

Executive Director Committee Minutes –

June 14, 2017

Held via conference call – 1-866-789-8818 #3276688

Members attending: Shannon Potter, Jeff Daniels, Micah Brown, Joyce Nelsen, Ryan Sandhu and Kevin Christiansen.

Guest attending: Kitty Davis

1. Shannon Potter called the meeting to order at 1:20pm and introductions were made. Draft minutes from 5.4.17 were reviewed. Motion made by Joyce to accept and 2<sup>nd</sup> by Jeff. Kitty to post on website.
2. Old Business:
  - a. None
3. New Business:
  - a. Review examples of similar Executive Director position job descriptions: From previous minutes, the members reviewed the job description from Montana; see attachment 2. Kevin suggested contacting an Executive Director and have a conversation about their specific role and what their responsibilities are. Ryan asked if there's a neutral agency the OUNC could use at a state agency level.
  - b. Develop Goal Statements:  
Discussion of Statement of Services: see Attachment 1  
Jeff asked that we table the discussion till next Contracts Committee meeting.
4. For the Good of the Order - None
5. Next Meeting: September 13, 2017 at the PUC in Salem.

Jeff Daniels adjourned the meeting at 1:50 pm

(Attachment 1)

(STATEMENT OF SERVICES

- Contractor shall provide a status report to the OUNC of all activities as required by statute, law and/or specified agreement.
- Contractor shall provide reporting to the Governor's office of Boards and Commissions on membership, activity updates, legislative concepts, board effectiveness and communicate needs as required.
- Contractor shall advise and report to the Oregon Legislature on the performance and accomplishments of activities, operations and services provided by the OUNC from the previous calendar year. Reporting shall comply with the provisions of ORS 192.230 to 192.250.
- Contractor shall review utility damage information data to develop and implement annual public relations and advertising strategies including branding, media advertising plans, website and public service announcements. Contractor shall facilitate media buying, track results and provide outreach results.
- Contractor shall advise and report on marketing events which include by are not limited to trade shows, industry associations, sponsorships, publicity events, damage prevention trainings, seminars and local, state, and national meetings.
- Contractor shall lobby and consult on legislation and regulation that could affect OUNC members. Track legislation that may affect the OUNC Board and report on changes in legislation and regulations. Facilitate and advise on proposed legislation, general administration of Oregon Revised Statutes, Oregon Administrative Rules, OUNC policy and procedures and bylaws that may impact the operations of the OUNC.
- Contractor shall manage office administration, statewide membership involvement, travel coordination, event management and document control for archives.
- Contractor shall identify and prepare approved grant proposals, provide progress reports, complete reporting requirements and review/comply with federal procurement regulations.
- Contractor shall advise on compliance of Public Meetings Laws ORS 192.600, Oregon Public Meeting Law **ORS 192.610 to 192.690 and** Oregon Government Ethics Laws ORS Chapter 244. Identify, arrange for and facilitate training for board members as needed.
- Contractor shall advise and report on OUNC Board approved policy and procedures manual, facilitate new and current board membership, and design an orientation for new board members.
- Contractor shall provide: contract management services for the coordination of request for proposals; contract administration and performance evaluation of call center operations; marketing services; media buying services; and website contractor service

**Administration Services:**

- Solicit excavator participation in the one-call system.
  - Obtain List of construction / excavator companies. Create mailing list. Create “newsletter” type correspondence.
  - Find and join Trade Organizations
  - Participate actively in shows and meetings
- Solicit reports from subscribers/excavators that reflect vendor performance.
  - Use Above lists to solicit participation in reports/evaluations
  - Create an “after action” card mailed to solicit evaluations
    - Professional
    - Homeowner/Do-it-yourselfer
  - Create a web-based reporting portal
- Prepare a business plan for reducing facility damages.
  - ID “Baseline” and establish goals
  - ID types damage
  - ID responsible party of damage and classify into types
  - ID ways to communicate importance of reducing damage
    - Education/Training
    - Trade Shows
    - Direct Meetings
    - Advertising
      - Radio
      - TV
      - Newspaper
      - Electronic Media (Internet)

- Financial Incentive (no cost to repair, no down time)
  - Identify and procure funding as necessary to accomplish goals
- Establish and maintain a reporting system for tracking damages.
  - Create database to track info – MS Access
    - Expandable
    - Multiple Report Capable
    - Common Usage / Easy to integrate
  - Create web-based reporting
- Solicit and actively promote membership involvement.
  - Attending Meetings provide reports
    - Provide Statistics
    - Contacts
    - Availability
- Meet with individual subscribers as needed.
  - Maintain availability
  - Encourage Contact
- Facilitate the resolution of subscriber, excavator, and vendor concerns or complaints.
  - Maintain availability
  - Encourage Contact
  - Gather all available information and data from each party
  - Take or obtain pictures if applicable
  - Create reporting / complaint procedures

- Responsible to document activities and provide monthly reports to the UULC Operating Committee.
  - Collect information from above programs
  - Provide information
    - Date of Activity
    - Activity
    - Result of Activity
  
- Public Relations, Public Awareness, Education Services:
  - Trade Show Booth
  - Advertising
  - Flyer
  - Stickers
  
- Be actively involved in Montana Utilities Coordinating Council, local utility coordinating council meetings and other similar membership associations and organizations.
  
