



**Scott O. Arneson**  
County Administrator  
Goodhue County

509 W. Fifth St.  
Red Wing, MN 55066  
Office (651) 385.3001

To: County Board

From: Scott O. Arneson

Date: May 11, 2022

Re: Personnel Committee Structure

The Personnel Committee met on May 10 to discuss the purpose of the committee moving forward in our organization. As you know, there have been a number of discussions over the past couple of years regarding the function of this committee and how to streamline the hiring process to make it more efficient. Having said that, the Personnel Committee recommended the following revision to the committee's purpose:

*"This committee may address and study issues relating to staffing levels, departmental structure studies, labor lawsuit settlements, non-budgeted positions, new positions, positions that increase a departments FTE's, positions that result in significant grade decrease or increase, non-traditional hiring approvals, succession planning, conflicted investigations/allegations, and personnel policies. Recommendations from this committee may be forwarded to the County Board for final approval or may just provide staff feedback."*

In addition, the committee recommends the following jobs, all of which have statutory authority and/or are filled by an appointment process, continue to be addressed by the Personnel Committee prior to moving forward with the replacement process:

- County Administrator
- County Attorney
- Court Services Director
- Finance Director
- Health & Human Service Director
- Land Use Management Director
- Public Works Director
- Sheriff
- Veterans Service Director

Previous board reports related to the issue are attached for your reference.

## GOODHUE COUNTY BOARD OF COMMISSIONERS

LINDA FLANDERS  
1<sup>st</sup> District  
1121 W 4<sup>th</sup> St.  
Red Wing, MN 55066

BRAD ANDERSON  
2<sup>nd</sup> District  
10679 375<sup>TH</sup> St. Way  
Cannon Falls, MN 55009

TODD GRESETH  
3<sup>rd</sup> District  
46804 Hwy 57 Blvd  
Wanamingo, MN 55992

JASON MAJERUS  
4<sup>th</sup> District  
39111 Co. 2 Blvd  
Goodhue, MN 55027

PAUL DROTOS  
5<sup>th</sup> District  
1825 Twin Bluff Rd  
Red Wing, MN 55066

*An Equal Opportunity Employer*



**Scott O. Arneson**  
County Administrator  
Goodhue County

509 W. Fifth St.  
Red Wing, MN 55066  
Office (651) 385.3001

To: Personnel Committee  
County Board

From: Scott O. Arneson

Date: May 5, 2022

Re: Personnel Committee Structure

As you know, there have been numerous discussions regarding the future purpose of the Personnel Committee within our organization. The current function of the committee is:

*“This committee addresses issues relating to staffing levels, tuition reimbursement, and personnel policies. Recommendations from this committee are forwarded to the County Board for final approval.”*

Staff recommends the Personnel Committee remain a functioning committee of the County Board as revised:

*“This committee may address and study issues relating to staffing levels, departmental structure studies, labor lawsuit settlements, non-budgeted positions, new positions, positions that increase a departments FTE’s, positons that result in significant grade decrease or increase, non-traditional hiring approvals, succession planning, conflicted investigations/allegations, and personnel policies. Recommendations from this committee may be forwarded to the County Board for final approval or may just provide staff feedback.”*

A proposed list of job titles that would continue to go to the Personnel Committee prior to replacing is included with this report. In addition, we have included the August 17, 2021 and August 24, 2021 Personnel Committee reports for your reference.

