



UTILITIES BOARD PERSONNEL COMMITTEE

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

AGENDA

Monday, July 15, 2024

[Click here to join the meeting](#)

Or call in (audio only)

[**+1 719-733-3651,,36589539#**](tel:+17197333651,36589539#)

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 May 20, 2024 meeting	Committee
10:10 a.m.	Enable Employee Empowerment: Workforce Development and Training	Jennifer Valdois, Manager Workforce Development
10:30 a.m.	Enable Employee Empowerment: Safety Maturity, Safety Summit Review, and Work Zone Safety Initiative	Michael Myers, Manager Safety & Health
11:00 a.m.	2024 Mid-Year CEO Evaluation	Renee Adams, Chief Human Resources Officer
11:05 a.m.	<p>Plan future agenda</p> <ul style="list-style-type: none"> • Next meeting: Monday August 19, 2024 	Committee
11:10 a.m.	Adjournment	Yolanda Avila, Committee Chair

MINUTES
Personnel Committee
Colorado Springs Utilities Board
May 20, 2024

Committee members present via Microsoft Teams or Rosemont Conference Room:

Yolanda Avila, Randy Helms, Michelle Talarico and Dave Donelson

Utilities Board Members Present via Microsoft Teams or Rosemont Conference Room:

Nancy Henjum

Staff members present via Microsoft Teams or Rosemont Conference Room:

Travas Deal, Tristan Gearhart, Somer Mese, Marcela Espinoza, Heather Harvey, Sam Lawson, Gail Pecoraro, David Ruddy, Natalie Watts and Al Wells

City staff present via Microsoft Teams or Rosemont Conference Room:

Renee Congdon and Elli Harris-Mevis

1. Call to Order and Welcome

Committee Chair Yolanda Avila called the meeting to order at 10:04 a.m. Ms. Heather Harvey, Human Resources Manager, 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.

Everyone attending introduced themselves by name and title.

2. Review of Minutes

The March 18, 2024, Personnel Committee minutes were approved for posting.

3. 2023 Workforce Demographics and 2023 Hiring Summary

Ms. Harvey presented the organization's 2023 Workforce Demographics and Hiring Summary. This included information comparing information from 2022 and 2023.

Statistics reviewed include:

- Veteran Status
- Individuals with Disabilities
- Sex
- Race / Ethnicity

4. Affirmative Action Plan

Ms. Harvey reviewed the organization's Affirmative Action Plan and partnerships that have been developed in the recruiting process. Specific information reviewed included:

- Veterans

- Individuals with Disabilities

5. Talent Acquisition Strategy

The organization's Talent Acquisition Strategy was reviewed. Tools being used to reach various demographics include:

- Social media marketing
- Job Ads
- Job Syndication
- Direct outreach and network marketing
- Community outreach and engagement
- Referrals

6. Employee Climate Survey Update

Ms. Harvey gave an update on the 2024 Employee Climate Survey, which is currently underway. The survey began on May 13 and will conclude on May 24. This year's participation goal is 80% and is currently at 47%. The logistical challenge with completion is with field workers, because they do not have regular access to a computer like office employees do.

There are 56 close-ended (sliding scale) and two open-ended questions. Although there are a high number of questions, it only takes on average 15 minutes to complete. A message will be going out from the Utilities Board this week to encourage employees to participate. The third-party vendor will present results to the Utilities Board at the July Lunch and Learn on July 17, 2024.

7. Plan Future Agenda – Next meeting: July 15, 2024

Ms. Harvey reviewed agenda items for the next Personnel Committee meeting. Additional topics may be identified closer to the July meeting. Of note, the June Personnel Committee meeting has been cancelled.

8. Adjournment

The meeting adjourned at 11:19 a.m.

Enable Employee Empowerment: Workforce Development and Training

Agenda



University of Springs Utilities Structure



Leadership Programs

- Instructional Design Section (IDS)
- Technical Craft Development (TCD)
- Organizational and Professional Development (OPD)



Leader Connections

Leader Connections is a comprehensive leader development program providing unique exposure to Colorado Springs Utilities' four-service utility and the leaders within the organization. There is a track for everyone interested in developing leadership skills.

