



**Analysis and Opinion, August 18, 2022**

*Prepared by Heather Kinzie*

This document is prepared for Howard Trickey of Schwabe, Williamson & Wyatt, P.C. It should not be disseminated or copied without the expressed approval of H. Trickey.

## Introduction

Howard Trickey of Schwabe, Williamson & Wyatt, P.C. contacted me in early July of 2022. Trickey wanted my analysis regarding the process and policies used by the Alaska Permanent Fund Corporation (APFC) Board of Trustees to evaluate the performance of Angela Rodell, Executive Director APFC.

I was not asked to conduct an investigation or, subsequently, to offer findings into the termination of Rodell. Rather, I was asked to review the APFC’s Charter and Policies, the evaluative process, and other relevant information to form an opinion on whether or not the evaluative process used in 2021 complied with APFC’s Charter and followed standard Human Resources practices.

I began my career in Human Resources with the State of Alaska in 1994 and worked in progressively responsible positions until I left state government in 2003 for a management position with the Alaska Native Tribal Health Consortium. In 2005, I started consulting in Human Resources for a small firm located in Anchorage; my work included services such as coaching, investigations and analysis, professional development and infrastructure creation. I started my own business shortly thereafter and, currently, I am the co-owner and Chief Operating Officer for The STRIVE Group, a full services consulting firm located in Anchorage. I continue to perform Human Resources work for legacy clients and oversee the Human Resources work performed by my team. In addition, I serve as the in-house Human Resources representative for The STRIVE Group as well as our sister company, The Chariot Group. My full resume of experience and qualifications accompanies this report.

Please note, this engagement with Schwabe, Williamson & Wyatt, P.C. is limited in scope. I have not personally met with anyone other than Trickey and his colleague, Chris Slottee. I have reviewed a variety of records pertaining to the performance evaluation process and believe my experience in Human Resources, Organizational Development and Leadership provide an appropriate basis for my opinion in this matter.

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## **Documents Reviewed:**

- Alaska Permanent Fund Corporation, Board of Trustees Charters and Governance Policies, September 24, 2020
- Various emails sent between Board of Trustees regarding Rodell's performance evaluation
- Last five years of Performance Evaluations for Rodell
- 2020 and 2021 memos that served as "self-evaluations" from Rodell to Board of Trustees
- Response from Rodell to 2021 Performance Evaluation dated December 7, 2021
- Email to Alaska Permanent Fund Corporation staff re: their participation in evaluating Rodell in 2021
- Email from Chad Brown re: participation in evaluating Rodell in 2021
- June 18, 2021 News Release regarding potential government shutdown
- June 22, 2021 Memo to Governor regarding potential government shutdown
- Tweet from Rodell dated August 20, 2021 regarding Governor's appropriation bill
- Deposition of Lucinda Mahoney
- Letter from Rodell to Senator Natasha Von Imhof dated January 10,

# Historical Timeline<sup>1</sup>

2011 - 2014	Rodell served as Deputy Commissioner and Commissioner for the Alaska Department of Revenue.
2015	Rodell was hired as Executive Director for Alaska Permanent Fund Corporation.
2017	<p>Evaluation was executed and included Board of Trustee input only. Categories were:</p> <ul style="list-style-type: none"> <li>• Administration and Management</li> <li>• Staff</li> <li>• Community and Public Relations</li> <li>• Board Relations</li> </ul> <p>The evaluation on record may be incomplete (there is no narrative or overall ranking). However, it shows Rodell’s individual rankings in four categories were all over 4.33.</p> <p>(For scale, 1 = unsatisfactory, 2 = below average, 3 = adequate, 4 = good; 5 = outstanding.)</p>
2018	<p>Evaluation (same as used in 2017) was executed and included Board of Trustee input only. Evaluation shows Rodell’s overall score for each section are 3.14 or above, with an overall for the entire evaluation at 3.5. Comments suggested Rodell is a proactive leader, strong communicator and commits to collaboration and positive relationships. The evaluators appear to appreciate Rodell’s commitment to the success and sustainability of the Fund.</p>
2019	<p>Evaluation was executed and included Board of Trustee input only. It was comprised of two questions:</p> <p>What are some things the ED does well?</p> <p>How could the ED improve?</p> <p>Evaluation on record appears to be a list of statements from the Trustees. Answers to the first question reflect an appreciation of Rodell’s knowledge about and commitment to the corporation, the Charter, regulations, and legislation, etc. pertaining to the Fund. Answers to the second question reflect a concern that workforce issues (satisfaction, retention, etc.) are problematic and that relationships and communication with the Board of Trustees challenge the success of the parties.</p>

<sup>1</sup> Rodell’s history with the State of Alaska, either in its Executive Branch or with the APFC, included working for/with three governors (Parnell, Walker and Dunleavy).

<p>Late November and First week in December, 2020</p>	<p>3<sup>rd</sup> party vendor prepared and executed online evaluation. She solicited input from the Board of Trustees and some APFC staff, of which 21 evaluators responded. She then prepared and submitted a report. In addition to a full list of raw comments, ranks for the following categories were offered:</p> <p>Strategic Development (3.42)</p> <p>Financial Leadership (3.28)</p> <p>Advocacy and External Relations (3.89)</p> <p>Board Relations (3.39)</p> <p>Organizational Culture (Collaboration and Teamwork) (2.89)</p> <p>Staff Development and Motivation (3.17)</p> <p>Internal Communications (3.06)</p> <p>Organizational Culture (Fairness and Equity) (2.94)</p> <p>Role Model and Change Agent (3.16)</p> <p>Problem Solving (3.44)</p> <p>Leadership Development (Self-development, accountability, etc.) (3.33)</p> <p>Systems Thinking (3.44)</p> <p>Internal Partnerships (3.0)</p> <p>Effective Communication (3.28)</p> <p>Weighted averages of the ranks received in each category are shown in parenthesis above.</p> <p>The evaluation itself used the following scale: 1 = exceeds expectations, 2 = meets all expectations, 3 = meets most expectations, 4 = meets some expectations, 5 = does not meet expectations. While the report reverses those numbers (1 = does not</p>
<p>11/19/2021 and 11/20/2021</p>	<p>Vice-chair Mahoney's office sent the same evaluation used in 2020 to all APFC staff and, the following day, it was forwarded to Board of Trustees; they were asked to respond by 11/30. This resulted in 39 evaluators.</p>
<p>12/1/2021</p>	<p>Rodell submitted self-evaluation memo to Board of Trustees.</p>

12/6/2021	<p>Mahoney prepared an evaluation report and sent it to Board of Trustees. She included selected comments and ranks for the following categories:</p> <p>Strategic Development (3.56)</p> <p>Financial Leadership (3.35)</p> <p>Advocacy and External Relations (4.11)</p> <p>Board Relations (3.65)</p> <p>Organizational Culture (Collaboration and Teamwork) (3.42)</p> <p>Staff Development and Motivation (3.6)</p> <p>Internal Communications (3.48)</p> <p>Organizational Culture (Fairness and Equity) (3.48)</p> <p>Role Model and Change Agent (3.53)</p> <p>Problem Solving (3.78)</p> <p>Leadership Development (Self-development, accountability, etc.) (3.55)</p> <p>Systems Thinking (3.65)</p> <p>Internal Partnerships (3.35)</p> <p>Effective Communication (3.61)</p> <p>Weighted averages are shown in parenthesis above.</p> <p>The evaluation itself did not use a scale. However, Mahoney’s report referenced the following scale: 1 = exceeds expectations, 2 = meets all expectations, 3 = meets most</p>
12/7/2021	Rodell submitted response/rebuttal to the evaluation.
12/8/2021 and 12/9/2021	Board of Trustees met to discuss Rodell’s performance; this led to Rodell being terminated on 12/9.
1/10/2022	Rodell notified Legislative Budget & Audit Committee via letter suggesting that her termination was not warranted.