- Attend regional and national one-call meetings as directed by the Committee.
  
- Organize and present Montana membership and awareness meetings and programs. Serve as public liaison at trade shows and association meetings.
  
  
- Assist with the development of the Montana advertising campaign.
  - Excavator participation
  - Collect vendor performance
  - Prepare business plan
  - Damage reporting System

- Membership Involvement
- Meet Subscribers as needed
- Facilitate Resolutions of concerns or complaints
- Document and Report Representatives Activities
- Participate in public relations, awareness and education
- Active Involvement in:
  - Montana Utilities Coordinating Council
  - Local Utility Coordinating Council
  - Similar Membership Assoc. and Orgs.
- Attend Regional and National one-call meetings
- Organize and present Awareness meeting to Montana membership.  
Serve as liaison.

Assist with development of Montana advertising campaign

### Attachment 3

## **PRESIDENT & CEO Job Description**

### **Position Summary**

The President, as the chief executive officer of VA811, is responsible for planning, organizing, directing and coordinating the staff, programs and activities to assure that its objectives are achieved in accordance with the Articles of Incorporation, Bylaws, policies and directives of the Board of Directors and Executive Committee.

**Direct Reports To:** VA811Board of Directors

**FLSA Class:** Exempt

**Essential Duties and Responsibilities**

1. Attend all meetings of the Board of Directors and the Executive Committee, unless instructed otherwise by the Board of Directors or the Executive Committee, and see that they are kept fully informed of the condition and operations of the organization and all important factors affecting VA811.
2. Recommend for the approval by the Board of Directors policies and programs which will further the objectives of VA811.
3. Execute all decisions of the Board of Directors unless another assignment is specifically made by the Board.
4. Develop specific policies, procedures and programs for the purpose of day-to-day direction of VA811 employees and direct and coordinate all programs, projects and activities of the VA811 staff.
5. Recruit, hire, train, motivate and prescribe the duties of all VA811 employees; administer all staff promotions and terminations; and, within the budget approved by the Board of Directors, establish compensation and salary for VA811 employees.
6. Obtain maximum utilization of the staff by clearly defining their duties, training, establishing performance standards, conducting performance reviews and maintaining competitive salary structure in accordance with the budget approved by the Board of Directors.
7. Provide the necessary liaison and staff support to Board committee chairpersons and committees to enable them to properly perform their functions.
8. Execute contracts approved by the Board of Directors or authorized by established policies.
9. Plan, coordinate, and conduct activities to enhance public and industry awareness of VA811 and coordinate all communications with the media regarding VA811 activities.
10. In cooperation with the Treasurer, develop, recommend and, upon Board approval, operate within an annual budget; ensure that all funds, physical assets, books, records, bank statements, financial reports, other company records and other property of

VA811 are appropriately safeguarded, accounted for and administered; and approve all budgeted expenditures of VA811 funds.

11. Serve as editor and business manager of all VA811 publications, obtain and edit articles and secure advertising, if applicable.
12. Conduct research, prepare reports and publish the results on subjects of importance to VA811.
13. Maintain the official minutes of Members and Board of Directors' meetings and provide security for all legal documents.
14. Establish and maintain relationships with other underground utility damage prevention associations and industry, government and public services organizations as necessary in the best interest of VA811 and in conformity with the overall objectives and policy of VA811.
15. Carry out such other responsibilities as directed by the Board of Directors or the Executive Committee.
16. Lead the organization in Quality Management efforts to foster in an ISO certified environment.

## **Qualification Requirements**

### **Education and Work Experience**

- Master's degree from an accredited college or university with major coursework in business, public administration, or related field supplemented by administrative experience in business management.
- Any equivalent combination of experience and training that provides the required knowledge, skills, and abilities.