## **GOODHUE COUNTY BOARD OF COMMISSIONERS**

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<b>Department</b>	<b>Job Title</b>	<b>To the Board?</b>
ADC	ADC Captain	yes
ADC	Lieutenant	yes
ADC	Traing Compliance/Power Sgt	no
ADC	ADC Sgt-Shift Commander	no
ADC	Program Coordinator	no
ADC	Detention Deputy - Power	no
ADC	Detention Deputy - Activities	no
ADC	Detention Deputy - Intake	no
ADC	Detention Deputy	no
ADC	Detention Deputy - Support	no
Administration	County Administrator	yes
Administration	Asst to the County Administrator	no
Administration	Executive Admin Asst - Sepcial Projects Lead	no
County Attorney	County Attorney	yes
County Attorney	Asst County Attorney III	no
County Attorney	Asst County Attorney II	no
County Attorney	Asst County Attorney I	no
County Attorney	Victim/Paralegal	no
County Attorney	Admin Asst/Legal Sect	no
County Attorney	Legal Sect/Case Aide	no
County Attorney	Legal Sect/Database Administrator	
County Attorney	Legal Secretary	no
County Attorney	Legal Secr/Receptionist	no
County Attorney	Treatment Court Coordinator	no
Court Services	Court Services Director	yes
Court Services	Court Services Agent III	no
Court Services	Admin Office Mgr	no
Court Services	Adult Case Administrator	no
Court Services	Juvenile Case Administrator	no
Emergency Services	Emergency Mgt Director	yes
Emergency Services	Emergency Mgt Clerk	no
Facilities Maintenance	Facilities Maint Director	yes
Facilities Maintenance	Facilities Maint Supervisor	no
Facilities Maintenance	Facilities Maint Technician	no
Finance & Taxpayer Service	Finance Director	yes
Finance & Taxpayer Service	Assessor	yes
Finance & Taxpayer Service	Finance Controller	yes
Finance & Taxpayer Service	Sr Appraiser	no
Finance & Taxpayer Service	Appraiser III	no
Finance & Taxpayer Service	Deputy Assessor	no
Finance & Taxpayer Service	Assessment Specialist Manager	no
Finance & Taxpayer Service	Accountant II	no
Finance & Taxpayer Service	Appraiser II	no
Finance & Taxpayer Service	Appraiser I	no
Finance & Taxpayer Service	Accountant I	no

<b>Department</b>	<b>Job Title</b>	<b>To the Board?</b>
Finance & Taxpayer Service	Assessing Specialist	no
Finance & Taxpayer Service	Appraiser Trainee	no
Finance & Taxpayer Service	Accounting Tech	no
Finance & Taxpayer Service	Property Transfer Specialist	no
Finance & Taxpayer Service	Valuation Class Verification Specialist	no
Health and Human Services	HHS Director	yes
Health and Human Services	HHS Deputy Director	yes
Health and Human Services	Social Service Supervisor	no
Health and Human Services	PHN/Community Health Supervisor	no
Health and Human Services	Financial Asst Supervisor II	no
Health and Human Services	Social Services/Waiver HHS Team Leader	no
Health and Human Services	Accounting Supervisor	no
Health and Human Services	Care Coordinator	no
Health and Human Services	Social Worker	no
Health and Human Services	Public Health Nurse	no
Health and Human Services	Public Health Educator	no
Health and Human Services	Financial Asst Supervisor I	no
Health and Human Services	Fiscal Officer	no
Health and Human Services	Registered Nurse	no
Health and Human Services	Lead Eligibility Worker	no
Health and Human Services	Child Support Lead Worker	no
Health and Human Services	Community Support Technician	no
Health and Human Services	Child Support Officer	no
Health and Human Services	Eligibility Worker	no
Health and Human Services	Office Services Supervisor	no
Health and Human Services	HHS Administrative Aide	no
Health and Human Services	Support Enforcement Aide	no
Health and Human Services	HHS Systems Application Specialist	no
Health and Human Services	Case Aide	no
Health and Human Services	Accounting Technician	no
Health and Human Services	Office Support Specialist, Sr	no
Health and Human Services	Office Support Specialist	no
Human Resources	HR Director	yes
Human Resources	HR Generalist	no
Human Resources	HR Payroll Analyst	no
Human Resources	HR Assistant	no
IT	IT Director	yes
IT	IT Network Engineer	no
IT	IT Tech Support Specialist	no
IT	IT Communication Specialist	no
IT	IT Network Security Analyst	no
IT	IT System Support Specialist	no
Land Use Management	LUM Director	yes
Land Use Management	Deputy County Surveyor	no
Land Use Management	Deputy County Surveyor - Dodge	yes