## Analysis

### Alaska Permanent Fund Corporation, Board of Trustees Charters and Governance Policies

The APFC Board of Trustees Charters and Governance Policies consists of a variety of Charters that outline the rights and duties of the Board of Trustees and its various Committees. The Governance Policies outline the procedures to be followed and roles each stakeholder plays in such procedures.

In essence, the documents included in this packet are similar to Board of Director Bylaws, Board of Director or Executive Director Position Descriptions, and various Policies and Procedures regarding significant expectations of the Board. It is reasonable to conclude that if the Board of Trustees took the time to publish these documents, they are expected to be followed.<sup>2</sup>

The relevant sections of the Charter that apply to Rodell's performance evaluation are as follows.

#### Charter of the Board of Trustees

**Section 6** states the Board will establish a process for the evaluation of the performance of the Executive Director and will conduct such evaluation annually.

**Section 14** states the Board will appoint an Executive Director and review the performance of the Director annually.

**Section 15** states the Board will establish a 4-year strategic plan and review it annually.

**Section 16** states the Board will approve an annual operating budget (review of that budget is assumed in this language and confirmed in other Charters).

**Section 17** states that the Board will establish Human Resources (HR) practices for effective management (review of such management practices is assumed in this language and confirmed in other Charters).

**Section 21** states the Board will review on a regular basis without limitation:

- The investment performance of the Fund, including the costs of managing the Fund.
- Asset allocations and investment risk of the Fund
- Compliance program of the Fund and APFC

**Section 22** states the Board will review the compliance of the Board, its committees, the Chair and the Vice Chair and the Executive Director.

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<sup>2</sup> It is common to use the phrase "P stands for promise" when it comes to published policies and procedures, and especially when it comes to significant documents such as Board charters or bylaws. When an entity takes the time and effort to publish policies or procedures, most people will interpret those documents as "the law." Unless the documents specifically articulate that they are just guidelines, or unless they specifically articulate that someone can exercise discretion in implementing them, it is generally assumed that the policies must be followed.

### *Opinion*

Even though the Charter specifically says the Board will review the performance of the Executive Director, the outcomes of the Strategic Plan, the management of the annual operating budget, the management of HR practices, the performance of, allocation, risk management and compliance regarding the Fund, there is nothing in the performance evaluations of Rodell referencing those essential elements of her performance.<sup>3</sup>

### **Charter of the Audit Committee**

**Section 10** states the Committee will periodically report to the Board of Trustees any significant results or findings of the Committee.

### *Opinion*

Given standard executive evaluation practices, one can reasonably conclude that if the Audit Committee was concerned about Rodell and her management of the APFC, the Committee would have reported its concerns to the Board of Trustees. There does not appear to be any concerns on record.

### **Charter of the Governance Committee**

**Section 1** states the Committee will regularly update and/or report to the Board any proposed changes or concerns.

**Section 4** states the Committee will review compliance by the Executive Director with its duties and responsibilities.

**Section 5** states the Committee will ensure the Board undertakes an evaluation of the Executive Director's performance annually and prepare an evaluation report.

**Section 7** states the Committee will assist the Board in establishing the Strategic Plan, reviewing performance against that plan, and preparing a new plan accordingly.

### *Opinion*

Given standard executive evaluation practices, one can reasonably conclude that if the Governance Committee was concerned about Rodell and her management of the APFC, the Committee would have reported their concerns to the Board of Trustees throughout the year. There does not appear to be any concerns on record.

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<sup>3</sup> I reviewed the last five years of performance evaluations and none of them reference achievement of strategic goals or objectives, the management of resources/budget, completion of projects or initiatives. I am assuming that these things were considered as the Charter suggests but no dashboard, report, or scorecard is included in the "official" evaluation. I am assuming, as Rodell enjoyed continued employment, her performance in these measurable areas was acceptable.



## Charter of the Investment Advisory Group

**Section 4** states the Group will report annually to the Board.

**Section 5** states the Group will provide reports to Board of Trustees regarding various Fund issues such as asset allocation, changes to investment policy or philosophy, and proposed investment products.

**Section 6** states the Group will meet regularly with Chief Investment Officer to discuss Fund performance and any changes to asset allocation or investment policy or philosophy.

### *Opinion*

Given standard executive evaluation practices, one can reasonably conclude that if the Investment Advisory Group was concerned about Rodell and her oversight and management of the Fund and Investments, the Group would have reported their concerns to the Board of Trustees. There does not appear to be any concerns on record.

## Charter of the Executive Director

**Section 2** states that the Executive Director serves at the pleasure of the Board. This assumes the Executive Director is an “at will” employee.<sup>4</sup>

Sections 5-31 serve as a position description for the Executive Director. These sections specifically outline the duties and responsibilities including:

- Leadership (establishing and providing direction regarding mission, goals and objectives)
- Board Policy Development
- Investments (developing investment policy/philosophy, monitoring and managing, strategic asset allocation)
- Finance, Accounting and Audit (developing and implementing financial and accounting controls, internal controls and procedures, preparing financial reports, executing corrective measures in response to audits)
- Operations and Human Resources (developing/managing effective organizational structure and operations, executing contracts, developing and executing strategic plan and budget, planning for, hiring and managing workforce, developing and implementing workforce policies and compensation structure)
- Communications (establishing and executing communication plans for internal staff, service providers, media and other external parties)
- Appointments (proposing to Board the appointment of service providers, selecting such providers, and directing and supervising the activities of providers)

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<sup>4</sup> While various news articles that surfaced after Rodell’s termination suggest that the Executive Director position was subject to State of Alaska Personnel Rules, the position is, in fact, not subject to the Personnel Rules and is an “at will” employee. This means that the Board of Trustees can terminate employment at any time, for any or no reason, and with or without notice, subject to the covenant of good faith and fair dealing.

