



County Administrator

Robert W. Wilson
701-241-5770
wilsonro@casscountynd.gov

M E M O

TO: Cass County Commission
FROM: Robert W. Wilson
DATE: July 15, 2022
SUBJECT: Human Resources Director/Assistant County Administrator

The Human Resource Director position will be vacated as of August 1, 2022 with the retirement of Cindy Stoick. In my discussions with Ms. Stoick about the future of her position and future needs of the County, the option of a Human Resources Director/Assistant County Administrator position has been discussed by the Personnel Overview Committee and the Commission. The Board approved sending the job description of the position to Gallagher for classification in the County's pay matrix on June 20th.

For the Board's consideration today is to advertise the Human Resource Director position as it is currently or to advertise the position as a Human Resource Director/Assistant County Administrator. Enclosed for the Board's information is the PAQ for both positions.

The Human Resource Director position is graded at a D63 which has a salary range of \$85,629 to \$128,448 per year and the Human Resource Director/Assistant County Administrator position is graded at an E81 which has a salary range of \$99,258 to \$148,886 per year.

PO Box 2806
211 Ninth Street South
Fargo, North Dakota 58108

www.casscountynd.gov



Gallagher

Insurance | Risk Management | Consulting

July 13, 2022

Ms. Cindy Stoick
HR Director
Cass County
211 Ninth Street South
Box 2806
Fargo, ND 58108

Dear Ms. Stoick:

We received the PAQs for one position to determine the appropriate job evaluation. We have reviewed the PAQs as well as the County's overall DBM hierarchy to ensure equity was maintained among all jobs. Our recommendations for the evaluation of the classification can be found on the following page.

We look forward to assisting the County with any job evaluation or compensation needs it may have in the future. If you have any questions, or wish to see additional documentation, please do not hesitate to contact August Zhu at (651) 234-0844.

Sincerely,

Mike Verdoorn
Managing Principal
Arthur J. Gallagher & Co.
Human Resources & Compensation Consulting



Position: Director of Human Resources/Assistant County Administrator

COMMENTS:

The position is currently rated D61 as Director of Human Resources.

The Director of Human Resources/Assistant County Administrator is responsible for leading the County's Human Resource functions and serving as the Assistant County Administrator to assist the Administrator in carrying out the oversight and supervision duties of appointed county department heads.

We have examined the essential duties and have classified the position using the Decision Band Method (DBM). The job evaluation shows the following:

Highest Banded Task: E8
Number of Highest Banded Tasks: 3/6
Percent of Time on High Banded Tasks: 20%
Degree of Difficulty/Diversity: Low

The classification performs tasks that require "programming" decision making, such as: assisting the County Administrator in all aspects of day-to-day and long-range administrative activities; coordinating with Department Heads on goals and objectives to ensure compliance with County Commission directives; and assisting the County Administrator in coordinating the financial status of the County with departmental goals, objectives, and performance.

Overall, this position performs responsibilities that require decisions concerned with formulating or adjusting programs for the major functions/divisions/departments, and allocating resources (facilities, people, money, materials) among these groups.

The classification receives a subgrade of one (1), because of the low complexity and requirement of the E8 tasks in relation to other jobs in the same band. The appropriate grade for this position should be E81.

POSITION ANALYSIS QUESTIONNAIRE

EMPLOYEE NAME:		DATE: 05/03/2022
WORK PHONE NUMBER: 701-241-5736		
CURRENT JOB TITLE: Director of Human Resources/Assistant County Administrator		
DEPARTMENT/DIVISION: County Administration		
REGULAR HOURS WORKED: 40	REGULAR DAYS OFF: Sat & Sun	
SUPERVISOR NAME: Robert Wilson	SUPERVISOR TITLE: County Administrator	

PART 1:

PURPOSE OF YOUR POSITION

(DESCRIBE IN A SENTENCE OR TWO THE PRIMARY PURPOSE OF YOUR POSITION)

