



UTILITIES BOARD PERSONNEL COMMITTEE

**Microsoft Teams
Rosemont Conference Room
121 S. Tejon St., South Tower, 5th Floor
Colorado Springs, CO 80903**

AGENDA

Monday, November 18, 2024

[Click here to join the meeting](#)

Or call in (audio only)

[+1 719-733-3651,,36589539#](#)

10:00 a.m.	<p>Call to Order</p> <p>Statement: Pursuant to the Colorado Open Meetings Law and the City Charter, since three or more members of the Utilities Board may be attending this public meeting, it is noticed and open to the public. Pursuant to the Utilities Board Bylaws, this Committee of the Utilities Board has determined not to accept public comment at this meeting.</p>	<p>Yolanda Avila, Committee Chair</p> <p>Renee Adams, Chief Human Resources Officer</p>
10:05 a.m.	Review Minutes from October 14, 2024 Meeting	Committee
10:10 a.m.	Employee Climate Survey Update	<p>Heather Harvey, Human Resources Manager</p> <p>Heather Keeling-Silva, Human Resources Business Partner</p>
10:25 a.m.	I-11 Compensation and Benefits Compliance Report Proposed Changes	<p>Heather Harvey, Human Resources Manager</p> <p>Tara Russell, Total Rewards Supervisor</p>
10:40 a.m.	Proposed 2025 Chief Executive Officer Performance Plan	Natalie Watts, Strategic Planning and Governance Manager
10:50 a.m.	Review 2024 Committee Accomplishments and 2025 Work Plan	Renee Adams, Chief Human Resources Officer
11:10 a.m.	<p>Plan future agenda</p> <p>Next meeting: Friday, Jan. 15, 2025</p>	Committee
11:15 a.m.	Adjournment	Yolanda Avila, Committee Chair

MINUTES
Personnel Committee
Colorado Springs Utilities Board
October 14, 2024

Committee members present via Microsoft Teams or Rosemont Conference Room:

Yolanda Avila, Dave Donelson and Michelle Talarico

Staff members present via Microsoft Teams or Rosemont Conference Room:

Renee Adams, Lisa Barbato, Tristan Gearhart, Jay Anderson, Andrew Colosimo, Jason Green, Heather Harvey, Jacqueline Nunez, Gail Pecoraro, Tara Russell, Stuart Smith, Bethany Schoemer and Natalie Watts

City staff present via Microsoft Teams or Rosemont Conference Room:

Elli Harris-Mevis and Matthew Vanlandingham

1. Call to Order and Welcome

Committee Chair Yolanda Avila called the meeting to order at 10:04 a.m. Ms. Renee Adams, Chief Human Resources Officer, read a statement regarding the Colorado Open Meetings Law and City Charter and stated that public comment would not be a part of the meeting,

Members in attendance in Rosemont Conference Room introduced themselves, and Ms. Natalie Watts, Manager of Strategic Planning and Governance, announced those in attendance via Teams.

2. Review of Minutes

The Aug. 19, 2024, Personnel Committee minutes were approved for posting.

3. I-10 Treatment of Staff Compliance Report

Ms. Heather Harvey, Human Resources Manager, reviewed the I-10 Treatment of Staff Compliance Report, which was included in the meeting materials packet.

Ms. Renee Adams, Chief Human Resources Officer, stated that additionally all employees are required to complete an online harassment/discrimination course every three years, and supervisors are required to complete a more-in-depth course.

4. I-11 Compensation and Benefits Compliance Report

Ms. Tara Russell, Total Rewards Supervisor, reviewed the I-11 Compensation and Benefits Compliance Report, which was included in the meeting materials packet.

Under Board Instruction 2, *Develop executive compensation plans that are consistent with professional markets and include:*

- A. *Data sources from similar local, regional and national, comparably sized utilities that typically fall within the range of one-half to two times Colorado Springs Utilities' employee population and annual revenue.*
- B. *Multi-service utilities.*
- C. *An appropriate balance of public and private organizations.*
- D. *A mix of custom market survey data and published survey sources.*

Ms. Adams stated that the organization now has the technology to gather this data electronically without conducting custom surveys, saving the organization approximately \$50,000. The custom surveys are currently done every three to five years. The organization current receives the American Public Power Association (APPA) survey and the Large Public Power Council (LPPC) survey as they are completed.