- **Monitoring and Reporting** (monitoring specific issues regarding the Fund, monitoring Service providers, monitoring corporation's performance against goals and objectives, and identifying, preparing and presenting various reports and information to the Board)

### *Opinion*

As stated earlier, the Charter in this case serves as a Position Description for the Executive Director. It outlines the responsibilities and authorities given to the incumbent. Given standard executive evaluation practices and the covenant of good faith and fair dealing, one can reasonably conclude that if the Board was concerned that these roles and responsibilities were not being performed satisfactorily, Rodell would have been notified of such throughout the rating period. This would have afforded her an opportunity to remedy the situation and improve her performance. There does not appear to be any concerns about Rodell's performance or her need to improve or correct her performance on record.

### **Strategic Planning and Budgeting Policy**

**Section 2** states that the APFC will establish a Strategic Plan to be review and updated annually.

**Section 3** states that the Strategic Plan will includes a list of specific projects and initiatives to be started and/or implemented.

**Sections 5-7** reflect how the Executive Director should report to the Board about performance against the Strategic Plan.

### *Opinion*

A leader's performance against an entity's strategic plan and budget is critical to an organization's achieving its mission and goals. However, there is no indication that Rodell's adherence to and performance regarding the APFC's Strategic Plan was discussed as part of the evaluation process.

### **Monitoring and Reporting Policy**

**The Appendix** states that nearly all of the reports for governance, investment, financial, audit and operational, and planning and budget are prepared/presented by staff (assuming management or Executive Director). The Executive Director's Performance Evaluation is to be prepared by The Vice Chair or a Third Party.

### *Opinion*

One can assume Rodell was providing all the necessary reports to the Board and its committees throughout the rating period. If anyone was concerned about timeliness, accuracy, thoroughness or content found in these reports, they likely would have voiced their concerns at the time or, at a minimum, during the evaluation period. There does not appear to be any such concerns on record.

## Executive Director Performance Evaluation Policy

**Section 2** states the Board will evaluate the Executive Director annually.

**Section 3** states the Governance Committee will initiate and coordinate the evaluative process.

**Section 4** states the Board may retain a 3<sup>rd</sup> party to administer the process.

**Section 5** states the Board will establish an evaluation instrument based on a number of criteria including:

- Achievement of goals and objectives of the APFC
- Completion of the specific projects and initiatives set out in that year's strategic plan
- Implementation of Board policies and reporting therein
- General leadership and management
- Compliance with Executive Director's Charter

**Section 6** states the Governance Committee, with the Executive Director, will develop and recommend to the Board the design of the survey.

**Section 7** states the Vice Chair will meet with the Executive Director to agree on any changes to the evaluation instrument.

**Section 8** states the Vice Chair will distribute to the Board the Executive Director's self-assessment regarding their achievements for the previous year, the strategic plan and budget for the fiscal year, and the evaluation tool, which is to be completed by each Trustee.

**Section 9** states that each Trustee should complete the evaluation instrument.

**Sections 10 – 13** state how the Board will meet to discuss results of evaluation together, how the Governance Committee will draft a summary report based on information exchanged, how the Board will discuss the summary with the Executive Director, and ultimately, how the Board will finalize and archive the final evaluative report.

### *Opinion*

An effective evaluative process adequately and fairly documents past performance while outlining expectations for future performance. Ideally, the process will enable the identification of under-performance in key areas while showcasing significant strengths and achievements towards the organization's mission. An effective evaluative process for executives establishes the governing Board's expectations, directs organizational resources in support of the leader's professional development, better enables organizational performance, and enhances communication between the Board and the leader.

I believe APFC's Performance Evaluation Policy adopts standard HR practices for executives. However, the Trustees failed to follow the policy.

Section 5 clearly outlines that an evaluation instrument will be created and include five specific elements of the Executive Director's job. Sections 6 and 7 suggest that the executive evaluation instrument would be designed and agreed upon. While it appears that, in 2020, an assessment was indeed collaboratively created with a 3<sup>rd</sup> party, the instrument created does not address all of the

essential elements identified in Section 5.5. Instead, the assessment only addresses general leadership and management issues. A narrow executive evaluation instrument would be fine if it was used in conjunction with results and outcomes regarding other critical elements of the job. However, in 2021, there is no indication that the instrument was, indeed, combined with or supplemented by reports regarding outcomes for other essential elements such as those identified in Section 5.

Sections 8 – 13 outline the process of how a final evaluation will be created. Sections 10-13 specifically suggest that the Trustees will complete the evaluation instrument, meet to discuss the findings, and then finalize the annual evaluation. Again, I believe, as written, these protocols adopt sound HR practices for executive leaders. However, the Board of Trustees and/or the Governance Committee did not adhere to the Policy. There is no indication that Rodell's self- evaluation was considered. There is no indication that Rodell's achievements against the organization's goals and objectives were considered. There is no indication that Rodell's completion of projects and initiatives within the rating period were considered. There were not any voiced concerns during the rating period regarding Rodell's implementation of policies, reporting, compliance, etc. In addition, it does not appear that any of Rodell's accomplishments in these arenas were considered. Furthermore, there is no indication that all of the Trustees completed the 360 degree assessment that was used in 2021. And finally, there is no indication that active discussion about any these issues occurred prior to a final evaluation summary being completed. The evaluation summary was created prior to the two meetings in which the Trustees discussed Rodell's performance. Moreover, the summary is flawed.<sup>6</sup>

In short, APFC's Evaluation Policy is thorough and would be effective in conducting an objective annual evaluation for an executive leader. However, it was not followed.

### Assessment/Evaluation Tool

360 degree assessments for executives are often used to record perceptions of the executive's leadership and management competencies and help individuals understand how they are perceived by others and/or how their behavior may be helping or hindering their success. These types of evaluative tools are not typically "the only" item used in the evaluation of an executive's performance as they do not measure organizational performance; they do not evaluate outcomes and achievements. These tools should be used in combination with other evaluative tools such as an organizational dashboard, budget management reports, audits, and compliance.

360 degree assessments like the one used for APFC often solicit information that proves to be subjective and biased. This is because, unless there is training or instruction offered, evaluators will not have full understanding of the criteria or ranking scale. Unless comments are made mandatory to justify extreme ranks, or unless the information is solicited and clarified in person (via phone, video or face- to-face), both positive and negative bias are likely to skew results. Likewise, unless someone is analyzing preliminary results and neutralizing probable bias, the final product is often misleading or incomplete. Finally, in 360 degree assessments, it is unlikely each evaluator has

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<sup>5</sup> I reviewed five (5) years of evaluations on record for Rodell. There was no direct references to the five elements found in Section 5 of the Policy, nor were there scorecards, budget reports, project reports or anything suggesting achievement of goals or objectives, compliance, etc.

<sup>6</sup> The 2021 "summary" is flawed; see Analysis of Evaluative Process.

knowledge of the leader's work or the constraints under which the leader operates, which inherently affects their judgment and subsequent rankings or comments.

