



**DISTRICT OF COLUMBIA
WATER AND SEWER AUTHORITY**

Board of Directors

**Human Resources and Labor Relations
Committee Meeting**

Wednesday, September 11, 2024
9:30 am

**Microsoft Teams Meeting
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[Click here to join the meeting](#)

Meeting ID: 233 620 850 15

Passcode: onxWhG

Or call in (audio only)

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Phone Conference ID: 938 907 364#

1. Call to Order.....Jed Ross, Chairperson
2. Roll Call..... Michelle Rhodd, Board Secretary
3. Union Topics..... Union Presidents
 - Kevin Poge, AFSCME 2091
 - Michelle Hunter, NAGE R3-06
 - Barbara Milton, AFGE 631
 - Jonathan Shanks, AFGE 872
 - Calvert Wilson, AFGE 2553
- a) What is the Authority of the Board's HR Committee
 - b) Employee Morale is Extremely Low and Employees are Leaving DC Water
 - c) DC Traffic Tickets Issued to DC Water Vehicles
 - d) Continued Problems with Oracle
 - e) Elimination of Telework Under the COO
 - f) ADA Requests for Reasonable Accommodations
4. [HR Report](#) [Amber Jackson, Acting Chief People & Talent Officer & EVP](#)
5. Executive Session*.....Jed Ross, Chairperson
 - To discuss collective bargaining negotiations under D.C. Official Code § 2-575(b)(5)
6. AdjournmentJed Ross, Chairperson

This meeting is governed by the Open Meetings Act. Please address any questions or complaints arising under this meeting to the Office of Open Government at opengovoffice@dc.gov.

¹The 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 certain matters, including but not limited to: matters prohibited from public disclosure pursuant to a court order or law under D.C. Official Code § 2-575(b)(1); terms for negotiating a contract, including an employment contract, under D.C. Official Code § 2-575(b)(2); obtain legal advice and preserve attorney-client privilege or settlement terms under D.C. Official Code § 2-575(b)(4)(A); collective bargaining negotiations under D.C. Official Code § 2-575(b)(5); facility security matters 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); third-party proprietary matters under D.C. Official Code § 2-575(b)(11); train and develop Board members and staff under D.C. Official Codes § 2-575(b)(12); adjudication action under D.C. Official Code § 2-575(b)(13); civil or criminal matters or violations of laws or regulations where disclosure to the public may harm the investigation under D.C. Official Code § 2-575(b)(14); and other matters provided under the Act.



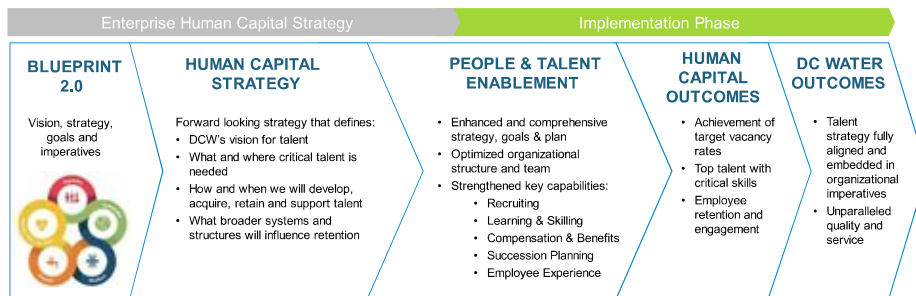
Human Resources and Labor Relations Committee Meeting - HR Update

September 11, 2024

DC Water’s Enterprise Human Capital Strategy is a forward-looking strategy around our talent that defines how the Authority will attract, develop, and retain the right talent with the right skills in the right jobs at the right time. As we bring these elements together, not only will we achieve critical human capital outcomes, but we will best position our employees to deliver on our organizational mission. Bringing all this together, we’ve laid the groundwork in the initial phases of the EHCS this past year, and we now look forward to implementation which we’re mobilizing currently.

Enterprise Human Capital Strategy (EHCS)

Our human capital strategy provides a roadmap for how the Authority will attract, develop and retain the right talent with the right skills in the right jobs at the right time.



