



**DISTRICT OF COLUMBIA
WATER AND SEWER AUTHORITY**

Board of Directors
Human Resources and Labor Relations Committee
Wednesday, January 13, 2016
11:00 a.m.

1. Call to Order.....Bradley Frome
Vice Chairman

2. Union Topics (See Attachment)Union Presidents
Frank Walton, (Secretary), AFSCME 2091
Michele Hunter, NAGE R3-06
Barbara Milton, AFGE 631
Jonathan Shanks, AFGE 872
Calvert Wilson, AFGE 2553

3. Operator Certification Training Program (DDCS).....Charles Kiely
Assistant General Manager,
Customer Care & Operations

4. Achieving Excellence - CDL Discussion Update.....Charles Kiely
Assistant General Manager,
Customer Care & Operations

5. Executive Session – To discuss personnel matters pursuant to D.C. Official Code Section
2-575(b)(10)Bradley Frome
Vice Chairman

6. Adjournment Bradley Frome
Vice Chairman

* The DC Water Board of Directors may go into executive session at this meeting pursuant to the District of Columbia Open Meetings Act of 2010, if such action is approved by a majority vote of the Board members who constitute a quorum to discuss: matters prohibited from public disclosure pursuant to a court order or law under D.C. Official Code § 2-575(b)(1); contract negotiations under D.C. Official Code § 2-575(b)(1); legal, confidential or privileged matters under D.C. Official Code § 2-575(b)(4); collective bargaining negotiations under D.C. Official Code § 2-575(b)(5); facility security under D.C. Official Code § 2-575(b)(8); disciplinary matters under D.C. Official Code § 2-575(b)(9); personnel matters under D.C. Official Code § 2-575(b)(10); proprietary matters under D.C. Official Code § 2-575(b)(11); decision in an adjudication action under D.C. Official Code § 2-575(b)(13); civil or criminal matters where disclosure to the public may harm the investigation under D.C. Official Code § 2-575(b)(14), and other matters provided in the Act.

From: Barbara Milton

Sent: Wednesday, December 30, 2015 9:18 PM

To: Linda Manley

Cc: Leroy Staten; Michelle Hunter; 'bink0329@gmail.com'; frank.walton2091@gmail.com; barry.carey; Kevin Jenkins; Jonathan Shanks; George S. Hawkins; Mustaafa Dozier; Denise E. Mitchell

Subject: Union Agenda Items for the January 13, 2016 Meeting with the HR Committee

Union Topics:

The five (5) Local Unions would like to discuss the following issues and topics:

1. The need to form a labor management partnership program at DC Water because there is a poor labor management relationship.
2. Failure to timely pay an arbitrator – example of poor labor management relationship at DC Water. This is the first time in the history of the Authority that an arbitrator had to contact FMCS, the Union and the General Manager seeking Authority payment for their services regarding an arbitration case at DC Water. After contacting the General Manager, the arbitrator was paid.
3. A discussion on the direction of the Authority and the impact it will have on bargaining unit employees.
4. What are the reason(s) the Authority is requiring new licensing: CDL and certifications.
5. Follow up on the Board's instruction to the General Manager to review jobs that require a CDL and report back to the Committee on positions that require CDLs, what they are trying to accomplish with the added flexibility, how it relates to the employee's compensation; and how to address some of the concerns raised by the Unions regarding CDL being required for positions that do not operate or work on CDL equipment or vehicles and older employees. See the April 2, 2015 Board Minutes, section titled HR/Labor Relations Committee (*page 4, third paragraph*).
6. Discussion on the Civil Service Retirement Buyout for employees at DC Water. The Unions have not been informed about this buyout proposal that is before the Board for consideration.
7. If management gives a presentation to the Committee about a wastewater certification program at DC Water/Pumping Division, the President of AFGE Local 2553 will give a response.

8. The minutes for the HR Committee meetings are not on the website for the DC Water/HR and Labor Relations Committee under Board Meeting Minutes and Agendas. No HR and Labor Relations Committee minutes listed for 2014-2015.

