



## Personnel Committee Meeting Agenda

East Multnomah Soil and Water Conservation District

(March 20, 2023)

Monday, March 27<sup>th</sup>, 2023, 5:00 – 6:30 PM

To be held at the EMSWCD Office at 5211 N Williams Ave, Portland, OR 97217

or join virtually <https://meet.goto.com/EastMultSWCD/personnelcommitteemeeting>

Toll Free: [1 877 309 2073](tel:18773092073) US: [+1 \(571\) 317-3129](tel:+15713173129) Access Code: 458-561-837

### AGENDA

Item #	Time	Board Meeting Agenda Item	Purpose	Presenter	Packet
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 January 2023 meeting Minutes</li></ul>	Information/ <b>Decision</b>	Masterson	a) <a href="#">1/18/2023 Meeting Minutes</a> b) <a href="#">Previous Action Items</a>
2	<b>5:05</b> 40 mins	<b>Review COE Supervisor Job Description</b>	Discussion/ <b>Decision</b>	Hamilton	a) <a href="#">CO&amp;E Supervisor Job Description</a>
3	<b>5:45</b> 40 mins	<b>Merit Vs. Step-Increase Discussion</b>	Discussion/ <b>Decision</b>	Hamilton/ Drohman/Marek	a) <a href="#">Merit vs. Step-Increase presentation</a>
<b>CLOSING ITEMS</b>					
4	<b>6:25</b> 5 min	<ul style="list-style-type: none"><li>• Announcements and reminders</li><li>• Action items</li><li>• Adjourn meeting</li></ul>	Information	Masterson	N/A



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## 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			
Laura Masterson	Director - Zone 2	Secretary	X	X	X		
Mike Guebert	Director - Zone 3	Vice Chair	X	X	X		X
Jim Carlson	Director - At-Large 1	Treasurer	X	X	X		X
Jasmine Zimmer-Stucky	Director - At-Large 2	Chair	X	X	X		
Upcoming Schedule							
FY22-23	2022	July	6	x			
		August	1		x		
		September	x	x			
		October	3		17		
		November	7	21			
		December	5				
	2023	January	4	30	18		
		February	6 & 17				
		March	6	6	27		7, 9, 17
		April	3	3	17		
		May	1	1	22		
		June	5				

**EMSWCD prohibits discrimination in all of its programs and activities** on the basis of race, color, national origin, age, disability, sex, marital status, familial status, parental status, religion, sexual orientation, genetic information, political beliefs, reprisals, because all or part of an individual's income is derived from any public assistance program or based on any other group or affiliation. EMSWCD will not condone or tolerate prejudicial remarks, actions, slurs, or jokes expressed and directed at or to any person. Any employee who behaves in such a manner while conducting EMSWCD's business will be subject to disciplinary action including possible termination. EMSWCD is an equal opportunity provider and employer.

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.



1/25/2023

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

Wednesday, January 18, 2023

**5:02 pm- Call to Order**

**Masterson** called to order the EMSWCD Personnel Committee meeting at 5:02 pm on Wednesday, January 18, 2023, at the EMSWCD Office.

**5:02 pm- Introductions, Review/revise agenda, Review previous action items.**

Masterson 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) (virtual), Jim Carlson (At-Large 1 Director, Treasurer) (virtual)

**Staff present:** Dan Mitten (CFO), Julie DiLeone (Rural Lands Program Supervisor), Kathy Shearin (Urban Lands Program Supervisor), Asianna Fernandez (Executive Assistant)

**Staff Absent:** Nancy Hamilton (Executive Director)

**Guests:** Jill Critchfield (Pacific HR)

**5:04 pm- Committee Chair Assignment**

**Masterson** is open to remaining as chair.

**MOTION: Guebert moved to appoint Laura Masterson as the Personnel Committee Chair. Carlson 2<sup>nd</sup>.**

**Motion passed unanimously (4-0).**

Revisions/ Additions to Agenda:

- Review Three Policies requested to be made into Protocols.
- Staff recommendation to move 2 Temp positions to Permanent status.

