

Aitkin County

Organizational Study

Final Report Summary

June 12, 2018

Presented by Gary Weiers



DDA

Human Resources, Inc.
a David Drown Associates Company

Introduction

1. Thank you for the opportunity
2. Study commissioned on January 23, 2018
3. Assessment process
 - A. Document review: Budget documents, previous study, facilities information, etc.
 - B. Interviews with over 70 people
 - A. Focus: effectiveness, efficiency, collaboration, etc.
 - C. Review of other county structures
4. Traditional structure: Been in place a long time
5. Five elected department heads

Observations

1. Dedicated staff and Board
2. Public appears generally satisfied with service
3. New Administrator is providing good leadership
4. Chain of command is well established
5. Experienced department heads
6. Aitkin County is a good place to work
7. Employees have the resources and equipment needed to do their jobs effectively

Observations

1. There is no clearly defined mission and vision established for the organization
2. Well established departmental responsibilities are impacting ability to make changes
3. There are departmental silos
4. Use of technology is not being maximized
5. Recognition of value of human resource centralization and consistency is not where it could be
6. There is some strong resistance to change
7. Some business practices are not modernized and efficient
8. Some financial practices can be enhanced

Elected Department Heads

1. The County has 5 elected department heads
 - A. Auditor, Treasurer, Recorder, Attorney, Sheriff
2. Most counties have made changes to this structure for the Auditor, Treasurer and Recorder
 - A. Many have combined the Auditor and Treasurer
 - B. Many have moved to have the offices of Auditor/Treasurer and Recorder as appointed positions

Summary of Recommendations

1. Establish strategic mission and vision
2. Consolidate offices in new and remodeled facilities
 - A. Hire high level Facilities Director
3. Merge Auditor and Treasurer offices
 - A. Consider appointed instead of elected positions
4. Relocate land department to LLCC location
5. Enhance human resources
 - A. Establish formal orientation and onboarding process for new hires
 - B. Demonstrate employee appreciation
 - C. Enhance employee training
 - D. Move payroll to HR department
 - E. Improve relationships and teamwork between HR and departments

Summary of Recommendations

6. Department structure improvements
 - A. Move GIS and Surveyor to Highway Department
 - B. Examine water testing revenues
 - C. Reduce economic development position to .5 fte
 - D. Continue building collaboration with all accounting functions
7. Process improvement
 - A. Cease issuance of paper permits
 - B. LEAN process improvements for all departments
 - C. Develop document management (scanning) plan for each department
 - D. Modernize practices where indicated

Summary of Recommendations

8. Leadership development
 - A. Continue and expand efforts
9. Innovation
 - A. Website modernization
10. Consider remote working options
11. Develop a technology plan
 - A. Connect IT to vision and mission
 - B. Utilize ticketing system
 - C. Maximize use of technology

Implementation

- Strategic implementation is critical
- Establish strategic plan
- Determine priority recommendations
 - Develop timeline for implementation of priority goals
 - Assign lead person for each goal
 - Consultant assistance with development of implementation plan
- Monitor progress on quarterly basis

Conclusion

- There is much to be proud of
 - Dedicated and hardworking employees
 - Committed County Board
 - Good public service
 - Administration
 - Conducted an organizational study
 - Organization is poised to move forward
- Opportunities exist
 - Streamline services
 - Remove barriers to improvements
 - Increase efficiency
 - Strategic technology integration
 - The human resource

Questions?

Thank you!

Gary Weiers
Management Consultant
DDA Human Resources, Inc.
a David Drown Associates Company



Committee of the Whole
Aitkin County Board of Commissioners
Board Meeting Attendance Record

Date: June 12, 2018

Name	Please check the boxes that apply.		
	Aitkin County Citizen	Aitkin County Employee	Company Representative – please list.
Lori Tibbetts		✓	Assr Office
Mike Dangers		✓	" "
Kathleen Ryan	✓		City of Aitkin
John Welle		✓	Highway Dept.
Kir Koydur	✓		Auditor
Natalie Schufert		✓	Attorney's office
Cynthia Bennett	✓	✓	HHS
STEVE BENNETT	✓	✓	Ac IT
Bob Marcum	✓		
Joel Hoppe	✓		