



**Personnel Committee Meeting Agenda**  
 East Multnomah Soil and Water Conservation District  
 Monday, October 18, 2021, 5:00 – 6:30 PM

(October 11, 2021)

To be held via teleconference (US Toll Free: [1 877 899 4679](tel:18778994679) Access Code: 362-357-005 **OR** log in on your computer, tablet or smartphone at <https://global.gotomeeting.com/join/362357005>

### **AGENDA**

Item #	Time	Board Meeting Agenda Item	Purpose	Presenter	Packet <i>* please read; ~ please review</i>
1	<b>5:00</b> 5 min	<b>Welcome and meeting called to order:</b> <ul style="list-style-type: none"> <li>• Introductions</li> <li>• Review/revise agenda</li> <li>• Review and Approve August 2021 Minutes</li> </ul>	Information/ <b>Decision</b>	Masterson	a) August 18, 2021, Meeting Minutes
2	<b>5:05</b> 10 min	<b>Update on recent recruitments</b>	Information	Hamilton	N/A
3	<b>5:15</b> 15 min	<b>Executive Director evaluation next steps</b>	Information/ Discussion/ <b>Decision</b>	Guebert	a) Executive Director Evaluation Form - Draft
4	<b>5:30</b> 60 min	<b>Presentation of preliminary findings – Wage Analysis</b>	Information/ Discussion	Drohman/Marek/ Hamilton/ Committee	a) Wage Analysis Preliminary Findings
<b>CLOSING ITEMS</b>					
6	<b>6:30</b>	<ul style="list-style-type: none"> <li>• Announcements and reminders</li> <li>• Action items</li> <li>• Adjourn meeting</li> </ul>	Information	Masterson	N/A

### **EMSWCD Board Members, Committees and Meeting Dates**

EMSWCD Board			EMSWCD Committees				
Members	Positions	Officers	Budget	Land Legacy	Personnel	Grants	PIC
Joe Rossi	Director - Zone 1		X	X		X	
Laura Masterson	Director - Zone 2	Secretary	X	X	X		
Mike Guebert	Director - Zone 3	Chair	X	X	X		
Jim Carlson	Director - At-Large 1	Treasurer	X	X		X	
Jasmine Zimmer-Stucky	Director - At-Large 2	Vice Chair	X	X	X	X	
<b>Upcoming Schedule</b>							
<b>FY21-22</b>	2021	July	12	26			
		August	2		16		
		September	13	27			
		October	4		18		
		November	1	29			
		December	6		20		
	2022	January	10	31			
		February	7		21		
		March	7	28			
		April	4	4	18		
		May	2	23			
		June	6		20		

Packet materials referenced above available in hardcopy by request or electronically at: <http://emswcd.org/about/board/meetings/>



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Meeting attendees requiring Americans with Disabilities Act accommodations should call (503) 222-7645 x 100 as soon as possible. To better serve you, five (5) business days prior to the event, is preferred.

10/04/2021



## ***DRAFT East Multnomah Soil and Water Conservation District EMSWCD PERSONNEL COMMITTEE MEETING MINUTES***

Monday, August 16, 2021

### **5:05pm- Call to Order**

Guebert chaired the meeting because Masterson was having technical issues. Guebert called to order the EMSWCD Personnel Committee meeting at 5:05 pm on Monday, August 16, 2021, via teleconference.

### **5:06pm- Introductions, Review/revise agenda, review previous action items**

Guebert conducted introductions for the record. The following persons were present:

Board members: Laura Masterson (Zone 2 Director, Committee Chair), Mike Guebert (Zone 3 Director), Jasmine Zimmer-Stucky (At-Large 2 Director)

Staff present: Nancy Hamilton (Executive Director), Julie DiLeone (Rural Lands Program Supervisor), Lindsay Nelson (Office Manager)

Guests: Jill Critchfield, Pacific HR, LLC

### **5:07pm- Approval of minutes**

**MOTION: Zimmer-Stucky moved to approve the June 28, 2021, Personnel Committee meeting minutes Guebert 2<sup>nd</sup>**

**Motion passed (2-0 – Masterson not present for vote)**

### **5:08 pm – Board Discussion with Critchfield re: E.D. Performance Evaluation format**

Critchfield shared recommendations and suggestions from different formats she has used with other clients. Noted that evaluation form should be:

- Applicable to job functions
- Done regularly (at least annually)
- Fair
- Consider a rating system
- Tied to major responsibilities
- As simple as possible

Guebert noted:

- Does not like a rating system.
- Agreed form should be more simple.
- Not a fan of merit increases. Prefers a step system

Committee discussed merits of a 360 review. Agreed they wanted to hear from others for E.D. evaluation. Discussed need to decide what should be asked, who would fill it out, how the logistics would work. Agreed to use outside support (Critchfield/Pacific HR) for E.D. performance evaluation.

Discussed timing for E.D. evaluation and agreed that survey should go out by mid-October and evaluation conducted at Hamilton's one-year mark, mid-November.