<b>Department</b>	<b>Job Title</b>	<b>To the Board?</b>
Land Use Management	Plan/Zoning Administrator	no
Land Use Management	Zoning Assistant	no
Land Use Management	Building Code Specialist	no
Land Use Management	Building Official	no
Land Use Management	Building Inspector	yes
Land Use Management	Permit Coord/Supervisor	yes
Land Use Management	GIS Systems Specialist	yes
Land Use Management	GIS Specialist	yes
Land Use Management	Deputy County Recorder	yes
Land Use Management	Sr Recording Clerk	no
Land Use Management	Land Records Coordinator	yes
Land Use Management	Sanitarian	no
Land Use Management	Septic/Well Inspector	no
Land Use Management	Administrative Assistant	no
Public Works	PW Director	yes
Public Works	Deputy Director-Asst Engineer	yes
Public Works	Highway Superintendent	no
Public Works	Highway Foreman	no
Public Works	Project Manager	no
Public Works	ROW Agent Program Mgr	no
Public Works	Office Mgr/Accountant	no
Public Works	Admin Asst - Accountant	no
Public Works	Admin Support Specialist	no
Public Works	Sr Engineering Tech	no
Public Works	Engineering Tech I	no
Public Works	Mechanic	no
Public Works	Solid Waste Official	no
Public Works	Highway Maint Worker	yes
Public Works	Sign Technician	no
Public Works	Recycle Ops Coordinator	yes
Public Works	Recycle - Equip Operator	no
Sheriff	Sheriff	yes
Sheriff	Chief Deputy	yes
Sheriff	Major	yes
Sheriff	Investigator Captain	yes
Sheriff	Communications Captain	yes
Sheriff	Investigator	no
Sheriff	Civil Sergeant	no
Sheriff	Computer Forensics	no
Sheriff	Financial Manager	no
Sheriff	Dispatch Sergeant	no
Sheriff	Deputy I - Patrol	no
Sheriff	Deputy I - Recreational	no
Sheriff	Deputy I - School	no
Sheriff	Administrative Assistant	no

<b>Department</b>	<b>Job Title</b>	<b>To the Board?</b>
Sheriff	Sr Records Specialist	no
Sheriff	Records Specialist	no
Sheriff	Patrol Sergeant	no
Sheriff	Dispatcher	no
Sheriff	Civil Specialist	no
Veterans/Extension	Vet Service Director	yes
Veterans/Extension	Extension Admin Asst	yes
Veterans/Extension	Assistant Vet Service Officer	yes
Yellow indicates change, if it currently says yes it will become a no		
Blue jobs still need to go to Board		



*Melissa Cushing*  
Goodhue County Human Resource Director  
Goodhue County

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TO: Honorable Goodhue County Commissioners  
FROM: Melissa Cushing, Human Resource Director  
DATE: August 24, 2021  
RE: Personnel Committee – Continued Discussion

During the previous discussion with the Personnel Committee, three options were presented regarding the future purpose of the committee. The option that was recommended included changing the description of the Personnel Committee to the following:

This committee may address and study issues relating to staffing levels, departmental structure studies, labor lawsuit settlements, non-budgeted new positions, non-traditional hiring approvals, succession planning, conflicted investigations/allegations, and personnel policies. Recommendations from this committee may be forwarded to the County Board for final approval or may just provide staff feedback.

In addition, we have heard from Commissioners who wish to still be involved in the hiring process for Department Head positions.

If the Board agrees, moving forward, the hiring process for all budgeted positions, except Department Heads, will be reviewed by the Human Resource Director and the County Administrator. If it is determined the position should not be refilled and the Department Head does not agree, the Department Head can appeal the decision to the Personnel Committee. Health and Human Service positions are reviewed by the HHS Director with the same appeal process to the Personnel Committee.

The previous conversation also included a discussion about why the hiring process is so time intensive. The piece of the process that usually takes the longest is submitting fingerprints to the BCA and waiting for the results. The fingerprint results usually take a few weeks to complete. We are evaluating our list of jobs to determine which positions are **required** to be fingerprinted and which jobs **should** be fingerprinted. The current list is attached to this report.

In conclusion, it is recommended the Personnel Committee should still be a functioning committee of the County Board focusing on the following items:

- Study issues relating to staffing levels in departments
- Departmental structure changes
- Labor Lawsuit settlement discussions
- Non-budgeted new positions

- Non-traditional hiring approvals including hiring above step 2 in the pay chart
- Department succession planning
- Conflicted investigations/allegations
- Personnel policy changes
- Hiring Department Head positions

In addition, we will continue to evaluate which jobs are required to be fingerprinted and which jobs should be fingerprinted in the background process.