Board Member Donelson asked which method provides the most accurate information. Ms. Russell stated that the most accurate information is from the larger sample size, which is the information that is received currently through the published salary surveys, because not all contracted employers complete the requested information through the third-party requested customer surveys.

Chair Avila asked if the organization has the ability to pull the same information as easily as a third-party consultant would, utilizing technology. Ms. Russell stated that utilizing the current software, Springs Utilities does not have access to what a specific organization is paying, but rather aggregated data in survey form.

Currently the organization utilizes the third-party consultant every three to five years.

Board Member Talarico stated it is important to vet the information with reputable sources, and respects verifying the information through a third-party vendor on a periodic basis is a good idea.

Committee members support this change to the I-11. Members of the Human Resources team will bring back a red-lined version of the I-11 to the November Personnel Committee meeting.

Ms. Adams stated the I-11 Compensation and Benefits Compliance Report, Board Instruction 2, will be redlined and brought back for review to the Personnel Committee in November and then to the full Utilities Board for approval in November. Board Member Donelson asked that the weighting of the data being used be explained to the full Utilities Board (50% on the published salary survey data and 50% on the custom salary survey data).

5. E-2.8 Emergency Chief Executive Officer Succession Plan Compliance Report

Ms. Adams reviewed the E-2.8 Emergency Executive Officer Succession Plan Compliance Report, which was included in the meeting materials packet. No questions were asked.

6. Plan Future Agenda – Next meeting: Nov. 18, 2024

Ms. Adams reviewed agenda items for the November Personnel Committee meeting.

Ms. Harvey said that Human Resources has worked with the University of Springs Utilities on developing formal action planning training for leaders for the Employee Climate Survey. Action planning will be due in November and will be implemented in January 2025.

There will be no meeting in December, and the January meeting day will be on Friday, Jan. 17, 2025.

7. Adjournment

The meeting adjourned at 10:37 a.m.

INSTRUCTIONS

Category:	Utilities Board Instructions to the Chief Executive Officer	Date of Adoption: May 16, 2018
Policy Title (Number):	Compensation and Benefits (I-11)	Revision Date: <u>November 20, 2024</u>
Monitoring Type:	Internal	Revision Number: <u>1</u>
Monitoring Frequency:	Annual	
Guidelines:	At-Will Senior Management Severance (G-9)	

The Chief Executive Officer shall direct that employee compensation plans address individual accountability, reward for job performance, encourage organizational flexibility and responsiveness and are consistent with the geographic and professional markets for the job duties performed. Accordingly, the CEO shall:

1. Communicate an administrative procedure to employees which allows them to appeal the methodologies followed that result in the annual salary and benefits proposed for the upcoming year.
2. Develop executive compensation plans that are consistent with professional markets and include:
 - A. Data sources that include similar local, regional and national utilities of comparable size and annual revenue.
 - B. Multi-service utilities.
 - C. An appropriate balance of public and private organizations.
 - D. A mix of available custom survey data and published survey sources.
3. Provide severance to Officers and General Managers in the event of involuntary separation without cause in accordance with approved Utilities Board guidelines and at the discretion of the Chief Executive Officer in accordance with the At-Will Senior Management Severance Guideline.
4. Provide severance to any other employees only with Utilities Board approval.

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Deleted: comparably sized utilities that typically fall within the range of one-half to two times Springs Utilities' employee population and annual revenue.