Previous Action Items:

- **Hamilton** to begin creating the new version of the Executive Director Evaluation
- **Hamilton, Critchfield, and Personnel Committee** to begin on workplan format and structure.
- **Critchfield** to look into FMLA language.
- **Hamilton and Critchfield** to look into a Board of Directors Handbook and refer to Nusbaum for more insight.
- **Board** to send any additional questions and requests about the HR Handbook to Hamilton and Critchfield.
- **Critchfield** to follow up on HR Handbook after editing and internal promotions and transfers.
- **Guebert and Critchfield** to touch base.

**5:06 pm- Approval of minutes**

**MOTION: Guebert moved to approve the June 13, 2022, Personnel Committee meeting minutes.**

**Zimmer-Stucky 2<sup>nd</sup>. Motion passed unanimously (4-0).**

**5:08 pm – Survey Results from Staff Performance Evaluations**

**Critchfield** presented an overview of the Results of the Staff Performance Evaluations. The process was changed in the last fiscal year, so the District and Critchfield conducted surveys for staff and the Board to see how they felt about the changes.

**Staff Performance Staff Survey-** 19 out of 20 staff members completed the survey. Average ratings for

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all responses were generally positive. A lot of comments about how the implemented changes were improvements from the previous years' processes. General agreement that the survey was sent to staff later than they would've appreciated- which can be improved next year.

**Masterson** suggested sending the survey to each staff member once they finish their evaluation.

**Guebert** hoped to see more higher scores, there were a few that were close to being rated a 3, would hope staff could feel better about the process and about their evaluation.

**Critchfield** didn't see anything that staff said that was obvious throughout majority of the staff to be concerned about. Overall, comments were generally positive.

**Zimmer-Stucky** Were there any outlier responses that may need individual follow up?

**Critchfield** The scores were pretty consistent in the mid-range. No negative trends. Some staff gave suggestions, which we will be considering.

**Nancy's Performance Board Survey-** Finished days after the evaluation process were finished. 2 out of 4 Board Members completed the survey. Not having a broader representation makes it difficult to find trends. There are some good suggestions noted that can be considered for the upcoming process.

**Masterson** asked the Committee if the 2 members' answers presented reflect what the whole Board thought?

Question 1: No additional comments from the Committee. General Agreement.

Question 2:

**Guebert** is not a fan of scores on performance evaluations due to different interpretations of scores, biases, different skill levels, etc. Would prefer qualitative over quantitative scores. Doesn't want the evaluated employee to focus too much on the number.

**Zimmer-Stucky** A score of 1-5 was challenging for a group of 5 people to agree on.

**Masterson** wouldn't want to completely get rid of the quantitative scoring, but it shouldn't be the sole focus. The numbers can help focus the conversation, but the narrative is most important. Next time, the Board could clarify how the scale is used by each person.

**Carlson** Agrees with Guebert and Zimmer-Stucky, it felt difficult for the Board to arrive at consensus on a number score.

**Guebert and Zimmer-Stucky** suggest doing away with the number scale and focusing on qualitative scoring.

**Carlson** could go either way. Suggests that if the number scale is removed, to replace it with a "needs improvement, meets expectations, and exceeds expectations" scale instead.

**Action Item: Masterson** to discuss with Hamilton about the possibility of removing the number scale for performance evaluations and when to have a Board-level discussion about it.

Question 3:

**Masterson** agrees with both opinions. Would suggest working on timing, as it was hard to evaluate a process, a while later.

Question 4:

**Masterson** would hope that the conversation about upcoming performance evaluations would also provide the Board with more clarity and direction. Will look towards Critchfield for guidance on this.

**Guebert** If we can get better alignment between questions and job descriptions, that would clarify more of the process as well.