- **Emerging Leader**
- **Leader Fundamentals**
- **Leader Essentials**
- **Leader Business Acumen**



Emerging Leader

Audience

- Individual Contributors

Purpose

- Prepare for supervisor role
 - Transitioning from peer to supervisor
 - Prepare for the interview process
 - Valuable leadership skills

Graduates

- 585



Leader Fundamentals

Audience

- Newly promoted supervisors

Purpose

- Teach knowledge and skills to be successful
- Promote consistency among all leaders
- Provides leaders with ongoing resources

Graduates

- 92



Leader Essentials

Audience

- Current leaders

Purpose

- Leadership skill development
- Learning essential leadership competencies

Graduates

- 116



Leader Business Acumen

Audience

- Current and newly hired managers

Purpose

- Strengthen ability to adapt and respond to diverse business challenges
- Understand how decisions impact other areas
- Network with fellow managers and exchange best practices

Graduates

- Program implementation Q4 2024



Questions





Colorado Springs Utilities
It's how we're all connected

Safety & Health

Personnel Committee Update

July 2024

Agenda

1. Safety Maturity
2. Safety Blitz
3. Safety Leadership Summit
4. Work Zone Traffic Safety
5. Facility Emergency Action Plan
6. Safety Scorecard Update

Safety Maturity

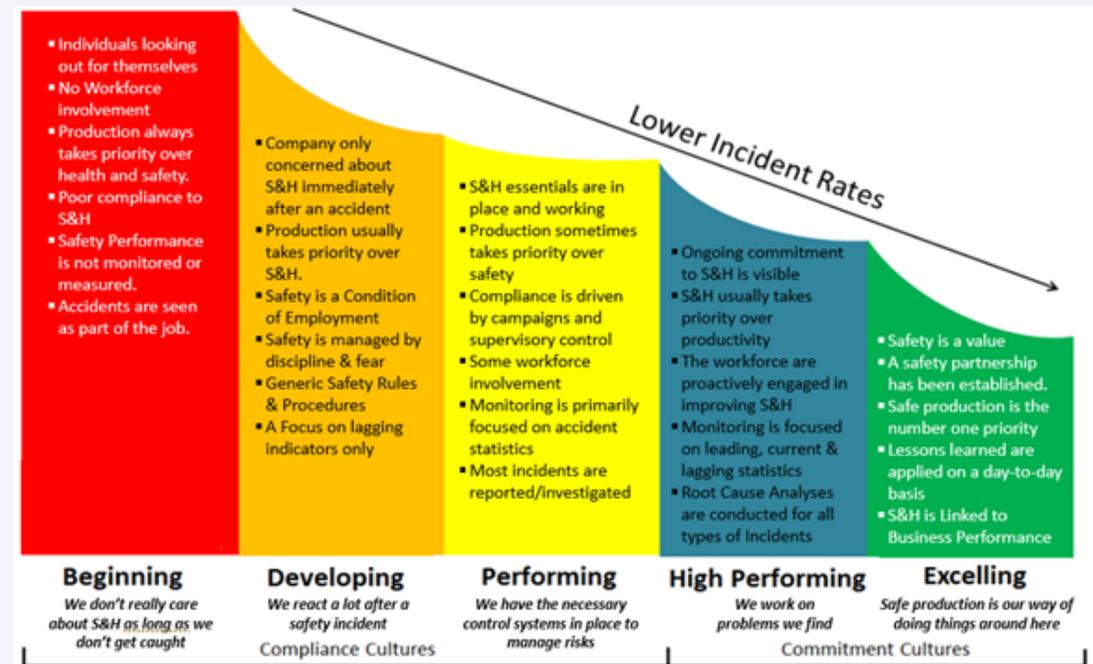
Safety Maturity

What is Safety Maturity?

- How an organization's safety and health programs, along with their shared beliefs and values, combine to continually improve the safety culture.

What is changing for Colorado Springs Utilities?

- Change the culture from compliance-based to commitment-based.
- Increasing safety beyond the minimums.
- Proactive safety focused on collaboration and encouraging the involvement of all stakeholders.

