



Personnel Committee Meeting Agenda
 East Multnomah Soil and Water Conservation District
 Monday, April 18, 2022, 5:00 – 6:30 PM

(April 11, 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
1	5:00 5 min	Welcome and meeting called to order: <ul style="list-style-type: none"> • Introductions • Review/revise agenda • Review and Approve February 2022 Minutes 	Information/ Decision	Masterson	a) February 28, 2022, Meeting Minutes
2	5:05 60 min	Review HR Handbook & Policies	Information	Hamilton/ Critchfield	a) EMSWCD Employee Handbook Overview PPT
3	6:05 15 mins	IT Analytics Position Concept	Discussion/ Decision	Hamilton/Mitten	N/A
4	6:20 5 mins	Extension of two Temporary Positions	Discussion/ Decision	Hamilton	N/A
CLOSING ITEMS					
5	6:25 5 min	<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							
	2021	July	12	26			
		August	2		16		
		September	13		27		
		October	4		18		
		November	1		29		
		December	6		20		

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



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FY21-22	2022	January	10		31		
		February	7			28	
		March	7	7	28		
		April	4	4		18	
		May	2	2	23		
		June	6			13	

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2/28/2022

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

Monday, February 28, 2022

5:01 pm- Call to Order

Guebert called to order the EMSWCD Personnel Committee meeting at 5:01 pm on Monday, February 28, 2022, via teleconference.

5:02 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), Kathy Shearin (Urban Lands Program Supervisor), Asianna Fernandez (Executive Assistant)

Guests: Shannon Drohman (Compensation Connections), Kathy Marek (Compensation Connections), Jollee Patterson (Miller Nash LLP)

Revisions to Agenda:

- Change “2021” to “2022” at the top of the agenda
- Short Discussion on COLI increases (either within Wage Analysis update or at end of meeting)

5:03 pm- Approval of minutes

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

Motion passed unanimously (3-0)

5:05 pm – Update: Next Steps for HR Policy Handbook

Hamilton updates and recommendations for the HR Policy Handbook will be presented at the next Personnel Committee meeting on April 18, 2022.

5:06 pm – Compensation Connections presentation: Final Wage Analysis

Hamilton shared her screen to show the presentation: Proposed Compensation Adjustments.

Hamilton gave a quick recap of the Current Salary Schedule vs. Preliminary Proposed Salary Schedule by Position, which has been fully explained in previous meetings. She confirmed that the minimum, mid, and max range recommendations are for any person in a position. Where a person lands in that range depends on their experience in that position.

Hamilton the District’s current potential pay increases by program is based on market/pay payment changes, bilingual pay increases, and merit/cost of living increases (all staff). 16 of 23 of EMSWCD’s employees are being recommended, based on this analysis, for a permanent salary adjustment (increase) beginning in the next fiscal year.

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Hamilton the potential wage adjustments by program based on current wages and potential wage adjustments due to the proposed wage analysis, along with the percent change from FY22-23 with the adjustment.

Hamilton proposed the options for the Personnel Committee and full board to consider:

1. All wage adjustments as recommended by Compensation Connections (slide 4).
*Staff Recommended
2. Any adjustments over 20% to be spread across two or more years.
3. No one gets 100% of recommendation but everyone gets the same %.
4. No adjustments beyond COLI and Merit (as done in past years).

Hamilton introduced Patterson to give her own insight to the analysis.

Patterson these can be difficult analyses to conduct as they uncover recommended salary adjustments and can be challenging to implement, and she commended the District for doing this work and considering these wage adjustments. She also reminded the committee about the District's legal requirements relative to the Pay Equity Act. Problems can arise when an organization keeps the salary range low for its Executive Director, making it harder to attract highly qualified candidates.

Guebert did the consultants aim for the middle of the range when comparables were calculated? He also said he's in favor of paying employees comparably to the market average. He asked Mitten if the adjustments were implemented this year, would there be room in the budget, without forcing cuts in other areas? **Mitten** confirmed that we could accommodate these adjustments in the next fiscal year.

Masterson the aim from today's meeting is to recommend an option to the board.

