

Celestena Glover



August 1, 2023

Department of Administration  
Division of Human Resource Management  
Blasdel Building



Dear Ms. Peek,

I currently serve as the Interim Executive Officer for Public Employees' Benefits Program (PEBP) and perform the duties outlined in the announcement posted on July 28, 2023. In addition, I previously served as PEBP's Chief Financial Officer and am well versed in the requirements of fiscal oversight and management of the self-insured benefits program.

I have more than 20 years of service with the State of Nevada. Each position I held provided for progressively more responsibility and increased experience leading to my current position. During my previous employment and upon my return to PEBP I have proven that I possess the analytical, organizational and planning skills required to allow for a seamless transition from the Interim Executive Officer to the permanent position.

My experience includes an extensive background in management, budget analysis and statistical reporting. I have been responsible for developing and recommending budget proposals consistent with the needs of the department, making recommendations regarding budget and program changes, preparing written justifications for those recommendations, analyzing and reporting statistical data, analyzing expenditures to make accurate budget projections, and monitoring fiscal transactions to ensure compliance with applicable limits, regulations and statutes.

Further I am a member of PEBP's Executive team (as I was in the past) and have experience in the management of the program, public speaking, writing policy and procedures, regulations and reports, as well as production and workflow control, supervisory and management responsibility. These skills and experience were gained during my employment with the State of Nevada and in my military career.

I look forward to an opportunity to discuss how my diverse background and knowledge will benefit both the organization and its stakeholders.

Sincerely

A handwritten signature in blue ink that reads "Celestena Glover".

Celestena Glover

1. Describe your professional experience working with a diverse stakeholder group. Specifically, include your experience with any benefit program board of directors, active employee program members, retired program members, state legislative bodies and other elected officials.

My current position as the Interim Executive Officer requires, I work with many stakeholder groups to include the Governor's Office, legislative committees, non-profit organizations, program clients, senior management, plan participants, other stakeholder groups, agency vendors and the PEBP Board.

In my previous position as the Chief Financial Officer (CFO) for the Public Employees' Benefits Program I was also required to work with various stakeholder groups. Stakeholder groups included plan participants (employees, retirees and dependents) agency representatives, legislative committees, executive budget office, the Governor's Office and the PEBP Board. Information was provided to these groups in the form of written and verbal reports; testimony before the legislature, or via formal and informal correspondence written and verbal.

I worked with many of PEBP's vendors through participation in bi-weekly and weekly meetings with PEBP's third party administrator, enrollment and eligibility vendor, actuarial consultants, and auditor.

Previous positions held during my employment with the State of Nevada include Budget Analyst, Administrative Services Officer, Auditor, Management Analyst and Worker's Compensation Specialist each provided the opportunity to work with non-profit groups, Senior RX program recipients, employee groups, legislative committees, elected officials and private sector employers.

2. Describe your communication style with each of the following:

In all cases the subject matter of the communication would play a major role in the style I approach the communication whether written or verbal, formal or informal. In emergency situations a more directed or assertive approach may be needed. When trying to elicit feedback and buy-in I may select a more open style of communication by using a question and answer scenario, encouraging the exchange of ideas and open dialog between myself and those I am speaking with. In general, I try to use the communication style appropriate to the situation and most of all I am respectful and professional.

- Executive management team members and other professional staff  
In communicating with an executive management team or professional staff, (such as in staff meetings) I would be direct and to the point, but also encourage participation in the discussion to ensure that we all receive the same message and have the same understanding. I elicit feedback and attempt to get the individuals' buy-in for new concepts and projects. I believe the executive and/or professional staff are experts in their areas and don't require a detailed level of explanation that might appear as if I am talking down to them or not taking their understanding of the subject matter into account.
- Program Board of Directors  
In communicating with a Board of Directors, I would take into consideration the diverse background the board members may have. Communications will often be written so would include high level summaries that provide sufficient detail so that the Board understands what topic is being communicated Board members should be treated in a similar manner as the Executive/Professional staff as they too bring a certain level of knowledge and expertise to the table and should be treated accordingly. I would further attempt to elicit multi-way

communication to allow for an exchange of ideas and to ensure that staff is providing sufficient information to allow the Board to conduct their business.