Given these limitations, the 360 degree assessment created in 2020 and used in 2020 and 2021 appears to be a thoughtful assessment for general leadership and management competencies. However, I find it does not address the performance criteria in the Evaluation Policy in the following respects.

*Assessment does not include anything regarding achievement of strategic goals and objectives.*

Even though APFC's Evaluation Policy says achievement of strategic outcomes will be considered, there is nothing in Rodell's assessment that references her performance as it pertains to APFC's strategic goals and objectives.

*Assessment does not include anything regarding completion of specific projects or initiatives.*

Even though APFC's Evaluation Policy says achievement of special projects or initiatives will be considered, there is nothing in Rodell's assessment that references her performance in these areas.

*Assessment, as written, is inherently biased when used as a performance evaluation.*

The majority of the assessment measures how the Executive Director leads, manages, inspires, problem solves, and communicates with staff. Trustees, who made up about 10% of the evaluators, would have no direct knowledge of the Executive Director's day-to-day leadership. Likewise, there are significant portions of the assessment that measure activities to which only Trustees or high-level employees would have any knowledge. Line staff made up at least 70% of the evaluator population; this demographic would have very little visibility to the Executive Director's performance in these areas. While the assessment allowed for the evaluator to select "N/A," the assessment did not specify if N/A should be used for "not applicable," "not available," "not assessed" or "no answer."<sup>7</sup> Because the assessment did not come with instructions on how to use this option, and because very few evaluators used this option even though the likelihood of direct knowledge or observation was low, it is possible that the evaluators ranked the categories with guesses or assumptions or, worse, judgment based on misinformation.

*Thoughtful 360 degree evaluations would ensure all key stakeholder input.*

The purpose of a 360 evaluation is to get all key stakeholder input: self, superior, subordinate, peer and customer. However, no customers, clients or external stakeholders completed the assessment and, moreover, Rodell was not asked to do so.<sup>8</sup> In addition, 360 degree assessments often assume the superior is just one individual, but in this case, the Board of Trustees (six people) are the supervisors. This isn't necessarily a flaw, especially since the evaluation report segregates the respondents by demographic groups. However, it doesn't appear that all of the Trustees completed the 360 degree assessment even though the APFC's Evaluation Policy says they would.<sup>9</sup>

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<sup>7</sup> Results showed that very few people utilized the N/A option.

<sup>8</sup> Rodell submitted a memo that served as a self evaluation. However, it was not aligned with the 360 categories. It was actually better aligned with the intent of the APFC's policies on the subject. Regardless, it doesn't appear to have been considered.

<sup>9</sup> The results showed that four Board Members completed the survey. It is possible, but not likely, that a Board Member identified themselves as "Prefer Not to Say" in the survey demographic question. More than likely, direct reports would have preferred a degree of anonymity and would likely have selected "Staff" or "Prefer Not to Say."

*Assessment categories and indicators likely caused confusion.*

The 360 degree assessment consisted of fourteen (14) different categories and required the evaluator to select one rank for each. However, the categories included multiple indicators (see table on following page).<sup>10</sup> It is reasonable to suspect that Rodell might effectively demonstrate some of those indicators but not effectively demonstrate others. This is problematic because there is no easy way for the evaluator to isolate the feedback on a particular indicator or for the evaluator to allocate a score between indicators within a category. No guidance is provided on how to arrive at a final numerical score where there is a conflict between how the evaluator views performance on an indicator.

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<sup>10</sup> Effective evaluation tools are granular and specific, even though this may mean there are multiple items to rank and, subsequently, may take more time to complete.



<b>360 Degree Assessment Categories and Indicators Within Them</b>	
<b>Category</b>	<b>Indicator</b>
<b>Strategic Development</b> (No evaluator opted out of this item.)	Effectively implements and models mission, vision and purpose Engages the Board in strategic direction Considers evolving trends and factors and adjusts plans accordingly
<b>Financial Leadership</b> (One evaluator opted out of this item.)	Identifies and mitigates risks to fund Controls costs and ensures resources are allocated appropriately throughout the organization Ensures internal control systems are in place to protect organization's financial health Provides sufficient and clear information about financial progress and results
<b>Advocacy and External Relations</b> (No evaluator opted out of this item.)	Educates external stakeholders and the public Engages external stakeholders in a professional, effective manner Seeks out speaking engagements to provide fund visibility Outwardly communicates to public and legislators about vision, goals and progress
<b>Board Relations</b> (Three evaluators opted out of this item.)	Collaborates with the Board to set the strategic direction for the organization Provides opinions and perspective on Board topics Responsive to Board's direction and feedback Keeps the Board informed of important development and issues Maintains direct communication with Trustees
<b>Organizational Culture</b> (One evaluator opted out of this item.)	Sets organizational tone that attracts and retains top talent Maintains an open, honest, trusting and collaborative relationship with staff Articulates a compelling future for the organization Encourages collaboration across departments Engages others in exchanges of viewpoints
<b>Staff Development and Motivation</b> (Three evaluators opted out of this item.)	Ensures meaningful and challenging goals for performance improvement Committed to staff development Ensures the right people are in place to carry out organization's strategic direction Encourages staff to capitalize on opportunities to improve productivity and quality Keeps staff focused on critical objectives Reduces interference with goal accomplishments Understands what motivates staff as individuals

Category	Indicator
<p><b>Internal Communications</b> (Two evaluators opted out of this item.)</p>	<p>Values transparency  Maintains open lines of communication at all levels  Engages staff in discussions about goals and objectives  Listens to staff, bringing their perspectives into overall considerations of issues  Asks questions before expressing own opinion  Ensures all individuals have an opportunity to share their viewpoints and insights during meetings  Communicates effectively and respectfully with staff</p>
<p><b>Fair &amp; Equitable Organizational Culture</b> (Two evaluators opted out of this item.)</p>	<p>Appropriately aligns authority with responsibility throughout the organization  Actively and equally seeks the opinions of individuals throughout the organization  Listens to how individuals throughout the organization are feeling and dialogues with them about their perspectives  Exhibits values of fairness, honesty and compassion</p>
<p><b>Role Model and Change Agent</b> (One evaluator opted out of this item.)</p>	<p>Develops and refines appropriate internal systems for effective operations  Thinks innovatively  Exhibits a high level of emotional intelligence  Seeks new information and perspectives  Values a diversity of opinions  Earns and maintains respect of employees  Appropriately delegates authority</p>
<p><b>Problem Solving</b> (One evaluator opted out of this item.)</p>	<p>Keeps a pulse on shifts and trends in the political, social and economic environment  Encourages staff to challenge the status quo  Thinks quickly and assimilates ideas well  Handles ambiguous situations well, bringing focus to the organization’s pursuit of mission and vision  Allows for failure as long as the risk does not cause personal harm or irreversible loss to the organization</p>
<p><b>Leadership Development</b> (No evaluator opted out of this item.)</p>	<p>Committed to continually improving personal leadership performance  Demonstrates self-discipline  Assumes responsibility for adverse outcomes  Demonstrates humility  Perseveres through challenges</p>



Category	Indicator
Systems Thinking (One evaluator opted out of this item.)	Establishes a unifying vision and culture across the organization Considers the big picture when making decisions Builds interconnectedness in the system to achieve organizational success
Internal Partnerships (Three evaluators opted out of this item.)	Inspires loyalty among staff to further the mission and vision of the organization Encourages collaboration throughout the organization Creates supportive relationships throughout the organization Carefully and fairly monitors individual performance
Effective Communication (Three evaluators opted out of this item.)	Encourages open communication and dialogue throughout the organization Listens to others without interruption Engages in difficult conversations and confrontations Utilizes appropriate channels of communication (email, face-to-face, telephone calls, etc.) Practices empathetic listening

In addition to specific indicators being included in one general category, some of the assessment’s categories appear to be redundant. For instance, there were two organizational culture categories and two communication categories.

