

# Personnel Committee Meeting



YOUR BEST PROTECTION

**ACWA JPIA**  
**Monday**  
**April 18, 2022**  
**11:30 AM**

Chairman: E.G. “Jerry” Gladbach, Santa Clarita Valley Water Agency  
Vice-chair: Melody McDonald, San Bernardino Valley Water Conservation  
District  
Brent Haste, Yuba Water Agency



# PERSONNEL COMMITTEE MEETING

## AGENDA

### Link to Zoom

MEETING ID: 661 516 2566

PASSCODE: 1234

ZOOM CALL IN #: (669) 900 6833

### **Monday, April 18, 2022, 11:30 AM**

This meeting shall consist of a simultaneous Zoom teleconference call at the ACWA JPIA, 2100 Professional Drive, Roseville, CA 95661 and remote sites.

### **WELCOME, CALL TO ORDER AND ANNOUNCEMENT OF QUORUM**

**PUBLIC COMMENT** Members of the public will be allowed to address the Personnel Committee on any agenda item prior to the Committee's decision on the item. They will also be allowed to comment on any issues that they wish which may or may not be on the agenda. If anyone present wishes to be heard, please let the Chairman know.

### **INTRODUCTIONS**

### **ADDITIONS TO OR DELETIONS FROM THE AGENDA**

<u>Presenter</u>		<u>Page#</u>
Gladbach	* I. Approve the meeting minutes of January 26, 2022.	<b>1</b>
Slaven	* II. Review CEO evaluation process.	<b>4</b>
Gladbach	* III. Discuss next meeting date: June 29, 2022.	<b>12</b>

### **ADJOURN**

\*Related items enclosed.

***Americans With Disabilities Act – The ACWA JPIA conforms to the protections and prohibitions contained in Section 202 of the Americans with Disabilities Act of 1990 and the Federal Rules and Regulations adopted in implementation thereof. A request for disability-related modification or accommodation, in order to participate in a public meeting of the ACWA JPIA, shall be made to: Patricia Slaven, Director of Human Resources and Administration, ACWA JPIA, P.O. Box 619082, Roseville, CA 95661-9082; telephone (916) 786-5742. ACWA JPIA's normal business hours are Monday – Friday, 7:30 a.m. to 4:30 p.m. (Government Code Section 54954.2, subdivision. (a)(1).)***

***Written materials relating to an item on this Agenda that are distributed to the ACWA JPIA Personnel Committee within 72 hours before it is to consider the item at its regularly scheduled meeting will be made available for public inspection at ACWA JPIA, 2100 Professional Drive, Roseville, CA 95661-3700; telephone (916) 786-5742. ACWA JPIA's normal business hours are Monday – Friday, 7:30 a.m. to 4:30 p.m.***



*Unapproved Minutes*

**Personnel Committee Meeting**

ACWA JPIA  
2100 Professional Drive  
Roseville, CA 95661  
(916) 786-5742

January 26, 2022

This meeting consisted of a simultaneous Zoom teleconference call at the ACWA JPIA, 2100 Professional Drive, Roseville, CA 95661 and remote sites.

**MEMBERS PRESENT**

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Chairman: E.G. “Jerry” Gladbach, Santa Clarita Valley Water Agency  
Vice-chair: Melody A. McDonald, San Bernardino Valley Water Conservation District  
Brent Hastey, Yuba Water Agency

**MEMBERS ABSENT**

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None.

**STAFF PRESENT**

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Chief Executive Officer/Secretary: Walter “Andy” Sells  
Adrienne Beatty, Assistant Executive Officer  
Patricia Slaven, Director of Human Resources and Administration

**CALL TO ORDER AND ANNOUNCEMENT OF QUORUM**

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Chairman Gladbach called the meeting to order at 11:01 a.m. and announced there was a quorum.

**PUBLIC COMMENT**

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As the agenda stated, members of the public would be allowed to address the Personnel Committee on any agenda item prior to the Committee’s decision on that item. Comments on any issues on the agenda, or not on the agenda, were also welcomed. No comments were brought forward.

**ADDITIONS TO AND DELETIONS FROM THE AGENDA**

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None.

**APPROVAL OF MINUTES**

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Chairman Gladbach called for approval of the minutes of the September 20, 2021 meeting.

M/S/C (McDonald/Hastey) (Hastey-Yes; McDonald-Yes; Gladbach-Yes):  
That the Personnel Committee approve the minutes of the September 20, 2021 meeting, as presented.