<u>Department</u>	<u>Job Title</u>	<u>To the Board?</u>
ADC	ADC Captain	no
ADC	Lieutenant	no
ADC	Traing Compliance/Power Sgt	no
ADC	ADC Sgt-Shift Commander	no
ADC	Program Coordinator	no
ADC	Detention Deputy - Power	no
ADC	Detention Deputy - Activities	no
ADC	Detention Deputy - Intake	no
ADC	Detention Deputy	no
ADC	Detention Deputy - Support	no
Administration	<b>County Administrator</b>	yes
Administration	Executive Admin Asst II	no
Administration	Executive Admin Asst I	no
County Attorney	<b>County Attorney</b>	yes
County Attorney	Asst County Attorney II	no
County Attorney	Asst County Attorney I	no
County Attorney	Victim/Paralegal	no
County Attorney	Admin Asst/Legal Sect	no
County Attorney	Legal Sect/Case Aide	no
County Attorney	Legal Secretary	no
County Attorney	Legal Secr/Receptionist	no
Court Services	<b>Court Services Director</b>	yes
Court Services	Probation Officers	no
Court Services	Admin Office Mgr	no
Court Services	Adult Case Administrator	no
Court Services	Juvenile Case Administrator	no
Emergency Services	Emergency Mgt Director	no
Emergency Services	Emergency Mgt Clerk	no
Facilities Maintenance	<b>Facilities Maint Director</b>	yes
Facilities Maintenance	Facilities Maint Supervisor	no
Facilities Maintenance	Facilities Maint Technician	no
Finance & Taxpayer Service	<b>Finance Director</b>	yes
Finance & Taxpayer Service	Assessor	no
Finance & Taxpayer Service	Finance Controller	no
Finance & Taxpayer Service	Sr Appraiser	no
Finance & Taxpayer Service	Appraiser III	no
Finance & Taxpayer Service	Deputy Assessor	no
Finance & Taxpayer Service	Accountant II	no
Finance & Taxpayer Service	Appraiser II	no
Finance & Taxpayer Service	Appraiser I	no
Finance & Taxpayer Service	Accountant I	no
Finance & Taxpayer Service	Assessing Specialist	no
Finance & Taxpayer Service	Appraiser Trainee	no
Finance & Taxpayer Service	Accounting Tech	no
Finance & Taxpayer Service	Property Transfer Specialist	no

<u>Department</u>	<u>Job Title</u>	<u>To the Board?</u>
Finance & Taxpayer Service	Valuation Class Verification Specialist	no
Health and Human Services	HHS Director	yes
Health and Human Services	HHS Deputy Director	no
Health and Human Services	Social Service Supervisor	no
Health and Human Services	PHN/Community Health Super	no
Health and Human Services	Financial Asst Supervisor II	no
Health and Human Services	Care Coordinator	no
Health and Human Services	Social Worker	no
Health and Human Services	Public Health Nurse	no
Health and Human Services	Planner	no
Health and Human Services	Public Health Educator	no
Health and Human Services	Financial Asst Supervisor I	no
Health and Human Services	Fiscal Officer	no
Health and Human Services	Registered Nurse	no
Health and Human Services	IT Specialist, Sr	no
Health and Human Services	Lead Eligibility Worker	no
Health and Human Services	Community Support Tech	no
Health and Human Services	Child Support Officer	no
Health and Human Services	Eligibility Worker	no
Health and Human Services	HHS Admin Aide	no
Health and Human Services	Support Enforcement Aide	no
Health and Human Services	HHS Support Lead	no
Health and Human Services	Case Aide	no
Health and Human Services	Accounting Technician	no
Health and Human Services	Office Support Specialist	no
Health and Human Services	Office Support Specialist, Sr	no
Human Resources	HR Director	yes
Human Resources	HR Generalist	no
Human Resources	HR Payroll Analyst	no
Human Resources	HR Assistant	no
IT	IT Director	yes
IT	Network Engineer	no
IT	IT Tech Support Specialist	no
IT	Communication Specialist	no
IT	Law Enforcement Specialist	no
IT	System Support Specialist	no
Land Use Management	LUM Director	yes
Land Use Management	Deputy County Surveyor	no
Land Use Management	Deputy County Surveyor - Dodge	no
Land Use Management	Plan/Zoning Administrator	no
Land Use Management	Zoning Assistant	no
Land Use Management	Zoning Asst/Permit Tech	no
Land Use Management	Building Official	no
Land Use Management	Building Inspector	no
Land Use Management	Permit Coord/Supervisor	no

