



**DISTRICT OF COLUMBIA  
WATER AND SEWER AUTHORITY**

Board of Directors

**Human Resources and Labor Relations  
Committee Meeting**

Wednesday, January 22, 2025  
10:00 am

**Microsoft Teams Meeting**  
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Phone Conference ID: 414 107 882#

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
  - Ray Huffman, AFGE 2553
  - a) Labor Management Communication Breakdown
  - b) Communication and Interference with our Ability to Represent our Members
  - c) Pay Increase and Bonus Notification
  - d) Contracting Out Union Work
  - e) Fitness for Duty Process
  - f) Inauguration Holiday
  - g) Sick Leave Coding
  - h) Reclassification of WWT Operators
  - i) Meeting with David Gadis and Shawn Brown
4. [HR Report ..... Keith J. Lindsey, Chief of Staff and Chief People Officer & EVP \(Acting\)](#)
5. Executive Session\* .....Jed Ross, Chairperson
6. Adjournment .....Jed 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](mailto:opengovoffice@dc.gov).*

<sup>1</sup>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 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.



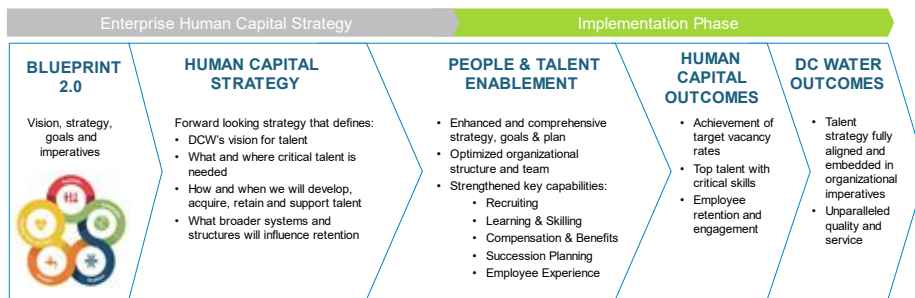
## Human Resources and Labor Relations Committee Meeting - HR Update

January 22, 2025

DC Water’s Enterprise Human Capital Strategy (EHCS) 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. We’ve laid the groundwork in the initial phases of the EHCS this past year, and we now look towards implementation.

### 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 Acquisition, Compensation, Benefits, Talent and Development and Strategic Workforce Planning led by the HR Business Partners. The following prioritized initiatives are aligned with the execution of Blueprint 2.0 and represent the first year of execution and building the foundation for Human Capital Strategy execution.

- Hire and align key P&T staff to elevate the function; providing transformative services to employees at DCW:
- Career Framework and Compensation Assessment Program
- Succession Planning, development and training
- Enhanced Performance Management processes
- Streamline Talent Acquisition processes
- 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 November 14, 2024

**I. Benefits**

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 of DC Water employees, below are the average participation percentages in each plan.

Carrier	Participation Percentage
Cigna OAP Medical	30%
Cigna OAP In-Network Medical	21%
Kaiser Permanente	31%
Cigna DPPO	59%
Cigna DHMO	34%
National Vision Administrators	92%

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	75%
457(b) Roth	9%
Employees Contribution 5%+	67%

Wellness Participation

DC Water’s Wellness Programs saw great participation across various events designed to promote employee health and wellbeing. Below is a summary of the key events and participation numbers:

Event	Participation Number
Self-Care Workshop	171
Flu Shot Clinics	119
Health Fair	270
Annual Physicals (As of 11/5)	77
Completion of Health Risk Assessment (As of 11/5)	56

Overall, the P&T sponsored Wellness programs successfully engaged employees to commit to their physical and mental safety and we look to bring more opportunities to the program next year.

## 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.

We have successfully updated a total of 214 job descriptions as part of our ongoing project. This milestone reflects our commitment to ensuring that all roles are accurately defined and aligned with current organizational needs.

Departments	JDs Completed As of 10/28/2024	JDs Completed As of 11/28/2024	JDs Completed As of 12/23/2024	JDs Completed Yearly
Administration	33	0	5	38
Customer Experience	0	0	2	2
Engineering	5	2	0	7
Finance, Procurement, and Compliance	2	0	0	2
Government and Legal Affairs	2	0	0	2
Independent Offices	4	0	0	4
Marketing and Communications	6	0	0	6
Operations	16	9	4	29
People and Talent	13	1	46	60
Varies	2	2	0	4
Accenture Project	60			60
				0
<b>Totals</b>	<b>143</b>	<b>14</b>	<b>57</b>	<b>214</b>

The Compensation team has completed the process of updating union employee rates in the system for FY24 and FY25. This includes collaborating with various departments (Finance, Payroll, Systems, and Oracle) to ensure union employees are paid within 30 days of the signed CBA.

### 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.

In FY-24, Talent Acquisition filled a total of 179 positions throughout the Authority – 54% external hires and 46% internal hires. Additionally, in FY-24, there was a prioritized hiring initiative for our People & Talent department, which resulted in the onboarding of 20 external hires and 5 promotions for a total of 25 positions filled.

Since the start of FY-25, Talent Acquisition has filled a total of 33 positions throughout the Authority – 55% external hires and 45% internal hires.

<b>Filled Positions FY-25</b> <i>(10/01/2024 to 12/31/2024)</i>			
	<b>External</b>	<b>Internal</b>	<b>Total</b>
<b>October</b>	<b>4</b>	<b>11</b>	<b>15</b>
<b>November</b>	<b>6</b>	<b>1</b>	<b>7</b>
<b>December</b>	<b>8</b>	<b>3</b>	<b>11</b>
<b>TOTAL</b>	<b>18</b>	<b>15</b>	<b>33</b>
<b>Percentage</b>	<b>55%</b>	<b>45%</b>	

Currently, we have a total of 58 positions actively under recruitment.