## **REVIEW STAFFING STATUS AND TAKE ACTION ON NEW POSITION AND SALARY SCHEDULE**

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Ms. Slaven reported on staffing changes that have occurred since the last Personnel Committee meeting. In the Worker's Compensation Department, Gino Caruso was promoted to Claims Assistant and Jillian Sciancalepore started as Administrative Assistant II. In October 2021, Kyle Hutchings started as Senior Accountant. In November 2021, Laura Baryak started as Administrative Assistant II in the Administration Department and Adrienne Beatty started her position as Assistant Executive Officer. In the Risk Management Department, Jeremy Sadler started as Risk Control Advisor in December. After 18 years of service to the JPIA, Ginny Bolan retired in December 2021. As of this meeting date, an offer has been accepted for the Senior Claims Adjuster position with the candidate completing pre-employment requirements.

JPIA has had a temporary employee working in Member Services Department since last spring. As the needs of that department have changed with increased membership, the position is to be made permanent with title of Business Data Analyst.

M/S/C (Hastey/McDonald) (Hastey-Yes; McDonald-Yes; Gladbach-Yes):  
That the Personnel Committee make a recommendation to the Executive Committee to approve the new position of Business Data Analyst and resultant updated Salary Schedule, as presented.

## **REVIEW EMPLOYEE ENGAGEMENT SURVEY REPORT**

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Ms. Slaven shared the preliminary results of an all-staff survey that was conducted from November 29 through December 17, 2021. The goal of the survey was to determine engagement levels, and areas of improvement needed to attract, engage, and retain staff. This survey was administered by the Institute for Public Sector Employee Engagement, a division of CPS HR Consulting. Overall, results were positive, and a majority of the staff are fully engaged, while the survey also highlighted areas for improvement within the organization. JPIA takes the results seriously and will convene a committee to review the results and offer ideas to improve in the areas where JPIA did not rate so high.

## **STAFFING ACTIVITIES**

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Ms. Slaven reported on the events and activities that have transpired since the last Personnel Committee meeting. JPIA continued to offer its yearlong series of monthly interactive wellness webinars hosted by Kaiser Permanente. The Wellness Committee hosted a Thanksgiving Feast on November 10<sup>th</sup>. Also in November, JPIA hosted a successful 2021 Fall Conference in Pasadena. This is the first in person conference since December 2019. In December, the annual Employee Engagement Survey was launched to all staff and on December 10, 2021, lunch was held for staff at Il Fornaio restaurant to celebrate the holidays and Ginny Bolan's retirement.

**CEO UPDATE**

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Mr. Sells provided an update to the Personnel Committee on relevant, current issues and potential, future opportunities, and challenges.

**NEXT MEETING DATE**

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The next Personnel Committee meeting is scheduled for June 15, 2022.

The Personnel Committee meeting adjourned at 11:53 a.m.

**ACWA JPIA**  
**CEO Evaluation Process**  
**April 18, 2022**

**BACKGROUND**

The Executive Committee has asked staff to look into additional ideas for evaluating the Chief Executive Officer.

**CURRENT SITUATION**

Executive Committee members receive an on-line survey to complete. It lists the CEO's goals for the year, essential functions/skills and a space for new goals. The CEO completes the entire document from his/her perspective before it is released to the committee. The first two sections allow the committee to rate the CEO and offer comments that support the rating. The last section asks for ideas of goals for the following year. These ratings and comments are then tallied and transcribed onto one document. That document is delivered to the committee to use when reviewing the CEO. See copy on following pages.

The JPIA already has the essential function/skills determined. This discussion is to query the Personnel Committee on how to better set up the evaluation process, and how to debrief it following the input. Agencies review their executive in a variety of ways. Some follow the method currently used by JPIA, some use an outside consultant, some use in-house support, some survey members. Some samples and ideas are included. This is an opportunity to explore whether changes to the current process are warranted.

**RECOMMENDATION**

None, informational only.