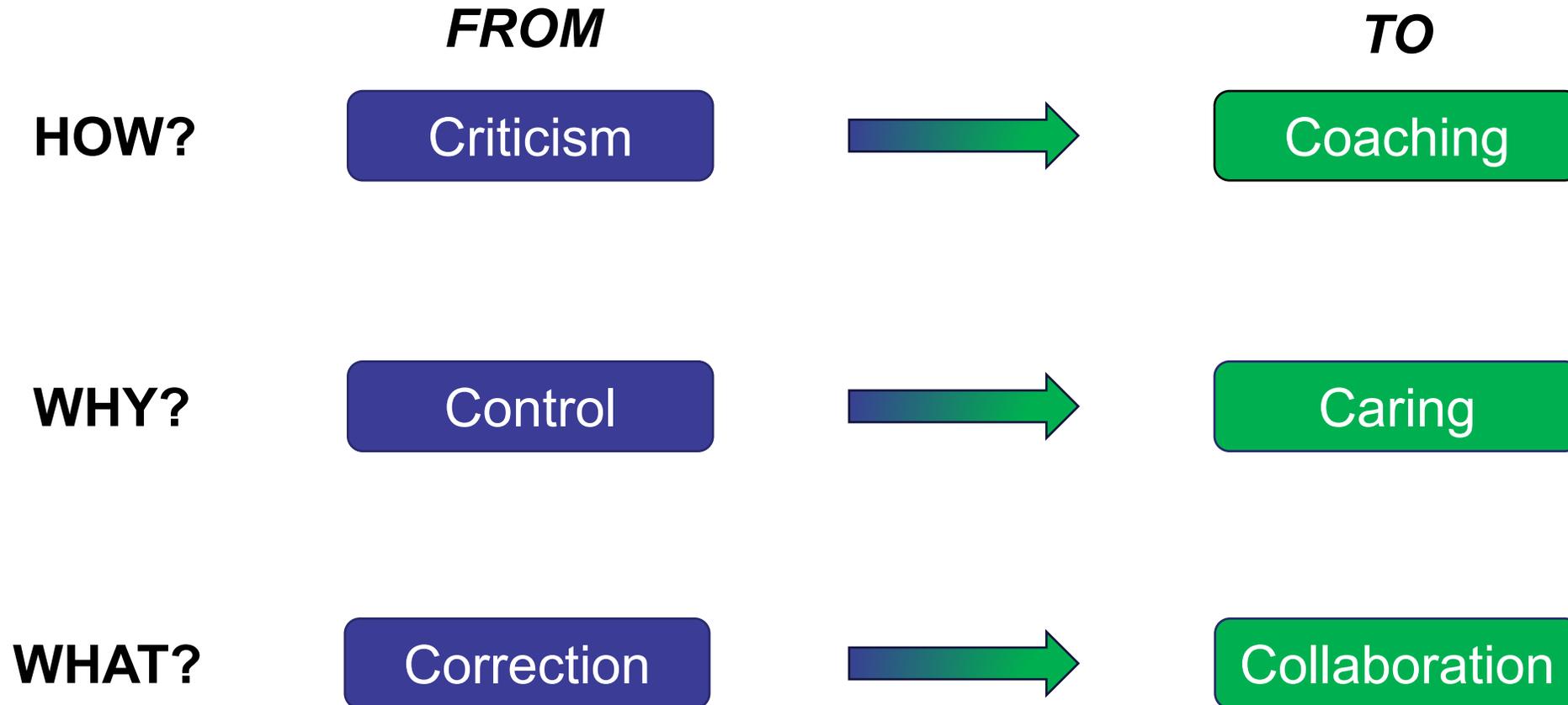


Our Safety Maturity Goals

- Commitment-based safety culture.
- Improved employee morale.
- Open communication of safety concerns.
- Enhanced teamwork and collaboration on safety initiatives.
- Increased prevention of safety hazards in all areas of the organization.



Compliance to Commitment



Measuring Safety Maturity

- Perception / Climate Surveys
- Best Practice Identification
- Safety Audits
- The 13 Elements of Excellence



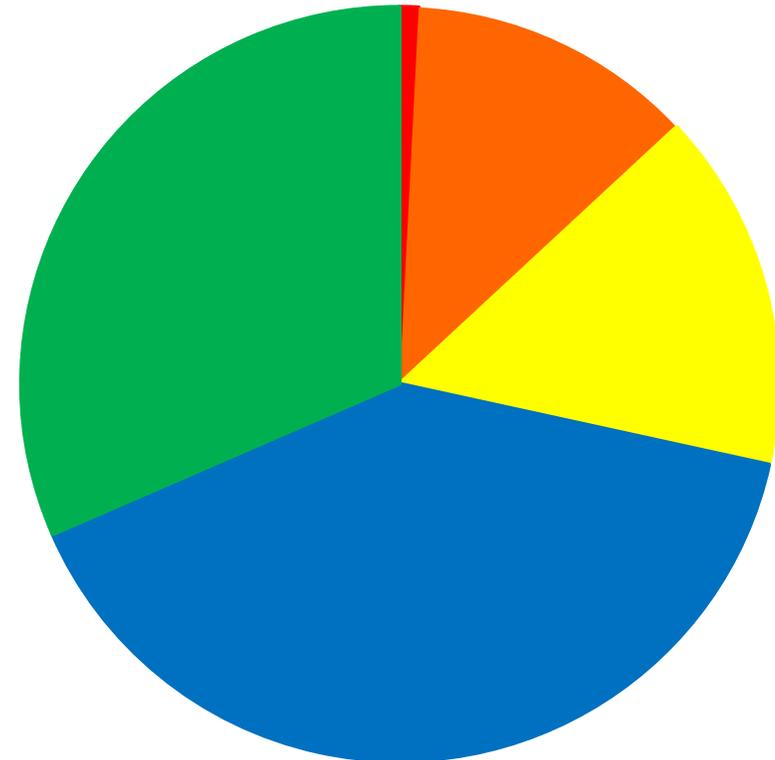
Safety Program Maturity Elements of Excellence