<u>Department</u>	<u>Job Title</u>	<u>To the Board?</u>
Land Use Management	GIS Systems Specialist	no
Land Use Management	GIS Specialist	no
Land Use Management	Deputy County Recorder	no
Land Use Management	Sr Recording Clerk	no
Land Use Management	Land Records Coordinator	no
Land Use Management	Sanitarian	no
Land Use Management	Septic/Well Inspector	no
Land Use Management	Administrative Assistant	no
Public Works	<b>PW Director</b>	yes
Public Works	Deputy Director-Asst Engineer	no
Public Works	Highway Superintendent	no
Public Works	Highway Foreman	no
Public Works	ROW Agent Program Mgr	no
Public Works	Office Mgr/Accountant	no
Public Works	Admin Asst - Accountant	no
Public Works	Sr Engineering Tech	no
Public Works	Engineering Tech I	no
Public Works	Mechanic	no
Public Works	Solid Waste Tech	no
Public Works	Highway Maint Worker	no
Public Works	Sign Technician	no
Public Works	Recycle Ops Coordinator	no
Public Works	Recycle - Equip Operator	no
Sheriff	<b>Sheriff</b>	yes
Sheriff	Chief Deputy	no
Sheriff	Major	no
Sheriff	Investigator Captain	no
Sheriff	Investigator	no
Sheriff	Civil Sergeant	no
Sheriff	Computer Forensics	no
Sheriff	Deputy I - Radio	no
Sheriff	Dispatch Sergeant	no
Sheriff	Deputy I - Patrol	no
Sheriff	Deputy I - Recreational	no
Sheriff	Deputy I - School	no
Sheriff	Administrative Assistant	no
Sheriff	Sr Records Specialist Super	no
Sheriff	Records Specialist	no
Sheriff	Patrol Sergeant	no
Sheriff	Dispatcher	no
Sheriff	Civil Specialist	no
Veterans/Extension	<b>Vet Service Director</b>	yes
Veterans/Extension	Vet Service Admin Asst	no
Veterans/Extension	Extension Admin Asst	no



**Melissa Cushing**  
Goodhue County Human Resource Director  
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TO: Goodhue County Commissioners  
FROM: Melissa Cushing, Human Resource Director  
DATE: August 17, 2021  
RE: Personnel Committee Structure

**BACKGROUND:**

After researching and reviewing several historical documents, the Personnel Committee was formed sometime around 1999 when Steve Bloom was the County Administrator. The information we found stated the Personnel Committee is a standing committee of the County Board so notice is required to comply with the open meeting laws.

At that time, the committee consisted of the Board Chair, Vice Chair, Administrator and Special Projects Coordinator with voting privileges held by the Commissioner members only. (note: The Special Projects Coordinator position was dropped when the Human Resource Director position was created in 2002).

Another report we found stated the meetings will be held at the discretion of the County Administrator. The purpose of the meetings was to evaluate and recommend staffing levels, restructuring of departments and revisions to pay grade levels. All recommendations would be forwarded to the County Board meeting.

Sometime around 2006-2007, Springsted was contracted by the County to put together a 5-year workout plan due to budget constraints. Through that process, the Personnel Committee was evaluating every position because of the budget concerns but those evaluations were only meant to last for two years.

In 2017, we were asked to review the hiring policy and update our background process. In addition, the Board approved a list of jobs that could be replaced without Personnel Committee or Board approval. Part of the review process included an evaluation of background check process for each job to determine, for example, which positions should require a financial background check. We operate using this same job list today.

**CURRENT ISSUE:**

Several Department Heads and some Commissioners have asked us to review the Personnel Committee as it functions today and provide options for how the committee could function going forward.

*"To effectively promote the safety, health, and well-being of our residents"*

The Goodhue County website describes the Personnel Committee as follows:

This committee addresses issues relating to staffing levels, tuition reimbursement, and personnel policies. Recommendations from this committee are forwarded to the County Board for final approval.

Currently the Personnel Committee reviews hiring for certain positions as listed on the job title list. The Personnel Committee also discusses grade placement and new employee step placement. In addition, the committee has been involved in law suit settlement proposals, policy creation and re-writes, and adding unbudgeted positions.

**OPTIONS:**

The options to change the Personnel Committee are as follows:

1. Do nothing. Doing nothing is always an option but often not the best route to choose.
2. Shorten the hiring process. The hiring process for budgeted positions has been extensive and often takes several weeks to complete. The process that is followed has to comply with the personnel policy, merit system, union contracts, background requirements, notice to current employers and other obligations. One way to shorten the hiring process is to change the basic functions of the Personnel Committee thereby decreasing the time it takes to bring new employees onboard. The Committee structure could be changed to the following:

This committee may address and study issues relating to staffing levels, departmental structure studies, labor lawsuit settlements, non-budgeted new positions, non-traditional hiring approvals, succession planning, conflicted investigations/allegations, and personnel policies. Recommendations from this committee may be forwarded to the County Board for final approval or may just provide staff feedback.

3. Disband the Personnel Committee. We would like to discuss with the Personnel Committee the necessity of having this type of committee. We believe this committee is still necessary to assist the Board with the items listed in option #2 and we do not believe the Committee should permanently be disbanded.

**RECOMMENDATION:**

We believe the Board should allow the Personnel Committee to continue to function in a different way than it currently functions. We recommend option #2 above for the new make-up of the Personnel Committee.