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Proposed 2025 Chief Executive Officer Performance Plan

Natalie Watts

Manager – Strategic Planning and Governance

CEO Performance Plan

Background

- Combination of CEO leadership competencies + Enterprise Balanced Scorecard (BSC)
- An agreement between the CEO and the Utilities Board (UB) outlining the CEO's priorities and outcomes
- Measures enterprise and CEO performance
- BSC results reported quarterly to CEO Leadership Team and semi-annually to the UB
- Approved by the UB in November for the coming year



Proposed 2025 CEO Competencies – No changes recommended

- Competencies comprise 50% of CEO Performance Plan
- Evaluated by the Board semi-annually (2x/yr)
- Five CEO leadership competencies with equal weight (10% each)
- Proposed 2025 (same as 2024)
 - Builds Effective Teams
 - Ensures Accountability
 - Drives Engagement
 - Balances internal/external stakeholders
 - Strategic mindset



Balances Stakeholders

Definition:

Anticipating and balancing the needs of multiple stakeholders. Creates flexibility in the organization that is needed to respond to varied stakeholder needs. Demonstrates foresight about how stakeholder priorities will change and evolve.

Optimizes decisions across the varied needs of internal and external stakeholders. Serves as a role model for considering cultural and ethical factors in balancing the needs of stakeholders.



Builds Effective Teams

Definition:

Building strong-identity teams that apply their diverse skills and perspectives to achieve common goals. Builds a cohesive leadership team that drives the goals and success of the organization.

Creates a culture with systems and processes that enable cross-functional teamwork. Instills a common mindset and team spirit across the organization. Models teamwork by working effectively with other leaders throughout the organization.



Drives Engagement

Definition:

Creating a climate where people are motivated to do their best to help the organization achieve its objectives. Motivates others by appealing to deeply held values and goals.

Creates a climate that makes work gratifying and enjoyable. Ensures that people in the organization feel their contributions are valued. Energizes the organization by clarifying the broader purpose and importance of the work.



Drives Results

Definition:

Consistently achieving results, even under tough circumstances. Creates an organization that pushes forward in difficult circumstances. Eliminates obstacles that affect organizational performance. Gets results that have a clear, positive, and direct impact on business performance. Drives the organization to achieve results.



Strategic Mindset

Definition:

Seeing ahead to future possibilities and translating them into breakthrough strategies. Leverages the organization's key differentiators to develop a viable long-term strategy. Explores future scenarios and possibilities to help the organization respond to change and shape the future.

Revisits and updates business strategies in response to evolving market dynamics and organizational needs. Develops and integrates organizational strategies to achieve and sustain competitive advantage.





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Personnel Committee Accomplishments and 2025 Work Plan



Personnel Committee

2024 Accomplishments

Yolanda Avila, Randy Helms, Michelle Talarico and Dave Donelson

Focus Areas Completed

- Employee Climate Survey Results
- Labor and Benefits Monitoring and Planning
- 2025 CEO Competencies and 2025 CEO Scorecard Measures
- CEO Mid-Year Performance and Year-End Review
- Affirmative Action Plan, Workforce Updates and Selection Process
- Strategic Initiatives Updates:
 - Total Worker Health
 - Diversity, Equity and Inclusion—DELTA Team
 - Employee Volunteer Program and Community Focus Fund
 - Workforce Development and Training
 - Safety Maturity
- Excellence in Governance Policy Compliance Reports:
 - Board Expected Results—Scorecard (ER-1:1-3)
 - Treatment of Staff (I-10)
 - Compensation and Benefits (I-11)
 - Emergency CEO Succession (E-2.8)



Personnel Committee

Draft 2025 Work Plan

Yolanda Avila, Randy Helms, Michelle Talarico and Dave Donelson

Focus Areas

- CEO Year-End and Mid-Year Performance Reviews
- Strategic Initiatives:
 - Enable Employee Empowerment
- Labor and Benefits Monitoring and Planning
- Affirmative Action Plan and Workforce Demographics
- Excellence in Governance Policy Compliance Reports:
 - Board Expected Results–Scorecard (ER-1:1-3)
 - Treatment of Staff (I-10)
 - Compensation and Benefits (I-11)
 - Emergency CEO Succession (E-2.8)

QUESTIONS?