

**WORK SESSION MINUTES – WEDNESDAY, MARCH 3, 2021**

STATE OF KANSAS        )  
  ) SS  
CITY OF KANSAS CITY    )

The Board of Public Utilities of Kansas City, Kansas (aka BPU, We, Us, Our) met remotely in Work Session on Wednesday, March 3, 2021 at 5:00 P.M. The following Board Members were on the teleconference: Robert L. Milan, President; Mary Gonzales, Vice President; Rose Mulvany Henry, Secretary; Jeff Bryant, Thomas Groneman, and Ryan Eidson.

Also on teleconference: William Johnson, General Manager; Angela Lawson, Deputy Chief Counsel; Jeremy Ash, Executive Director Electric Operations; Steve Green, Executive Director Water Operations; Dong Quach, Executive Director Electric Production; Jerry Sullivan, Chief Information Officer; Jerry Ohmes, Executive Director Electric Supply; Randy Otting, Director Accounting; Robert Kamp, IT Project Manager; Dennis Dumovich, Director Human Resources; and Patrice Townsend, Director Utility Services.

A tape of this meeting is on file at the Board of Public Utilities.

Mr. Milan called the meeting to order at 5:00 P.M.

Roll call was taken, and all Board Members were present.

**Item #3 – Approval of Agenda**

A motion was made to approve the Agenda by Mr. Eidson, seconded by Ms. Gonzales and unanimously carried.

**Item #4 – Board Updates / GM Updates**

Mr. Bryant attended the UG Finance Standing Committee meeting. The committee moved a commercial multi-family project in Bonner Springs along to the full commission.

Mr. Groneman attended the UG Public Works/Safety Committee meeting. The committee discussed body cameras and car cameras for law enforcement.

Mr. Johnson updated the Board on a development project just east of the BPU administration building. It would include apartments, a fitness center, and a meeting space. The developers were requesting the use of some parking spots in the garage. They hope to begin the project in April or May, 2021.

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**Item #5 –BPU Safety Program Enhancements**

Mr. Brian Meek, Director, Training & Safety for Kansas Municipal Utilities, gave a PowerPoint presentation outlining the creation of a Long-term Safety Improvement Plan. (see attached).

Mr. Johnson, Mr. Meek, and Mr. Dennis Dumovich, Director Human Resources, answered questions from the Board.

**Item #6 – Senior Management Succession Planning**

Mr. Dennis Dumovich, using a PowerPoint presentation, reviewed the Succession Plan Standard Operating Procedure with the Board. (see attached)

Mr. Dumovich addressed questions and comments from the Board.

**Item #7 – Adjourn**

The Work Session adjourned at 6:00 P.M.

ATTEST:

DocuSigned by:

*Rose Mulvany Henry*

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Secretary

APPROVED:

*Robert M. Plank Sr.*

President



# Safety Improvement Initiative

Brian Meek

Director, Training & Safety



[www.kmunet.org](http://www.kmunet.org)

# Phase 1 – Completed in 2020

- Safety Culture Study
- Formation of new Safety Committee Structure
- Introduction to “Common Sense Safety Model”
- Creation of a Long-term Safety Improvement Plan



# Phase 2 – 2021/2022

- Improve Safety Culture
- 2 Prong Improvement Approach
  - Behaviors (active errors)
  - Systems (latent errors)
- Become a Learning Organization
- Creation of a BPU Specific Safety Manual
- Training - Including Supervisor Specific Topics



# Safety Culture is...

The organization's values and behaviors, modeled by its leaders and internalized by its members that serve to make *employee safety* the overriding priority.