As part of this Strategy, DC Water has prioritized five initiatives to advance key enterprise-wide organizational capabilities, including within People & Talent (P&T). P&T’s Suite of Services consists of Talent Management, Talent Acquisition, Compensation, Benefits, and the HR Business Partner Teams. The following prioritized initiatives are aligned with the execution of Blueprint 2.0 and represent the first part of the Enterprise Human Capital Strategy implementation roadmap:

- Career Framework and Compensation Assessment Program
- Succession Planning
- Performance Management
- Talent Acquisition Streamline
- Enterprise-wide Fulfillment Analysis (See Future Ready Skills Graphic Below)

There are external pressures that are impacting our teams and talent – it is critical, now more than ever, that we invest in Team Blue. The following information provides an update to the overview summary provided on May 8, 2024

I. Benefits

During the June 6th Board of Directors meeting, approval was given on the renewal of the Staff Model Health Maintenance Organization (HMO), Kaiser Foundation Health Plan. Direct negotiations enabled DC Water to secure rate caps at or below industry projections for the two base years with an option to negotiate caps for the additional three years.

Through comprehensive health and retirement programs, employees are ensured full health coverage and able to be prepared for retirement.

DC Water offers group health insurance benefits to eligible employees. There are three medical plan options, two dental plan options, and one vision plan option. Based on the current number DC Water of employees, below are the average participation percentages in each plan.

Carrier	Participation Percentage
Cigna OAP Medical	30%
Cigna OAP In-Network Medical	27%
Kaiser Permanente	31%
Cigna DPPO	59%
Cigna DHMO	33%
National Vision Administrators	93%

DC Water also offers robust retirement plan options. The organization contributes 7% to our 401(a) Defined Benefit plan of all eligible employees’ base pay and will match up to 5% of our 457(b) plan. Based on the current number of participating DC Water employees. Below are the average participation percentages in each plan.

Plan Type	Participation Percentage
457(b) Pre-Tax	94%
457(b) Roth	13%
Employees Contribution 5%+	65%

Benefits Award

On May 30, 2024, DC Water was honored with a 2024 goDCgo Transportation All-Star Award during the group’s 2024 awards ceremony. The award specifically recognizes the Authority’s People and Talent team for offering a commuter subsidy option as an employment benefit for Authority employees. goDCgo is an initiative of the District Department of Transportation (DDOT) that encourages the use of adoption of sustainable transportation practices.

II. Compensation

DC Water is committed to fairly compensating all employees. DC Water’s compensation approach is designed to support sustained and competitive salary growth through various compensation activities

to include promotions, reclassifications, merit, and bonus pay for non-union employees, bonuses for union employees, internal pay equity (people), pay equity (grade) adjustments, and the establishment and maintenance of competitive pay structures (i.e. salary ranges).

P&T initiated the launch of a Career Framework and Compensation Assessment Program – Classification & Compensation Study. This initiative focuses on non-union employees compensation and enterprise-wide career framework and commence in 2024 to achieve the following key business objectives:

- Ensure fairness in DC Water’s compensation for all employees;
- Enhance DC Water’s existing compensation philosophy and approach to reflect current market conditions and competitiveness with comparable organizations regionally and nationally;
- Implement career paths that supports a performance-oriented culture; and
- Provide flexibility to respond to economic, organizational and talent demands.

Project Status & Update

High Level Overview



-Mercer met with DC Water Stakeholders, conducted a job architecture workshop, and presented proposed job architecture framework based on the review and analysis of DC Water organizations and job descriptions.

DC Water is scheduling follow-up meetings with DC Water Key Stakeholders to determine if any additional job families should be added or revised.

III. Talent Acquisition

Based on DC Water’s Advancing Blue goal to improve, guide, and optimize performance, Talent Acquisition aims to provide a more strategic and proactive approach that focuses on building a strong talent pipeline to build teams with a diverse set of skills, knowledge, and backgrounds.

Beginning in FY-24, Talent Acquisition filled a total of 172 positions to date – 54% were external hires and 46% internal hires. There are seventy (70) positions actively under recruitment as of September 1, 2024.

Filled Positions FY-24 (10/01/2023 to 09/01/2024)			
	External	Internal	Total
October	10	5	15
November	5	5	10
December	8	13	21
January	13	14	27
February	7	12	19
March	7	8	15
April	10	4	14
May	6	6	12
June	7	8	15
July	16	2	18
August	4	2	6
Total Positions	93	79	172
Percentage Totals	54%	46%	

IV. Talent Management

Advancing Blue’s goal is to improve, guide, and optimize DC Water’s performance in support of Blueprint 2.0. Collectively, when we are all focused on achieving our organizational goals, we are set up to continuously improve and deliver organizational excellence. Aligning our team and individual efforts with the Authority’s mission, vision, values and our strategic imperatives is critical to DC Water’s success.