- Roles and Responsibilities
- Standards and Procedures
- Management Leadership
- Hazard Analysis
- Employee Participation
- Assessments
- Total Worker Health
- Safety and Health Training
- Incident Investigation
- Safety & Health Data Analysis
- Safety Recognition
- Occupational Health and Industrial Hygiene
- Contractor Safety Management

Fall 2023 Baseline Survey

Safety Maturity Employee Feedback

● Beginning	6
● Developing	91
● Performing	114
● High Performing	297
● Excelling	234



Safety Blitz

Safety Blitz



Started in 2023

Bi-monthly activity

Focusing on safety with a fresh set of eyes

Employee networking at all levels

Safety Leadership Summit

Summit Agendas

- Leadership networking to discuss specific safety and risk-related topics
- Updates provided on organizational safety initiatives
- Large and small group conversations that focus on the impact of safety
- Making safety personal - employee testimonials and stories



Safety Leadership Summit Topics

**Safety By Design
Lightning Safety**

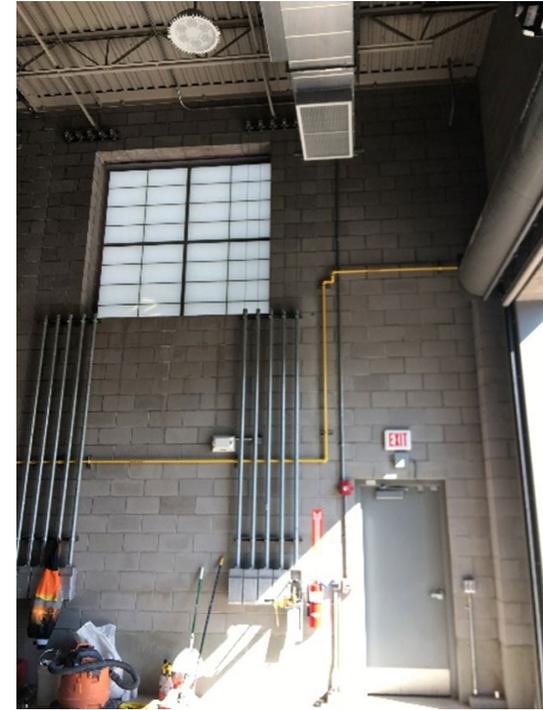
Safety By Design – Making Safety First



Establish and execute:

- Design processes
- Engineering solutions
- Design criteria & practices

that intentionally address the safety of staff during design, construction, maintenance and operations of assets.



SAFETY BY DESIGN EXAMPLE



SAFETY BY DESIGN EXAMPLE

Making Safety Personal – Lighting Safety



- Highlight the dangers of working around lighting
 - Each year lightning kills 20 - 30 people on average and injures hundreds more
 - Colorado ranks 3rd in lightning fatalities, behind Florida and Texas
 - El Paso County has more lightning casualties than any other Colorado county
 - 10 fatalities since 1980
 - 84 injuries since 1980



When Thunder Roars, Go Indoors!