Finally, some of the indicators appear to reference the same type of behavior even though they were in different categories. Two examples are as follows:

- The Strategic Development category has an indicator, “Engages the Board in strategic direction” and the Board Relations category has an indicator, “Collaborates with the Board to set strategic direction.”
- The Organizational Culture category has indicators “Encourages collaboration across departments” and “Engages others in exchanges of viewpoints”, the Internal Communications category has indicators “Engages staff in discussion...” “Ensures all individuals have an opportunity to share...”, the Internal Partnerships category has an indicator “Encourages collaboration...” and the Effective Communication category has an indicator “Encourages open communication and dialogue.”

The above two examples show that indicators that reflect similar behaviors are found in different categories.

## Evaluation Process

The performance of an organization's leader is critical to the organization's success. It is incumbent on the Board of Directors to set standards and objectively and fairly evaluate the performance of the leader against these standards. As stated earlier, the APFC's Evaluation Policy adopts best HR practices in that it appears to clearly articulate components that will be evaluated and outlines the process in which the Board will assess and record the final evaluation. However, I find the process used in 2021 did not follow APFC's Evaluation Policy.

*Process outlined in Charter was not written with 360 degree assessment in mind.*

It is unlikely that APFC's Evaluation Policy was written with a 360 degree assessment in mind. First, it only mentions the Trustees as evaluators; it doesn't mention that others would play a role. Second, there is no language in the policy to suggest how the Trustees should select, solicit, and consider other's opinions on the matter. Finally, there is no language in the policy to suggest how the results would be tabulated, summarized, etc. nor how they would contribute to a final evaluation of the Executive Director. Regardless of these shortcomings, a 360 degree assessment was used in both 2020 and 2021, but it does not appear that the parties considered adapting the process to better enable the use of the evaluative tool.

*Evaluative process used in 2021 did not adhere to APFC's Charters and Evaluation Policy.*

APFC's Charters specifically address evaluation criteria such as adherence to strategic plan, management of operating budget, adherence to policies, performance of Fund and achievement of goals and objectives. The Charter specifically states that performance will be reviewed annually. APFC's Evaluation Policy clearly states that specific documents such as the Strategic Plan, budget reports, audits, and self-evaluation, will be reviewed when evaluating the Executive Director's performance. And finally, the Evaluation Policy states that Trustees will receive all of the necessary supporting documentation before they complete the Executive Director's evaluation. I find APFC's Charter and Evaluation Policy are aligned with sound HR executive evaluative processes in that they reflect an organization's goals and key performance criteria that can be objectively measured. Then, reporting is put in place so thorough analysis can occur and collective decisions can be made based on objective evidence.

However, there is no indication that the Trustees followed the established Charter and/or Evaluation Policy. There is no record of the Trustees discussing Rodell's achievements against the plan, her management of budgets, her compliance with the Charters, Policies or other applicable protocols, or the performance of the Fund. In 2021, there is no evidence that the Trustees received any of the foundational documents provided for in Paragraph 8, p. 33 of the Evaluation Process prior to completing the 360 degree assessment. Subsequently, there is no evidence of these documents being discussed in the December performance evaluation meeting of the Trustees.<sup>11</sup>

Moreover, in 2021, all of the APFC staff were invited to complete the 360 degree assessment and

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<sup>11</sup> Paragraph 8 of the Evaluation Policy provides that the Vice Chair will distribute "a report from the Executive Director on achievements for the previous year," the strategic plan, budget, and the evaluation survey completed by Trustees. However, Mahoney offered that the focus of the December meetings was on the evaluation summary she had created. She stated that she brought the Strategic Plan but did not share it and that no other document, report or data was reviewed or discussed during these meetings.

yet none of these evaluators received any of these foundational or Charter documents prior to completing the 360 degree assessment. Therefore, these evaluators would have had limited to no visibility into AKPC's performance or Rodell's results or achievements prior to completing the assessment.

*Creation of proprietary assessments and solicitation of input is a process within itself.*

Assessment tools used for executives are often proprietary. Typically, vendors who provide evaluative services (whether they are about individual performance, customer perspectives, or worker satisfaction) will work with their clients to develop effective and relevant evaluative tools based on the objectives of the tool. For instance, if the tool is meant to be an indicator of customer retention, items on the tool will solicit information about loyalty, product satisfaction, perceived value, and likelihood of recurring investment. If the tool is meant to be an indicator of an individual's performance, it would typically include items such as goal completion, financial management, compliance, and demonstrated competencies.

When creating evaluative tools meant to measure an executive's performance, vendors often solicit things like organization's vision, mission, and values. This is because effective leaders should be aligning their decisions and behaviors accordingly. In addition, the vendor typically utilizes the measurable goals and objectives that had been assigned to the executive at the beginning of the rating period so that these expectations can be incorporated into the evaluation tool.

Finally, the vendor would typically collaborate with the client to identify what stakeholders would be evaluating the leader and puts into motion either instructions or training for these evaluators. This ensures a decent degree of consistency with and reliability with the tool.

The purpose of the 2020 survey is not clear from the records I reviewed, but it is clear that the 2020 360 degree assessment was not aligned with the express intent of APFC's Evaluation Policy. The 360 degree assessment makes no reference to strategic goals and objectives, makes no reference to special projects or initiatives, and makes no reference to compliance. While it indirectly references things like financial management, and reporting requirements/information to Board, it is not explicit. It is probable the 3<sup>rd</sup> party vendor assumed, like I would, that the other essential performance criteria outlined in APFC's Evaluation Policy were considered separately and that the 360 degree assessment would be one of many components of an executive evaluation. In 2021, there is no evidence that other essential performance criteria set forth in the policy were considered.<sup>12</sup>

In addition, while thoughtful consideration about evaluators and training of such evaluators may have occurred in 2020 when a 3<sup>rd</sup> party was used, there is no indication that proper preparation and execution occurred in 2021. Even though new Trustees were on the Board and additional stakeholders (direct reports and staff) were invited to complete the 360 degree assessment, there is no indication that any context, foundation, training or guidance was provided on how to respond to the survey.<sup>13</sup>

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<sup>12</sup> Mahoney offered that the only thing considered in the December 8 and 9 meetings was her summary with the exception of personal concerns about Rodell expressed by individual Trustees.