Guebert bringing a finished and fully agreed upon recommendation to the board would be ideal.

Zimmer-Stucky in favor of moving forward with these recommendations.

5:28pm – Discussion about pay increase regarding bilingual candidates/employees

Masterson how is a pay increase for employees due to being bilingual different from other skill sets that wouldn't warrant a pay increase?

Marek the salary range analysis for all positions already considers the skill sets needed for each position. If there is a preference noted above and beyond that for candidates who are bilingual, then an employer may opt to provide an additional compensation consideration.

Zimmer-Stucky how is proficiency determined for the bilingual stipend?

Drohman the ALTA language proficiency scale is often used, which is a spectrum from conversational travel fluency to fluent in written and spoken language. The management team agreed that conversational was necessary, but written language was not. Therefore, the District does not directly use the ALTA scale.

5:33pm - Discussion about COLI cap increase

Hamilton the current Cost of Living Increase (COLI) max is 2.95%. Some organizations are considering increasing that. **Zimmer-Stucky** would like to recommend increasing this amount based on word of mouth and her own personal experience. (5.95% seen on previous slides includes COLI and Merit.)

Mitten some other SWCD's are also considering this increase. Some SWCDs are adjusting their COLI anywhere between 2-10%.

Guebert what is the current CPI is for the District's region? **Mitten** at the moment, it's trending between 6 and 7. Last year's was 2.17, This year the CPI average could be above the current 2.95 max based on West Size A CPI. Other organizations may not use this same index.

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Drohman the Board should consider if 2.95% is a reasonable cap, and if not, what would a reasonable cap be given inflation, indices, etc.

Masterson how does the personnel policy for this work? Is the board involved in choosing what COLI is awarded? **Mitten** the COLI is included in the District's salary and pay scale policy; we use the West Size A CPI and employ an average of the preceding 12 months. It is automatically added every July. The Personnel Committee does need to approve any policy changes to the cap. **Brown** 1.25 is the current minimum as well. **Mitten** Policy 1.1.3 shows these numbers.

Guebert is in favor of making an increased adjustment to the COLI max. **Mitten** this could be an idea for discussion at the upcoming Board meeting and subsequent Budget Committee meeting if changes to the budget were to be made during the budget cycle.

Masterson is also in favor of a COLI cap increase. She asked if anyone had any suggestions on a number. **Guebert and Masterson** agreed on suggesting a definite max to the board instead of having the board agree on a fluctuating max. **Guebert** suggested the max being at least 5% with room for discussion, **Zimmer-Stucky** agreed.

Guebert would like to have a concrete range instead of going with the fluctuating CPI, with the ability to revisit if any major inflation situations arise. **Masterson** agreed.

Guebert thinks it should be at least 5% and to discuss with the board if 7% or 8% is appropriate instead.

Mitten the District uses the preceding 12-months (from July 1 – June 30) of the CPI to determine that average COLI increase that goes into effect in July. It uses the average of the second half of the previous year and first half of the current year.

Masterson asked if Mitten could have a diagram explaining this for the board to consider.

ACTION ITEM: Mitten to prepare a diagram explaining the CPI and COLI.

All committee members agreed that at least 5% should be considered for the COLI cap. **Guebert** is taking CPI and budget planning into consideration and would consider higher than 5% after seeing budget capacity after the first budget meeting.

Masterson asked Mitten if he would be able to come up with some examples of what the budget would look like after considering 5% COLI.

ACTION ITEM: Mitten to prepare examples for comparing 2.95% and 5% for the full Board.

Masterson is it worth having a conversation about how the District is considering the CPI in order to align better with the budget?

Guebert proposed discussion around which index to use, he doesn't feel ready to make a decision on that yet. **Mitten** recommended continued use of the West Size A CPI and the months that the District uses currently.

Guebert at the board meeting, recommendations would include accepting the proposed wage increases, continued use of the West Size A CPI index, and a 5% max of the COLI.

MOTION: Masterson moved to increase the COLI cap from 2.95% to not to exceed 5%, in the recommendation to the full Board of Directors. Zimmer-Stucky 2nd. Motion Passed unanimously (3-0).

The committee to clarify the minimum at the next board meeting.