# What Does Safety Culture Look Like?

- **Poor Safety Culture** – Get the job done as fast as you can. It doesn't matter how safe people are, or how many injuries they have. The almighty dollar rules this mentality.
  - High injury rates
  - Low worker morale
  - High worker Turnover
  - Rarely compliant
  - "It's not MY job!" Mentality
- **Strong Safety Culture** – These are the organizations with top notch safety cultures.
  - Low Injury and Illness Rates
  - High worker morale
  - Low worker turnover
  - "That's how we used to do it" mentality
  - Always looking to improve their safety



# Safety Culture Principles

1. Everyone is personally responsible for safety.
2. Leaders demonstrate commitment to safety.
3. Trust permeates the organization.
4. Decision-making reflects safety first.
5. A questioning attitude is cultivated.
6. Organizational learning is embraced.
7. Safety undergoes constant examination.



# Employee Empowerment

Empower individuals to successfully fulfill their safety responsibilities to themselves, their family, and their coworkers.

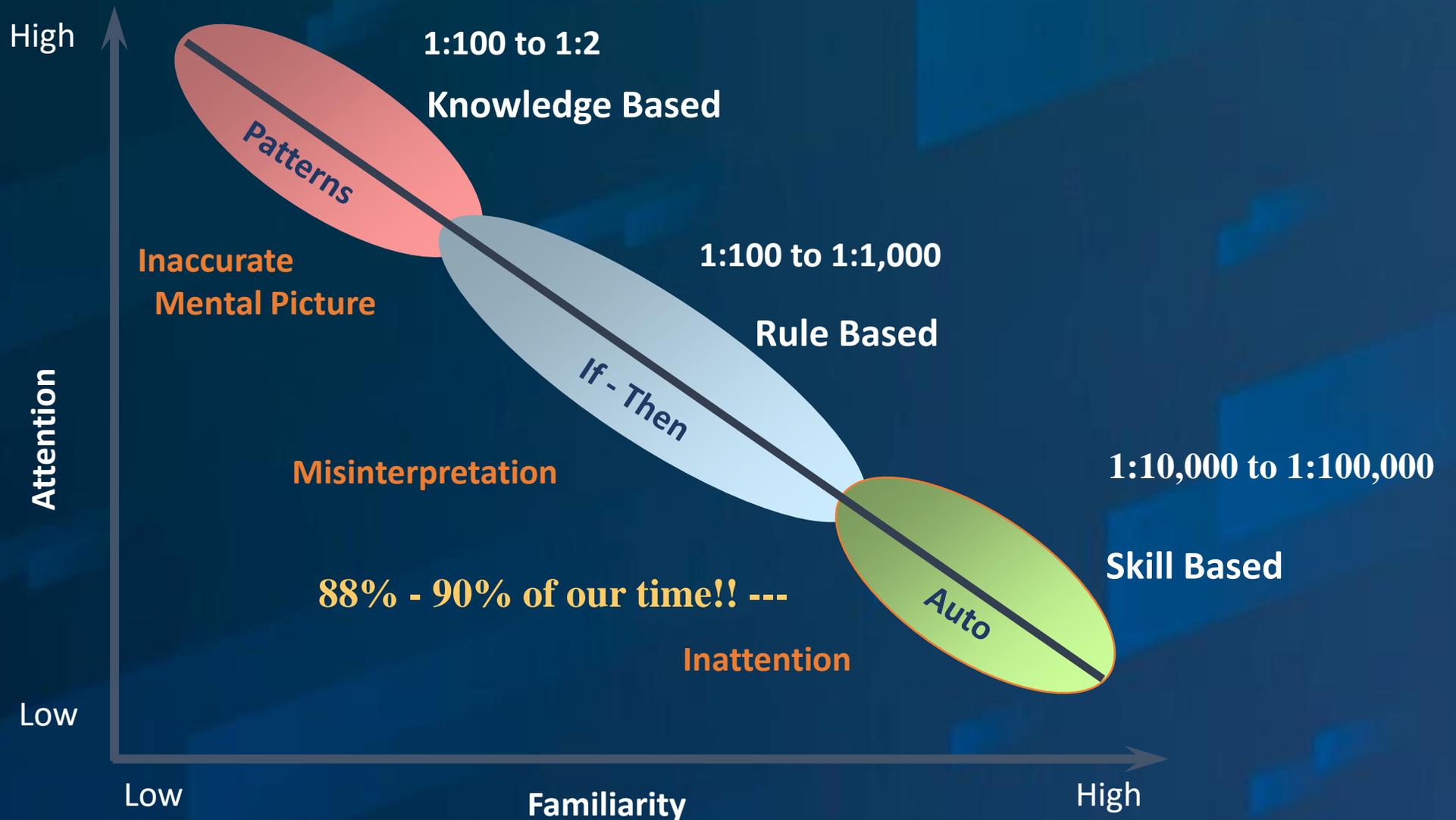
- Everyone holds themselves and each other accountable for safety.
- Give teammates the authority to stop unsafe behavior without fear of negative repercussions.
- Encourage people to correct unsafe conditions as soon as possible. There is no better time to fix something than as soon as it is identified.
- Provide multiple options for the team to report unsafe conditions and/or behaviors – safety teams and committees, anonymous suggestion forms, etc..