Submitted on behalf of the five (5) Local Unions that represent employees at DC Water.

Thanks,

Barbara J. Milton, President

AFGE Local 631



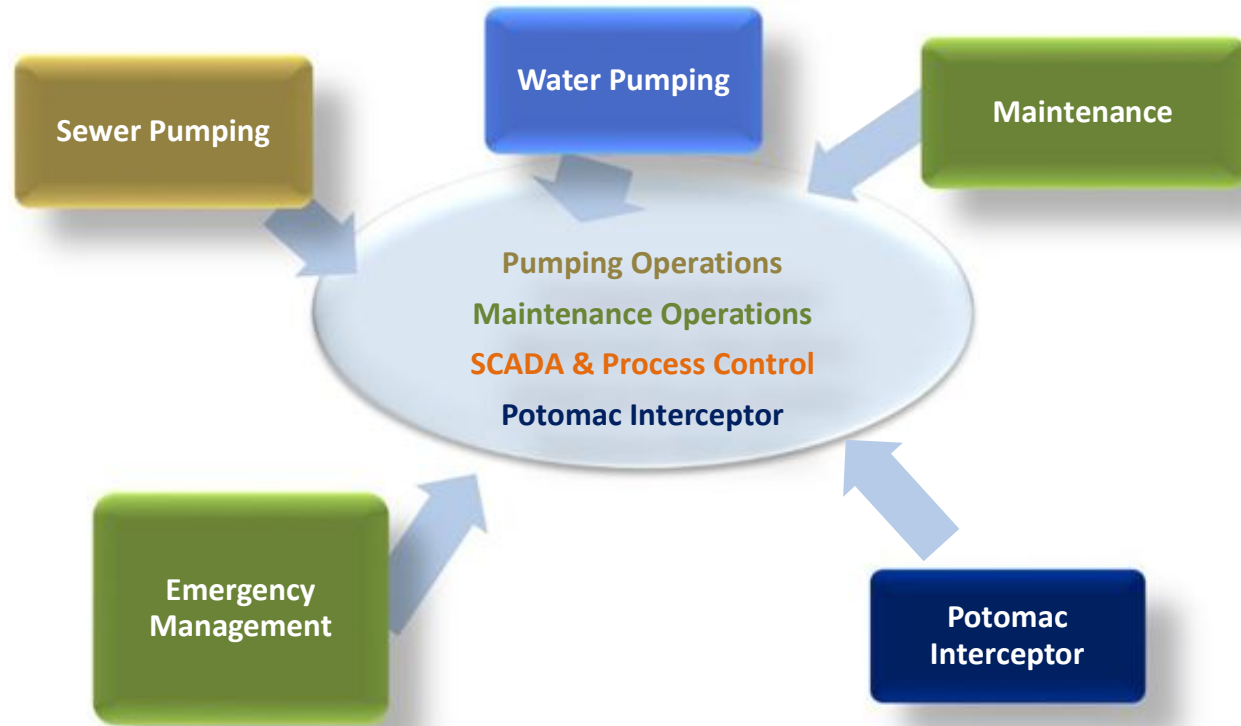
Operator Certification Training Program

Department of Distribution and Conveyance Systems
(DDCS)



Distribution and Conveyance Systems

November 2014



Opportunities for Sustainability

“The whole is greater than the sum of its parts”
-Aristotle

Strategy Driving Business: Creating Success



Operator Certification Notice

Management was clear from the start of discussions with union leadership on proposed organization changes back in 2010 that we intended to establish a certification requirement for system operators required by every city, town, territory and tribal authority in the United States outside of Washington, DC.

Why?

Because operators must demonstrate the appropriate skills, knowledge and abilities to make the correct process control decisions needed to meet water quality standards.



