



Personnel Committee Meeting Agenda
 East Multnomah Soil and Water Conservation District
 Monday, February 28, 2021, 5:00 – 6:30 PM

(February 28, 2022)

To be held via teleconference (US Toll Free: 1 877 309 2073 **Access Code:** 458-561-837 OR log in on your computer, tablet or smartphone at <https://global.gotomeeting.com/join/458561837>

AGENDA

Item #	Time	Board Meeting Agenda Item	Purpose	Presenter	Packet <i>* please read; ~ please review</i>
1	5:00 5 min	Welcome and meeting called to order: <ul style="list-style-type: none"> • Introductions • Review/revise agenda • Review and Approve December 2021 Minutes 	Information/ Decision	Masterson	a) December 20, 2021, Meeting Minutes
2	5:05 15 min	Update: Next steps for HR Policy Handbook	Information	Hamilton	N/A
3	5:20 70 min	Presentation of updated findings – Wage Analysis	Information/ Discussion	Drohman/Marek/ Hamilton/Mitten Committee	a) Wage Analysis Findings, to date (to be sent separately)
CLOSING ITEMS					
4	6:30	<ul style="list-style-type: none"> • Announcements and reminders • Action items • Adjourn meeting 	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	
Upcoming Schedule							
FY21-22	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			28	
		March	7	7	28		
		April	4	4		18	
	May	2	2	23			
	June	6			13		

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



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

Monday, December 20, 2021

5:04 pm- Call to Order

Guebert called to order the EMSWCD Personnel Committee meeting at 5:04 pm on Monday, December 20, 2021, via teleconference.

5:05 pm- Introductions, Review/revise agenda, Review previous action items

Hamilton conducted introductions for the record.

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), Andrew Brown (Conservation Legacy Program Supervisor), Dan Mitten (Chief of Finance & Operations), Julie DiLeone (Rural Lands Program Supervisor), Monica McAllister (Community Connection Liaison), Matt Shipkey (Land Legacy Program Manager), Chelsea White-Brainard (Senior Rural Outreach & Education Specialist), Asianna Fernandez (Executive Assistant)

Guests: Shannon Drohman (Compensation Connections), Kathy Marek (Compensation Connections)

No revision to agenda

5:06 pm- Approval of minutes

MOTION: Zimmer-Stucky moved to approve the October 18, 2021, Personnel Committee meeting minutes. Guebert 2nd

Motion passed unanimously; Masterson not present. (2-0)

5:07 pm – Executive Update

Hamilton updated the committee on recent recruitments:

- Asianna Fernandez as Executive Assistant
- Tiffany Mancillas as Urban Lands Coordinator
- Heather Nelson Kent as Grants Program Manager
- Final steps for recruitment on Operations Administrative Assistant, to be announced at next Board Meeting

Hamilton gave an update on the HR Policy Handbook: HR is currently working on removing redundancies, adding core language, and updating codes.

Action Item: Further updates on HR Policy Handbook to come at the next Personnel Committee (PC) Meeting in February. To be discussed and approved before presenting to the board at the following board meeting in March.

Hamilton introduced the Personnel Committee's recommendation to add the Juneteenth Federal Holiday to EMSWCD's holiday roster.



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Background information on Juneteenth: After the end of the Civil War, June 19th was the day enslaved African Americans were told they were no longer enslaved. Equity team has resources that can be shared.

This recommendation is to be taken to the next board meeting in January for a decision. The addition of this holiday poses no additional costs to the District but can be added to equity work done by the District every year.

Guebert expressed that he is in support but wanted to know what the timeline is.

Hamilton informed it's already on the roster from the committee's last conversation about it, so it can be approved for June 2022 as the start.

Zimmer-Stucky expressed that she is in support and is glad that the District didn't take the route of trading holidays.

Masterson expressed that she is in support of the Juneteenth holiday addition and agreed about not being in favor of holiday trading.

MOTION: Masterson moved to recommend to the full board at next board meeting to add Juneteenth as a paid holiday for EMSWCD starting June, 2022. Zimmer-Stuck 2nd. Motion passed unanimously. (3-0)

Action Item: Fernandez to add Juneteenth discussion to January 10, 2022, Board Meeting Agenda.

5:18 pm – Compensation Connections presentation updated Wage Analysis

Hamilton introduced Drohman and Marek of Compensation Connections.

Drohman gave an update of EMSWCD's Compensation Market Study. (Presentation circulated separately) Drohman explained their use of the district's current salary ranges compared to market data to develop a revised salary range by employee positions for EMSWCD.

Guebert expressed that he was curious about the comparable agencies, was size of agency taken into consideration?

Drohman and Hamilton replied, yes, size and budget. Wages are based on position and job descriptions, not the employees currently occupying positions.

Masterson asked how many data points were used for each position?

Drohman replied that best practice is at least 3. The consultant's study used at least 3, sometimes 4 or more. This reflects multiple employers for each data point. And the median of market and then of all data points is taken.

Drohman continued presenting: Mid % Change= Percent difference between midpoint of current range and midpoint of preliminary recommended revised range. Acts as a proxy of what's happening in the market compared to current salary range midpoint. Shows that for most positions, salary range midpoint is going up or remaining the same under the preliminary analysis.

Preliminary employee pay placements: What do we do with these ranges related to employee pay? Consultants reviewed everyone's resumes and worked with management to determine prior relevant experience in addition to experience gained at the district. Relevant Experience directly associated to place-in-pay range.

Guebert asked for confirmation that this is comprehensive of experience at district and before? Is career Experience being accounted for? Is this being proposed as a 10-step pay schedule where employees move

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up steps depending on years of experience? How is this all being decided?

Drohman responded that this is not a step pay schedule, but it could go in that direction.