<p>This position combines two significant roles in Cass County Government. The Director of Human Resources interoperates, guides, and manages the overall provision of Human Resources services, policies, benefits, and programs for the County. The Director of Human Resources is responsible for planning, implementing, directing, and maintaining the County's Human Resource functions to ensure the processes and policies conform to all local, County State and Federal requirements.</p> <p>This position also serves as the Assistant County Administrator. Responsibilities include assisting the Administrator in carrying out the oversight and supervision duties of appointed county department heads, providing results-oriented leadership and direction for overall operations of the County and for the administration of all County ordinances, regulations, resolutions, policies, programs and functions of County government.</p>
--

DUTIES AND RESPONSIBILITIES

LIST ACTIVITIES IN ORDER OF IMPORTANCE AND ESTIMATE AMOUNT OF TIME SPENT IN EACH AREA.

% of Time Required or Number of Hours Per Week	Activity
<p>% 65</p>	<ul style="list-style-type: none"> • Human Resource administration to include ensuring compliance with federal, state, and local laws as well as regulations and policies affecting the Human Resource operational area including benefits, compensation, employee relations, training and development, recruitment and retention and safety. Duties include but are not limited to auditing internal practices and the development, design and implementation of programs, policies, and practices for Cass County Government;
<p>10</p>	<ul style="list-style-type: none"> • Serve as the Assistant County Administrator, assisting the Administrator in all aspects of day-to-day and long-range administrative activities. Specific duties and responsibilities are defined in this percentage of allocated worktime and described in greater detail below.
<p>5</p>	<ul style="list-style-type: none"> • Coordinate with Department Heads on goals and objectives to ensure compliance with County Commission directives. Provide guidance to Department Heads in the development, recommendation and implementation of policies and procedures to accomplish goals and objectives;
<p>5</p>	<ul style="list-style-type: none"> • Represent the County Administrator in his/her absence or as directed by the County Administrator;
<p>5</p>	<ul style="list-style-type: none"> • Represent the County to State Legislature and to local, state, and federal agencies as directed by the County Administrator;
<p>5</p>	<ul style="list-style-type: none"> • Using independent judgment, assist the County Administrator in providing supervision and leadership to all County Department Heads;
<p>5</p>	<ul style="list-style-type: none"> • Assist the County Administrator in coordinating the financial status of the County with departmental goals, objectives, and actual performance. Works with the County Administrator and Finance Director to conduct budget hearings. Assists Department Heads in developing the annual budget;

KNOWLEDGE, SKILLS, AND ABILITIES

A. LIST THE KNOWLEDGE, SKILLS AND ABILITIES THAT ARE REQUIRED TO PERFORM THE DUTIES AND RESPONSIBILITIES OF YOUR POSITION.

<ul style="list-style-type: none">• In-depth knowledge of managerial concepts, principles, methodology and techniques. Possess strategic and operational understanding of Human Resources program principles and practices, excellent research and presentation skills and knowledge of employee relations principles and practices.
<ul style="list-style-type: none">• Knowledge of applicable federal, state, and local laws, guidelines, and regulations.
<ul style="list-style-type: none">• Exceptional verbal and written communications skills. Comfortable with public speaking and ability to articulate a position effectively to small and large groups.
<ul style="list-style-type: none">• Ability to exercise judgement, initiative and capable of maintaining sensitive/confidential information. Ability to organize and manage several priorities simultaneously while working under pressure and deadlines. Ability to use independent judgment and discretion in matters of great significance.
<ul style="list-style-type: none">• Possess excellent interpersonal skills and the ability to interface credibly and effectively with senior level executives, elected officials, employees and a diverse group of external stakeholders.
<ul style="list-style-type: none">• Skill in leadership and management to coordinate the diversified activities of individuals and groups toward the achievement of common goals;
<ul style="list-style-type: none">• Strong problem-solving skills and ability to assess large amounts of information and formulate decisions;
<ul style="list-style-type: none">• Ability to select competent personnel and to train them to perform their duties in an effective and efficient manner;

B. LIST ANY TOOLS, EQUIPMENT, VEHICLES, AND MACHINES YOU USE WHILE PERFORMING YOUR WORK.

Computer and office equipment, UKG Payroll and Timekeeping program.