Training

- The Maryland Center for Environmental Training (MCET) at the College of Southern Maryland was selected as the training organization because of their expertise in the field.
- MCET has 30+ years of experience in providing environmental, health and safety related training sessions across the Mid-Atlantic Region.
- In 2014, MCET delivered 279 training courses to 3,369 trainees specific to wastewater treatment and collection, and water treatment and distribution.





Training

- MCET recommended an assessment test be given to the operators to better tailor a training program for the group.
- Based on this assessment two training programs were provided:
 - Course #1 – A 24-hour Wastewater Collections Training Program.
 - Course #2 – An 8-hour Wastewater Collections Examination Preparation Course





Schedule

- The operators were organized into two groups:
 - Group 1: Tuesday between 10am – 2pm
 - Group 2: Tuesday between 3pm – 7pm
- Six different training sessions were scheduled between February 24th 2015 and June 2, 2015.
- Two exam prep sessions were scheduled for May 26th & May 28th 2015.
- Two groups:
 - Course #1 Dates: 2/24, 3/10, 3/24, 4/28, 5/12, 6/2
 - Course # 2 Dates: 5/26 & 5/28



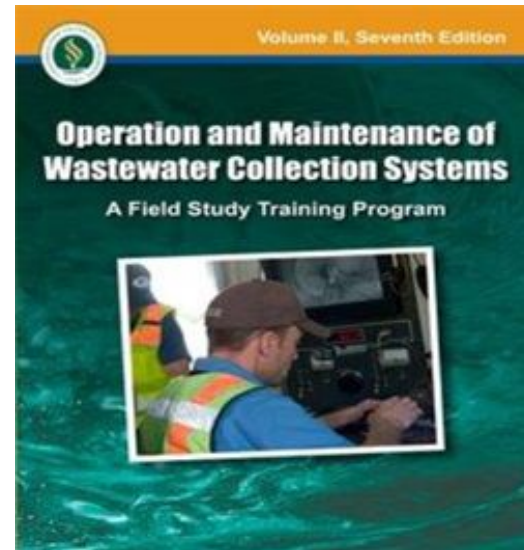
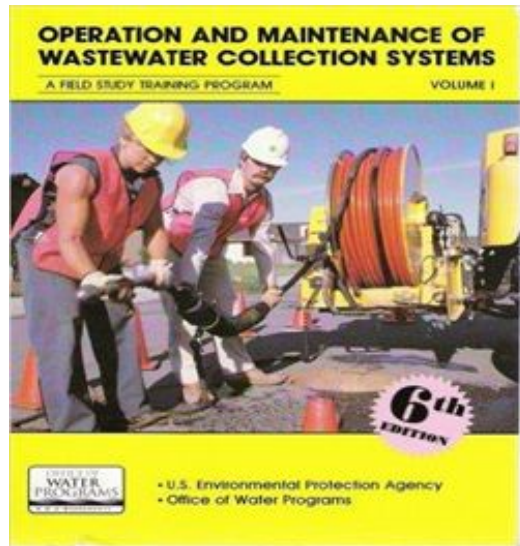
Instructor

- Edgar Jones, PE (Virginia).
- 45 years of experience in the water and wastewater industry.
- Conducted training sessions on behalf of MCET since 1982.
- Has developed 20 water, wastewater, and storm water courses for water and wastewater operators in Maryland, The District of Columbia, and Virginia.



Course materials



- Operations and Maintenance of Wastewater Collection Systems, Volumes 1 and 2 were provided by MCET.





Course Feedback

Sample Feedback Form

Please write legibly so your comments can be recorded accurately.

Please complete this evaluation and return it to the presenter at the conclusion of the program.
Rate each item from 5 (highest rating) to 1 (lowest rating).

