



Board Caucus Meeting

Tuesday, May 17, 2022, 10:00 am

This meeting was held by web conference only

Meeting Minutes

CAUCUS ATTENDEES

Acting Chair Ollie Garrett

Member Jim Vollendroff

Dustin Dickson, Executive Assistant

GUESTS

Anita Bingham, Director of Human Resources

At 10:00 am, Dustin Dickson announced that the meeting lobbies were open, and the recording had begun.

At 10:00 am, Acting Chair Garrett convened the meeting.

QUARTERLY HUMAN RESOURCES REVIEW

Anita Bingham, Director of Human Resources

Anita Bingham: Good morning, Board members, as you know, I'm Anita Bingham, the HR Director here at the LCB, and I'm going to be sharing some highlights from our 2021 survey, and also some updates from our first quarter (PRESENTATION 1). So, we can go ahead, Dustin. So, these are the questions that we ask our employees every year, for the employee engagement survey. And, in order to be considered a positive response, they would need to have to either select number 4 or 5, so, "Usually, or Almost Always," or "Always." Just so that when we talk about positive scores, you'll understand where that's coming from. Next slide. So, when we're looking at these slides, where you see the Liquor and Cannabis Board logo, that will be our percentages. And when you see the State logo, that will be the percentages that were for the State overall, just so you know what you're looking at there. We did pretty good this year, in that we had 261 staff that participated out of our roughly 330 staff, and that 78% is a 7% increase from last year, so that's pretty good. And, we're also doing better than the State does, overall, they're only at 66% participation rate, so I think we're doing good there. Any questions so far?

Jim Vollendroff: I was just wondering, so, we have the overall response here, and perhaps you're going to get into this later in the presentation, but do we also have this broken out by section within the LCB?

Anita Bingham: We do give the individual divisions their results, but our report out has been of the agency as a whole, but they do have their individual results.

Jim Vollendroff: Thank you.

Anita Bingham: Okay, so overall, there were 13 questions that we were down, where we scored a little bit down from last year, but not by a significant amount, really. And that's not really too surprising considering everything that's been going on in the world, so there's that. And then, question seven, "My supervisor treats me with dignity and respect," and question 18, "How satisfied are you with your mobility," were our highest scoring positive percentages, both of those were at 92%. Question seven, "My supervisor treats me with dignity and respect," has consistently stayed in the low-to-mid 90s, never going below 90% since 2016. And that's really good, and it's also encouraging that the State is doing well on that one, too. They have an 88% positive response rate.

Ollie Garrett: I'm looking at, go back- so, but we have areas that we did drop. I'm not comparing us to the State; I'm comparing year to year. So, when I see, "I receive helpful communication from my agency," that dropped. "I find meaning in my work", that dropped

Anita Bingham: We had 13 questions overall that dropped from last year, so, that's what I was saying. I think that's a trend that was seen, really enterprise wide, just because there was a lot going on in the world, and we've been living with COVID, and we've been hunkered down, so, from what I heard from State HR, in terms of the enterprise reporting, that's a trend that they were seeing this year, a trend that things were down a bit.

Ollie Garrett: So, something like, "My agency supports a diverse workforce", and I think it had dropped even if we had the 2019-number, but it's now down to 79%. "My agency helps me navigate change", and then I wrote down number 17, "How satisfied are you with your flexibility?" But do we know- are you going to get into the different divisions, so we can kind of see what divisions that we see these numbers in?

Anita Bingham: I wasn't planning to do that today, but if you guys would like me to follow up with you on division numbers, I would be happy to do that.

Ollie Garrett: Okay, yeah, normally when this is presented to us, we go through the division numbers also.

Anita: Okay.

Jim Vollendroff: That goes back to my earlier question, I think it would be super interesting to dive into divisions. You know, I'm wondering when I look at all these questions, of course you've mentioned this Anita, but COVID, and the remote environment that we're working in, because if you look at questions 19 and 20, although there have been reductions in certain areas, in general, "I'm satisfied with my job" went up, as well as "I would recommend my agency as a great place to work," went up. So, despite the fact that we went down in some areas, we went up in other critical areas.

Anita Bingham: Exactly. Right. Yeah.

Ollie Garrett: Yeah, so that's where it's going to be important to look at the different divisions.

Anita Bingham: Okay. I will follow up with you and do that, thank you. Let's see- so as you said, you were mentioning that question two had the biggest decrease, and that's true; "I received helpful communication from my agency," did have a drop of 7%, but it's still above the state average there, so we'll be working with our Communications folks and just, talking as a management team on how we make sure that people are, you know, that information that we know is getting down to everyone,

and there's obviously different ways of doing that, so I think that's a discussion that we continue to have. Question?

Jim Vollendroff: I have a quick question. When, I'm assuming you presented this to the management team already?

Anita Bingham: I did, yes.