Guebert suggested performance review training for supervisors. All agreed.

**MOTION: Masterson moved that Guebert be designated as point for next steps with Critchfield. Zimmer-Stucky 2<sup>nd</sup>. Motion passed (3-0).**

10/04/2021

Hamilton provided brief update on other HR-related tasks underway.

She mentioned the following:

- Compensation analysis- planning to provide summary /next steps with Compensation Connections @ October 2021 meeting.
- Three recruitments underway incorporating work done by district to update/redesign process and outreach – UL coordinator; Grants Program Manager; Exec Asst
- Update on review of current HR policies (located on the website)

Critchfield and Hamilton briefly reviewed the full set of HR-related policies. Critchfield recommended that, rather than trying to update each one, we revamp the whole packet, ensuring all the policy categories are included, gaps are addressed, and updates are made, as appropriate. Board agreed. Critchfield will present at December Personnel Committee mtg.

### **6:27pm Announcements and reminders**

There were no announcements or reminders at this time.

Nelson read new action items:

- Create a more simplified evaluation form, to be used for E.D. evaluation and then for next year for all staff. Guebert to work with Critchfield.
- Board & Critchfield to craft survey questions for 360 review survey.
- Drafts of above to be ready for review at October board mtg.

### **6:29pm- Adjournment**

Guebert adjourned the meeting at 6:29 pm

East Multnomah Soil & Water Conservation District Performance Evaluation							
5 - Employee greatly exceeds requirements in this area 4 - Employee exceeds requirements in this area 3 - Employee meets basic requirements in this area 2 - Employee needs improvement in this area 1 - Employee needs significant improvement in this area							
<b>Date:</b> <b>Name of Employee:</b> Nancy Hamilton <b>Position:</b> Executive Director <b>Evaluation Period:</b>							
Evaluation Topics			Rating				
Major responsibility categories from job description (Please see job description for specific responsibilities in each category)							
1. Organizational Leadership			1	2	3	4	5
2. Personnel and Organizational Management			1	2	3	4	5
3. Fiscal Management			1	2	3	4	5
4. Board Management			1	2	3	4	5
5. Reporting			1	2	3	4	5
6. Other Responsibilities			1	2	3	4	5
Success in Completing Workplan Objectives			1	2	3	4	5
<b>Teamwork</b> Develops and nurtures working relationships and collaborations with staff, sponsors, community partners, and board members.			1	2	3	4	5
<b>Communication</b> Verbal and written communications with staff, sponsors, board members, and business partners is accurate, clear, and professional.			1	2	3	4	5
<b>Dependability &amp; Follow Through</b> Reliable and dependable in performing job-related tasks, finishing assigned projects, meeting deadlines. Follows through on commitments.			1	2	3	4	5
Demonstrates Commitment to EMSWCD Mission and Goals			1	2	3	4	5

<b>Needed Training or Areas of Improvement</b>
<b>Additional Feedback</b>
<b>Signatures</b>
<p>Employee: _____ Date: _____</p> <p><i>Note: this signature only indicates receipt of the review; not agreement</i></p> <p>Manager: _____ Date: _____</p>



# Compensation Market Study

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Personnel Committee Meeting  
October 18, 2021



## Compensation Connections

- Total Rewards consultants
- Since 2014
- 10 team members
- Shannon Drohman, Principal and Kathy Marek, Senior Consultant



City of Tacoma  
WASHINGTON





# Agenda

Compensation philosophy

Market study methodology

Preliminary salary schedule

Preliminary findings

Next steps



# Compensation Philosophy

Balance of external market comparability, internal alignment, staff attraction and retention, and budget

Primary competitors are environmental and conservation organizations in public and private sectors

Use the median (50th percentile) of the market for comparison purposes

# Market Study Methodology

## Market data sources

- Compdata – non-profit
- Economic Research Institute – gov't
- CompAnalyst – government
- Non-Profit Times – non-profit