### **Knowledge and Skills**

- Executive level leadership: a demonstrated ability to lead people and get results through others
- Strategy and planning: an ability to think ahead and plan over a 12-24 month time frame, and develop strategic planning based on a five year span
- Management: the ability to organize and manage multiple priorities
- Problem analysis and problem resolution at both a strategic and functional level
- Employee training and development
- Strong customer orientation

- Excellent interpersonal and communication skills
- Technical skills in engineering management, quality assurance and costing
- Commitment to company values
- Ability to deal with the public, make decisions and concentrate

## President & CEO Key Competency Task List

### **Purpose:**

Key Competency for the President & CEO

#### **1. VA811 Succession Development Summary**

- a. Accounting
- b. Communications
- c. Geographical Information Systems
- d. Human Resources
- e. Information Technology
- f. Intellectual
- g. Leadership
- h. Operations
- i. Organizational Structure
- j. Public Awareness and Training
- k. Public Relations
- l. Training
- m. Quality Management
- n. VA811 Board

#### **2. Accounting**

- a. Accounts Receivable
  - i. Billing, receivables courtesy calls database, ratio analysis
- b. Accounts Payable
  - i. Preparing purchase requisitions, maintaining GL chart of accounts, contract analysis, contract maintenance
- c. Banking
  - i. Reconciling bank to book records, cash management, problem resolution
- d. Reporting
  - i. Month end, quarterly Finance & Audit Committee, year-end, annual audit, annual elections, registrations, preparing financial statements, employee files
- e. Budgeting

- i. Budget preparation, budget adherence, budget analysis, monthly forecasts compared to budget

### **3. Communication**

- a. State Corporation Commission
  - i. Advisory Committee meetings, Virginia Underground Damage Prevention Conference, requests from Virginia's citizens
- b. VA811 Members
- c. Oral & Written Communication
- d. Negotiation
- e. Conflict Management

### **4. Geographical Information Systems**

- a. RCL Maintenance
- b. Municipality Maintenance
  - i. Parcel conversion program
- c. Member Mapping
  - i. Shapefile Importer, Quick Importer, GridUnion, GISTools
- d. ESRI
- e. Layers
  - i. Mile post markers, ADC grids, boundaries, cell towers, Orthos

### **5. Human Resources**

- a. Recruiting and Employment
  - i. Interviewing, selection and placement, strategic staffing planning, job descriptions, new employee orientation, new hire list, I-9 forms, discipline and work rules, termination procedures, exit interviews
- b. Employee Communications
  - i. Policy Tech / Employee handbook, Policy Tech / HR policies and procedures, employee surveys, employee files and record keeping
- c. Legal Compliance
  - i. Fair Labor Standards Act, OSHA, NLRA, COBRA, HIPAA, ERISA, ADA, ADEA, Title VII of the Civil Rights Act, EPA, FMLA
- d. Compensation & Benefits

- i. Paperless payroll, salary and wage administration, health, dental, vision, STD/LTD, life insurance
- e. Employee Development
  - i. Training programs, succession development planning, reward and recognition programs, wellness program

## **6. Information Technology**

- a. One Call Applications
  - i. NDP (*Ticket Entry, Positive Response, QuickMap, Web Ticket Audit System, Encroachment, Reports, Member Maintenance, Billing Integration*), Building Permit, E911, WebTMS, DIRT, DEAP, Alert Server, Pilot Project (*Phase I, Phase II, Phase III*), Excavator Ticket Management, REMAP, UCAMS, EWOS, Ticket Revision Express (TRE), Location Enhanced Ticket Search (LETS)
- b. Hardware
  - i. PC, server, printer, fax, laptop, smartphones, power management (*UPS, Generator, EPO*), SANS
- c. Telecommunications
  - i. Call switch, telephones, T1 / POTS lines, call recording, call routing, pre-announcer, CMS, Workforce Manager
- d. Network
  - i. Internet service provider (*routers, Ethernet, T1*), routers, switches, firewall, cables, DNS, active directory
- e. Business Applications
  - i. Microsoft Office 365, VA811 Central (*Change Management, Issues Database, Expenses, Mapping Tracker, Maintenance, ERP*) IT Outage Log, Antivirus, web browsers, backup software, content filter, network monitoring, Track-It!, VPN, SQL, Linux, QuickBooks

## **7. Intellectual**

- a. Awareness of Environment
  - i. Internal
    - 1. VA811 experience / knowledge
  - ii. External
    - 1. Local, state, national, and international experience / knowledge
- b. Entrepreneurial Focus

- c. Emotional Intelligence
- d. Decision Making
  - i. Reasoning, planning, organization skills, retrieving & managing data, stress management

## **8. Leadership**

- a. Interpersonal Skills / Relationships
  - i. Teamwork, communication / listening
- b. Strategic Business Vision
  - i. VA811 Mission & Professional Standard, public safety, premier customer service
- c. Meeting Goals on Time
  - i. Planning, flexibility & adaptability
- d. Coaching and Development
  - i. Mentoring, delegation / persuasion
- e. Change and Culture Management

