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**Minutes of the Oversight Committee Meeting of the  
Cooperative for Human Resources Management of  
Nevada Public Agency Insurance Pool and  
Public Agency Compensation Trust  
Time: 1:00 p.m.  
Date: July 20, 2005**

**1. Oversight Committee Roll Call:**

Members participating: Chairperson Curtis Calder, Bill Deist, Nancy Medford, Ann Murdoch, Geof Stark, Richard Stokes, Marilou Walling, Lisa Jones for Ben Zunino, and Wayne Carlson Consultant staff present: Mitch Brust and Larry Beller.

**2. Action Item: Approval of minutes of Committee Meeting on April 28, 2005**

Larry advised the committee of revisions to the minutes. He said on the bottom of page 3 the word should be “standard”, not “standout.” On page 6, it should read “a decrease.” He also said there were corrected typographical errors. There was a motion to approve and a second. The motion passed unanimously.

**3. Action Item: CHRM status report**

Larry stated they are on track in terms of the new program in terms of new training and new Pro Active Site Visits (PASV) topics. He said there was now available an organization climate survey that can be used by any of the organizations. CHRM will facilitate the use of the services from an outside vender who will summarize the responses and prepare the report. That is a new tool available to CHRM members.

He said they were at full staff at this point and stable for several weeks. CHRM has been at full staff for several months. This year, things are a little shy in terms of hours provided. Recently new standards were set and things have been running about 110% of commitment. He said they will be able to maintain that level of service.

The Board and the committee have asked for a look at training and training delivery. He said a new approach had been developed for how content is presented. We are in the process of converting all classes in that direction. He said the first of 2 training courses in the customer service series is now available. The second course will be available early next year. The new service plans are now over 2/3 complete. He said there were close to 200 training sessions committed for 05/06 calendar year. He said the informal target is to have scheduled 260, an average of 1 training going every weekday during the year.

Larry said they are looking at a number of ideas for improving delivery. He said an issue that is faced regularly is that organizations find it difficult to release staff to attend training. He said the current concept is to use a 2-3 hour courses for an initial session on a particular topic. Then “booster shots” in the form of one hour to an hour and a half session would be offered to reinforce the initial training.

Curtis confirmed that he would like to see shorter training sessions. It was suggested that the session could be broken into smaller units if they could be scheduled in close enough time proximity. Larry reported on the success of the HR Assistant training program. He said 3 of the 5 sessions have been conducted so far. He said calls were coming in asking when the next round is going to start.

**4. Action Item: Summary of Service Plans for 05/06**

Mitch said consultants have been in the field putting together service plans for many clients. To date, 38 clients have developed their service plan for the next fiscal year, and 29 are in process. Service plans are not prepared for the 34 smaller organizations, those with fewer than 10 employees. He said those members are invited to the major trainings in the area. Some of the highlights today: there are 266 total service requests; 203 are training; 47 are PASVs. Last year there were a little over 200 service requests. The top three training requests are “setting performance standards”, “coaching for performance improvement”, and “discipline procedures.” There are other obviously important subjects to clients, with 26 requesting illegal harassment and 19 requesting ethics and workplace conduct (customer service). In the discussions with members, we focus on the need for timely background and reference checks. There has been an increased monitoring of the progress on completion of the service plans.

Curtis asked if the customer service module for management would be implemented prior to the second module. Mitch said the preference and recommendation to the client was they do the first element that basically focuses on management and getting the employees to make customer service a priority. He said this would then be followed by the employee being trained on customer service.

**5. Action Item: Alternatives for evaluating CHRM services**

Larry said the issue was whether or not the number of hours devoted to CHRM services was the most important thing to be measured. He asked if there were other things to measure in order to see the value of membership. Larry said there were many factors to be considered for services and results. He said an important thing in which he took pride was that the consultants could get the answers necessary for a problem. He offered a suggestion that time be spent with the clients, evaluating how good each of their Human Resource program is. He said he had heard comments that people were tired of looking at hours reports, and asked the committee if there were any alternatives to hours reports.

Bill agreed that an alternative was necessary to hour reports. He said he wanted to see results of services instead of numbers. Larry said it was difficult to count things that had been prevented. Larry said the consultants had been trying to identify situations they are involved in that would have resulted in a potential claim if they had not been involved. Marilou said results often came down to numbers. Curtis said training was easy to track and that should continue, but for other services, maybe list the tasks done for each agency. Geof said that results often came down to numbers and time. Geof said numbers were objective whereas other means of reporting may be subjective.