### **5:28 pm – Schedules of Annual Review of HR Documents**

**Critchfield** reviewed the Timeline of reviewing HR Documents and Processes. Item 4a in the Packet. Next to review would be the Board Handbook. Critchfield and Hamilton have been working on updating it.

### **5:30 pm – Timeline for Board Handbook**

**Critchfield** Eric Nusbaum of ODA has been working on revising the guidelines for Board Handbooks and Policies and Procedures for Conservation Districts. They've issued 3 of 12 revised chapters so far. One new

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chapter to be revised each quarter. The most recent chapter that was issued had to do with the Board of Directors. Hamilton should be ready to present the revised Board of Directors Handbook at the next Personnel Committee meeting.

**Zimmer-Stucky** Is the Board interested in seeing some of the initiatives the Board wants to see pass, individual goals, or skills to work on, included in the Board Handbook or Performance Evaluation Process?

**Masterson** asked Critchfield from some examples of what that could look like. This would have to be brought up to the full Board first. Sounds like a great idea to be optional for Board Members.

**Guebert** Could it work as a self-evaluation of each Board Members general goals to be evaluated each year?

**Mitten** SDAO does a lot of Board Member trainings as well; you could find information from them.

**Action Item: Critchfield to bring examples of what the Board wants to see in terms of self-evaluations and self-goals that can be reviewed annually.**

### **5:37 pm- Merit Vs. Step-Increase Preliminary Discussion**

**Mitten** and Hamilton are working with Compensation Connections again to see if a step-increase model for staff salaries is something that could work for EMSWCD and how it would differ from the current merit salary increases.

**Guebert** is very much in favor of a step-increase pay system. Would like to see higher performance evaluation scores, and the current merit system could take away value from the performance eval. Step is popular in public organizations as it's a fairer system. Merit process is fraught with challenges. Would like to see the performance evaluation process as more positive and focused on growth.

**Zimmer-Stucky** would like to hear updates from Mitten and Hamilton's meeting with Compensation Connections. Would like to see performance evals and merit pay tied to how staff perceives their own performance evaluations.

**Masterson** agrees, it's also critical that Leadership Team is on the same page in ratings for the performance evaluations.

**Carlson** could go either way, agrees with Jasmine. If the District is sticking with merit process, we need to tighten up the performance evaluation criteria and process first.

**Mitten** This hasn't been shared with all staff just yet.

**Action Item: Hamilton to update the Board on merit vs. step at the February Board meeting.**

### **5:44 pm Proposal to move 2 temporary positions to permanent status.**

**Mitten** introduced the proposal of moving the Executive Assistant and Urban Lands Education and Outreach Coordinator to permanent status. The information sent to the Committee via email before the meeting lays out the history, reasoning, and financial impact to a degree. Without knowing what options the staff member may choose for certain benefits or retirement options, it's hard to finalize a number, beyond expecting the maximum option. The temporary staff receive all the same benefits as permanent staff besides short- and long-term disability and life insurance, although those have minimal impact to the budget.

**Personnel Committee** is in support of the proposal.

**Masterson** would like to see this conversation go wider, with more preliminary information on impact to the Budget.

**Zimmer-Stucky** would like to see how the vacant staff positions could be reestablished. Having these two positions established in the budget would open space for that conversation on the vacant positions.

**MOTION: Guebert moved to recommend moving the 2 positions from temporary to permanent to the full Board. Zimmer-Stucky 2<sup>nd</sup>. Motion passed unanimously (4-0).**

### **5:51 pm Policies to Protocols**

**Mitten** There are three current active policies that we recommend changing to protocols: Workplace Safety and Security Policy, Emergency Action Plan Policy, and the CLIP Grant Application process Policy.