C. WHAT LICENSES OR CERTIFICATES ARE REQUIRED IN THE PERFORMANCE OF YOUR WORK?

Valid driver's license: SHRM Certification preferred.

SCOPE OF WORK

A. INSTRUCTIONS

1. WHAT KINDS OF INSTRUCTIONS DO YOU RECEIVE REGARDING YOUR WORK?

2. WHEN ARE INSTRUCTIONS GIVEN?

As needed

B. REVIEW OF WORK

1. HOW IS YOUR WORK REVIEWED BY YOUR SUPERVISOR?

Verbally and through a written performance evaluation

2. FOR WHAT PURPOSE IS YOUR WORK REVIEWED?

To track employee development, performance, and opportunities for improvement.

3. WHEN IS WORK REVIEWED?

Annually and ongoing as opportunities for improvement are identified.

GUIDELINES

A. WHAT SPECIFIC LAWS, ORDINANCES OR REGULATIONS DO YOU FOLLOW OR USE AS A REFERENCE IN PERFORMING YOUR JOB?

Federal and state laws, local policies, and ordinances

B. WHAT OTHER PRACTICES OR DEPARTMENTAL POLICIES DO YOU FOLLOW OR UTILIZE IN PERFORMING YOUR WORK?

Cass County Employee Handbook, Cass County Commission Policy

PERSONAL CONTACTS

A. WHAT KIND OF PEOPLE DO YOU DEAL WITH IN CARRYING OUT YOUR DUTIES AND RESPONSIBILITIES? (CO-WORKERS, GENERAL PUBLIC, ETC.)

Cass County Commissioners, Department Heads, employees, citizens of Cass County as well as elected and appointed officials from federal, state, and other local government entities.

B. WHAT ARE THE PURPOSE OF THESE CONTACTS?

To work collaboratively in the best interest of our taxpayers

PHYSICAL DEMANDS

A. WHAT PHYSICAL EFFORTS ARE REQUIRED TO PERFORM YOUR WORK?

Able to sit for extended periods of time, walk distances or stand for extended periods of time. Lift up to 25 lbs.

WORK ENVIRONMENT

A. DESCRIBE THE ENVIRONMENT IN WHICH YOUR WORK IS PERFORMED.

Office setting.

FOR RECLASSIFICATION REQUESTS ONLY

A. HOW HAVE THE DUTIES AND RESPONSIBILITIES OF YOUR POSITION CHANGED?

This is a newly created position responsible for all duties of the Director of Human Resources duties and the duties as the Assistant County Administrator.

SUPERVISION

(COMPLETE ONLY IF YOU ARE RESPONSIBLE FOR THE WORK OF OTHERS)

A. LIST THE NAMES AND JOB TITLES OF ALL EMPLOYEES WHO WORK UNDER YOUR SUPERVISION.

HR Assistant, Payroll clerk

B. DESCRIBE YOUR SUPERVISORY RESPONSIBILITIES.

Ensure policies, laws and Human Resource duties are carried out following the law and ensuring changes in laws or policies are implemented and followed.

TRAINING AND EXPERIENCE

- A. PLEASE INDICATE THE MINIMUM TRAINING AND EXPERIENCE REQUIREMENTS THAT YOU BELIEVE ARE ESSENTIAL TO THIS POSITION.**

This job requires a master's degree in Public Administration, Business Administration or equivalent work experience including significant experience in the public sector. Must possess a valid driver's license.

