

**STAFF REPORT**

DATE: January 28, 2026

FROM: Human Resources

PURPOSE: Request to change the part-time Human Resources (HR) Coordinator position to a full-time HR Generalist

SUMMARY: Human Resources requests to promote our part-time HR Coordinator (HRC) to a full-time HR Generalist position. The MSD's current HRC would like to return to full-time employment with the MSD. In the last 13 months, the MSD has grown about 40%, including the acquisition of the engineering department. This created a significant increase in demand for HR support and added a greater complexity in an already challenging and unique organization that competes for talent acquisition and retention.

1. The HRC position was intended to manage day-to-day HR tasks. However, the HRC currently performs at the level of HR Generalist. The standard HR workload alone would justify two FTEs. However, the MSD's HR team has additional strategic goals in 2026; key 2026 HR goals include implementing a new HR and Payroll system, assembling senior leader working groups to refine the organization evaluation form and corresponding counseling form, creating a staff "development counseling" form, finalizing the MSD's salary survey, and developing a "leadership 101" training program, amongst other tasks.

2. Key HRC accomplishments within the last eight months:

- Managed all recruiting and onboarding aspects of 20 MSD employees and newly elected officials.
- Worked to align benefits in systems and across companies (1:1) to reduce errors.
- Coordinated HR work groups, such as the Personnel Policy and Procedures Manual review and rewrite, and the RFP for the new HR/Payroll system.
- Conducted salary survey data collection and analysis.
- Reinitiated the Wellness Committee, which will improve long-term employee retention, staff health, and customer service.
- Managed MSD staff benefits changes, FMLA, and request parental leave to ensure legal compliance.

3. Cost projection: Current part-time employment projected costs are approximately \$56,000. The transition to a full-time HR Generalist with increased responsibilities would increase overall costs to about \$110,00, an increase of \$54,000 per year; or about \$23,000 for the remainder of FY 2026.

4. Failure to transition the position to a full-time HR Generalist has the potential to encourage the HRC to seek alternative full-time employment. Additionally, this transition will enhance HR bandwidth, reduce burnout and HR lead time, and increase performance. Transition to full-time will encourage retention of the HRC.

5. POC for this memorandum is Joel Grant, HRM Manager at 801.597.0942 or joelgrant@msd.utah.gov.