Wait 30 minutes after the last clap of thunder

The Dangers of Lightning – Employee Accounts



Work Zone Traffic Safety

Work Zone Traffic Safety



- Communication plan
 - Call-to-action
 - Call center hold message
 - Media campaigns
- Standard vehicle chevron wrap
- Training
- Intern Project - 2024

Work Zone Traffic Safety – Media Campaign



Work Zone Traffic Safety - What's Next

- Continued media coverage
 - Social media
- Employee testimonials
 - Video and in-person
- Intern report deliverables
 - Identification for the time of day for highest work site safety
 - Site safety enhancements
 - Law enforcement
 - New types of barricades
 - Standard traffic cone utilization policy



Facility Emergency Action Plan (FEAP)

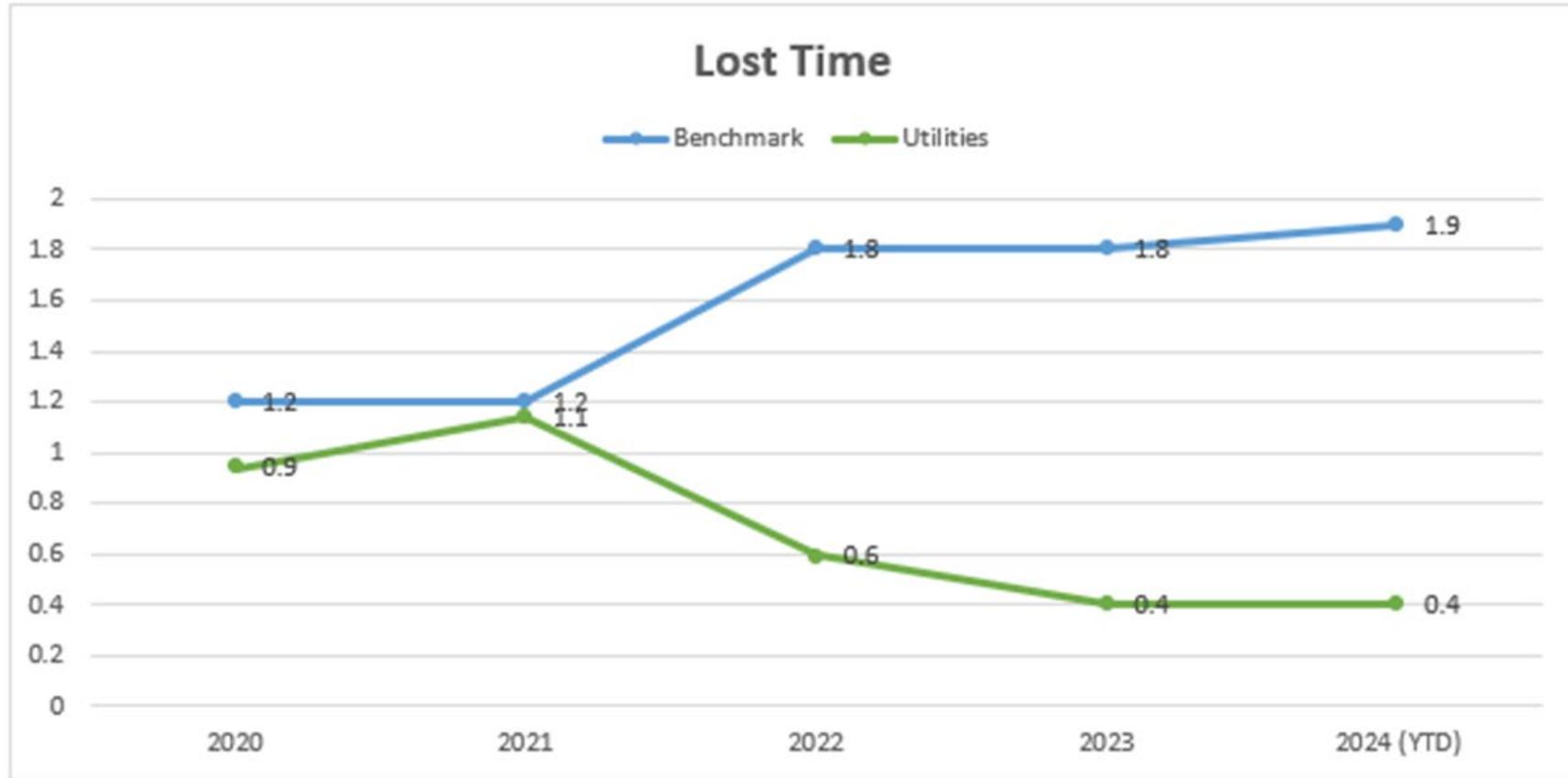
FEAP

- Updated program for entire organization
- Implemented training for employees in first quarter of year
- Facility drill/alarm testing combined
- Facility committees



Safety Scorecard

Safety Scorecard



YEAR	2020	2021	2022	2023	2024 (YTD)
%	-22%	-5%	-67%	-78%	-79%
RATING	5 - Far Exceeds	3 - Meets	5 - Far Exceeds	5 - Far Exceeds	5 - Far Exceeds

Questions





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