I CERTIFY THAT THE PRECEDING INFORMATION IS ACCURATE AND COMPLETE

SIGNATURE OF EMPLOYEE:	DATE:

PART 2:

SUPERVISOR'S COMMENTS

(TO BE COMPLETED BY IMMEDIATE SUPERVISOR. DO NOT ALTER THE EMPLOYEE'S ENTRIES IN PART 1)

- A. DESCRIBE THE PRIMARY FUNCTION OF THE UNIT YOU SUPERVISE.**
-
-
-
-
-
-
-
-
-
-
- B. LIST ANY ADDITIONS TO THE STATEMENTS MADE BY THE EMPLOYEE IN PART 1.**
-
-
-
-
-
-
-
-
-
-
- C. OTHER INFORMATION**

I CERTIFY THAT THE PRECEDING INFORMATION IS ACCURATE AND COMPLETE.

SIGNATURE OF SUPERVISOR

DATE

COMMENTS

POSITION ANALYSIS QUESTIONNAIRE

PAGE 7

SIGNATURE OF DEPARTMENT DIRECTOR

DATE

****PERSONNEL DEPARTMENT ONLY****

NEW POSITION _____ RECLASSIFICATION _____ DATE _____

PERSONNEL STAFF _____ AUDIT COMPLETED: YES _____ NO _____

COMMENTS _____

POSITION ANALYSIS QUESTIONNAIRE

EMPLOYEE NAME: Cindy Stoick		DATE: 08/2020
WORK PHONE NUMBER: 701-241-5736		
CURRENT JOB TITLE: Human Resources Director		
DEPARTMENT/DIVISION: Administration		
REGULAR HOURS WORKED: 40	REGULAR DAYS OFF: Saturday & Sunday	
SUPERVISOR NAME: Robert Wilson	SUPERVISOR TITLE: County Administrator	

PART 1:

PURPOSE OF YOUR POSITION

(DESCRIBE IN A SENTENCE OR TWO THE PRIMARY PURPOSE OF YOUR POSITION)

<p>The Human Resources Director interprets, guides and manages the overall provision of Human Resources services, policies, benefits, and programs for the County. The Human Resources director is responsible for planning, implementing, directing and maintaining the County's Human Resource functions to ensure the processes and policies conform to all local, County, State, and Federal requirements. This position also provides strategic, instructional, cultural, managerial support and leadership through collaborative networking with internal and external stakeholders and all departments throughout the County.</p> <p>Responsibilities include developing, modifying and implementing human resource systems such as recruitment, training, safety, and employee benefits; preparing and maintaining a budget; developing policies, procedures, and County codes and ordinances; maintaining personnel records; establishing short and long term department goals; analyzing data to identify and resolve issues; and supervising all other human resource and risk management staff.</p>

POSITION ANALYSIS QUESTIONNAIRE

PAGE 2

DUTIES AND RESPONSIBILITIES

LIST ACTIVITIES IN ORDER OF IMPORTANCE AND ESTIMATE AMOUNT OF TIME SPENT IN EACH AREA.

% of Time Required or Number of Hours Per Week	Activity
% 25	Directs and coordinates the implementation of human resource operations and services, which includes planning, coordinating, administering, and evaluating short- and long-term goals, programs, projects, processes, procedures, systems, standards, and/or service offerings; allocating resources; and ensuring compliance with Federal, State, and local laws, regulations, codes, and/or standards.
% 25	Manages staff to include: training, prioritizing and assigning work; monitoring performance and conducting performance reviews; staff development and training; policy and procedure development, education and compliance; maintain a health and safe working environment; make hiring, termination and disciplinary recommendations.
% 20	Plans, researches, and manages departmental projects, forecasts staffing, equipment, and material expenses for budget planning. Reviews and analyzes reports and information; develops and implements new and revised policies and procedures. Prepares, maintains, and approves a variety of operational records and reports including personnel records, benefits summaries, and financial reports.
% 15	Directs compensation and benefit programs for the County including but not limited to job classifications, wages, health insurance, open enrollment; for the purpose of ensuring the County is in compliance with applicable state and federal regulations.
% 5	Coordinate the risk management and workforce safety programs with the Risk Manager, Workforce Safety and Insurance, County Employer Group, and attorneys as appropriate. Serve as the ADA and Ergonomic Coordinator for the County.
% 5	Represent the County Human Resources department to other County departments, elected officials, and outside agencies and organizations.
% 5	Develop and recommend policies to the Commission surrounding compliance, employee relations, benefits, and other appropriate or assigned subjects.

