

Kirkwood Meadows Public Utility District

Personnel Committee

SPECIAL MEETING NOTICE

NOTICE IS HEREBY GIVEN that the Personnel Committee of the Kirkwood Meadows Public Utility District has called a Special Meeting of the Committee to be held on **Monday, April 25, 2022 at 9:30 AM** via video/teleconference on Zoom at: <https://us02web.zoom.us/j/87042605951>

IMPORTANT NOTICE REGARDING COVID-19 AND TELECONFERENCED MEETINGS:

Based on mandates by the Governor and the Alpine County Health Officer to shelter in place and the guidance from the CDC, to minimize the spread of coronavirus, please note the following changes to the District's ordinary meeting procedures:

- The meeting will be conducted via video and teleconference.
- All members of the public seeking to observe and/or to address the Committee may participate in the meeting telephonically or online, as described below.

HOW TO PARTICIPATE / OBSERVE THE MEETING:

Telephone: Call Zoom at (669) 900-6833 and enter Meeting ID# **870 4260 5951** followed by the pound (#) key.

Computer: Follow this link to join the meeting automatically:
<https://us02web.zoom.us/j/87042605951>

Mobile: Open the Zoom mobile app on a smartphone and enter Meeting ID# **870 4260 5951**

ACCESSIBILITY INFORMATION:

Committee meetings are accessible to people with disabilities and others who need assistance. Individuals who need special assistance or a disability-related modification or accommodation (including auxiliary aids or services) to observe and/or participate in this meeting and access meeting-related materials should contact Jessica Gillies, Clerk of the Board, at least 48-hours before the meeting at (209) 258-4444 or jgillies@kmpud.com. Advanced notification will enable the District to swiftly resolve such requests and ensure accessibility.

AGENDA

- 1) **Fiscal Year 2022/23 GM Goals.** Discussion & possible action. **Pg. 3**
- 2) **Succession Plan.** Discussion & possible action. **Pgs. 4-9**
- 3) Next Meeting/Staff Recommendation: *Monday, June 20, 2022 – 9:30 am.*

Kirkwood Meadows PUD

The Kirkwood Meadows Public Utility District is an equal opportunity provider and employer.

In compliance with the Americans with Disabilities Act, if you are a disabled person and you need a disability-related modification or accommodation to participate in this meeting, please contact the District at (209) 258-4444, by email to jqillies@kmpud.com. Requests must be made as early as possible, and at least two business days before the meeting.

**Kirkwood Meadows Public Utility District
General Manager Objectives
Fiscal Year 2021-2022**

Personnel

1. Reinstigate Employee Appreciation Event by September 2021.
 - a. Completed.
 - i. Laser Tag & Lunch 7/1/2021.
 - ii. Trivia Night
 - iii. Full Moon Snowshoeing
2. Complete Salary & Benefits Survey by June 2022.
 - a. Completed.
3. Develop detailed Succession Plan steps for Managers & Supervisors by June 2022.
 - a. In process.



Continuity And Succession Plan

May 2022

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1. Introduction

1.1. Overview

Succession planning is the process of identifying very important positions in Kirkwood Meadows Public Utility District (“District”) and creating a talent pipeline, by preparing employees to fill vacancies in the District. Succession plans are needed for specific positions with key operational roles or authorities that are critical to the mission of Kirkwood Meadows Public Utility District (“District”). Succession planning is the determination of who will take over the position of an incumbent should they become unavailable or incapacitated for an unacceptable period of time, resign, or retire. The lines of succession are different from the delegation of authority in that the person taking over the role takes over the entire responsibility of the missing position, rather than just the ability and permission to accomplish one or more particular tasks.

1.2. Positions Considered

Not all positions may need a line of succession, though it may be more than managerial roles that need to be evaluated. Recommended positions that may need a line of succession are:

- General Manager
- Assistant General Manager
- Fire Chief
- Operations Manager
- Administrative Manager
- *Electric/Propane Supervisor*
- *Wastewater Operator 3*
- *Water Operator 3*

1.3. Key Focus Points

In the long term, succession planning strengthens the overall capability of the organization by:

- Identifying critical positions and highlighting vulnerabilities.
- Selecting key competencies and skills necessary for continuity.
- Focusing development of individuals to meet future needs.
- Ensuring succession planning is closely tied to District mission and goals.