# ACWA JPIA

## Chief Executive Officer Executive Committee Appraisal

**CEO Name:** Walter 'Andy' Sells

**Date:** Aug 2021

**Evaluation Period:** September 1, 2020 – August 31, 2021

### Instructions for the Preparation of the Chief Executive Officer's Performance Appraisal

1. The blank appraisal forms are distributed to the Executive Committee and the Chief Executive Officer.
2. Executive Committee members and the Chief Executive Officer prepare their own "draft" appraisal and send it to the Director of Human Resources and Administration.
3. The Director of Human Resources and Administration will consolidate and summarize the appraisal, then review with the Chairman.
4. The appraisal will be finalized in a closed session meeting with the entire Executive Committee following final preparation by the Chairman. Questions and comments by the Executive Committee will be invited.
5. The Chief Executive Officer will be excused while the Executive Committee determines its suggested final format. A discussion of compensation changes and incentive award may be discussed at this time.
6. The Chief Executive Officer will be invited to return and the Chairman will deliver the proposed appraisal, allowing the Chief Executive Officer to provide comments.
7. The Executive Committee will also use the opportunity to communicate to the CEO its overall JPIA performance appraisal and issues of importance.
8. Goals and objectives for the coming year can be developed at this time for both the Chief Executive Officer and the organization.
9. The final format will be written and available for signature by the Chief Executive Officer and the Executive Committee Chairman.

## RATING SCALE:

Rating Options	Definition
<b>5 = Outstanding</b>	Performance and results achieved always exceed the standards and expectations for the position requirements, performance standards and long and short-term objectives.
<b>4 = Exceeds Standards</b>	Performance and results achieved consistently exceed the standards and expectations for the position requirements, performance standards and long and short-term objectives.
<b>3 = Meets Standards</b>	Performance and results achieved generally meet the standards and expectations for the position requirements, performance standards and long and short-term objectives.
<b>2 = Below Standards</b>	Performance and results achieved generally do not meet the standards and expectations for the position requirements, performance standards and long and short-term objectives.
<b>1 = Unsatisfactory</b>	Performance and results achieved consistently do not meet the standards and expectations for the position requirements, performance standards and long and short-term objectives.
<b>N = Not Observed</b>	The rater has not had the opportunity to observe the manager's performance adequately to rate this performance dimension.

## Accomplishment of CEO Key Objectives

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### Criteria (Chief Executive Officer)

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#### 1. Communication

Rating:

- Follows rule of no surprises
- Expresses ideas clearly and effectively
- Accepts and offers innovative solutions
- Actively listens
- Deals fairly and equitably with the Executive Committee
- Responsive to Executive Committee requests
- Articulately explains complex ideas and concepts to others

CEO Comments:

Executive Committee Comments:



**2. Leadership**

- Gains the respect, confidence, loyalty, and support of others
- Promotes positive personal, professional and organizational image
- Articulates and implements the JPIA's vision and ensures consistent application across the organization
- Visionary – demonstrates a broad and far-reaching perspective; sees and communicates the big picture
- Uses good judgement, reads a situation accurately and acts appropriately
- Develops effective management team

CEO Comments:

Executive Committee Comments:

**3. Management Controls**

Rating:

- Maintains financial management and cost containment
- Applies principles of employee selection, training, development and evaluation
- Optimizes productivity with financial resources
- Identifies and becomes appropriately involved in conflict resolution
- Maximizes staff and material resources to increase efficiency
- Adapts to changing circumstances
- Displays originality and resourcefulness
- Develops plans for succession, emergencies, and necessary staffing

CEO Comments:

Executive Committee Comments:

**4. Decision Making/Problem Solving**

Rating:

- Makes inferences or draws conclusions from relevant information using logic and analysis
- Assessment of risk and uncertainty, and analysis to the likelihood of outcomes
- Collaboration, communication, cooperative learning, negotiation, and active listening needed for effective group decision making

CEO Comments:

Executive Committee Comments:

**5. Financial Management**

Rating:

- Maintains financial management and cost containment
- Prepares accurate budget and keeps expenditures within the budget
- Effectively administers the JPIA budget
- Keeps Executive Committee informed about the fiscal impact of policy decisions
- Employs management practices and policies that are designed to achieve and maintain a sound, long-range financial condition

CEO Comments:

Executive Committee Comments:

**6. Professional Competence**

Rating:

- Understands complex technical information
- Holds own on discussion with peers, members and Executive Committee on policy issues
- Has solid understanding of the water and insurance pooling industry

CEO Comments:

Executive Committee Comments:

**7. Member Service**

Rating:

- Responds in a timely manner to requests and complaints
- Serves members with impartiality and fairness at all times
- Maintains effective relationships with member agencies
- Encourages and holds employees accountable for high standards and customer service

CEO Comments:

Executive Committee Comments:

**Total the ratings for Criteria \_\_\_ then divide by number of criteria rated (7):**

Rating:

**OVERALL RATING: Add Objectives & Criteria \_\_\_ then divide that by 2:**

Rating:

## Accomplishments

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List 3-5 noteworthy items things CEO accomplished during FY 2020/2021:

List 3-5 important things CEO could change or improve for FY 2021/2022:

