



Larry Hogan GOVERNOR

Boyd K. Rutherford LT. GOVERNOR

Charles Glass, Ph.D., P.E. EXECUTIVE DIRECTOR

**BOARD OF DIRECTORS
HUMAN RESOURCES COMMITTEE
MEETING MINUTES
February 15, 2022**

LOCATION: Conference/Video Call

TIME: 10:00 a.m.

DIRECTORS PRESENT: Marian Hwang, Esq. (Chair)
Judge Frederic Smalkin
Robert Witt
Hiram Tanner
Charles Glass, Executive Director (out at 10:16am)
Robert Neall

DIRECTORS ABSENT: None

OTHERS PRESENT: Sean Coleman, Esq.
Pamela Fuller
Jana Leech
Casey Powers (IT)(video)

CALL TO ORDER

Ms. Hwang called the meeting to order at 10:00 a.m. Board members and staff participated via Zoom video. The meeting was streamed live to the public on YouTube.

MINUTES

Ms. Hwang requested discussion or a motion for the approval of the minutes of the meeting of November 18, 2021. There was no discussion. The minutes were unanimously approved.

WATER/WASTEWATER OIT SALARY SCALE REVISION

Dr. Glass presented a memo outlining his proposal to increase the salary scale for the Water/Wastewater Operator in Training (OIT) job classification. An analysis was performed comparing the MES salaries to other W/WW operators in the State. MES' starting salary of \$15 per hour was the lowest in the State. An increase would help with recruitment and retention of quality operators. Over the last year, out of 200 potential contacts, only 14 candidates accepted positions. The proposal would raise the starting rate to \$17 per hour, putting it in line with other employers. This increase would only cost about 1.5% more than currently expended. The agency will next evaluate all careers in this series in an effort to retain current employees.

Several questions were addressed. The time it takes to progress from OIT up the chain can depend on many factors, including opportunities that open in the chain and across the agency. The series is tied to employees obtaining and keeping their licenses. The agency will next look at other positions within the Operator scale for adjustments with the aim of retaining licensed operators. This is the first time the OIT scale has been adjusted in six years. MES management will also ensure that new hire OITs do not make more than current OITs.

Ms. Hwang asked for a motion to recommend increasing the OIT starting salary from \$15 to \$17. Judge Smalkin made the motion to approve the recommendation, Mr. Tanner seconded. The motion passed unanimously. Dr. Glass left the meeting at 10:16 a.m.

EXECUTIVE DIRECTOR PERFORMANCE EVALUATION CRITERIA

The MES Reform Act requires the Board to develop performance criteria to evaluate the Executive Director (ED). RSM and Mr. Coleman provided several sample criteria which have been merged into one draft document. There are five general categories for review. Dr. Glass had an opportunity to review and comment on the draft.

The committee then reviewed each section of the draft criteria and provided comments and revisions.

1. Overall Organizational Performance

Mr. Coleman suggested including the Governor's Standard of Conduct language as item 1 in this section. The committee agreed. Accounting duties were removed as these are the responsibility of the Treasurer. Retention and support of Environmental Compliance and Safety issues was added.

2. Community Leadership

No revisions were suggested. Mr. Tanner suggested a reference to social media presence could be included. Ms. Hwang suggested this could be evaluated as part of section c.

3. Administration and Human Resources

Ms. Hwang highlighted sections g and h which came from the RSM survey. The committee agreed with the inclusion of these provisions.

4. Financial Stability and Mission Impact

The Committee recommended adding "Cooperates with the Treasurer and Deputy Treasurer" to sections b and c. Ms. Hwang asked the group to consider item g and h concerning the ED's role in fundraising. It was suggested that these two sections be removed. Secretary Neall suggested an item concerning evaluating performance against the agency Strategic Plan and Operating Plan. He also suggested a 360-comprehensive review involving consultants, clients, Board members, employees etc. Judge Smalkin suggested this review perhaps be added in the future. Ms. Hwang suggested they add a provision for the ED to help the Board develop a strategic plan and implement as appropriate. The committee agreed to add this provision.

5. Board of Directors

The committee recommended the removal of Section f, which concerned the ED's role in recruiting new Board members. The committee agreed to remove this provision, as the ED does not recruit Board members, they are appointed by the Governor.

Senior Staff on Executive Director Review – the Committee elected to remove this section for now. This review might be more appropriate for the 360-review mentioned earlier. Mr. Coleman advised that the Board can change the review process and criteria at any time with full Board approval.

The committee then reviewed the procedures for the review of the ED. Mr. Coleman advised that the MES BEST program is entwined with the financial performance of the agency. It might be appropriate to conduct the ED's evaluation in July when the end of year statements are available. The Committee agreed that the ED's evaluation should be conducted in July, "after the close of the Fiscal Year." The evaluation should be retained by HR in the ED's personnel file.

Human Resources Committee Meeting
February 15, 2022
Page 4

Judge Smalkin made the motion to approve the Executive Director performance evaluation criteria and present the updated document to the full Board for approval, Mr. Witt seconded. The motion passed unanimously.

ADJOURNMENT

Upon motion by Ms. Hwang the meeting adjourned at 11:00 a.m.

Marian C. Hwang

MARIAN HWANG, ESQ.
HUMAN RESOURCES COMMITTEE CHAIR

Executive Director Evaluation Survey Form

Process

- A. The board should assign a small group or one person to managing the ED's evaluation. This can be the officers, or a task force created for the job.
- B. The ED should go over the process and instrument(s) with that committee prior to the start. This can be as simple as an email or as deep as a group discussion about goals of the evaluation.
- C. The board can collect the information from respondents. Rather than compile an "average," it's important to report how many board members marked "outstanding," how many marked "needs improvement," and so forth. Having all board members mark "fine" is quite different from half of them marking "outstanding" while another half mark "improvement needed."
- D. An executive session of the board (perhaps 1 hour without any staff present) to discuss the survey results and comments in general.
- E. Relaying the information to the executive: by the board chair or another assigned member or two.
- F. The executive's chance to respond (in person or in writing) to the full board.
- G. The review and the response (if there is one) are placed in the executive's personnel file.

