

MINUTES
Personnel Committee
Colorado Springs Utilities Board
June 10, 2022

Committee present via Microsoft Teams or Rosemont Conference Room: Committee Chair Yolanda Avila, Tom Strand and Wayne Williams

Committee members excused: Randy Helms

Board members present via Microsoft Teams or Rosemont Conference Room: Nancy Henjum and Bill Murray

Staff members present via Microsoft Teams or Rosemont Conference Room: Renee Adams, Travas Deal, Jonathan Liepe, Natalie Watts, Heather Harvey, Tara Russell, Andie Buhl, Jason Rigler, Al Wells, Monica Indrebo, Aram Benyamin, Tristan Gearhart and Pattie Bengner

Citizens and guests present via Microsoft Teams or Rosemont Conference Room: Sam Masias

1. Call to Order and Welcome

Committee Chair Yolanda Avila called the meeting to order at 10:02 a.m. Ms. Renee Adams, Human Resources General 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.

2. Review of Minutes

The April 15, 2022 Personnel Committee minutes were approved for posting.

3. Workforce Update: Affirmative Action Plan (AAP) and Progress on 2021 Action Items

Mr. Jonathan Liepe, Human Resources Supervisor, gave an overview of the Executive Summary for the AAP and explained the three types of federal contractor AAP:

1. Section 503 - Individuals with Disabilities
2. VEVRAA - Protected Veterans
3. Executive Order 11246 - Race/Gender

Mr. Liepe explained what the Affirmative Action plan is designed to do, as well as what it is not designed to do.

Mr. Liepe reviewed the statistics for Springs Utilities' hiring of veterans (internal and external):

- 16 Female Veterans (7.3%)
- 41 Minority Veterans (18.7%)
- 39 Veterans with a disability (17.8%)

Mr. Liepe discussed protected veterans' statistics and criteria and said the timeframe for these numbers is from Jan. 1, 2021 – Dec. 31, 2021. He explained the 2021 Veteran Outreach Summary as well as the 2022 Veteran Outreach Plan.

Mr. Liepe reviewed the statistics for Springs Utilities' hiring efforts for individuals with disabilities (existing workforce within specific job groups):

- 480 Did Not Disclose (26.5%)
- 107 Yes (5.9%)
- 1,224 No (67.6%)

Mr. Liepe broke down the numbers for individuals with disabilities at Springs Utilities, and said the total representation is 5.91%, but the goal is 7% per job group. He explained the 2021 Individuals with Disabilities Outreach Summary as well as the 2022 Individuals with Disabilities Outreach Plan.

4. 2022 Labor and Benefits Monitoring Summary

Ms. Tara Russell, Human Resources Supervisor, provided preliminary information about 2022 labor and benefits monitoring and 2023 planning. She explained the (I-11) from the Governance Policy says 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.

Ms. Russell discussed the compensation strategy for labor, as well as the 2022 labor budget monitoring. The compensation strategy is to attract and retain a competent, engaged, and high-performing workforce to effectively and efficiently support the needs of the community. She said the organization actively monitors the market to increase competitiveness and attract and retain employees. She said in 2021, the organization modified the compensation philosophy and adjusted to the 60th percentile (90th percentile for lineworkers) to chase the current competitive market.

Ms. Russell said Springs Utilities' uses economic indicators, utilities, energy and regional specific industry salary surveys to help analyze and establish the merit budget and pay structures. She said salary structures increased by 2.4% in 2022, and explained how base pay funding is distributed within the categories listed below:

- Annual merit (4.5% average) – Annual merit cycle was deferred to a mid-year effective date to help manage costs.
- Single pay rate program for approximately 600 designated field and operations employees.
- Pay Progression/Operational:

- Probationary pay adjustments
- Apprentice step increases

Ms. Russell said Human Resources works closely with the Planning and Finance Division to ensure continuity and strategic alignment as the organization develops the 2023 labor budget.

5. Employee Pulse Survey Action Planning Update: Leadership

Ms. Heather Harvey, Human Resources Manager, provided a brief update about the Employee Pulse Survey. She said based on the CEO Leadership aggregated 360 feedback and 2021 pulse survey results, CEO Leadership selected a theme: Behaves in a way that builds trust with others.

Ms. Harvey said the executive team (Officers and General Managers) has been participating in offsite team building which has been facilitated by an external consultant. The executive team prioritized the following action items:

1. Dedicate and commit to specific time each week with peers to informally build relationships and share information/problem solving
2. Establish communication preferences with team members
3. Establish rules of engagement
4. Strategically create cross-functional mission teams

Ms. Harvey she said during the offsite meeting, the executive team acknowledged there are numerous opportunities for them to go from good to great by addressing communication, conflict avoidance, collaboration, accountability and results delivery. She said the finalized action plans will be measured by the results of the employee climate survey that will be conducted in 2023.

6. Plan Future Agenda

Ms. Adams reviewed discussion topics for next month's Personnel Committee meeting.

7. Adjournment

The meeting adjourned at 11:28 a.m.

Next Meeting: Friday, July 15, 2022