Hamilton explained that the purpose of this analysis is to get a snapshot in time to determine how to move forward with compensation, based on the law and marketplace consideration. Hamilton, Drohman, and Marek were equitable and liberal when looking into resumes and making decisions.

Masterson suggested that if each grade is considered a year of experience, whatever wage increase the committee proposes should keep up with the range. Drohman explained that wage adjustments did not adjust each year.

Hamilton suggested that the board and committee should have a discussion on how the board wants to move forward with pay raises. This framework is not relevant for annual adjustments, but it is likely appropriate for one-time adjustments to ensure our salary ranges are competitive in this market – and important for how to determine salary for any new staff.

Masterson wanted to ensure ranges align with who is already in position and who joins district. Hamilton reassured that the consultants would cover that in the following section.

Guebert expressed that he likes potential step increases because raises may be fewer and farther between, but employees will continue to have movement and never stay stagnant at top of their range.

Drohman continued to explain the application of their findings:

- Without making changes, everyone fits within min and max salary ranges.
- Applying segments and place in range, experience range: some salary adjustments are greater than others given individual experience.
- Preliminary findings: (Considering market and total relevant experience):
 - People with potential pay increase: 16
 - Total possible increase amount: \$170,892
 - Total possible increase as a percent of payroll: 12.5%

Guebert asked going forward, is the District looking at CPI to adjust ranges on an annual basis?

Drohman responded that adjustments should be suggested every or every other year depending on budget constraints. Companies usually use cost of labor in the market and some version of cost of living to recommend pay raise.

Hamilton noted that the District already applied the annual COLI increase as a base point (up to 2.95% per current policy). And, each employee who has not yet hit the ceiling in their pay range is eligible for up to a 3% merit increase on top of that COLI increase. *see Mitten explanation below.

Drohman asked if the committee feels ready to make recommendations to the full board as part of the new fiscal year budget process. What information does the committee need to be ready?

Guebert is happy with the findings and is happy to see that nobody is outside of range, needing emergency changes. He is comfortable making recommendations.

Zimmer-Stucky agreed with Guebert.

Masterson asked if no one is significantly above range, will the District or the consultants choose to bring those ranges down?

Hamilton replied that the District will not be reducing pay, it will either stay the same or increase.

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Masterson asked if the District is tied to cost of living as an aspect? Is that how we've done it historically?

Mitten responded that the District utilizes its policy (1.1.3 Salaries & Wages) and CPI-W West Size A index. In the District's policy, there is a 1-2.95% CPI range allowed. Last fiscal, it was 2.45, this fiscal it's 2.17. The CPI-W West Size A index is based on the economy and West Coast range.*

Masterson asked Hamilton and Management team, are there any more employees who are not aligned and need to be worked out?

Hamilton replied that the consultants are likely to take one more look, but they are close to a decision.

Masterson asked if this is accepted, would this system be transparent for staff and recruitments?

Hamilton replied, yes, the District has been using this criterion in recent offers already.

Masterson asked where is the wiggle room to make higher offer to recruits if necessary?

Hamilton replied that it must make objective sense, but yes, there is wiggle room. What is considered more valuable needs to be determined ahead of time and not in the moment.

Next Steps:

Guebert is ready to make recommendations to the board, he feels like the plan is objective. Only objection is on step increase vs. merit. Can we do both?

Hamilton suggested to separate them. Recommended that committee brings recommendation to board knowing that the increase will not exceed what was presented today.

Drohman added that these increases are more reflective in Market and Equity increases instead of step or merit increases.

Masterson asked if this would be the only change everyone gets this year?

Hamilton replied that this would not be in total. Would still provide COLI increases as always. The question still on table to be discussed is whether to move to step system in future, merit, or stick to what we're doing already. None of these recommendations would go into effect until the start of the next fiscal year, if approved by the board.

Zimmer-Stucky asked if the committee moves this adjustment forward, would it begin in July?

Nancy suggested bringing options to next PC meeting (February 2022)

Masterson and Guebert agreed. To have this decision next to budget discussions in March before Budget meetings in April and May.

Masterson asked if the committee should move the next Personnel Committee meeting earlier?

Hamilton and Guebert agreed that February gives enough time to make considerations in order to make a recommendation in March.

Guebert added that if the committee decided to move to a step system, budget differences wouldn't be significant.

Mitten confirmed this, even if a step system was implemented, everyone would be at their maximum or less because everyone gets different adjustments.

Drohman added that this also depends on how much the District wants to allot in between each pay grade

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step.

More than 90 minutes may be needed for the February Personnel Committee meeting, the committee would like to see other organizations' plans for examples.

Masterson was hesitant to present to board yet because similar questions could arise from the rest of the board without the committee having proper answers.

Hamilton recommended that the board agree on a 'not to exceed' number and have another meeting to discuss in March.

Guebert suggested recommending this plan at the next board meeting and to talk about any objections at the next Personnel Committee meeting. Not having to do everything at once. Masterson and Zimmer-Stucky agreed.

MOTION: Zimmer-Stucky moved to present findings to full board, Masterson 2nd. Motion passed unanimously. (3-0)

6:18 pm Announcements, Reminders, Action Items

Guebert noted he will be away most of next week and won't be responsive.

Action Item: Hamilton and Compensation Connections to give further updates on HR Policy Handbook at the next Personnel Committee (PC) Meeting in February.

Action Item: Fernandez to add Juneteenth discussion to January 10, 2021 Board Meeting Agenda.

Action Item: Guebert to send Hamilton her version of the evaluation prior to Special Board Meeting.

Action Item: Hamilton and Compensation Connections to find 3 scenarios for staff pay increases to present at February Personnel Committee meeting.

6:21 pm- Adjournment

Guebert adjourned the meeting at 6:21 pm