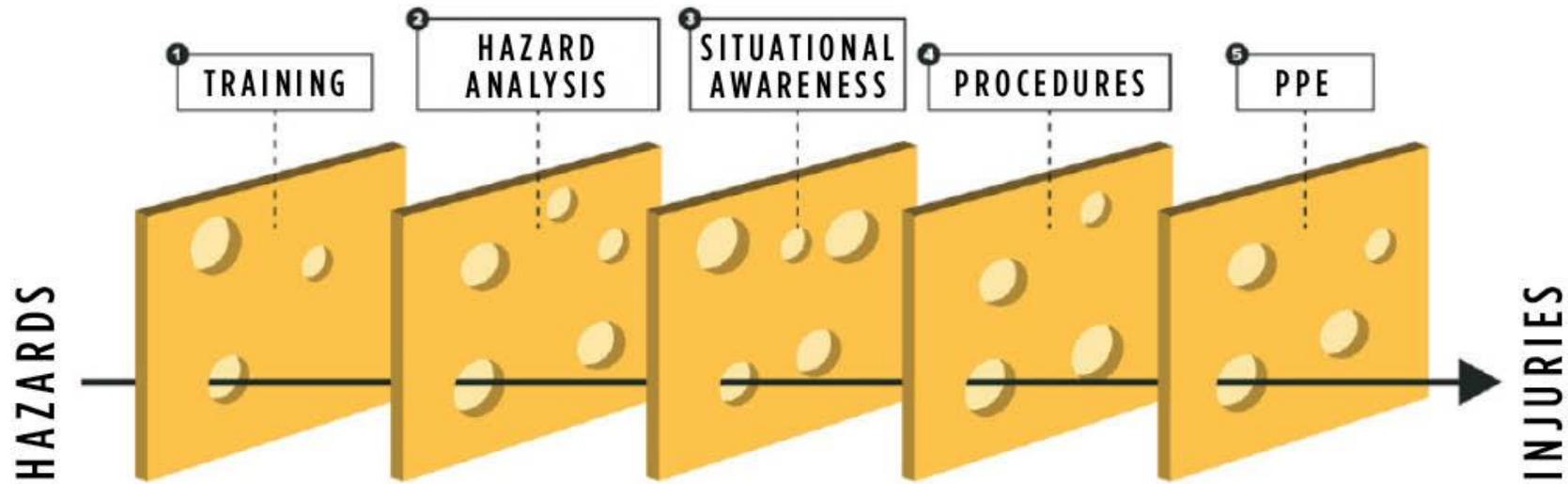
# Major Injuries Require Multiple Failures



# Performance Modes



# Defense - in - Depth



Questions?