- Elected Officials –

In communicating with elected officials, I would consider that they may or may not be familiar with PEBP's program as they are responsible for making decisions about many programs and issues and are not experts in our field. In both verbal and written communication, I would avoid the use of technical jargon and be detailed but concise. Written communication would include a high-level summary of the topic with sufficient detail to provide the necessary information for elected officials and legislative committees to carry out their business. As appropriate I would schedule one-on-one meetings with the elected official and/or their staff to have a more detailed discussion. At all times my manner would be respectful and professional

- Other member constituencies

In communicating with other member constituencies, I would consider my audience, taking into account the purpose of the meeting or report being provided. As with the elected officials I would refrain from using technical jargon and/or acronyms that may not be familiar to the group or individual I am addressing. In most cases meetings with member constituencies would either be information to the member as in training or workshop sessions or requested by the member to discuss ideas or concerns. I believe that both types of meetings should allow for an exchange of ideas and the asking and answering of questions. I would try to be clear in my responses and patient when dealing with those individuals that may have a more difficult time understanding PEBP's program or the topic of discussion. This would be the case for any group or individual whether meeting in person or through written communication.

3. Describe your budgetary and financial management experience for self-insured benefit programs in the public (i.e., state or local government) setting.

As the Chief Financial Officer for PEBP I was responsible for overseeing and supervising the fiscal operations of the agency budgets of approximately \$490 million dollars annually, serving approximately 41,00 employees and retirees as well as 25,000 dependents. In this capacity I served as the fiscal advisor to PEBP's Executive Officer. Other responsibilities include:

- Budget development and management
- Projecting revenues and expenses for current and future fiscal years
- Recommending and preparing budget amendments (during the legislative session and in the interim)
- Preparation of the quarterly budget reports and presentation to the PEBP Board
- Preparation of the quarterly utilization reports
- Coordination of the annual financial statement audit with PEBP's independent auditors and related presentations
- Work with PEBP's actuarial consultants to develop annual plan rates and present recommendations to the PEBP board.
- Monitor and maintain positive cash flow (revenue and expenditures) of the program.
- Develop and/or revise policy and procedures.

4. Describe the approach you would take in working with the PEBP Board to set benefit plan design priorities.

My approach in working with the PEBP Board to set benefit plan design priorities is to first and foremost have an open dialog with the Board about the Board's expectations and the needs of the program. I take into consideration the feasibility of plan design changes to include disruption to participants, ease of implementation, and the cost to both the plan and the participants. Based on the Board's input as well as that of staff and plan participants I will conduct the necessary research with the assistance of staff and vendors to determine the feasibility of plan design ideas. The results of the research along with recommendations will be brought back to the Board for their consideration and approval. Once priorities have been identified I will develop a plan of action including timelines and benchmarks to ensure those priorities and goals are accomplished. This action plan would be flexible enough to revise timelines or adjust for potential obstacles that may be encountered during the process. Continued exchange of ideas and communication with and to the PEBP Board, staff and plan participants would be imperative to ensure the success of the action plan.

5. Please include a description of your management and leadership style, along with recent successes and why they were successes.

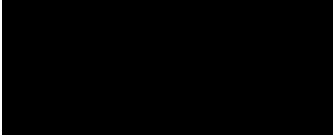
My management and leadership styles are best described as adaptable - in that my style will change for a given situation. In most situations I use a combination style in that I provide guidance and direction to staff while at the same time allowing staff to voice and develop their own ideas as to the outcome of a task. This provides staff buy-in and allows them to own the end goal or product. However, when the situation dictates, I will take on a more directive approach. This is generally when the situation is critical, and time does not allow for the exchange of ideas but dictates immediate action. An example of this requirement is when an emergency occurred in the office that required directing staff to take certain actions. During this time everyone remained calm, the appropriate steps were taken, and the situation was resolved without confusion and in a minimum amount of time. My actions proved that I am able to take quick action while remaining levelheaded. I attribute this ability to my many years in the United States Air Force which required I perform a job, while following laws and regulations in times of conflict and/or emergencies.

6. Describe your philosophy on the development of staff and the successes you have had with this approach.

My philosophy for the development of staff includes discussing with them their individual goals and objectives and asking questions. Where do they themselves in the short term or the intermediate term and ultimately beyond? How do their goals fit within the makeup of the organization and how can I help them reach those goals? I have found that those individuals that are motivated by career advancement will have a plan in mind and I will do what I can to assist in carrying out that plan. In other cases, the individual may not be as certain about what career path they are headed toward and what the best course of action may be. Again, I would have discussions and ask questions to hopefully help them identify the direction they wish to head. Something as simple as suggesting they try for a promotion at a different state agency when the opportunities are limited in their current organization

may be what it takes to open avenues for advancement. This may require someone to move out of their comfort zone and a certain level of encouragement to convince that individual that they are capable of taking the leap. In other cases, it may be returning to school and completing degree or certificate programs that will allow that person to meet the qualifications along with their work experience. In the past I have assisted certain employees in stepping out of their comfort zone and those individuals have gone on to obtain promotions with the state and continue to work toward their ultimate goals.

## **Celestena A. Glover**



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### **Qualifications**

More than 30 years' experience in diverse and varied positions including more than 6 years as the Chief Financial Officer for the Public Employees' Benefits Program, and my recent appointment as the Interim Executive Officer for the Public Employees' Benefits Program.