KNOWLEDGE, SKILLS AND ABILITIES

POSITION ANALYSIS QUESTIONNAIRE

PAGE 3

A. LIST THE KNOWLEDGE, SKILLS AND ABILITIES THAT ARE REQUIRED TO PERFORM THE DUTIES AND RESPONSIBILITIES OF YOUR POSITION.

Knowledge of:

In-depth knowledge of managerial concepts, principles, methodology, and techniques. Possess strategic and operational understanding of Human Resource program principles and practices, excellent research and presentation skills and knowledge of employee relations principals and practices. Knowledge of applicable Federal, State, and local laws, rules, and regulations.

Exceptional verbal and written communication skills. Comfortable with public speaking and ability to articulate a position effectively to small and large groups.

Mathematical, statistical, and recordkeeping principles

Knowledge of:

- Mathematical and statistical principles;
- Research, data, and report presentation techniques;
- Recordkeeping principles
- Computers and related software applications.

Ability and Skill to:

Ability to exercise judgement, initiative, and capable of maintaining sensitive/confidential information. Ability to organize and manage several priorities simultaneously while working under pressure and deadlines. Ability to use independent judgement and discretion in matters of great significance. Professional demeanor and presentation of self. In-depth knowledge and experience using Microsoft Office programs.

Committed to service excellence in all areas.

Possess excellent interpersonal skill and the ability to interface credibly and effectively with senior level executives, elected officials and all levels of employees.

- Monitoring and evaluating employees;
- Prioritizing and assigning work;
- Managing a comprehensive human resource program.
- Applying applicable Federal, State, and local laws, rules, and regulations;
- Presenting information;
- Maintaining confidentiality;
- Developing and administering budgets;
- Using computers and related software applications;
- Communication, interpersonal skills as applied to interaction with subordinates, coworkers, supervisor, the general public, etc. sufficient to exchange or convey information and to give and receive work direction.

POSITION ANALYSIS QUESTIONNAIRE

PAGE 4

- B. LIST ANY TOOLS, EQUIPMENT, VEHICLES, AND MACHINES YOU USE WHILE PERFORMING YOUR WORK.

Standard office equipment including computer, copier, fax and must have a valid driver's license.

- C. WHAT LICENSES OR CERTIFICATES ARE REQUIRED IN THE PERFORMANCE OF YOUR WORK?

Bachelor's degree in human resources, business or a related field and five to ten years human resources experience, including five years supervisory experience; or, an equivalent combination of education and experience sufficient to successfully perform the essential duties of the job such as those listed above.

SCOPE OF WORK

- A. INSTRUCTIONS

1. WHAT KINDS OF INSTRUCTIONS DO YOU RECEIVE REGARDING YOUR WORK?

Instructions generally come from Commissioners and department heads asking for research, policy and procedure interpretation.

2. WHEN ARE INSTRUCTIONS GIVEN?

When they need to have information regarding laws, policies, changes in laws.

- B. REVIEW OF WORK

1. HOW IS YOUR WORK REVIEWED BY YOUR SUPERVISOR?

I work collaboratively with the County Administrator

2. FOR WHAT PURPOSE IS YOUR WORK REVIEWED?

To brainstorm and ensure all required elements are included in a request

3. WHEN IS WORK REVIEWED?

After a research project

GUIDELINES

A. WHAT SPECIFIC LAWS, ORDINANCES OR REGULATIONS DO YOU FOLLOW OR USE AS A REFERENCE IN PERFORMING YOUR JOB?

Labor Laws including DOL Laws, ADA, FMLA ADEA, ERISA, USERRA, State laws, county employee policies

B. WHAT OTHER PRACTICES OR DEPARTMENTAL POLICIES DO YOU FOLLOW OR UTILIZE IN PERFORMING YOUR WORK?

Cass County Employee Handbook policies

PERSONAL CONTACTS

A. WHAT KIND OF PEOPLE DO YOU DEAL WITH IN CARRYING OUT YOUR DUTIES AND RESPONSIBILITIES? (CO-WORKERS, GENERAL PUBLIC, ETC.)