## **9. Operations**

- a. DPS Scheduling
  - i. Erlang C, Forecasting and Scheduling software, Workforce Management (WFM) reports and software, PTO scheduling software, supervisor reports and software, performance statistics, Workforce Management Coordinator, duties and tasks
  - ii. DPS staffing
  - iii. FTE calculation, budgeted monthly FTE level, strategizing alternatives to hiring
  - iv. Interviewing and hiring
  - v. Advertising & recruiting, preliminary testing, panel interviews, EEOC law
- b. Call Floor Operations
  - i. Virginia Underground Utility Damage Prevention Act, Newtin (*12 Virginia Ticket Types, Ticket Entry Text Screen, QuickMap, Error Queue, Ticket Search, User Maintenance, Member Maintenance, Quality Assurance – Audits, Reports*) Alert Server, customer service, problem resolution, E911 application, Help Desk –

Internal, Member Maintenance and assistance, ASA - monthly 30 second average

- c. Personnel Management
  - i. Recognition (*Kudos, Employee of Quarter, brag board, etc.*), incentive programs (*Schedule Adherence, Ticket Quality*) discipline (*progressive discipline, written documentation, ERP documentation for tracking and consistency*) skill based pay levels, attendance policies (*PTO, FMLA, STD, LTD, Unscheduled Absence, Unexcused Absence*) payroll – eLabor
  
- d. DPS Quality Assurance
  - i. Silent Monitors (*Quality Monitoring (QM) –Avaya / Verint software, Quality Monitoring electronic evaluation form, Quality Monitoring Calibration*) Interactive Call Reviews (*Quality Monitoring (QM) –Avaya / Verint software, Quality Monitoring electronic evaluation form, Quality Monitoring Calibration*) Convert scores – Verified, Feedback or Correction, Side-by-Side coaching, ticket audits – manage Coach review, Employee Records Portal (ERP)
  
- e. WTE Quality Assurance
  - i. WTE User daily audits (*Ensuring completion, Calibration, Quality checks*) audit follow-up (*WTE Coordinators, coordination with PAT Department*)
  
- f. Budget
  - i. Prepare Operations Budget

## **10. Organizational Structure**

- a. Chain of Command
  - i. To whom do individuals and groups report
  
- b. Organizational Decision Making
  - i. Where does the decision-making authority lie, ISO 9001
  
- c. Span of Control
  - i. How many individuals does a Director / Manager / Supervisor direct
  
- d. Departmentalization
  - i. How are jobs grouped together
  
- e. Work Specialization

- i. How are tasks subdivided into separate jobs

## **11. Public Awareness & Training**

- a. Training
  - i. NDP (*Web Ticket Entry, Member Mapping, Positive Response, Web Ticket Management System (TMS), Pilot Program Phase I application, Ticket Search, E911, Ticket Revision Express (TRE), DEAP*) Damage Prevention Act, Virtual Private, DIRT, other presentations as needed, training creation and development, presentation and public speaking abilities
- b. Public Relations
  - i. Trade Shows (*Registration and booth selection, table, carpet and electrical orders, educating visitors*) VA811 Membership Meetings (*Secure guest speakers, set up / operate audio / video equipment*) Damage Prevention Committee meetings, Trade association / excavator association meetings, maintain / update website content, maintain social media content, VA811 newsletter, presentation development, presentation and public speaking abilities
- c. Administrative
  - i. Reports (*Expense reports, credit card reports, Board reports*) Enterprise Rent-A-Car, specialty items (*design, selection and purchase*)

## **12. Public Relations**

- a. VA811 Strategic Plan
- b. Crisis Management
- c. Media
  - i. External media lists and contacts, VA811 media contacts, public service announcements, letters to editors / Op-ed articles, VA811 newsletters
- d. Trade Shows / Special Events
  - i. Home shows
- e. Internet connection and monitoring / social networking Facebook, Twitter
- f. Community Communications / Meetings
  - i. Local, Virginia, and national legislative meetings / receptions, local, Virginia, and national stakeholder support, and Best Practices organizations

### **13. Training**

- a. Operational Training
  - i. Damage Prevention Specialist
- b. Management Training
  - i. 100, 200, 300 Series training modules, Leadership Institute
- c. External Training
  - i. State Corporation Commission / Train-the-Trainer
- d. Public Awareness Training
- e. WTE Training

### **14. Quality Management**

- a. Understanding of the QMS flow chart
- b. Consistently promote a culture of continuous improvement
- c. Understanding of the use of data analytics for continuous improvement

### **15. VA811 Board**

- a. Understand history of VA811
- b. Knowledge of VA811 Bylaws
- c. Knowledge of VA811 Board Members Selection Guidelines
  - i. Includes duties of a VA811 Board Member
- d. Understand VA811 Board of Directors Monthly, Quarterly, and Annual Process
  - i. Monthly, Quarterly, and Annual Reports, Quarterly and Annual Membership Meetings
- e. Understand Roberts Rules of Order