## Goals and Objectives for CEO for 2021/2022

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\_\_\_\_\_  
CEO Signature

\_\_\_\_\_  
Date:

\_\_\_\_\_  
Executive Committee Chairman

\_\_\_\_\_  
Date:

CEO comments: Attach a separate page with comments if applicable

**Options for Reviewing  
Chief Executive Officer (CEO) by Executive Committee (ExCo)**

<b>Current</b>	CEO completes self appraisal	ExCo completes appraisal individually		ExCo reviews with CEO*
<b>Option I</b>	CEO completes self appraisal	ExCo completes appraisal individually	ExCo meets to discuss ratings and comments; finalizes appraisal*	ExCo reviews with CEO*
<b>Option II</b>	CEO completes self appraisal	ExCo meets and completes appraisal as a group*		ExCo reviews with CEO*
<b>Option III</b>	ExCo meets CEO to receive input*		ExCo meets to discuss ratings and comments; finalizes appraisal*	ExCo reviews with CEO*
<b>Option IV</b> (M. Rosenberg Method)	ExCo meets to rate CEO performance and share examples*	ExCo makes adjustments to ratings/ comments as desired*	Appraisal is compiled to share results as one voice*	ExCo reviews with CEO*

\* Meeting can involve outside facilitator/specialist

## Executive Performance Appraisal

### ***Understanding of Work***

CPS HR understands that clients are seeking an experienced consultant to work with your Board/Council in the review, administration and/or development and oversight of successful executive performance evaluation for the position of your CEO.

The scope of work may include:

- Reviewing the current processes
- Modifying existing practices, and/or developing a new process as appropriate
- Recommending performance measures and communicating expectations with the incumbent
- Working with the Board/Council Ad Hoc Committee and Human Resources to prepare a questionnaire to be used for interviews with individual evaluators
- Conduct interviews of the to gather input
- Assisting your Board/Council with the review of feedback, renewal of contracts and contract terms
- Meeting with the incumbent to review feedback and discuss performance
- Consolidate all information into a written report and present report
- Facilitate Communication of the results

### ***Minimum Scope of Work***

The project will potentially include the following services:

1. Review of current practices and processes
2. Meet to discuss what is working and what needs to improve from
3. Reengineer process and meet to confirm a new process.
4. Facilitate individual quarterly meetings with the incumbent and the Board/Council to track progress on goals and have meaningful conversations in regard to performance
5. Obtain feedback from those who have used the incumbent's services or support the operations
6. Provide an evaluation process that allows rating and comments based on all the information they have received, and includes the opportunity to provide their own observations and feedback
7. Prepare a report and present to Board/Council
8. Facilitate individual meetings between Board/Council and the incumbent to discuss their review based on all of the feedback and data
9. Facilitate Board/Council meeting via an Executive Session to discuss reviews and next steps
10. Finalize contracts with Board/Council and the incumbent after the Executive Session
11. Provide comprehensive written documents and reports for the incumbent at the conclusion of the performance discussions, summarizing the discussions, identifying common themes and highlighting specific areas where efforts are effective and/or improvement is needed
12. Work with Board/Council to establish goals and how they will be measured for next performance cycle, recommending relevant performance measures.

## JPIA MEETING & CONFERENCE CALENDAR – 2022

MEETING DATES	BOARD OF DIRECTORS	EXECUTIVE	PERSONNEL	FINANCE & AUDIT	PROGRAMS				RISK MGMT
					Emp. Benefits	Liability	Property	Work Comp	
JAN 26			11:00 AM						
JAN 31		1:00 PM							10:00 AM
MAR 30		1:00 PM		10:00 AM					
APR 18			11:30 AM ZOOM						
MAY 2	1:30 PM	10:15 AM							
<b>ACWA SPRING CONFERENCE MAY 3-6 - SACRAMENTO</b>									
<b>STRATEGIC PLANNING SESSION – JUNE 15-17- COSTA MESA</b>									
JUNE 20							3:00 PM	1:00 PM	
JUNE 21		9:00 AM							
JUNE 29			11:00 AM COSTA MESA						
JULY 18		1:00 PM			9:00 AM				
<b>CAJPA CONFERENCE – SEPTEMBER 13-16 – LAKE TAHOE</b>									
SEPT 21			11:00 AM TBD						
SEPT 28		1:00 PM		8:30 AM		10:30 AM			
Nov 28	1:30 PM	10:15 AM							
<b>ACWA FALL CONFERENCE – NOVEMBER 28 – DECEMBER 2 – INDIAN WELLS</b>									