	High		Low
1. Were the objectives of the program stated clearly?	5	4	3 2 1
2. Did the instructor present the material in an interesting way?	5	4	3 2 1
3. Was the subject covered thoroughly?	5	4	3 2 1
4. Were audiovisual materials used effectively?	5	4	3 2 1
5. Were the handouts useful?	5	4	3 2 1
6. Was adequate time allowed for questions?	5	4	3 2 1
7. Do you believe this program will help you do your job better?	5	4	3 2 1
8. Would you recommend this program to a colleague?	Yes No		
9. What aspects of this program did you find most helpful?	<i>all</i>		
10. What changes in this program would you recommend?	<i>None</i>		
11. Why did you attend this seminar?	<i>certify</i> <i>Information to get</i>		
12. How do you plan on using the information you learned today?	<i>on the job</i>		
13. What other training topics would you like MCET to make available to you?			
14. Please share any additional comments or suggestions:	<i>None</i>		



Course Feedback

- The average rating from the 12 respondents who participated in the final training session on June 2nd regarding the technical aspects of the training provided by MCET were:

Question	Average Score out of 5
Were the objectives of the program stated clearly?	4.7
Did the instructor present the material in an interesting way?	4.7
Was the subject covered thoroughly?	4.6
Were audiovisual materials used effectively?	5.0
Were the handouts useful?	4.9
Was adequate time allowed for questions?	4.8
Do you believe this program will help you do your job better?	4.4



Training Results

- Six of the original 16 employees who were required to participate in the training and sit for the certification examination **PASSED** after completing the MCET training
- Five of the original 16 employees only marginally participated because they are exempt from certification as a requirement for their job due to years of service.
- Five of the original 16 employees where certification is a requirement for their jobs failed to register for the examination to our knowledge.



Next Steps

- Same course material will be provided to 10 employees who currently do not possess a Level 1 Operators license.
- Employees will be required to take the certification examination upon completion of the training.
- A third preparatory course may be provided in mid-March for those employees who fail the examination
- In the event employees fail the second examination:
 - Employees listed as exempt because of 20 plus years of service will remain in their current position
 - Employees that are non exempt must find another position for which they meet the minimum qualifications or they exit the Authority.

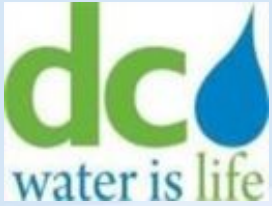


Achieving Excellence CDL Discussion Update



**Human Resources and Labor Relations Committee Meeting
January 13, 2016**

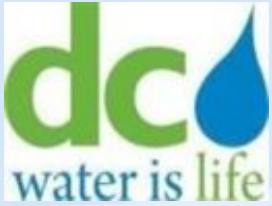




AFGE Local 872 Letter to Committee in 2015

Union Leadership asserts: *Investigation, Fire Hydrant, Water Quality, Technical Support, Flushing Valve Control and Valve Divisions do not have CDL vehicles within their divisions.*

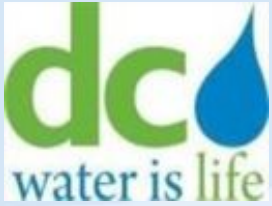
- ✓ Job descriptions are not defined by “divisions” and several of these “divisions” do not operate fully staffed 12-months a year
- ✓ Job descriptions are broadly defined encompassing critical functions in support of the maintenance and repair of the linear assets.



AFGE Local 872

Reasons for Change

- Leverage synergies during peak demand periods
- Lower our overall cost of service
- Competitive with our peers
- Position descriptions and CDL requirements consistent with surrounding jurisdictions and our own Department of Sewer Services
- DC Water has consistently made the CDL training available to all employees for career advancement and a means to hire from within.



