an approved job framework and an understanding of each role, a comprehensive market analysis can be performed using a library of valid and reliable market surveys and publicly available data.</li> <li>• <b>Market Index Analysis:</b> To analyze alignment with the market, and as an input for defining the desired approach to pay/salary structure design, a market index analysis would be completed.</li> <li>• <b>Salary Structure Design Options:</b> Salary structure design should take into consideration the county’s unique challenges, resources, and talent needs. The pros and cons of the different models will be analyzed so recommendations for consideration can be made.</li> <li>• <b>Salary Administration Guidelines:</b> Guidelines to ensure a comprehensive and consistent approach to managing and administering an equitable compensation program.</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Employee Analysis:</b> A comprehensive employee analysis will ensure quality control and identify any remaining areas of risk.</li> <li>• <b>Communication Plan:</b> A critical tool to help decision-makers understand options and recommended any related communication components. This plan will also propose how to communicate with managers and employees to help them understand classification, compensation, and how decisions are made.</li> </ul>
SOLUTIONS	Employee Relations requests that Management Committee recommends to the County Board approval of Addendum 3 to Contract #C0007740D with Helios HR in the amount of \$475,650.00 for expanded classification and compensation work components, effective May 25, 2021.
CONCLUSION	Consider implementing additional classification and compensation analysis work steps in the amount of \$475,650.00. Funding in the amount of \$500,000.00 was provided for 2021 specifically for this project within the Allocated Capital Projects distribution related to the 2020 Core Reserve Funding Plan that was presented at Finance Committee in April 2021.
RECOMMENDATIONS	<p>Employee Relations requests that Management Committee recommends to the County Board approval of Addendum 3 to Contract #C0007740D with Helios HR in the amount of \$475,650.00 for expanded classification and compensation work components as outlined, effective May 25, 2021.</p> <p>If approved by the Management Committee, this item may move directly to the County Board for approval on May 25, 2021.</p>

## **RESOLUTION #2021-M6**

### **RESOLUTION REVOKING TEMPORARY CHANGES UNDER THE PERSONNEL RULES RELATED TO EMPLOYEE PAID TIME OFF IN RESPONSE TO THE COVID-19 CRISIS**

WHEREAS, as a result of the recent global pandemic of COVID-19 declared on March 11, 2020, by the World Health Organization, the national emergency declared by President Trump on March 13, 2020, and the Peacetime Emergency issued on March 13, 2020, and other Executive Orders issued by Minnesota Governor Tim Walz; Anoka County adopted Resolution #2020-42 on March 31, 2020, which implemented certain temporary changes to the Anoka County Personnel Rules and Regulations to assist employees affected by the global pandemic; and,

WHEREAS, on March 31, 2020, the temporary changes to employee benefits implemented through Resolution #2020-42 sought to minimize the impacts of the pandemic, which included employees being unable to work because normal operations were temporary closed, COVID-19 illness to employees or family members, self-isolation or isolation to protect or provide care to household members, required quarantine, providing care for children who are unable to attend school due to school closures and/or changes to work, work schedule, work location or work time; and,

WHEREAS, the specific temporary changes made by Resolution #2020-42 allowed non-union employees who were eligible to accrue Flexible Time Off (FTO) and Emergency Medical Bank (EMB):

1. The use of up to 80 hours of FTO advance by all employees, regardless of probationary status.
2. The use of 40 hours of EMB to be used following the use of 40 hours of FTO in the event the employee is unable to return to work for a period of 14 days following out of state travel commencing prior to March 25, 2020. Employees choosing to travel out of state after March 25, 2020 are not eligible to use 40 hours of EMB for this purpose.
3. The use of up to 160 hours of hours of EMB to be used in any combination for the following reasons:
  - A. To the extent allowable under federal law, to supplement federal benefits under the Families First Coronavirus Response Act such that the employee will be paid their full rate of pay when eligible for federal benefits that are capped at less than their full rate of pay.
  - B. To remain in paid status should the employee be furloughed from employment; and,

WHEREAS, Resolution #2020-42 authorized the County Administrator and Employee Relations director to enter into Memorandum of Agreements with labor unions to provide equivalent benefits for represented employees; and,

WHEREAS, due to the expiration of federal benefits under the Families First Coronavirus Response Act, the loosening of state and federal restrictions implemented in response to the pandemic, and the reduction of the impact of the pandemic on the daily lives of the residents and employees of Anoka County; the need for the temporary changes under Resolution #2020-42 has been eliminated; and,

WHEREAS, Resolution #2020-42 allowed for expiration of the temporary changes to employee benefits at such time as the County Administrator, Employee Relations director, chair of the County Board of Commissioners, and chair of the Management Committee determine they are no longer necessary; and,

WHEREAS, the County Administrator, Employee Relations director, chair of the County Board of Commissioners, and chair of the Management Committee all agree the temporary changes implemented by Resolution #2020-42 are no longer necessary:

NOW, THEREFORE, BE IT RESOLVED that Anoka County, by and through its Board of Commissioners, does hereby revoke Resolution #2020-42; and the temporary changes to employee benefits conferred therein are expired, effective immediately.

BE IT FURTHER RESOLVED that the Anoka County Board of Commissioners authorizes the County Administrator and Employee Relations director to terminate any Memoranda of Agreement with labor unions that provided equivalent temporary benefits for represented employees.