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- Emergency Action Plan: Out of date, internal facing. Any changes made to it, including staff who come and go in the CPR Training section, need to be approved by the full Board, currently.
- Workplace Safety and Security Policy: More out of date, even small changes like changes to contacts, name changes, etc. would need to be approved by the Board, currently.
- **DiLeone** CLIP Application processes: How we internally process applications. Budget or capital investments would still be Board decisions. But CLIP program procedures and how we process applications wouldn't have to require Board approval.

**DiLeone** Anything above 10k, anything new that involves money, or taking program areas in a new direction, etc. would remain at a Board-decision level.

**Guebert** Are there any aspects that should remain policies?

**Mitten** Critchfield did review it and the policies follow OSHA and refer to the Employee Handbook already.

**Masterson** To decide if we have these policies at all should remain at Board-decision level. Suggests not recommending to the Board now but including the topic on the agenda for the next Board Meeting.

**Action Item: Fernandez** to email updated recommendation materials to the Board and add Personnel Committee recommendations to the February Board of Directors Meeting Agenda.

**MOTION: Zimmer-Stucky** moved to recommend having a further discussion to adopt these protocols at the February Board Meeting. **Guebert 2<sup>nd</sup>**. Motion passed unanimously (4-0).

### **6:00 pm Closing Items**

**REMINDER: LLC Meeting: Monday January 23<sup>rd</sup> at 4:30pm at the EMSWCD Office!**

**Action Items:**

- **Masterson** to discuss with Hamilton about the possibility of removing the number scale for performance evaluations and when to have a Board-level discussion about it.
- **Critchfield** to bring examples of what the Board wants to see in terms of self-evaluations and self-goals that can be reviewed annually.
- **Hamilton** to update the Board on merit vs. step at the February Board meeting.
- **Fernandez** to email updated recommendation materials to the Board and add Personnel Committee recommendations to the February Board of Directors Meeting Agenda.
- **Fernandez** to add link to previous action items on Agenda/Packet.

### **6:03 pm- Adjournment**

**Masterson** adjourned the meeting at 6:03 pm.



## Community Outreach and Engagement Program Supervisor

## JOB DESCRIPTION

### Position Overview:

#### Community Outreach and Engagement

Community Outreach and Engagement is integral to EMSWCD's ability to build relationships and deepen trust with our communities. Working closely with the Executive Director, Leadership Team and other EMSWCD staff members, the Community Outreach and Engagement Program Supervisor develops and implements strategies that increase public awareness of the District and ensures that local residents, landowners, farmers and nonprofits can connect with our mission, programs and resources. Additionally, this position manages and administers EMSWCD's Grants Program.

Responsibilities include developing and leading the overall vision, strategy, and implementation of EMSWCD's outreach, marketing and communications efforts balancing the big picture with detailed execution and a high degree of accountability. This position leads and collaborates with Community Outreach and Engagement team members, supporting their performance and professional development, as well as oversight of all grant-making operations, and program evaluation.

This position also supports the Leadership Team and Executive Director in effective internal communications with staff teams and the Board of Directors.

**Classification:** Exempt (Salaried, not eligible for overtime)

**Reports To:** Executive Director

### Primary Responsibilities:

#### Community Outreach and Engagement Program Development and Implementation (~30%)

- Develop and lead the overall vision, strategy, and implementation of EMSWCD's outreach, marketing, and communications efforts.
- Work closely with Executive Director, Leadership Team and other EMSWCD staff to implement the organization's strategic goals through creative and compelling branding, marketing, and communications strategies.
- Balance big-picture strategy with detailed execution and a high degree of accountability (deadlines, goals, KPIs).