TIP: Involve HR to make sure the review takes place. Most supervisors would not complete reviews of their staff if there were not someone from HR reminding and nagging them. An HR or finance staff person can keep reminding the board officers that a review must be completed for the executive's personnel file and that salary documentation must be provided.

Please do not use any of these templates "as is." Instead, use them as a basis for forms that are relevant to your organization's circumstances:

1. OVERALL ORGANIZATIONAL PERFORMANCE	OUTSTANDING	VERY GOOD	FINE	IMPR NEEDED	DON'T KNOW
a. Works with the board and management staff to develop strategies for achieving mission goals and financial viability.					
b. Appropriately provides both support and leadership to board.					
c. Demonstrates quality of analysis and judgement related to progress and opportunities, and need for changes.					
d. Maintains and utilizes a working knowledge of significant developments and trends in the field.					
e. Builds respect and profile for the organization in its various constituencies. Supports the overall field/movement in which the organization works.					
f. Establishes ambitious goals for excellence and impact and initiates, maintains, and adapts programs with excellence and impact.					
<u>g. Assures that MES has in place:</u> <u>a. Sound risk management policies including adequate insurance coverage</u> <u>b. Accounting, payroll and cash management systems</u> <u>c. Appropriate personnel policies and systems for staffing</u> <u>d. Appropriate space management plans</u> <u>e. Plans for the appropriate use of technology and technological systems.</u>					
h. Comments on overall organizational performance:					

Deleted:


2. COMMUNITY LEADERSHIP	OUTSTANDING	VERY GOOD	FINE	IMPR NEEDED	DON'T KNOW
a. Serves as an effective spokesperson. Represents the organization well to its constituencies, including clients/members/patrons, other nonprofits, government agencies, elected officials, funders, and the general public.					
b. Establishes and makes use of working relationships with organizations and individuals in the field.					
c. Sees that communication vehicles are developed and utilized well.					
d. Comments on community leadership:					

3. ADMINISTRATION AND HUMAN RESOURCES	OUTSTANDING	VERY GOOD	FINE	IMPR NEEDED	DON'T KNOW
a. Establishes and leads an effective management team.					
b. Recruits and retains a diverse staff (as the organization has identified diversity).					
c. Maintains appropriate balance between programs and administration.					
d. Ensures compliance with relevant workplace and employment laws.					
e. Sees that employees are licensed and credentialed as required and that appropriate background checks are conducted.					
f. Leads staff in maintaining a climate of excellence, accountability, and respect.					
g. Models effective behaviors and skills, and builds morale among staff.					
h. Ensures that there are appropriate systems in place to facilitate the day-to-day operations					
i. Comments on administration and HR:					

Formatted

Formatted

4. FINANCIAL SUSTAINABILITY AND MISSION IMPACT	OUTSTANDING	VERY GOOD	FINE	IMPR NEEDED	DON'T KNOW
a. <u>Is knowledgeable regarding budgeting and management of MES's resources.</u>					
b. .Assures adequate control and accounting of all funds, including maintaining sound financial practices.					
c. Ensures that a clear and accurate accounting system is maintained, allowing the board to monitor MES' finances and operation in relationship to the approved budget and to make informed financial decisions.					
d. Sees that program and activities are developed, executed, modified, and dismantled to maximize mission impact.					
e. Works with the staff, finance committee and the board to prepare budgets, monitor progress, and initiate changes (to operations and/or to budgets) as appropriate.					
f. Sees that official records and documents are retained; sees to compliance with federal state and local regulations (examples: Form 990, payroll withholding).					
g. Develops realistic, ambitious plans for acquiring funds TO BE DISCUSSED.					
h. Jointly with the President and Secretary of the board, conducts official correspondence for the organization, and jointly with designated officers, executes legal documents appropriately.					
i. Successfully involves others in fundraising and in earned income generation. TO BE DISCUSSED					
j. <input type="checkbox"/>					

k. 					
--	--	--	--	--	--

Deleted:
donors.

l. Comments on financial sustainability and mission impact:

DRAFT

5. BOARD OF DIRECTORS	OUTSTANDING	VERY GOOD	FINE	IMPR NEEDED	DON'T KNOW
a. <u>Understands the differences between the respective roles of Executive Director and the Board.</u>					
b. With the Board Chair, appropriately involves/does not involve board members in decisions.					
c. Provides appropriate leadership to the board.					
d. Sees that board members are kept fully informed in a timely way on the condition of the organization and important factors influencing it.					
e. Sees that board committees are appropriately supported.					
f. Works with the board officers to ensure that the board is effective as a body and that recruitment, involvement and departures of individual board members are effective.					
g. Comments on the Board:					

6. Are there additional comments you would like to make that are not within the above categories?

DRAFT

SENIOR STAFF ON EXECUTIVE DIRECTOR REVIEW

Please help the Board of Directors conduct its review of the Executive Director's performance over the last year by sharing your thoughts. Your comments will be shared with members of the Board of Directors, but your name will not be identified with specific comments.

Please submit this to [insert name] via [describe preferred method] by [insert date].

1. Overall organizational performance

2. Community leadership

3. Administration and HR

4. Financial sustainability and mission impact

5. Board of Directors

6. Miscellaneous

7. Are there any specific suggestions for professional development or individual work plan that the board might consider recommending to the Executive Director?

DRAFT