# BPU Sr. Management Succession Plan

- Why Do Succession Planning?
- Review Succession Plan Standard Operating Procedure
- Discuss Succession Committee
- Introduce the Process Overview
- Discuss tools/documents for leaders
- Next Steps

# Why Do Succession Planning?

- Better prepares BPU for future turnover (over 50% of Executive Directors eligible for retirement).
- Creates an opportunity for BPU to prepare for training needs, employee development and planning for the future.
- Allows us to communicate to employees what it takes to move their career forward.
- More focused and better development of employees.
- Produces better trained employees that are promoted.
- Reduces turnover for “high potential” employees by creating an opportunity for a career discussion.
- Best HR practice for most high performing companies.

# Benefits of Succession Planning

- Aligning strategic goals and human resources to enable the “right people in the right place at the right time” to achieve desired business results.
- The development of qualified pools of candidates ready to fill critical or key positions.
- Providing stability in leadership and other critical positions to sustain a high-performing public service and ensure the uninterrupted delivery of services and programs to BPU customers.
- Identifying workforce skill needs as a means of targeting necessary employee training and development.
- Helping individuals realize their career plans and aspirations within the organization.
- Improving employees’ ability to respond to changing organizational demands.
- The opportunity for timely corporate knowledge transfer.

## BPU SUCCESSION PLAN SOP

# Succession Committee

- General Manager
- Chief Financial Officer/Chief Administration Officer
- Executive Director Water Operations
- Chief Communications Officer
- Executive Director Electric Supply
- Executive Director Customer Service
- Executive Director Electric Operations
- Executive Director Electric Production
- Director Human Resources

SIGMASuccession

### simple succession process



stages



resources

Critical Position Assessment	Key Criteria	Readiness Survey	Competency: SIGMARadius, LSP	Development Plan	Talent Progress Scorecard
	Experience / Education		Character: LCIA		
	Competency		Commitment		
	Character		Emotional Intelligence: MEIA-W		
	Commitment				

deliverables

Critical Position List	Success Profile	Depth Chart		Development Plan	
Top 5		Talent Profiles	Talent Profiles with Assessment Scores		



# Critical Roles & Nominate Template

## Succession Nomination Form



Select up to four nominees for this position below. Readiness shows how many years you think it will take this nominee to be ready for the position.

### Position

### Select the Approval Hierarchy:

Originator

Approver #1

Approver #2

Director of Human Resources

Executive Director / Chief Officer

General Manager

### Originator

Nominee Name #1

Readiness

Rank

Comments

Attach supporting documentation

Add Nominee



THE POWER OF COMMUNITY

### Approver #1

Check here if you want to add additional nominees

Nominee Name #1

Readiness

Rank

Comments

Attach supporting documentation

Add Nominee

### Approver #2

Check here if you want to add additional nominees

### Director of Human Resources

Check here if you want to add additional nominees

### Executive Director / Chief Officer

Check here if you want to add additional nominees

### General Manager

Check here if you want to add additional nominees

Submit

## Success Profile > Job Description

- Defined within the job description:
  - Education
  - Experience
  - Skills Required
  - Competencies Required
  - Duties

### Development Needs/Talent >Performance Management Form

- Performance Management Form; sections:
  - Goals
  - Development Needs
  - Strengths
  - Career Interests
  - Promotability

SIGMA Succession  
**talent progress scorecard**



Talent Progress Scorecard				
Indicator	Date			
Critical Positions Filled Internally (%)				
Management Positions Filled Internally (%)				
Average Time High-Potentials in Same Role (Yrs.)				
High-Potential Turnover (%)				
Positions with 3+ High-Potential Candidates (%)				
Average Years Until Ready				
High-Potential Engagement				
Individual Improvement				

- Critical Role & Nomination Form
  - Working with Admin Services to finalize form
- Job Description
  - Current Template
- Performance Management Form
  - Current Template
- Measurement Criteria
  - Document criteria

# Next Steps

- Finalize Nomination Template with Administrative Services
- Schedule Succession Committee Workshop. Agenda to include:
  - Introduce the approved Succession Plan SOP
  - Discuss process overview
    - Steps 1-6
  - Introduce the tools each division leader will use to complete each of the steps.
  - Schedule one-on-one meetings to develop these with each division.