Mitch suggested that a survey be taken of the clients regarding the prior year of training and how that has affected their organization. He said that might enhance the numbers because the numbers have to remain. Curtis said the larger the organization, the less CHRM was used for day-to-day services, however training was still necessary. It was stated that smaller organizations could have the largest lawsuits. There was no need for LBA staff to spend 25% of their time tracking every single thing they did, when that time could be used to serve the customer. Larry said the situations dealt with have been more than worth the value.

Wayne said the board understood the balance between numbers and subjectivity that might come with analysis of actions. He said the problem was with the organizations seeing the numbers but not

understanding what was in the database to formulate those numbers. He suggested the organizations identify items of interest in the reports. There was a suggestion that the encounters with the clients be documented, either routine or critical. There needed to be a way to monitor results over time and see where the progress was.

Wayne suggested looking for aggregate trends with the clients when reporting results. He said it was important to formulate a plan for CHRM and for the members to follow the plan Larry said reports had been narrowed down for efficiency reasons. He said there would be an effort to find new ways of counting. Larry said there had been an effort to hone the skills on how to identify critical incidences, but it had not been as successful as he hoped.

Wayne said there are strategic goals in the CHRM oversight committee and there should be a way to measure progress toward those goals. He said that is what the report should try to accomplish.

A suggestion was made to see the reports streamlined rather than being cumbersome to both the clients and the committee.

Curtis said CHRM exists to keep the liability down for POOL. He said savings should be seen due to CHRM proactivity. He said the number of hours did not matter and the bottom line is to reduce liability premiums or keep them stable.

Wayne suggested that goals be set with CHRM clients in order to offer positive results.

Larry said he wanted to focus on turnover rates and reducing those. He said reduced turnover rates would save the agencies both time and money.

Larry said he would bring a traditional report to the next meeting for feedback and discussion. He said he would also bring another report containing some elements discussed by the committee. There was a suggestion to develop an Excel model of variables that could be measured, produce trends and charts of clients.

**6. Action Item: CHRM role in assisting members conduct reference/background checks**

Larry said the issue of reference/background checks was being pushed when clients received PASV interactions. He suggested that the issue be discussed with the clients for the upcoming year and facilitate requests as received. He said that agencies needed to see the bottom-line costs of controlling turnover rates in order for them to conduct proper background checks. He said that would render the most direct results.

Curtis said the inexpensive cost of a background check was preferable to the costs of having to train and terminate an undesirable employee. Marilou said the problem was with elected officials not conducting background checks on employees. Larry said that elected officials not complying with the policy for background checks would not devalue the overall policy. Wayne said there was a need to educate elected officials about the value of background checks and the importance of protecting them from liability and turnover by selecting their own people. He suggested offering extensive background check training as part of CHRM support for key positions such as management and supervisors while conducting the current online service for traditional criminal background checks. Trained supervisors can then be better at screening their own employees rather than for every employee. Larry said there was not appropriate staffing in place to implement such a plan. He said such a plan would require a consultant who could focus all of his/her energy to making the plan work. Mitch said the problem was if you use a third party to conduct the background check and you don't hire the person, that information regarding the background check has to be made available to the applicant. He said the goal was to train clients how to do investigations and the clients conduct their

own investigations. Larry said he was concerned with telling a client that they would save money in the long-run by doing the background check because that was often not a motivating factor to make decisions. He said that investigations are a part of the CHRM services, but momentum being gained on the problem to date. He asked the committee what they wanted in regard to the issue.

Curtis said he agreed with Mitch that the responsibility for the background checks should remain with the clients in order for them to have a vested interest in the process. He said he did not know if there was a way to enforce the background check process with clients.

Wayne asked if there was a distinction being made between reference checks and background checks. Larry said he viewed it as two separate processes. He said there was a records check where criminal, education or institution records were examined and there was also the process of calling prior supervisors and asking about the applicant.

Wayne said that the background check was a public and secured records check and CHRM could facilitate the service. He said the coaching process would involve providing the documents to the employers and explaining what to do with the documents and the second part would involve coaching the employers on the reference check phone calls. Larry said a similar coaching device was available on the LBA website for those who would be conducting the background and reference checks.

There was concern expressed regarding the legislation which takes effect in 2007 requiring all social security numbers to be expunged in the workplace. The concern was in how background checks would be conducted if social security numbers were not allowed. Larry said applicants were not required to give their social security numbers, but the employer also had the right to not hire an applicant if s/he did not give their social security number. Curtis suggested that LBA staff continue to push reference and background checks with emails, training and newsletters to try and increase the effectiveness of them. Curtis said it would be a good idea to mentor and coach the smaller entities in order for them to understand the importance of the background check. He said there were a number of documents in the background check which might disqualify the applicant and those needed to be checked.