Jim Vollendroff: When you presented to the management team, was there any thought about question number three, "I find meaning in my work," and the reduction from 2020 to 2021, any initial thought as to why that might be the case? Is it the environment, the COVID, the working remotely, just any initial reactions from management?

Anita Bingham: Yeah, no, we didn't really talk too much about that, it is interesting though, to kind of try to think about why that might be, if it's just the environment that we're in, that was, as I'll be saying here in a minute, was the only question that we scored lower than the state on, so it is kind of interesting that our folks are kind of struggling making that connection, I guess.

Ollie Garrett: I have to say, I'm looking, not just at the state, that's good to have what the state scored, but I'm just looking at the LCB, and what we are scoring compared to previous years.

Anita Bingham: Right, right. Yeah, so our lowest score was question 11, "I know how my agency measures success," and, when I'll be- later on I'll be talking about the questions that the management team has decided to focus on for the agency as a whole, and I'll be saying that will be one of those, because that is so low, we're kind of, concerned about how people are making that connection.

Ollie Garrett: And maybe, in order, to instead- to know for sure why we are saying, because of COVID, these two years represent COVID, maybe you should include in this, 2019, when we weren't in COVID, so we can compare before COVID, and while we're in COVID, and after COVID.

Anita Bingham: Yeah, that's a good point. And we do have that, so I can definitely share that, and give that to you.

Ollie Garrett: Great, yeah it would be great to see that on this chart.

Anita Bingham: Okay, great, we will add that. So, I was going to kind of do a comparison with the State, but if you guys aren't quite interested, more in the, how we compare with the State, I can move beyond that.

Ollie Garrett: Okay.

Anita Bingham: Alrighty. So, I guess the next slide then, please, Dustin. So, these next slides are new dashboards that we get from State HR, they're actually working on some nice interactive dashboards for State agencies to use. They use the RAMP model to provide a human-centered framework to measure levels of engagement through four main motivators, which are relations, autonomy, mastery, and purpose. So, the first one there is the relationship, which is the drive to be respected, and connected, and you'll see that for those questions that relate to relationships, we did take a 3% decline from last year. Next slide, Dustin. And then, autonomy, which of the questions have to do with the drive to have a voice and a choice, we also took a 2% decline from last year.

Next slide. Mastery, the drive to learn and grow, took a 1% decline. And, purpose, the drive for meaning in our work and our organization- took a 3% decline. This was the rotating question that they added this year about inclusion in the workplace. Next slide, please. And you'll see that we have a 76% positive response to that question which, room for improvement, but we're doing better than the state overall. And these are the questions that have added supplemental questions around re-opening our workforce. I'll catch up on this, so, the first question was on how satisfied people are feeling with how we're responding to the needs of staff during the pandemic, and we had a 77% positive response on that. And, then the question, "My agency clearly communicates the reasons for decisions it makes, and with re-opening the workplace," 71% on that, and "In my current work environment, I'm satisfied with my ability to develop and maintain relationships," we had 83% positive, which was quite a bit above the State, which only had 57% positive on that one. And then the last one, "My agency listens to my needs for re-opening the workplace," we had 69%. Next slide. So this was just a slide to let you know how many years our workforce has been at the LCB, and you can see that our highest group there is the 3–5-year group, with 25%. It's interesting to see how long people have been around. Next slide. And, this is the age of our workforce, and Mark, our payroll manager, tells me we have 24% that could actually leave employment at any time because they're eligible for some sort of retirement right now. We have a lot of people in Enforcement that came already from a retirement position and came here kind of as a second retirement, and probably good to be looking at our succession plans and keeping those brushed off knowing that some of our more seasoned workers in the next few years will probably be headed for retirement. Next slide. So, this is what I was mentioning, when I presented these findings to the management team, we talked about focusing on these two questions, knowing how our agency measures success, and also question 12, about our agency supporting a diverse workforce. So, we will be trying to see why we took that 5% decline there and seeing if we can improve that for the next one. So, just some general updates, there, we're processing about six grievances right now, four of those have to do with the separations that we had with the vaccine mandate, and a couple there in Enforcement. We've also been just keeping in touch with the unions about how we're coming back to work. They're always interested in knowing, you know, our agency has been pretty much allowing people, still, to, I know some areas are coming back more, but for the most part we're allowing people to continue teleworking, so we're keeping in touch with the unions on that, they're interested in that for their members. Yes?

Jim Vollendroff: Just for the sake of informing myself, how many unions does the LCB interact with?

Anita Bingham: We just have two that are on the right, the WPEA, the FOP covers our officers. So, just those two. We used to have three, but not anymore.

Jim Vollendroff: And going back to the previous slide, you don't have to go back, but I just have a question related to, it looks like there were questions that were added statewide related to COVID, in previous employee satisfaction surveys that I've been involved in, we've been able to ask questions specific to our division. Would the LCB be able to insert any questions specific to LCB, or is it just across the state?