Benefit and human resource software vendors, Cass County Commissioners, Cass County Department Heads, Cass County Employees, job applicants

B. WHAT ARE THE PURPOSE OF THESE CONTACTS?

To direct, interpret and research anything that involves employees and their wages and benefits.

PHYSICAL DEMANDS

A. WHAT PHYSICAL EFFORTS ARE REQUIRED TO PERFORM YOUR WORK?

POSITION ANALYSIS QUESTIONNAIRE

PAGE 6

Employee must be able to travel by car and air as necessary. This position will require maintaining a physical condition necessary for average exertion and light physical effort such as sitting, standing or walking while performing work for sustained periods. Some skill, adeptness, and speed in finger-hand-eye coordination are needed to operate standard office equipment. The employee is occasionally required to stand; walk and stoop, kneel, crouch, or crawl. Specific vision abilities required by the job include close vision, distance vision, color vision, peripheral vision, depth perception and ability to adjust focus. Occasional light lifting of 10-25 pounds may be necessary.

WORK ENVIRONMENT

A. DESCRIBE THE ENVIRONMENT IN WHICH YOUR WORK IS PERFORMED.

This position operates in a professional office and community facing environment, works with computers and standard office equipment, and requires travel offsite, including overnight. The noise level in the work environment is usually moderate.

FOR RECLASSIFICATION REQUESTS ONLY

A. HOW HAVE THE DUTIES AND RESPONSIBILITIES OF YOUR POSITION CHANGED?

The payroll will be performed by another individual allowing more time for the director to work on more in-depth projects, processes and research.

SUPERVISION

(COMPLETE ONLY IF YOU ARE RESPONSIBLE FOR THE WORK OF OTHERS)

A. LIST THE NAMES AND JOB TITLES OF ALL EMPLOYEES WHO WORK UNDER YOUR SUPERVISION.

Brielle Edwards—Human Resources Assistant
To be Hired-----Payroll Clerk

B. DESCRIBE YOUR SUPERVISORY RESPONSIBILITIES.

Supervise work for timely and accurate completion, supervise and oversee payroll operations,

POSITION ANALYSIS QUESTIONNAIRE
PAGE 7

--

TRAINING AND EXPERIENCE

A. PLEASE INDICATE THE MINIMUM TRAINING AND EXPERIENCE REQUIREMENTS THAT YOU BELIEVE ARE ESSENTIAL TO THIS POSITION.

Bachelor's Degree in Human Resources, Business, or a related field.

I CERTIFY THAT THE PRECEDING INFORMATION IS ACCURATE AND COMPLETE

SIGNATURE OF EMPLOYEE:	DATE:

PART 2:

SUPERVISOR'S COMMENTS

(TO BE COMPLETED BY IMMEDIATE SUPERVISOR. DO NOT ALTER THE EMPLOYEE'S ENTRIES IN PART 1)

A. DESCRIBE THE PRIMARY FUNCTION OF THE UNIT YOU SUPERVISE.

B. LIST ANY ADDITIONS TO THE STATEMENTS MADE BY THE EMPLOYEE IN PART 1.

C. OTHER INFORMATION

I CERTIFY THAT THE PRECEDING INFORMATION IS ACCURATE AND COMPLETE.

SIGNATURE OF SUPERVISOR

DATE

POSITION ANALYSIS QUESTIONNAIRE
PAGE 8

COMMENTS

SIGNATURE OF DEPARTMENT DIRECTOR

DATE

****PERSONNEL DEPARTMENT ONLY****

NEW POSITION _____ RECLASSIFICATION _____ DATE _____

PERSONNEL STAFF _____ AUDIT COMPLETED: YES _____ NO _____

COMMENTS _____