The Main Issue

872 Leadership's Model - Divisions

Investigation



Valves



Hydrants



Water Quality



Repair

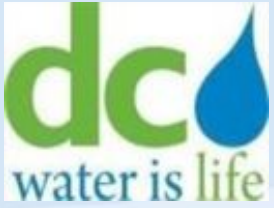


Management's Model

Operate, Repair and Maintain Water Distribution Network

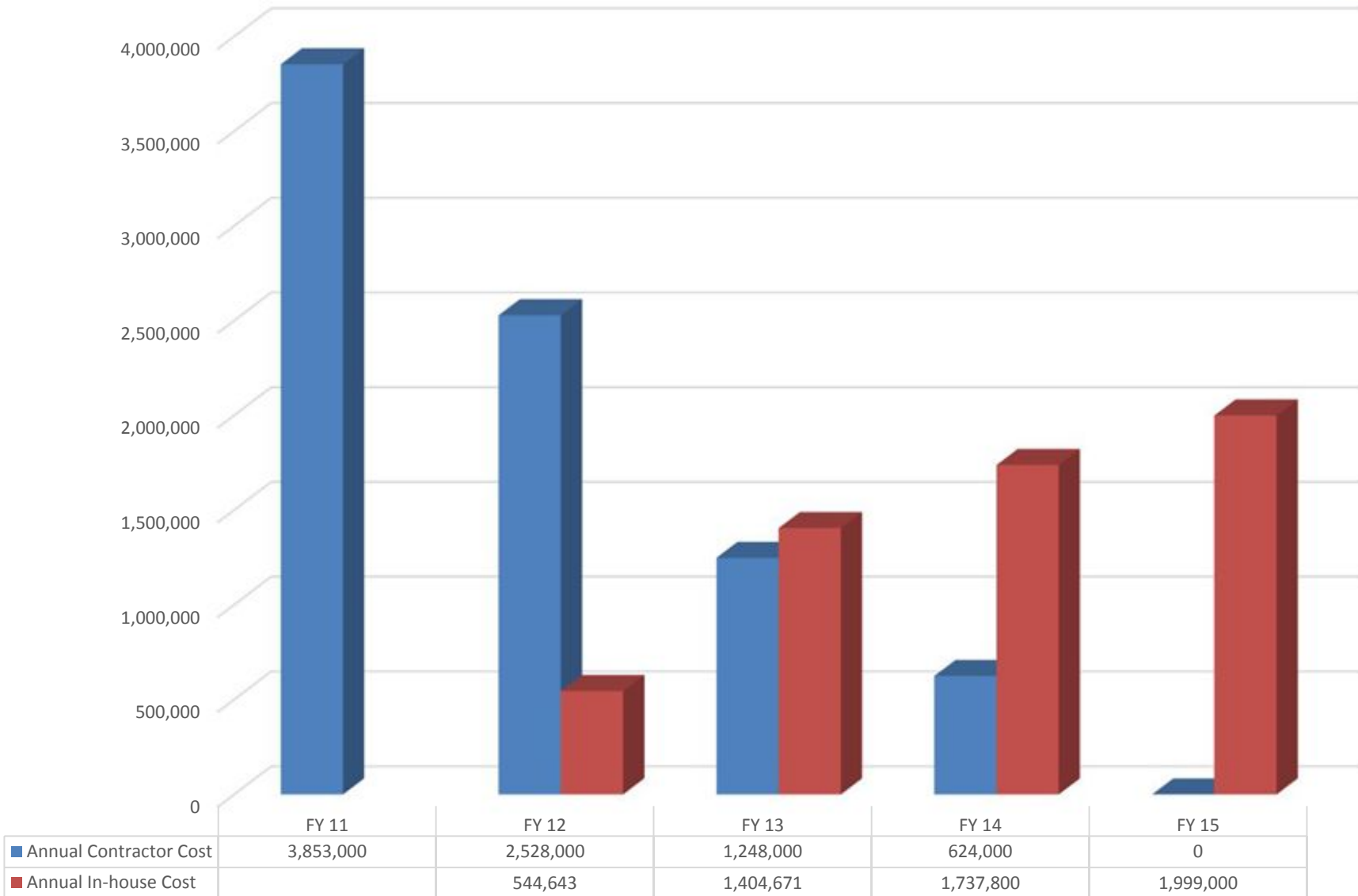


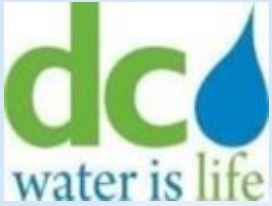
- Customer Responsiveness
- Preventative Maintenance
- Corrective Maintenance
- Strategic Replacement
- More jobs – lower cost of service



AFGE Local 872

CIP Support





AFGE Local 872 Letter to Committee

The letter also references that “... the Agency is now requiring that these division drivers have CDL licenses in order to maintain their jobs.