### **Experience**

Public Employees' Benefits Program — *Interim Executive Officer*

May 2023 - Present

Manage the overall operations of the health, prescription drug, dental and life insurance programs as well as the voluntary benefits for State and non-State employees, retirees as well as their dependents. Provide the PEBP Board with the expertise necessary to make informed decisions on the operations of the Program to insure it is run in a fiscally reasonable, responsive and transparent manner. Oversight and management of a staff of 34 which includes the Operations Officer, Chief Financial Officer, Quality Control Officer, In-house Counsel, the Executive Assistant and their respective staff.

- Plan, organize, research and analysis of program and plan needs. Develop recommendations for plan design changes based on the current marketplace and the strategy outlined by the PEBP Board.
- Interpret Nevada Revised Statutes and Nevada Administrative Code.
- Present reports and recommendations to the PEBP Board at its meetings
- Testify before the Legislature, Interim Finance Committee and Board of Examiners
- Represent PEBP and manage the public relations and communications activities with participants and other stakeholders.

Public Employees' Benefits Program — *Chief Financial Officer*

August 2012 - February 2019 (Retired)

- Fiscal advisor to the Executive Officer
- Manage the fiscal operations of PEBP, including:
  - Budget planning, development, projection, analysis and management
  - Contracts management.
  - Assist contracted auditors and the Controller's Office in the preparation of the annual financial statements.
  - Assist actuarial consultants in the development of the annual plan rates, present at PEBP Board meetings and to various bodies including the Governor's Finance Office, Legislative Council Bureau and the Legislature.

- Prepare various reports and present to the Board of Examiners, Interim Finance Committee and the Interim Retirement and Benefits Committee.

## **Education**

University of Phoenix — *Bachelor of Science in Business Administration*

July 2006, Reno, NV

Community College of the Air Force— *Associate of Applied Science in Information Systems Management.*

January 1989, Castle Air Force Base, CA

## **Military Service**

United States Air Force , April 1977 - December 1991

Air National Guard, December 1991 - April 1998

## **Other Employment**

Nevada Department of Administration, Budget Division — *Budget Analyst 4*

August 2010 - August 2012

- Biennial budget review and preparation
- Interim budget oversight and management
- Analyze and prepare agency requests and items that require the review and approval of the Board of Examiners and Interim Finance Committee
- Provide technical support in the development, preparation and monitoring of budgets for assigned state agencies.

Nevada Department of Health and Human Services, Division of Healthcare, Financing, and Policy — *Administrative Services Officer 2*

October 2009 - August 2010

- Manage accounting functions including:
  - Develop, document, implement, monitor and revise internal accounting controls.
  - Interpret and apply state and federal accounting and financial management requirements.
  - Act as primary fiscal liaison with other state and federal agencies
  - Resolve complex financial accounting issues.
  - Review documentation and give final approval for provider payments, draws, and advance payments.
  - Determine accounting treatment and transaction flow of new transaction types.
  - Perform most complex accounting tasks.

**Nevada Department of Corrections — *Budget Analyst 2 and 3***

February 2007 - October 2009

- Budget management - develop long and short-range objectives, allocate agency resources, prepare periodic revenue and expenditure projections Review cash balances, analyze funding availability for proposed expenditures.
- Develop budget requests - explain statutory requirements, provide fiscal guidance, analyze requests, recommend additions, deletions and reductions, prepare written justification and summary statements.
- Conduct statistical analysis, develop and maintain spreadsheets, databases, and tables to enhance automated budgetary systems and create periodic reports.
- Review and revise agency policy and procedures.

**Nevada Department of Motor Vehicles — *Management Analyst 2 and 3***

November 2001 - February 2007

- Monitor performance indicators, analyze, and draw conclusions to establish baselines.
- Prepare statistical reports for the Division Administrator, Deputy Director, Governor and Legislature.
- Prepare, develop, monitor, and maintain the division's biennial budget.
- Contracts and facility management - analyze agency needs, negotiate terms and conditions of contracts and leases. Coordinate building maintenance for state owned and leased facilities through contracted vendors and building owners.
- Develop, review, and revise agency policy and procedures and forms, draft language for appropriate regulations.
- Budget management - develop long and short-range objectives, allocate agency resources, prepare periodic revenue and expenditure projections.

**Nevada Department of Health and Human Services – *Auditor*, May 2001 to November 2001**

**Nevada Department of Personnel - *Personnel Analyst*, July 2000 to May 2001**

**Nevada State Industrial Insurance System - *Workers Compensation Program Specialist*, September 1997 to July 2000 and *Administrative Assistant*, December 1996 to September 1997**

**Department of Corrections - *Administrative Assistant*, July 1995 to December 1996**