<sup>13</sup> The record indicates that an email was sent on November 9 inviting people to complete the survey. There are no effective instructions included in this email. Interesting to note is that the narrative says the results would be anonymous but then the next sentence states they will be shared with Rodell. In addition, the email states the results will be "the framework" of Rodell's review but doesn't explain what "framework" means.

*Evaluative process is flawed if feedback is flawed.*

An effective evaluative instrument solicits specific information and opinions from stakeholders likely to have direct knowledge or observation on the performance criteria or category. For instance, evaluations that are meant to be completed by an incumbent's superior will likely include categories or criteria that are inherently important to the superior. Similarly, evaluations that are meant to be completed by a customer will likely include categories or information that are inherently important to the customer.

360 degree assessments are challenged in this regard, as they need to be written for at least four different types of stakeholder: self, superior, direct report and other (typically customer or peers). That said, to mitigate any potential confusion, creators of these tools must ensure the items on the tool are carefully written. One way to do this is to make the categories quite specific or granular in nature and instruct the evaluator to skip any categories in which they have no direct knowledge or observation. Another way is to leave the categories fairly broad but allow the indicators within those categories to be ranked individually. Again, the evaluators would be asked to skip any in which they have no direct knowledge or observation. Some creators go as far to create specific "stakeholder statements" for each type of stakeholder; the item to be ranked would then be dependent upon the demographic of the evaluator. This is a complex solution but decreases the probability of ambiguity or bias in the results.

The 360 degree assessment used in 2020 and again in 2021 includes fourteen broad categories with numerous indicators under each category. There is no indication that the evaluators were given guidance on what to do if Rodell excelled at one of the indicators but struggled with another. The evaluator has to determine a rank for the entire category, not the specific indicators; this typically invites halo/horn bias.<sup>14</sup>

In addition, some of the 360 degree assessment's categories are most relevant to a particular type of stakeholder (i.e., Board Relations or Staff Development). It is unlikely all evaluators would have direct observation or knowledge about Rodell's performance in these categories, and yet they did not opt out of ranking the item.<sup>15</sup> Without direct knowledge or observations, evaluators ranks are likely based on hearsay, or misinformation, which makes the process, and subsequent results, unreliable and misleading.

*Mahoney's summary is not an accurate summary.*

While the 3<sup>rd</sup> party vendor, in 2020, offered the Trustees a complete report of raw comments, Mahoney did not do the same thing in 2021. Instead, Mahoney claimed she offered a valid summary. However, I find her summary to be inaccurate.

Mahoney's summary to the Trustees on December 6, 2021 was six pages long. The first page reads, "The following document represents a summary of the results of the 360 degree performance evaluation of Angela Rodell." A summary is a brief narration that articulates a larger collection of

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<sup>14</sup> The "halo" or "horn" bias is a form of rater bias which occurs when an employee is perceived to be highly competent or incompetent in one area, and the evaluator rates the employee correspondingly high or low in all areas.

<sup>15</sup> In the Categories and Indicators table found above, I put information about how many evaluators, if any, opted out of ranking that particular category. It is possible Trustees offered a rank when no direct observation or knowledge existed and, likewise, it is possible employees offered a rank when no direct observation or knowledge existed. verbatim.

data that gives the reader a comprehensive understanding of the central ideas or themes. However, Mahoney does not offer a brief narration. Instead, she offers eight bullet points that, on the face, articulate significant or key areas noted by the evaluators. But the remainder of the first page, and the next four pages, consist of comments provided in the survey organized by category. Almost all of the negative comments found in the raw data ended up on these pages, often verbatim. However, a fraction of the positive comments found in the raw data ended up on these pages, and when they do appear, they are summarized and/or diluted. Interesting to note is that most of the negative comments came from the same few evaluators.<sup>16</sup> However, Mahoney does not articulate this to the reader.

The raw data suggests that the majority of comments reflect positive opinions of Rodell. But Mahoney’s summary reverses the ratio and inserts more negative comments than positive comments. This gives the reader the impression that the overall perceptions of Rodell from evaluators were negative. Mahoney’s failure to offer any information to the reader about how many positive, neutral or negative comments were offered and her biased selection and paraphrasing of what comments were offered is incomplete and misleading. Because the readers did not get the raw data, they would be unable to reach an independent conclusion.

Finally, the last page of Mahoney’s report showed average scores for each category. These averages, when compared to the averages for the same assessment used in 2020, reflect marked improvement in all categories. However, Mahoney’s summary doesn’t reference any improvement.

<i>Category</i>	<i>2020</i>	<i>2021</i>
Strategic Development	3.42	3.56
Financial Leadership	3.28	3.35
Advocacy and External Relations	3.89	4.11
Board Relations	3.39	3.65
Organizational Culture (Collaboration and Teamwork)	2.89	3.42
Staff Development and Motivation	3.17	3.6
Internal Communications	3.06	3.48
Organizational Culture (Fairness and Equity)	2.94	3.48
Role Model and Change Agent	3.16	3.53
Problem Solving	3.44	3.78
Leadership Development (Self-development, accountability, etc.)	3.33	3.55
Systems Thinking	3.44	3.65
Internal Partnerships	3.0	3.35
Effective Communication	3.28	3.61

<sup>16</sup> Sessions are date/time stamped. Therefore, it is possible to identify comments from a particular evaluator.



Despite the obvious improvement in each category, and overall, an evaluation which showed an incumbent meeting most if not all expectations, Mahoney's report puts this information on the last page. The result is that the reader, who would have just read over four pages of mostly negative comments, would reasonably have already come to the unsupported conclusion that Rodell was not performing adequately.

Finally, Mahoney claimed to have increased the evaluator numbers in an effort to validate the results.<sup>17</sup> This, indeed, is a good strategy. Yet the failure to include numerous positive comments and no reference to Rodell's improvement in 2021 when compared to 2020 (based on ratings scores), cancelled the impact and the utility of including additional evaluators.

*Probable bias was not neutralized in Mahoney's summary.*

Typically, bias can be easily detected when comments are solicited either face-to-face, by phone or by video conference. When this type of communication occurs, the solicitor can see non-verbal and hear para-verbal cues.<sup>18</sup> In addition, during this type of communication, the solicitor has the opportunity to probe into generalizations, clarify emotionally charged words, ask for examples that may help support or justify a rank. All of this helps to identify and neutralize bias and, subsequently, enables a better summary of information. The 2021 360 degree assessment was not conducted in person, by phone or by video conference nor was it executed by an expert in this arena.