Internship Expo

- For Summer 2024, we had the pleasure of hosting 44 talented interns from diverse academic backgrounds, ranging from sophomores to graduate students. These interns were selected from a competitive pool of over 500 applicants, representing colleges from around the world. During the 12-week internship period, interns contributed to seven divisions across the Authority. Their time with us culminated in the Intern Expo, where they showcased their skills, creativity, and what they learned to Authority executives and leaders. The Expo also offered a valuable opportunity to assess our interns beyond their technical competencies,

allowing us to observe their proficiency in presentation, communication, and interpersonal skills.

In addition to the Expo, we enriched the intern experience with team-building events, professional development workshops, tours, and more, fostering a sense of connection to the Authority and its mission. This program serves as a vital component of our talent pipeline and aims to encourage interns to pursue long-term careers with DC Water. The 2024 Summer Internship Program has already yielded tangible results, with some interns transitioning into contractor roles at the Authority.



Advancing Blue Performance Management:

- Beginning FY-24, DC Water has launched the implementation of a performance management process that enables a culture of continuous performance feedback that ensures the growth of DC Water’s employees performance success and drives its organizational strategic Imperatives.

Advancing Blue Timeline	
Oct 1	Performance Cycle Begins
Feb-Mar	Identify SMART Goals
May-Jun	Mid-Year Check-Ins
Sept 30	Performance Cycle Closes
Oct-Nov	End-of-Year Evaluation Period

Performance Management Accomplishments FY24 YTD	
Timely Goal Setting Training Completion Rate	96%

Goal Creation and Approval Rate	100%
Mid-Year Check-in Completion Rate	100%

Succession Planning:

- FY 24, People and Talent has implemented a succession planning process that is transparent, cultivates equity and trust in the process, and helps employees see potential career trajectories for their role. Our goal is to have development plans created for all high performing successor candidates by September 2024.

Tuition Assistance/Reimbursement:

- All full-time employees who have been with DC Water for at least a year are allowed up to \$5,000 to use towards degree seeking programs and/or external training that is related to the work we do at DC Water. FY24 year to date we have 105 employees who have taken advantage of this benefit. The table below captures the total cost and participation rate.

Metric	FY24 YTD
Total cost of external training	\$159,455.48
Total # of employees participating in external trainings	61
Total cost of tuition assistance/reimbursement	\$163,332.83
Total # of employees participating in tuition assistance/reimbursement	82

Training:

- We can continue to develop and grow our employees through enterprise-wide learning and development opportunities. Training metrics are captured in the table below.

Metric	FY24 YTD
Total # of employees completing online training	647
Total # of employees completing instructor-led training	963

V. P&T Transformation and Operations

- A critical component of P&T's Transformation and Operations is the HR Business Partner (HRBP) Role. DC Water's HR Business Partners serve as trusted advisors and operate as internal consultants assigned to Cluster leaders and business units. They collaborate with the

leadership team to understand and execute the organization's human capital strategy particularly as it relates to current and future talent needs, recruiting, retention, succession planning and performance management. The HRBP team is frequently the first point of contact with internal stakeholders and can have the greatest influence on the organization's strategic human capital success, including employee engagement and retention.

- The prioritized staffing goal began in FY24 to fill nineteen (19) FTE vacancies. Sixteen (16) vacancies have been filled, with two (2) onboarding by the end of September 2024. There is one (1) position pending approval, as a backfill from a recent promotion. This position will be under recruitment once approved.

P&T KPI's & Metrics:

Metric	Target	Apr-24	May-24	Jun-24	Jul-24
Vacancy Rate ₁	6%	6.2%	9.2%	12.1%	10.9%
Temporary Alternative Duty Program (TAD) ₂	50% of WC claims eligible for TAD program	70%	66.6%	75%	79%
Self Identified Veterans (Active) ₄		26	26	26	28
Female Workforce (Active) ₅		22.4%	22.7%	22.8%	23.2%

Turnover metrics:

Year	2020	2021	2022	2023	YTD2024 (Annualized)
Involuntary	0.58%	1.01%	0.78%	1.97%	1.64%
Voluntary (Resignation, Retirement)	4.08%	4.15%	5.77%	5.55%	6.27%
Other	0.25%	0.55%	0.10%	0.09%	0.45%
Total Turnover Rate	4.92%	5.71%	6.65%	7.61%	8.36%