1.4. Data Points for Succession Planning

Data points to consider in the District workforce snapshot include:

- Employee Retirement Eligibility
- Years of Service / Institutional Knowledge
- Hiring Timeline Vulnerabilities
- Identification of Employees Qualified for Accession

2. Analysis Method & Action Plan

2.1. Risk: Critical and Vulnerable Positions

The first step in succession planning is to choose positions most in need of successors. Two factors to consider when prioritizing are the positions vulnerability and criticality.

1. First, determine which positions have no identifiable successor, these positions are most vulnerable to knowledge loss.
2. Next, consider the impact each position has on the District’s mission; if a vacancy in a position would impact the organization’s ability to accomplish their mission it can be classified as critical.

Criticality: Impact of the position on the District	Vulnerability: No successor position identified for this position			
		Low Vulnerability	Moderate Vulnerability	High Vulnerability
	High Criticality	Moderate Risk	High Risk	High Risk
	Moderate Criticality	Low Risk	Moderate Risk	High Risk
Low Criticality	Low Risk	Low Risk	Moderate Risk	

Succession Sub-Transmission Voltages

2.2. Eligibility Requirements

The next step is to develop a profile of the position and the performance expectations; this will help the District determine who has the experience to take on the role.

1. What selection criteria would be used to fill this position if it were vacant?
2. What knowledge, skills, abilities, and competencies are needed in this position to achieve success?

2.3. Qualified Positions

Using the profile created above, identify positions that are well-suited to temporarily transition into the successor position should a vacancy arise. These positions may also be qualified to apply for the successor position when the job is posted.

1. What selection criteria would be used to fill this position if it were vacant?
2. What are the best aligned duties between the two positions?
3. Does the position have similar day to day experiences in the functional areas and tasks performed for the successor role?
4. What are the gaps between the two roles?
5. Does the position cultivate the core competencies needed to perform the successor role?

2.4. Successors from the Qualified Positions

Next, identify employees in the qualified positions who could temporarily fill the vacancy and potentially apply as candidates for the position should the need arise.

Consider the following qualifications:

1. Sustains high performance.
2. Demonstrates a measurable positive impact on the District's performance.
3. Is recognized by colleagues, customers, and managers as a future leader.
4. Is a good fit with the District culture.
5. Demonstrates the District's values.

If there are not any eligible candidates in positions well-suited for the successor position, incorporate the succession qualifications into the recruitment strategy. Identify any gaps exist in the District's learning and development programs preventing employees from reaching career opportunities.

Positions are not guaranteed to any candidate. Eligibility depends on current performance.

2.5. Successor Preparation

Creating a developmental plan for potential successors helps to identify meaningful opportunities for growth. The following list of learning and development opportunities may help create a succession development plan, but the District should also ask the incumbent to identify opportunities for the successor as well. The cost-effectiveness and cost-benefit for preparation should be considered as well.

Successor development opportunities include:

1. Creating a succession development plan with training and learning opportunities that are aligned with the successor position.
2. Participating in the functional areas of the incumbent's role, especially areas outside of the incumbent's current experience.
3. Mentoring from the incumbent.
4. Acting for the incumbent while they are away from work.
5. Working on special projects or opportunities to stretch skills into aligned areas.

3. General Manager

- 3.1. Risk**
- 3.2. Eligibility Requirements**
- 3.3. Qualified Positions**
- 3.4. Successors from the Qualified Positions**
- 3.5. Successor Preparation**

4. Assistant General Manager

- 4.1. Risk**
- 4.2. Eligibility Requirements**
- 4.3. Qualified Positions**
- 4.4. Successors from the Qualified Positions**
- 4.5. Successor Preparation**

5. Fire Chief

- 5.1. Risk**
- 5.2. Eligibility Requirements**
- 5.3. Qualified Positions**
- 5.4. Successors from the Qualified Positions**
- 5.5. Successor Preparation**

6. Operations Manager

- 6.1. Risk**
- 6.2. Eligibility Requirements**
- 6.3. Qualified Positions**
- 6.4. Successors from the Qualified Positions**
- 6.5. Successor Preparation**

7. Administrative Manager

- 7.1. Risk**
- 7.2. Eligibility Requirements**
- 7.3. Qualified Positions**
- 7.4. Successors from the Qualified Positions**
- 7.5. Successor Preparation**