



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

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Red Wing, MN 55066  
Office (651) 385.3001

To: County Board

From: Scott O. Arneson

Date: May 11, 2022

Re: Human Resource Restructure

As the County Board is aware, Human Resources Director Melissa Cushing has submitted her retirement notice effective June 3<sup>rd</sup>, 2022. I want to personally thank her for 30 years of dedicated service to the public and wish her a great retirement. Given this notice we obviously have big shoes to fill and wanted to take the time to determine the best way possible to move forward.

Over the past month, numerous meetings and requests for input have occurred to determine the best way to fill the needs of departments and employees. The main things we heard is that Human Resources needs more bodies to provide the professional work and expertise that departments need and in a more expeditious manner. We also heard loud and clear that with more professional staff, departments and citizens could be served at a higher quality level versus the level of service we can provide when we are always scrambling, working from behind, and focusing on the most current and pressing issue.

Based on the input received, three options were presented at the May 10, Personnel Committee meeting. Following discussions at that meeting, a fourth option was created, which is largely a hybrid option of option 3, and allows for flexibility that could later evolve into option 3. The final determination was that with more shoulders to spread the workload on, it provides more of an opportunity to be proactive rather than reactive. In addition, with the full implementation of options 3 and 4, you will see that there is more capacity internally so less issues should need to be pushed to outside contractors or attorneys. A summary of the input is included in the PowerPoint.

Following are the four options as outlined in the PowerPoint.

Option 1:

Replace the Human Resources Director as currently structured.

**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

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### Option 2:

Adds an Assistant HR Director and eliminates an HR Generalist if either the Director or Assistant Director is hired from within Human Resources.

### Option 3:

Restructures an HR Generalist and the Assistant to the County Administrator and moves to an Assistant County Administrator model, overseeing the HR managers. This option also recommends having a hierarchy of a Human Resources Generalist 1 and 2. From an employment standpoint this also provides more opportunities for career advancement. Full implementation of this model adds 1 FTE.

### Option 4:

Creates a layer of HR Managers under the County Administrator and also recommends having a hierarchy of a Human Resources Generalist 1 and 2. From an employment standpoint this also provides more opportunities for career advancement. It was noted that this model would allow the flexibility to evolve into option 3 at a later date. Full implementation of this model adds 1 FTE.

### Recommendations:

The management team predominantly recommended option 3. Personnel Committee recommended option 4, which is largely a hybrid of option 3. The County Administrator originally recommended option 3, but believes moving to option 4 would provide more staff to service departments and employees.

Based on the County Boards feedback we will modify job descriptions, and have them evaluated.

# HR Structure

FEEDBACK AND OPTIONS

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DRAFT

# Process:

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Anytime there is a loss in Senior Leadership in the organization, we take the necessary time to evaluate how best to fill that leadership void on an interim and full time basis

Administration, Human Resources, Management Team & County Board Members were asked to submit thoughts, ideas, and/or suggestions that would make our service to staff and the public even better

# Comments Received

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- Re-evaluate Process to Streamline & Expedite Services
  - ✓ Hiring
  - ✓ Background Checks
  - ✓ Personnel Committee
  - ✓ Internal investigations
  - ✓ Discipline issues

# Comments Received (Cont'd)

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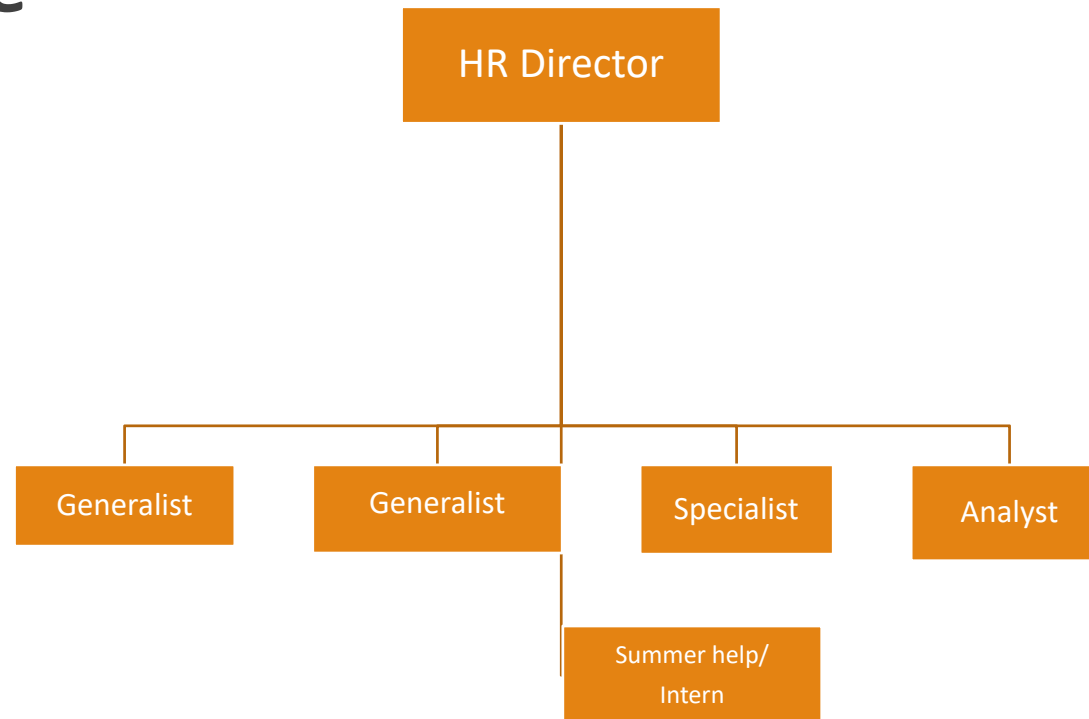
- Automate processes and eliminate paper
- Add more capacity to do more 'in-house' vs. contracting outside
- Consider moving payroll and/or portions of payroll to the Finance Dept. at some point
- Conduct phase 3 of the 2014/2021 pay study, and determine the future of the MN Merit System for GCHHS