6:06pm - Discussion about Executive Director Salary Adjustment

Masterson asked Hamilton to clarify whether there is or isn't a difference between the Executive Director's

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salary adjustment and the rest of the staff's salary adjustments.

Patterson the board is looking at wage changes per position, and not per individual. **Hamilton's** own pay is no different from anyone else. The only way it would impact her, would be within her individual experience and where it fits in the range that is agreed upon, which is currently at the top of the range. **Patterson** placing individuals within their respective range has been objective.

Masterson shared her concern around the wage increases for Hamilton and Mitten being the highest, and considering they were a part of creating the recommendation, she wants to ensure that the board is being objective in their own decision making.

Patterson this is a valid concern and added that the ranges were objectively created with assistance from Marek and Drohman.

Drohman the consultants used the same process when approaching each position in the organization.

Patterson added Drohman and Marek should be invited to this public discussion if that happens. It is not uncommon for executive directors to be a part of this type of decision making, especially considering it has been an open process.

Hamilton and **Patterson** concluded that discussion on salary cannot legally be conducted within Executive Session.

Guebert while Masterson makes a good point, the fact that unbiased outside expertise conducted the process, he does not have much concern about this.

Hamilton feels that she did her due diligence in making considerations for ranges for the Chief of Finance's wage and where Mitten has been placed within that range. She suggested and would prefer the discussion regarding recommendations for the E.D. salary range and her position in the range being held in a public meeting for full transparency.

Patterson suggested the board have a general conversation about the compensation analysis and where the board lands with the ranges that are being recommended and then discuss the standards that help determine where an individual falls within their range, followed with a conversation about where the Executive Director falls within the range using the same standards. She also agreed that the board should only talk about Hamilton's placement, and not Mitten's placement.

Masterson was not concerned with how the process went but was concerned with covering due diligence.

MOTION: Masterson moved to recommend to the full Board of Directors that they make all wage adjustments as suggested by Compensation Connections at the next Board meeting. Zimmer-Stucky 2nd. Motion passed unanimously (3-0).

6:26 pm Announcements, Reminders, Action Items

Action Items:

Mitten to prepare examples for comparing the District's COLI 2.95% and 5% for the upcoming Board meeting.

Mitten to prepare a diagram explaining the CPI and COLI.

6:28 pm- Adjournment

Guebert adjourned the meeting at 6:28 pm.



EMSWCD

Employee Handbook Overview

Scope of Project

- ▶ Current employment related policies are spread out over 16+ separate documents
- ▶ Policies in separate documents contain redundancies, conflicts, outdated information, and are difficult to disseminate
- ▶ Current policy documents were reviewed to ensure insertion of all topics into the new Employee Handbook
- ▶ New proposed Employee Handbook was created to contain all employment related policies in one place, and to bring policies in line with current employment regulations and District practices. Document is searchable and consolidates policies into understandable categories
- ▶ New proposed Employee Handbook was drafted by Jill Critchfield, with collaborative input by Nancy Hamilton & Dan Mitten.

Employee Handbook Sections

- ▶ Introduction (general expectations & handbook conditions)
- ▶ Start of Employment (new hire info, supervision & reporting)
- ▶ Employment Policies & Procedures (employee entitlements & protections, required employment-related policies)
- ▶ End of Employment (info about types of termination & final pay rules)
- ▶ Employment Classifications (definition of FLSA and District classifications)
- ▶ Work Hours & Attendance (work schedule/hours & attendance-related policies)
- ▶ Pay Information (wage & hour info, link to compensation categories, pay info)
- ▶ Paid Time Off & Leaves of Absence (leave entitlements and summary of paid time off benefits)
- ▶ Non-Pay Benefits (summary of health and wellness benefits provided by the District)
- ▶ Professional Development (training and career support policies)

Highlights

- ▶ **Anti-Harassment & Anti-Discrimination Policy**

 - Updated to align with state requirements for written policies

- ▶ **Grievance Policy**

 - New policy providing employees guidance for raising a complaint

- ▶ **Standard of Conduct**

 - Created to align with current best practices. Outlines consequences for serious infractions