- Strengthen the organization's brand. Help create and model the use of EMSWCD's style guide and messaging platform. Ensure that EMSWCD's design, digital communications, publications, and tools and resources reflect core branding in content, language, delivery, and design.
- Build strong relationships with local media outlets, pitching stories to the press and serving as one of EMSWCD's spokespersons. Write and distribute press releases. Acquire and track earned media coverage.
- In collaboration with the Leadership Team, ensure that EMSWCD's website is accessible to our audiences, and ensure that the content is accurate and helpful – including thoughtful curation of the homepage, and posting resources and opportunities that are relevant to our communities.
- Project manage or work collaboratively on major interdepartmental outreach or communications projects and efforts.
- Participate in community events and represent EMSWCD at meetings and public presentations.
- Participate in organization-wide meetings and staff committees, including staff equity workgroups and Equity, Diversity, Inclusion and Access training.

#### **Grants Program Development and Implementation (~35%)**

- Manage and administer EMSWCD's project funding programs including PIC and SPACE grants. This includes administration of the application, review and award process as well as all contract administration and reporting.
- Provide programmatic and administrative support, and coordination for other grant programs within EMSWCD.
- Provide direction and oversight to other staff who may be assigned to assist with the administration of elements of the Grants Program.
- Develop and implement plans, budgets, and effectiveness monitoring, among other programmatic elements, for the Grants Program.
- Work with the Board, Executive Director, and staff and community partners to craft policies and procedures and keep EMSWCD grant programs current with grantmaking best practices.
- Provide the Board and staff with reports, information, and recommendations regarding the Grants Program.
- Develop strategies and conduct outreach with potential grant applicants in priority areas to make them aware of the program and discuss possible projects.
- Work and maintain a positive relationship with grantees, partner organizations, community leaders and other funders for the purpose of collaboration and to facilitate broad support of the Grants Program.
- Stay informed on programmatic and legal developments relevant to this work; inform the Board, Executive Director, and Program Supervisor as appropriate.

#### **District Leadership Team (20%)**



- Serve on EMSWCD leadership team; report directly to the Executive Director (ED); collaborate closely with other program supervisors; attend leadership team meetings; prepare for, host, present at, and attend EMSWCD Board and committee meetings; work directly with Board members; contribute to and/or lead District-wide planning efforts; represent and speak on behalf of the District with media and at external meetings and events; contribute to and/or lead activities for other program managers. As a member of the leadership team, serve as the ED in the ED's absence.
- Non-discrimination: Deliver and ensure all services are provided without regard to race, color, national origin, gender, religion, age, disability, political beliefs, sexual orientation, or marital or family status. Perform all job duties in a manner that consistently demonstrates fairness, cooperation, and respect toward co-workers, office visitors, residents, and all others. Demonstrate an awareness of EEO policies and responsibilities.
- Safety: Perform all job duties in a safe manner with guidance from EMSWCD and NRCS regarding federal, state, and local laws pertinent to job safety. Participate in safety training and staff safety meetings as scheduled.
- Actively participate and contribute to equity-related efforts.

#### **Other Responsibilities:**

- The position is required to complete at least 40 hours/year of professional-level skill refresher training.
- Other duties as assigned by the Executive Director.

#### **Staff Supervision and Leadership (15%)**

- Recruit, train, supervise, lead, evaluate, and discipline 1- 6 staff.
- Establish and lead program staff as a team, creating cohesion, coordination, communication, and collaboration.
- Establish staff annual work plans and perform staff annual evaluations.
- Hold 1x1 meetings with staff to provide direction and feedback.
- Provide daily/weekly oversight, direction, and feedback for staff, as necessary. Review and approve staff work products and attend project meetings.
- Ensure appropriate inter and intra-program coordination and collaboration.
- Provide other staff support, as necessary.

#### **Required Knowledge, Skills, & Abilities**

- Experience in designing and developing strategic communications and community engagement and outreach plans.
- Experience in marketing, media relations and customer relationship management.
- Understanding of the nature and complexity of current conservation challenges, with demonstrated ability to discuss natural resource conservation issues, habitat restoration, soil health and water-related problems, and conservation practices.
- Knowledge of the roles of SWCDs, watershed councils, conservation organizations, natural resource agencies, and community organizations.
- Ability to work with an elected Board of Directors and successfully navigate a political

environment.