Larry said there would be an effort to continue to push in terms of awareness. He said he would try to put together turnover information in order to see where background checks were being used. He also said there would be a continued service for background checks if the employer wanted one and the committee would be updated. The committee agreed with Larry's suggestions.

Larry was asked if he had seen the Preview Assessment Tool. Larry said he had not seen it but would like to learn more about the program. He requested Jim to get more information on the program.

**7. Action Item: Apportionment of CHRM services for organizations which are members of only POOL or only PACT**

Larry stated that 10 organizations were part of PACT and not POOL; 39 organizations were POOL members and not part of PACT; and approximately 42 were members of both POOL and PACT.

Larry provided a document to the committee which outlined some of the issues concerning CHRM services for members of one (POOL or PACT) and not the other. He said one of the issues concerned the pooling concept. He said one organization impacts another. He said another issue was the level of service for organizations that have membership in only one versus those who are members of both. He said this was important as the needs of an organization vary year to year.

Larry said his opinion was the program was effective because all members were treated equally, although he was aware of negative feelings toward subsidizing the smaller organizations.

Wayne said that POOL provided equal coverage for organizations regardless of risk and that costs were spread evenly. He said this allowed organizations who normally would not receive the benefits of a larger organization to receive those. He said subsidies were fairly distributed among members. He said the number of Workers' Compensation claims still need to be managed no matter where they come from.

Larry said if there was effective supervision and effective personnel policies being properly administered, the number of medical only Workers' Compensation claims will be reduced.

Nancy said it would be too hard to monitor the usage of services by entities that just have POOL or just PACT. Larry said he would not like to have consultants take a call regarding an EEO claim or an ADA issue and have to look to see if the entity is eligible for services.

Bill said the current program worked and that it should continue. Wayne said if the portion of allocation changed, the service wouldn't change while the costs would.

Larry said the allocation was appropriate. Marilou said the issue did not need to be revisited. Curtis said he suspected there were other issues with the larger entities which would cause them to complain. He suggested that their representative speak with them and determine what the real problem is. He said it was in everyone's best interest to keep the claims low and most of the claims come from the smaller entities.

Larry said he wanted to get the Human Resource professionals involved in a presentation in order to get their input. Wayne suggested tailoring services to the entities' needs.

Bill moved not to change the apportionment and for it to remain as is. Marilou seconded the motion. The motion was unanimously approved.

**8. Action Item: Discussion of CHRM goals**

Agenda item number eight was tabled until the related documents could be examined more closely. This was unanimously approved by the committee. Larry asked that the strategic goals for CHRM be examined prior to the next meeting. He said he would need to know if there needed to be any changes to the mission statement or if anything needed to be updated. He said this would be the first item on the next agenda.

**9. Action Item: Proposed Human Resources Directors Retreat/Symposium**

Larry said that details regarding the POOL/PACT Retreat would be given in the next few weeks. He said there was a plan to invite an expert to give a key note speech and then to participate with the participants in a discussion of the impact that changes in Human Resource management could have on CHRM and its member organizations. There was concern whether enough notice would be given for the Retreat and where it would be located. Curtis said Lovelock would be a good location because it was centrally located. Larry said three possibilities would be Lovelock, Fallon and Winnemucca. Curtis said he did not know if there was a desire to have it in a more central location for the people in southern Nevada.

Wayne said the Retreat would take place on November 2<sup>nd</sup>, through November 4<sup>th</sup>. He said one of the themes would be discussing the broad concept of pooling, and more specifically, that of resources. He said there was a need emerging in personnel recruitment as a significant amount turnover was going to occur within the next five to ten years. Wayne said the problems would be skill and training gaps as well as recruitment problems as it affects a large number of businesses.

**10. Action Item: Public Comment**

Wayne suggested that some Human Resource issues could be dealt with cooperative resources. He suggested a centralized service could alleviate some problems in Human Resources.

Marilou said the problem she was facing was key personnel retiring. Larry said some organizations had contacted him with the same problem and concerns over how to maintain the level of service within their organizations.

Curtis said a problem he was facing was recruitment due to location. He said the geography played a significant role in preventing recruitment in some areas.

**11. Action Item: Adjournment**

The meeting was adjourned at 3:00 p.m.