✓ No one has lost their job since the changes were made in 2011. However, the changes made did create promotional opportunities

Position	New Hire	Internal Promotion	Other	
Leader Worker/CDL	1	7	0	
Water Services Worker 11/CDL	0	4	0	
Water Services Worker 10/CDL	2	19	2	
Water Services Worker 8/CDL	25	3	2	
TOTAL	28	33	4	65

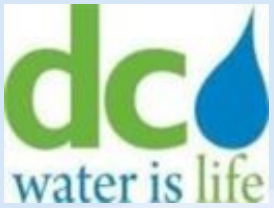


Committee Meeting Follow up Local 872

July 8, 2015

1. Committee requested the number of positions that now require a CDL as a result of this change.
 - i. As of Dec. 2015, there are 32 positions filled w/out CDL out of 140 or 23% (excluding entry level) where new hire would require a CDL.

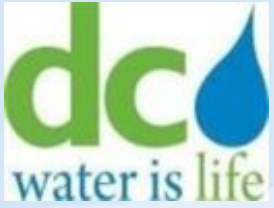
2. Committee raised concerns about the worker's ability to maintain medical requirements and for staff to consider alternative job eligibility.
 - I. Challenges:
 - i. The expectation to maintain the employee in their current position and salary
 - ii. Meeting the minimum qualifications for an alternative job when a medical condition prevents driving or working in the street for that matter when applicable.
 - II. Opportunities
 - i. Tuition reimbursement
 - ii. Learning and Development
 - iii. Walk In My Shoes Program