- Ability to create, monitor and adhere to a fiscally responsible budget.
- Knowledge of non-profit organization governance, management and administration, and the many challenges faced by non-profit organizations, sufficient to provide excellent support to non-profit grantees.
- Commitment to the principles of diversity, equity, and inclusion.
- Strong interpersonal skills, ability to work with a variety of people, engage in challenging conversations, and be sensitive to multiple perspectives.
- Experience with grants management and administration, and a demonstrated ability to execute the life cycle of a grant, from application to implementation to completion, including budgetary oversight.
- Ability to work independently, be proactive and self-directed.
- Skill in clearly presenting supporting facts and data justifying the rationale for specific recommendations and alternatives.
- Excellent organizational, time management, and project management skills.
- A high level of attention to detail.
- Excellent written, oral communication, and public speaking skills.
- Ability to present and explain program information in plain language to applicants, grantees, partner organizations, community groups, EMSWCD Board and staff.
- Proficient in standard office procedures, software, and communications technology. Ability to use Microsoft Office, Google-Suite, and standard communications platforms effectively and efficiently. Experience with grants management software platforms preferred.
- Ability to ensure compliance with EMSWCD policy, state, federal and local requirements.

#### **Minimum Qualifications:**

- Minimum 5 years community engagement, strategic communications and grant program management and administration experience in a professional environment, and professional experience in agriculture and/or natural resource-related field required or a combination of equivalent lived experience and related professional background.

A combination of equivalent lived experience and/or related professional work may be considered.

**Working Conditions/Physical Requirements: The following work conditions/physical requirements are required of the person in this position, with or without reasonable accommodation.**

This position will require you to travel, participate in conferences, give presentations internally and externally, and may work evenings and weekends to meet project deadlines, attend events, and complete position responsibilities.

Access to reliable transportation is required.

Valid driver's license and driving record which meets EMSWCD insurance standards is required.

Work is usually performed in an indoor office environment with long periods at a desk.

Work in an outdoor environment may be required. The employee may be subject to inclement weather as part of conducting required activities.

Environment is oriented to client service and subject to constant work interruptions. Employees may work under the stress of continual client and/or inter-departmental contact and pressure to meet deadlines.

The employee must be able to move about the facility to communicate with staff members. Must occasionally lift and/or move up to 25 pounds.

The EMSWCD office is the primary work location for this position; and is a smoke-free and drug-free environment. Work is to be conducted primarily from the EMSWCD facilities, or specific work site locations identified by EMSWCD.

The individual who holds the position must be able to perform all tasks and responsibilities in this job description unaided or with the assistance of reasonable accommodation. Nothing in this job description restricts management's right to assign or reassign duties and responsibilities to this job at any time.

# Pay Structure Design

Personnel Committee Meeting  
March 27, 2023



## Why consider a change?

Current pay increases are tied to job performance, which is challenging with multiple supervisors

Decouple pay and performance

Emphasis on frank and continuous feedback

Focus on professional development rather than rewards

Most people are not motivated by money (unless it's a significant amount)

# Designs Considered

## Traditional step structure:

- 9 steps
- 3% between steps

## Current open ranges (min-mid-max):

- Annual percent increase of 3%, no longer based on performance\*

## COLI increases would not change

\* Employees near the maximum of the range would receive a pro-rated percent increase, which mirrors current practice

# Leadership Recommendation

Recommendation: Current open range design with a set 3% annual increase

Rationale for recommendation:

- Readily communicated to staff - most similar to current process
- Easy administration
- No budget impact as opposed to moving to steps
- Can move to steps in the future if desired

# Impact of Recommendation

Fiscal impact – no change to the forecasted budget

Staff impact – annual adjustment effective July 1 (retro adjustments not needed)



# Next Steps

Is additional information needed?

Possible Personnel Committee  
recommendation to the full board

Plan for outreach and information to staff