# Comments Received (Cont'd)

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- Add more managerial level positions to structure and promote succession planning and opportunity
  - ✓ Achieved in options 2 and 3
- Increase county wide management, leadership and employee training to reduce future employee HR needs
  - ✓ Achieved in options 2 and 3

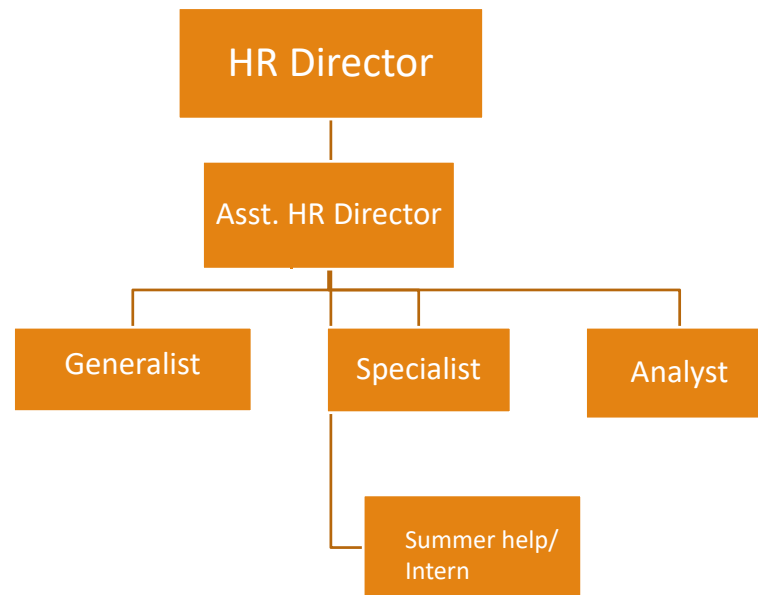
# Option #1: Current Structure



✓ 5 FTE's – same as current

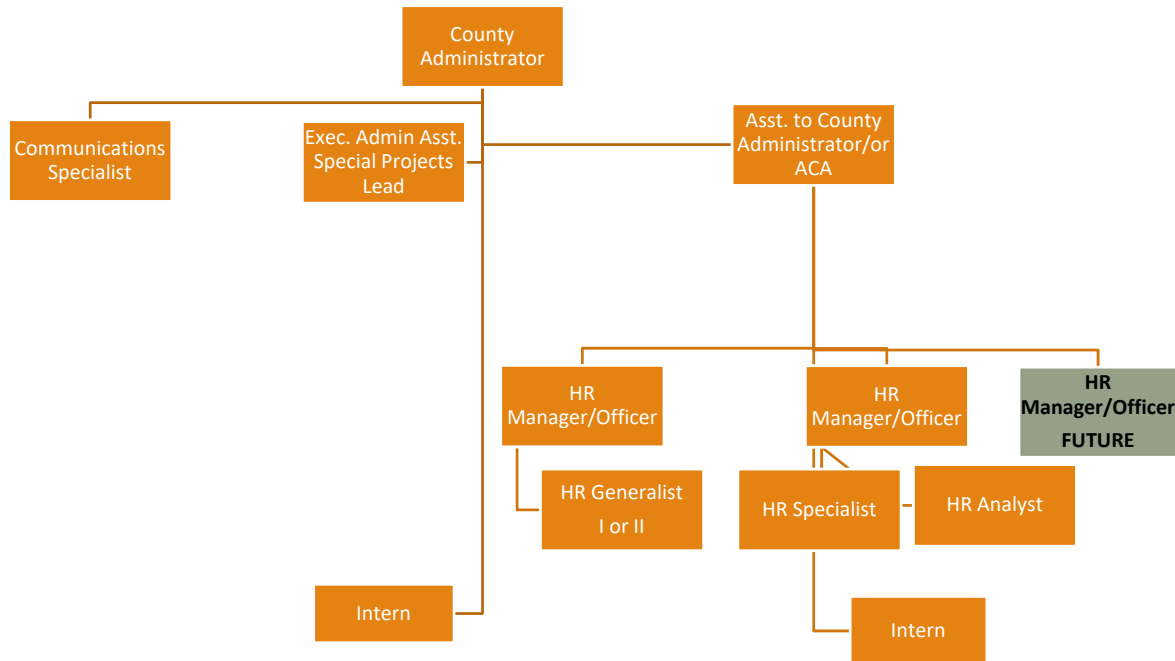


# Option #2: Assistant HR Director Structure



- ✓ *5 FTE's – same as current*
- ✓ *Replaces one HR Generalist & adds Asst. HR Director*
- ✓ *Study Payroll for 1 year under new structure*

# Option #3: Merge Admin & HR



- ✓ Same # FTE's
- ✓ Shifts HR Dir and 1 HR Generalist to two HR Managers (Job Reclassification)
- ✓ Shifts HR Management Duties to current Asst. to CA (Job Reclassification)
- ✓ Study Payroll for 1 year with new structure

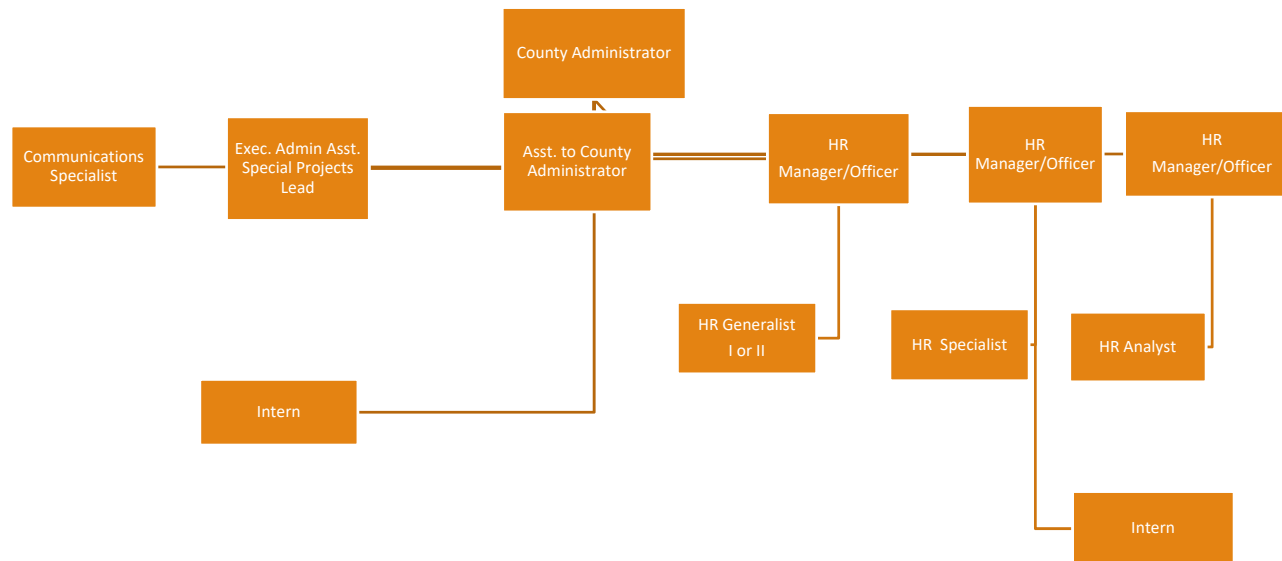
\*Open position for future Merit System transition

ACA- Admin Services
Budget
HR Management
Asst. to the CA Duties
Remove some meeting Mgmt

EXAMPLES OF HR MANAGER/OFFICER Duties	
HR Manager/Officer	HR Manager/Officer
Hiring Pay & Benefits	Payroll- ADP
Benefits	Audit
Orientation	Off boarding
Leaves	Safety & Wellness
Coaching	Merit transition
Consultation	Negotiations- Unions
Investigations	Pay & Benefits
Grievances	State & Federal Reporting
Training Mgmt	Annual Board Approvals
Worker's Comp	Exit Interviews
Drug Testing	Coaching Consultation
Employee records	Investigations
Insurance Committee	Grievances

Duties to Communications
Data Practices
EE Communications
Polices

# Option #4: Personnel Committee Recommendation



- ✓ *Shifts HR Dir and 1 HR Generalist to two HR Managers (Job Reclassification)*
- ✓ *Adds a 3rd HR Manager for HHS (prepares for Merit System transition)*
- ✓ *Study Payroll for 1 year with new structure*

# Thoughts?

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Options will be brought to County Board in May.