When written evaluative assessments are used and evaluators have the option of leaving or not leaving a comment, there is no way to clarify, probe or otherwise. That said, the reviewer of the data needs to look for trends, overly charged words or emotional words to ascertain whether a particular evaluator was bias and/or overly subjective. When reporting on the data, the solicitor can either report all raw data, redacted to ensure a degree of anonymity, or summarize the data after carefully considering any bias or outliers and adjusting the summarized narrative accordingly. Neither of these things appeared to occur in 2021.

In 2021, the online Survey Monkey evaluative assessment allowed the evaluators to offer written comments for each category. When referring to the date/time stamps, one can identify which comments were offered by a particular evaluator.<sup>19</sup> When I isolated these comments, I was able to detect probable biases with a few of the evaluators. Three examples are offered on the following table that shows excerpts of comments offered by three specific evaluators.

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<sup>17</sup> Mahoney, when asked about why more people were asked to complete the evaluative tool, claimed she wanted a more valid representation of stakeholders because it helped to validate the results.

<sup>18</sup> Non-verbal cues are how an individual looks while communicating. Rolling of eyes, smiling, gesticulation, etc. are examples. Para-verbal cues are how an individual sounds while communicating. Speed, volume, emphasis on words, etc. are examples.

<sup>19</sup> As stated earlier, sessions are date/time stamped. Therefore, it is easy to track the evaluator's movement through the survey.

Trustee (comments show probable personal bias against Rodell)	Investments (comments show probable bias against Rodell because of her attention to Operations)	Operations (comments show probable personal bias in favor of Rodell and degree of resentment towards Board)
<p>...does not embrace vision of Board</p> <p>...actively resists and undermines the Board and staff in areas in which she is not aligned</p> <p>...pushes her own agenda</p> <p>...information is controlled and manipulated</p> <p>...her relationship with the Board lacks trust and candor</p>	<p>...focuses more on operations than investments</p> <p>...resources are not allocated appropriately throughout organization. Budget is reallocated to areas based on CEO bias.</p> <p>...is more concerned with back office (operations) than investments</p> <p>...the obsession with support staff is not conducive to productivity and the achievement of objectives.</p> <p>...culture does not recognize that the Alaska Permanent Fund Corporation is an investment management company</p> <p>...inspires loyalty to a favored group of staff</p>	<p>...CEO is effective within the bounds set by the Board...is limited due to failure of Board to empower her.</p> <p>...affectively addresses issues via reporting and public meetings</p> <p>...communication strategy is effective and useful</p> <p>...CEO repeatedly informs the Board but isn't empowered...</p> <p>...changes are drastic and positive...</p> <p>...CEO is being tasked with the impossible...</p> <p>...particularly strong on exhibiting values of fairness, honesty and compassion</p> <p>...she has overseen a rapid expansion of assets...implementing AKPC's strategy...</p>

By noting probable bias, I am not suggesting the above comments are not valid or factual; I am merely suggesting that when one looks at the totality of the comments, it is not hard to identify that the evaluator may have a bias. In 2020, all of the raw comments were offered to the Trustees; the report organized them in the categories in which they were offered. There was no attempt to summarize or paraphrase; Trustees were given all the comments and could see the whole picture.

In 2021, this was not the case. Mahoney summarized and/or selected comments that, in her opinion, needed to be highlighted. Given the fact that Mahoney has no experience in the evaluative tools and assessments arena, and using her summary as reference, it is probable that Mahoney did not know she should neutralize probable bias in her summary and report.

For instance, had Mahoney looked for, isolated and neutralized the examples of bias I found above, her report may have included statements such as:

- “At least one Board member is concerned about the Executive Director’s candor and relationship with the Board.”
- “It was clear that at least one evaluator is concerned about the Executive Director’s attention to corporate operations.”
- “At least one evaluator believes the Executive Director’s efforts are sometimes challenged because of a perceived lack of empowerment from the Board.”

Mahoney’s summary report does not include any such comments and, instead, listed multiple negative statements, often verbatim, even though they were mostly offered by the same few people and, potentially, reflected bias against Rodell. Mahoney’s summary report also includes diluted and paraphrased positive comments. In addition, it includes only a fraction of positive comments and fails to articulate that numerous people from all demographics offered positive comments in favor of Rodell.

Mahoney’s summary report, unlike the report offered in 2020 by the 3<sup>rd</sup> party vendor, puts Rodell’s numerical rankings, which were positive and demonstrated improvement from previous years, on the back page.

Additionally, Mahoney did not provide other documents and reports to the Trustees to review either prior to completing the survey or during the Trustees meetings on December 8 and 9. She did not give the summary in draft form or solicit proposed changes or edits to the summary in order to “finalize it” as per the APFC’s Evaluation Policy. Instead, she submitted her summary report as if it was the final evaluation. Indeed, it is the one found on record.

## Conclusion

I find the APFC’s Charter and Policies adopt standard and reasonable executive evaluation criteria and processes. The Charter and Policies are written clearly and, because they appear to be updated consistently, are probably understood by the parties involved. Specifically, the Charter of the Executive Director is a clear and unambiguous document. It clearly articulates the duties and responsibilities of the Executive Director. Similarly, the Performance Evaluation Policy is clearly written and easily understood. It outlines the performance criteria to be considered when conducting the Executive Director’s annual performance evaluation and provides the process to be followed to ensure thorough and objective consideration of all performance criteria prior to the evaluation being finalized. Unfortunately, the Trustees did not follow the Charter or Evaluation Policies in evaluating Rodell in 2021 prior to terminating her.

The 2021 360 degree assessment focused on behaviors of Rodell, which is typical of a tool of this type. However, the assessment should have been part of a more comprehensive packet of information and should have been just one element of numerous elements used to evaluate Rodell.

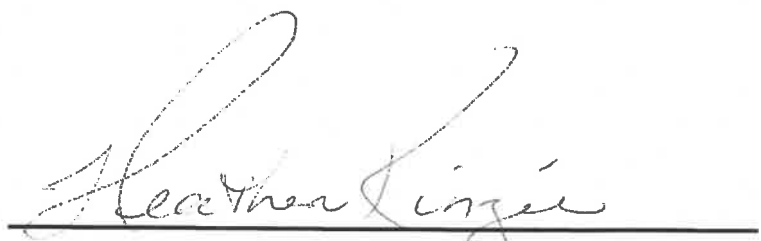


The 2021 360 degree assessment was written in such a way that likely caused confusion to the evaluator. While the decision to use a 360 degree assessment may have been well intended, evaluators were not given necessary context and/or instruction. The limitations should have been disclosed to the Trustees.

APFC's Evaluation Policy, was likely not written with a 360 degree tool in mind because it does not articulate how such a tool will be executed or how collective results will be evaluated. The Evaluation Policy is a typical and reasonable document; it would have been effective with a regular evaluative tool and if it was followed. However, the Trustees did not review all of the performance criteria set forth in the Policy prior to completing the 360 degree assessment.