*AWWA Benchmark: 7% turnover rate

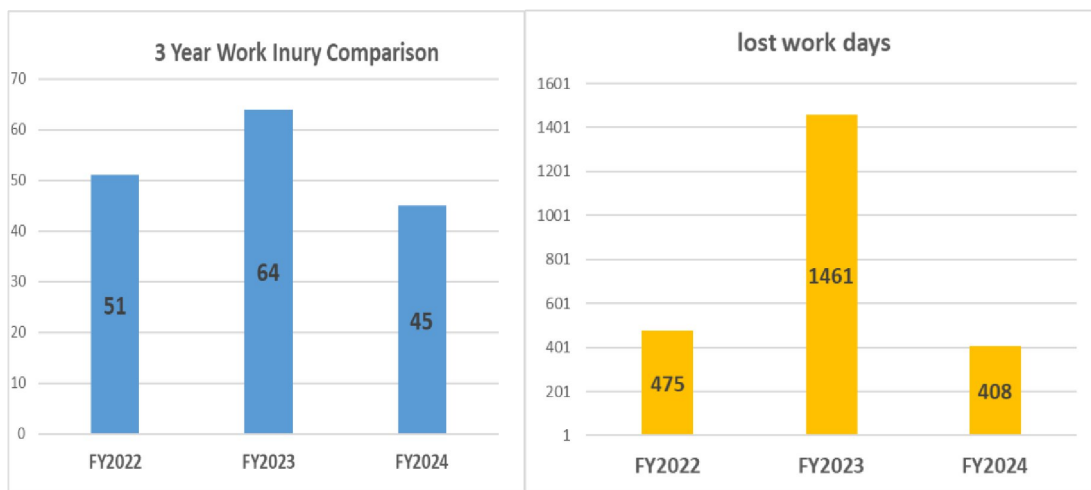
VI. Labor Relations and Compliance Programs

DC Water's Labor Relations and Compliance Department strives to advance DC Water's Blueprint 2.0 imperative of Healthy, Safe and Well through proactive programs and initiatives to mitigate risk

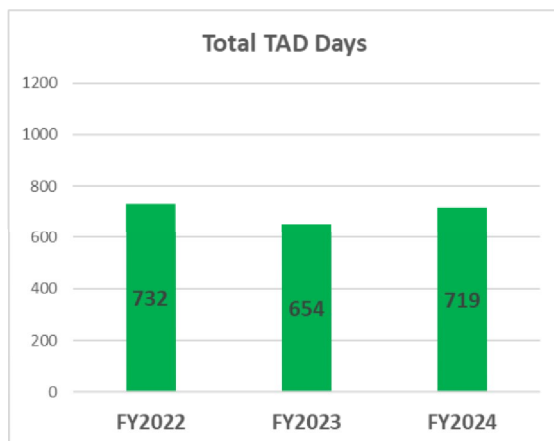
to our employees. As a result of these efforts, we have continued to see our Workers' Compensation program data trend in a positive direction while reducing lost workdays for our employees and allowing them to return to work sooner and healthier if they are injured. Additionally, we offer a number of robust programs to ensure employees remain well and if they are out of work due to a variety of reasons they do not need to worry about having adequate leave to take care of themselves and their families because they can take advantage of Paid Parental Leave and also Voluntary Leave donations. These and other programs administered by the Department are invaluable to DC Water's workforce and continue to make DC Water an employer of choice.

Workers' Compensation Metrics – Fiscal Year

The Stretch and Flex Program assisted with reduction of claims overall and severity of injuries reported and reduced length of time away from work due to injury.



TAD Program allows DC Water to reduce the number of lost workdays by accommodating employees with medically cleared temporary restrictions and bringing employees back sooner.



In 2022, DC Water implemented paid parental leave, where eligible employees may receive up to 8-weeks of paid leave to care for a child after birth, placement of child for adoption and foster care.

Paid Parental Leave Yearly Total Report				
Bargaining Units	2022	2023	2024	Unit Totals
AFGE 2553	0	2	0	3
AFGE 872	0	1	3	4
AFSCME 2091	1	6	4	11
AFGE Local 631	0	0	7	7
NAGE R3-06	0	0	0	0
Non-Union				
	8	15	1	27
Yearly Subtotal	9	24	8	52

***Yearly report for all employees who were approved for Paid Parental Leave.**

DC Water offers a Voluntary Leave Donation (VLD) program to eligible employees who have been confronted with a serious health condition or a catastrophic event and lack the leave to cover such a condition or situation.

VLD REQUESTS	Fiscal Year 2023 Totals	Fiscal Year 2024 Totals (YTD)
Number of Recipients	9	6
Number of Donors	31	25
Number of Hours donated	1390	996.5