Committee Meeting Follow up Local 872

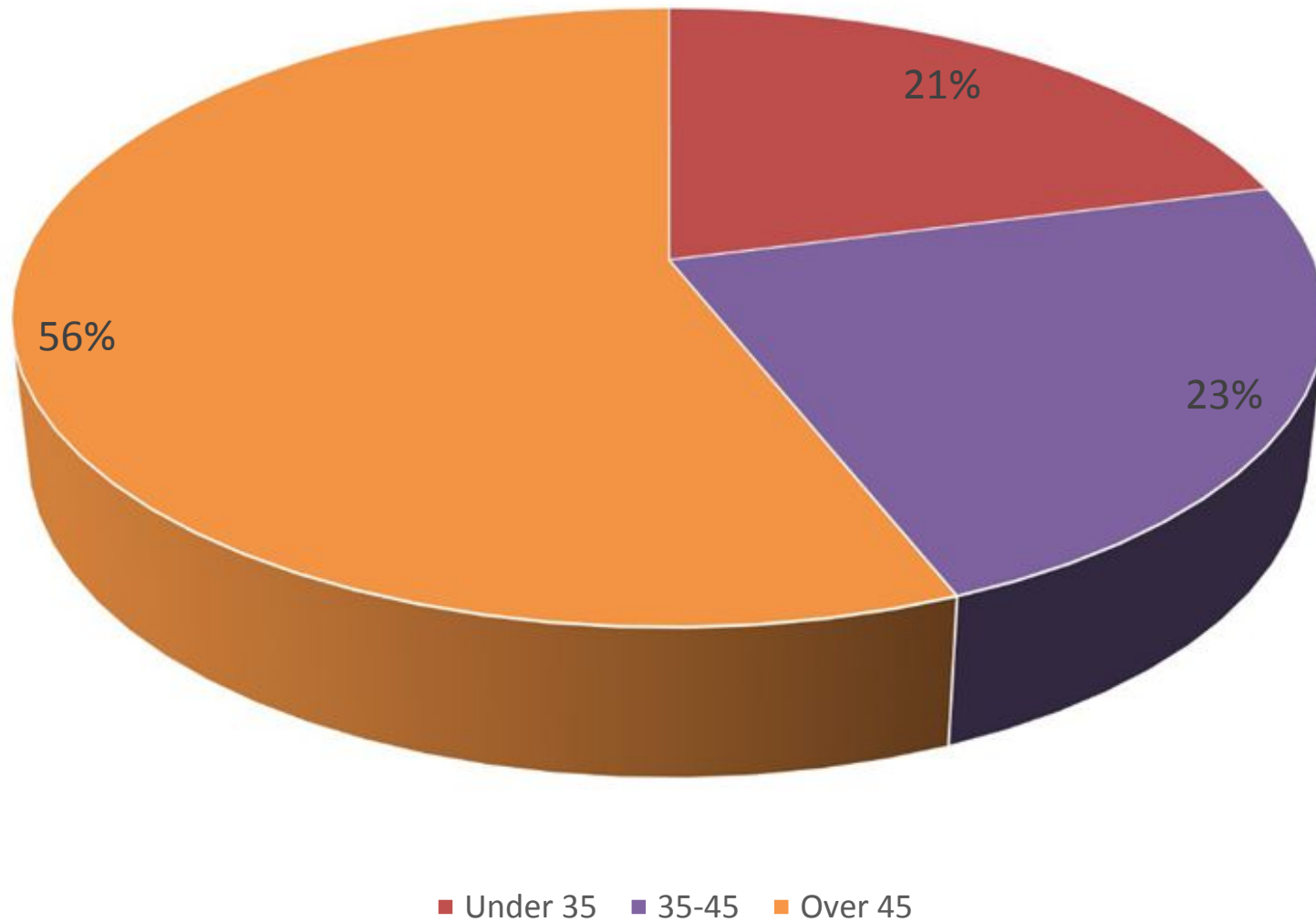
July 8, 2015

Committee requested executive team to conduct demographic analysis on CDL trends

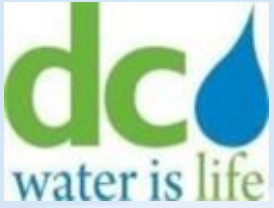


CDL Demographics

CDL Age Demographics

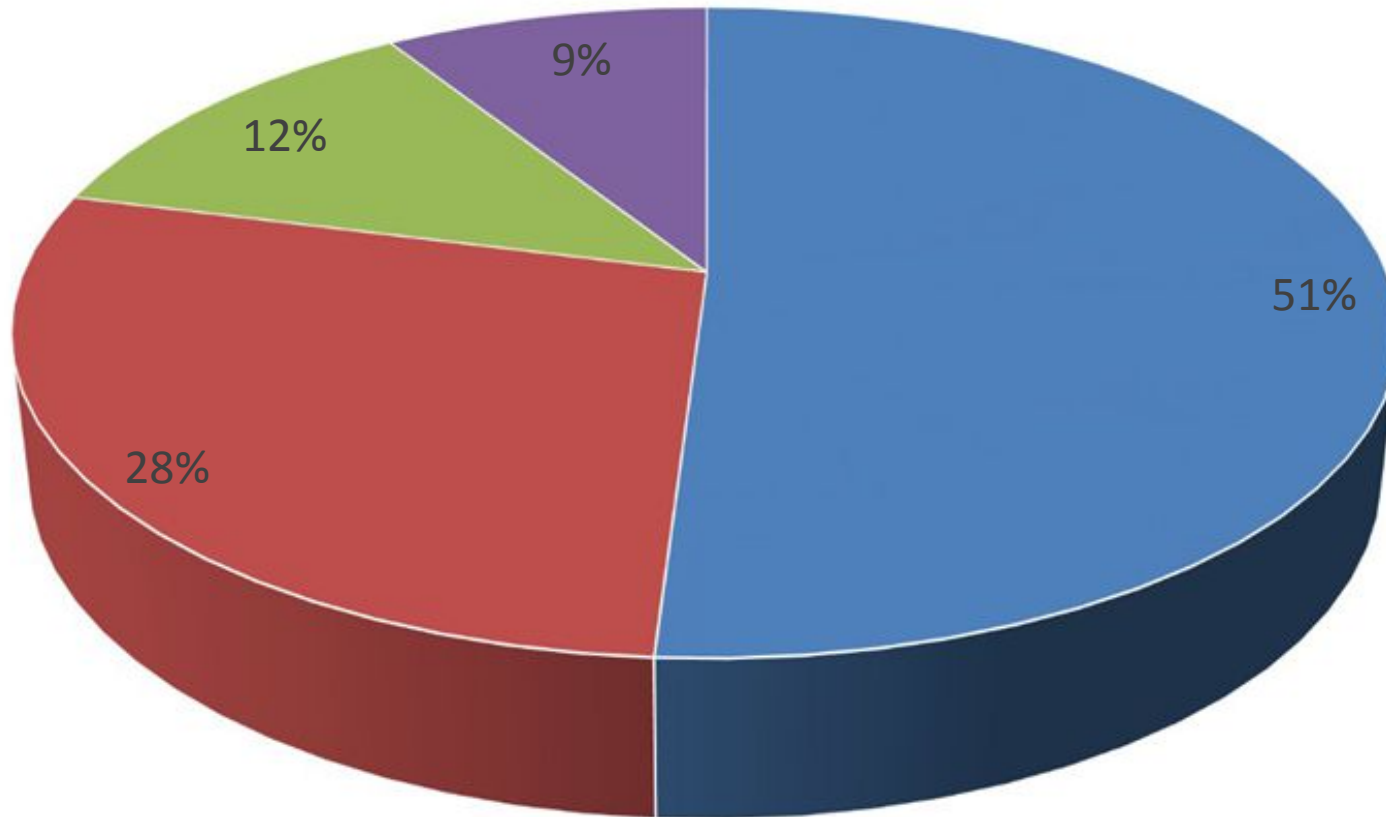


Source: American Transportation Research Institute



CDL Demographics Training Trends By Race

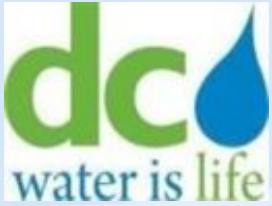
CDL Race Demographics



Source:
Education Department

■ White ■ African American ■ Hispanic ■ Other

≈ 8% are women



AFGE Local 872 Position Committee Meeting September 9, 2015

Union Leadership asserts:

- A number of 872 members are older and have health issues making it difficult for them to maintain their CDL.
- The number of CDL vehicles and the number of employees required to hold CDLs is superfluous.



AFGE Local 872 Position Committee Meeting September 9, 2015

Fact

- There have been NO employees come forward with health related issues where they could not pass the CDL medical but could pass a fitness for duty examination
- The relationship between the number of service orders, the number of vehicles and the Authority's ability to assign qualified resources is not superfluous.
- There are many trade type positions in the Authority that do not require a CDL. Employees are encouraged to bid on these positions as they become available especially if age or health becomes a concern.
- Employees are encouraged to take advantage of Learning and Development Training to assist in their later career development



Going Back to 2011 Does Not Address The Challenges of Tomorrow

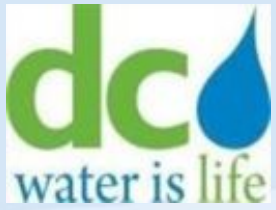
Key Challenges

- Ageing Infrastructure
- Decreasing consumption
- Aging workforce
- Increasing operations / maintenance cost

Focus

- Capture synergies to reduce cost of service
- Leverage expanding workforce to be more responsive to customer needs
- Reduce reliance on contractors
- Spatial Schedule Optimization to enable “while in the neighborhood “ scheduling





Nor does it address our customers' need and expectations