Mahoney's summary report was created on December 6, two days prior to the Trustees meetings on December 8 and 9. It was not offered as a draft or subject to edits/modification, nor was it an accurate reflection of the evaluators' perceptions or rating of Rodell's leadership and performance. Mahoney offered that her summary was the only thing, outside of personal feelings about Rodell, that was discussed during those meetings.

Clearly APFC believes the Strategic Plan, budgets, projects and initiatives, compliance, etc. are significant indicators of success as they are explicitly referenced numerous times in APFC's Charters and Policies. One can reasonably conclude that these items are of critical importance to the success of the agency. And yet none of these elements were considered in the evaluative process for Rodell. The Trustees talked about a summary, which unfortunately was flawed, but they did not talk at all about Rodell's overall performance, the organization's improvements, the Fund's improvements, etc. This indicates that the intent of the APFC's Evaluation Policy was not executed.



Prepared by

Heather Kinzie, Chief Operating Officer, The STRIVE Group.

September 18, 2022

This document is prepared for Howard Trickey of Schwabe, Williamson & Wyatt, P.C. It should not be disseminated or copied without the expressed approval of H. Trickey.

# HEATHER KINZIE

## SUMMARY

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Over 20 years of experience specializing in organizational design and performance; leadership and workforce development; and employee and labor relations. Dedicated to promoting communication, collaboration and teamwork for business sustainability and growth.

## PROFESSIONAL WORK EXPERIENCE

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### **The Strive Group (9/16 – Present) and A Leading Solution, Anchorage, Alaska (4/07 - 9/16)**

#### *Partner and COO of The Strive Group and Principal/Owner of A Leading Solution*

- Serve as Project Manager or “Director” of a team approach to business consulting. Work with clients to identify their needs, identify consultants and subject matter experts with which to collaborate, develop a positive plan of action and facilitate the execution of the project accordingly.
- Provide consultation to various public and private sector employers with an emphasis on organizational design and effectiveness, policy and procedure development, process efficiencies, employee and labor relations, and compliance.
- Develop and provide a variety of training or coaching programs including topics such as leadership, Human Resources practices, communication, conflict resolution, and various employment law/compliance topics.
- Provide facilitation services to execute strategic planning, process improvement and employment engagement.
- Perform investigations, analysis and reports in response to workforce concerns or organizational ineffectiveness.
- As Partner and COO, work collaboratively with my colleagues and other key stakeholders to build a sustainable, profitable and reputable business.

### **Alaska Native Tribal Health Consortium, Anchorage, Alaska (3/06-3/07; and 6/03 – 3/05)**

#### *Human Resources Consultant*

- As an internal consultant, I performed various projects to improve effectiveness and efficiency of HR services and systems for both the consortium and other organizations with the Alaska Native Tribal Health System (ANTHS). Projects included but are not limited to:
  - development and presentation of numerous training courses and coaching programs;
  - audit and review of systems and facilitation for process improvement initiatives; and
  - creation, administration and delivery of customer satisfaction survey and subsequent gap analysis report.

#### *Human Resources Manager for two programs, Employee Relations and Recruitment and Retention*

- Developed applicable policies, standards and retention strategies.
- Served as a consultant and coach to managers and professional HR staff regarding performance management and retention, corrective action, organizational design, and business process analysis.
- Provided counsel to managers regarding organization’s strategic plan and balanced scorecard; assisted managers with identifying and communicating performance standards and programmatic objectives.
- Developed training for Managers and Supervisors regarding various HR, workforce process, leadership and compliance issues.
- Developed and managed a statewide recruitment business unit to support the ANTHS.
- Successfully worked with IT personnel to create and implement a web-based recruitment and referral database, trained both ANTHC staff and ANTHS HR professionals on the correct and efficient use of the system.
- Developed new process for nursing recruitment and selection and effectively reduced nursing vacancy rate from over 15% to less than 3% during this time.

### **The Growth Company, Anchorage, Alaska (3/05-3/06)**

#### *Senior Associate*

- Developed and provided training and coaching programs re: leadership, communications, HR practices, and compliance issues.
- Provided Human Resources consultation to various public and private sector employers.
- Provided facilitation services for strategic planning and workforce engagement.
- Perform investigations, analysis and reports in response to workforce concerns or organizational ineffectiveness.

# HEATHER KINZIE

## PROFESSIONAL WORK EXPERIENCE, CONT.

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### **State of Alaska, Anchorage and Juneau, Alaska (11/94 – 6/03)**

I began my HR career with the State of Alaska as a Personnel Assistant. Over the years, I held various positions of progressive responsibility including but not limited to the ones below. In lieu of listing duties and responsibilities, some key accomplishments are as follows:

#### ***Human Resources Manager***

- Promoted and led changes to increase organizational effectiveness and strengthen organizational culture by creating training seminars and facilitating discussion groups focusing on the organization's mission and vision.
- Promoted statewide employee and labor/management wellness program that significantly decreased department's grievance and complaint caseload.

#### ***Personnel Officer***

- Facilitated numerous discussion groups for supervisors and their staff on performance management, conflict resolution and procedural "reengineering" issues to resolve retention issues.
- Successfully negotiated resolution of numerous grievances and complaints.
- Presented effective management and supervision tools to ensure increases in discretionary performance. This resulted in a major change in overall job performance, morale and efficiency for the south-central region and was adopted by the leadership statewide.

#### ***Labor Relations Advocate***

- Served on the negotiating team for two collective bargaining contracts that resulted in three year contracts well within the Administration's monetary proposals and limits.
- Advocated for employer in contract interpretation and disciplinary grievances during arbitration by preparing case theory, opening statements, direct and cross examination and either oral or written closing arguments.
- Processed grievance and complaint caseload for nine separate bargaining units, averaging 45 cases/year. Successfully negotiated settlement for numerous cases prior to arbitration.

#### ***Recruitment and Retention Program Manager/Employee Resources Consultant***

- Researched innovative best practices and solicited input from key stakeholders regarding a new recruitment, application and recording system. Participated in a collaborative team to develop the platform and take it from the pilot stage to statewide implementation.
- Developed policies and procedures for the above referenced system by facilitating work sessions with thirteen state departments and training all Human Resources staff statewide. This collaborative effort resulted in a thorough, easy to understand manual and the necessary "buy-in" and acceptance of the new process.
- Assisted the team that ultimately had to defend the above referenced system to ensure statewide implementation.

## CERTIFICATIONS & EDUCATION

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### **B.S. Communications**

Towson State University, Baltimore Maryland

University of Maryland, Munich, Germany

## PROFESSIONAL AFFILIATIONS

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Past-President, Board Member, & Current Volunteer, ***Anchorage Society for HR Management***

Past Board Member, ***Alaska Performance Excellence Foundation***

Past Board of Examiners, ***Alaska Performance Excellence Foundation***

Rotary Member, ***Anchorage Downtown Rotary***