Anita Bingham: We do have the ability to do agency specific questions, and for the last couple years, we've been asking kind of in an open text way, what's been working well, and what could work better? So, we're getting feedback, comment-wise that way, and that's helpful.

Jim Vollendroff: So, in future years, though, the Board and/or the LCB has the ability to ask specific questions, or ask that they be included?

Anita Bingham: Yes, we do.

Jim Vollendroff: Great, thank you.

Anita Bingham: Yeah. So, on the recruitment front, things are very busy. We hired a senior recruiter and he's been doing great work for us, in terms of outreach, I think. I was just in the management huddle a few minutes ago, and people are really noticing a difference in the amount of qualified candidates that we're getting, and I think that's in large part to a lot of the outreach that he's doing, he's going out to handshake, and proactively reaching out in LinkedIn, and inviting people to apply to some of our positions, so, I know the Social Equity Coordinator position that Licensing has is doing interviews, and Becky's quite pleased with the pool that they had, and I think they're going to be close to making a decision before too long on that one, so just, also wanted to report out that we have an employee referral incentive program, and that's a program that allows people in our hard-to-fill positions to refer people, and if those people end up getting hired, then they get a little cash reward for doing that, and we have 6 people so far that that has been a success for, so we're excited about that and hoping that continues. And then, I didn't know if you guys had had a chance to see the Enforcement recruitment video that they recently made, have you guys seen that?

Jim Vollendroff: I have seen it, it's very good.

Anita Bingham: It's very good, so I just wanted to point out that good work and let you know it was there if you hadn't had a chance to look at it. Next slide. So let's see- so you may be aware that the Executive Order 22-04 was recently signed by our Governor, which requires State agency boards and commissions to implement the pro-equity / anti-racist plan, which is known as PEAR, for the acronym, and then as an agency we're putting together our PEAR team, and all the members will soon be attending an orientation that will be provided by the Office of Equity later this month, or early June. So, we're excited that that's moving along and anticipating getting some templates and the guidebook from the Office of Equity so we can jump into that work. And let's see- next slide, there. Okay, you were already on that slide, I'm sorry. And just also wanted to give just a shout out to our Diversity Manager Jim Weatherly, and our Communications team, for the recent launch of the Diversity, Equity, and Belonging internet site that we now have. I think that they've done great work on it, it's going to be a great way for our employees to stay connected to the DEI work that we're doing, and also, you know, give some links to the business resource groups that are available out there, that they can participate in, and it's just a good way of sharing communication in this area. So, I didn't know if you had already seen it, but I wanted to just let you know if you hadn't. And that is actually all I have for today. I will work on getting that division information to you. Do you guys have any other further questions, or comments about things that you would like to know?

Ollie Garrett: No, from me, it was seeing the division breakdown also, so when you can get that to us, that would be great.

Anita Bingham: Okay, I will do that very soon.

Jim Vollendroff: I'll just add, I've been involved in a lot of employee surveys over the years, and the participation rate is impressive, of the LCB, I have to say. And, you know, although I am, like Board Member Garrett, super-interested in narrowing in on the work of the LCB, for me, seeing the comparisons to the rest of the state as a newcomer is interesting, so I appreciate that. So, I'm really

looking forward to continuing to narrow in on the LCB results specifically as well.

BOARD MEMBER AND EXECUTIVE ASSISTANT REPORTS

Jim Vollendroff: I don't have anything specific to report out, I just am a new board member, continuing to meet mostly with internal people in terms of onboarding. Last week we had a good session with the Licensing division around labeling and advertising and looking forward to continuing to dive into that particular work. We've had a number of people who've reached out and want to set up individual meetings, and Dustin and I are working on getting those scheduled. After my first month or so, I'm trying to really spend more time getting grounded and onboarded internally. So, other than that, I don't have anything else to add.

Dustin Dickson: Thank you. Yesterday I had an opportunity- we invited the AB Company that did all of the technology installation in all of our conference rooms, come back down, and kind of recalibrate and re-assess all the equipment in the boardroom and the adjoining rooms, and did a couple of little trainings with some of the lead staff, refreshers and reminders, how those rooms work, as we start slowly rolling back into the office, in anticipation of the requirement to provide a physical location starting in June for our public meetings, and what that's going to entail and what that's going to look like. So, there is a little more work to do in there, and a lot of testing, testing, and probably some more testing, to make sure that all the equipment runs the way that we want it to so that we have the same, if not more, engagement with the public when we have these meetings. So, more to come on that, but first big step out of the way yesterday.

Meeting adjourned at 10:25 am.

Minutes approved this 5th day of November 2025



Jim Vollendroff
Board Chair



Ollie Garrett
Board Member

Not Present

Peter Holmes
Board Member

Minutes Prepared by: Deborah Soper, Administrative Assistant to the Board

LCB Mission - Promote public safety, public health, and trust through fair administration, education, and enforcement of liquor, cannabis, tobacco, and vapor laws.
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