Look at organizations of comparable size  
in the Portland area

Focus on job content and qualifications  
when matching

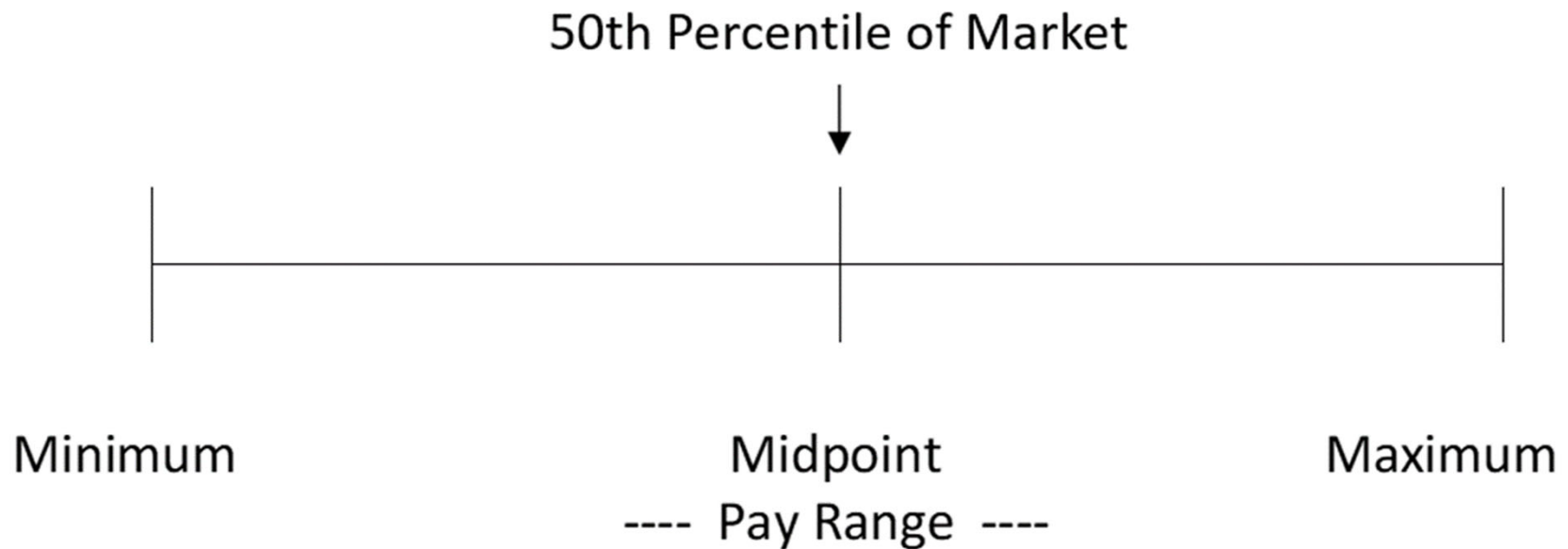
Use at least 3 survey sources per job

# Salary Schedules

Current – Separate structures for Administration and Conservation

Suggest – One combined structure to better reflect the work of EMSWCD now and in the future

# Market Reference Point and Salary Schedule



## Preliminary Salary Schedule

Title	Grade	Minimum	Midpoint	Maximum
Urban Lands Coordinator	21	\$41,641	\$51,010	\$60,379
Headwaters Farm Operations Assistant	22	\$44,971	\$55,090	\$65,209
Executive Assistant	23	\$48,571	\$59,500	\$70,429
Rural Lands Conservation Specialist; Urban Lands Community Connections Liaison	24	\$52,457	\$64,260	\$76,063
Facilities Manager; Marketing & Media Mgr; Office Manager; Urban Outreach & Ed Spec; Rural Outreach & Ed Spec	25	\$55,520	\$69,400	\$83,280
Sr Urban Conservationist; Sr Rural Conservationist	26	\$60,520	\$75,650	\$90,780
Headwaters Farm Program Manager; Grants Program Manager; Land Legacy Program Manager	27	\$65,968	\$82,460	\$98,952
Conservation Program Supervisor; Rural Lands Program Supervisor; Urban Lands Program Supervisor	29	\$79,096	\$98,870	\$118,644
Chief of Finance & Operations	30	\$98,872	\$123,590	\$148,308
Executive Director	31	\$133,480	\$166,850	\$200,220

## Preliminary Findings

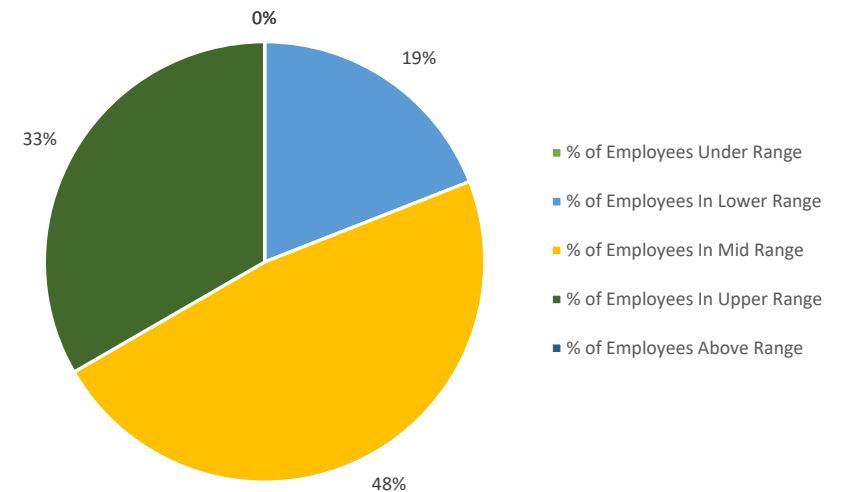
Everyone is in the proposed pay ranges

4 are lower in the range (19%)

10 are mid range (48%)

7 are in the upper range (33%)

Average compa-ratio is 1.0



## Next Steps

Fine tune jobs in proposed salary grades

Review individual employee placement in the proposed ranges

Finish benefits analysis and pay equity study

Make recommendations as part of the FY 2022-2023 budget process