<b>Positions Under Recruitment by Division</b> <i>(as of 12/31/24)</i>	
Administration	9
Information Technology	1
Operations and Engineering	30
Finance & Procurement	10
Marketing and Communications	5
People & Talent	3
Government & Legal Affairs	0
Independent Offices	0
<b>TOTAL</b> <b>Positions Under Recruitment</b>	<b>58</b>

### **Talent Acquisition Process Improvements/Initiatives:**

- **Recruitment Services Integration within Oracle** – continuously working with our Systems Team and external Oracle support team (AST) to integrate recruitment processes and external vendor services within Oracle in effort to leverage Oracle as a full-service platform for our recruitment process. Our offer letters and background check process have already been integrated. Currently assessing integration capabilities regarding our pre-assessment skill testing platform.
- **Hiring Manager Surveys** – hiring manager surveys will be launched in FY-25 to measure the satisfaction of the hiring managers regarding the hiring process.
- **Hiring Manager/Panel Interview Training** – partnering with Learning & Development on developing mandatory interview training for hiring managers and qualified panel participants. Once finalized, we are looking to roll out training in early 2025.

### **IV. Learning and Development**

In FY 2024, our Learning and Development team achieved significant milestones, including the successful relaunch of Succession Planning. This transparent process fosters equity and trust, helping employees visualize potential career trajectories while ensuring DC Water is prepared for future changes and can meet its goals and objectives. Additionally, we implemented a new Performance Management Process, which achieved 100% participation and attendance in training workshops for both managers and employees. This initiative showcased a strong commitment to leadership and fostered active participation from employees, ultimately enhancing our organizational culture.

Mission: Driving Success through Continuous Learning

Our mission is to promote a culture of continuous learning and improvement by offering dynamic training and development opportunities. We aim to empower employees, align with organizational values, and drive business impact, ensuring the Authority remains at the forefront of the utility industry.

Vision: Inspiring Transformative Learning

We aspire to inspire and engage the Authority through diverse and innovative learning resources, driving organizational and professional growth. Our vision is to be the catalyst for a culture of continuous improvement and strategic alignment, enabling employees to excel and contribute to the Authority's success

**Advancing Blue Performance Management:**

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%
End of Year Evaluations Submitted	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. We have 82 critical positions, and 164 successors identified.

**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 161 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	\$160,695.48
Total # of employees participating in external trainings	61
Total cost of tuition assistance/reimbursement	\$191,675.23
Total # of employees participating in tuition assistance/reimbursement	100



**Training:**

- We will continue to develop and grow our employees through enterprise-wide learning and development opportunities.

Metric	FY24 YTD
Total # of employees completing online training	1160
Total # of employees completing instructor-led training	963
Mandatory Compliance Training Completion Rate	100%

**V. HR Business Partners (HRBP)**

The HRBP Team partnered with department leadership and Budget to review vacant positions, identifying opportunities for more efficient headcount management while still meeting operational needs. The recommended changes in headcount will be reflected in the FY26 Budget. The HRBP Team will continue to work with the departments to progress and fill the remaining vacant positions in conjunction with the broader P&T team.

Vacancy Rate (as of November 30, 2024)

Metric	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24
<b>Vacancy Rate+</b>	12.1%	10.9%	11.3%	9.6%	9.8%	8.7%

KPI Definition	Business Relevance
<p><b>+ Vacancy Rate = 1 – (Filled Positions / Total Headcount); then converted into a percentage</b></p> <p><b>Total Headcount = Budgeted Headcount – Vacancies Greater than 180 Days Old</b></p>	<p><b>This KPI measures the organization's vacancy rate related to vacancies that are in the process of being filled (i.e., under management review before recruitment -OR- under recruitment)</b></p>

Vacancy Rate has steadily declined as positions are filled and turnover rate holding steady around 7-8%. The recommended changes in headcount resulting from the FY26 Budget Planning Process referenced above will greatly reduce the Vacancy Rate and will be reflected in next month's report.

The HRBP Team will also play a significant role in the roll out of the Authority-wide "pulse" Engagement Survey in January, including planning, communications, implementation, analysis, recommendations, and follow-up actions.

## **VI. Labor Relations and Compliance Programs**

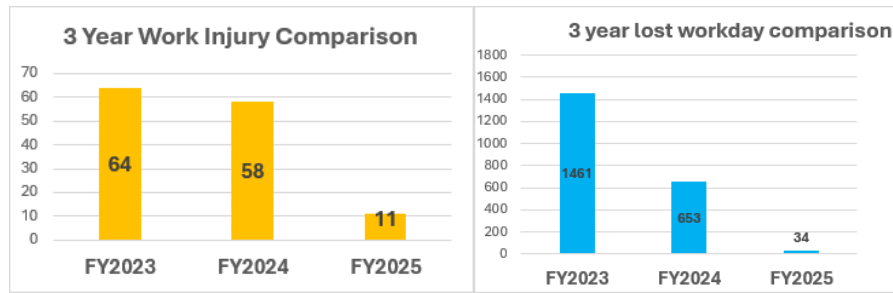
DC Water's Labor Relations and Compliance Department strives to advance DC Water's Blueprint 2.0 imperative of Healthy, Safe and Well through proactive programs and initiatives to mitigate risk to our employees. Due to these efforts, we have continued to see our Workers' Compensation program data trend positively. Successes includes reducing lost workdays for our employees; 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. We continue to promote our Paid Parental Leave and also Voluntary Leave donations which our employees find valuable and take advantage of. 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.

### **Labor Relations- Master Compensation Agreement**

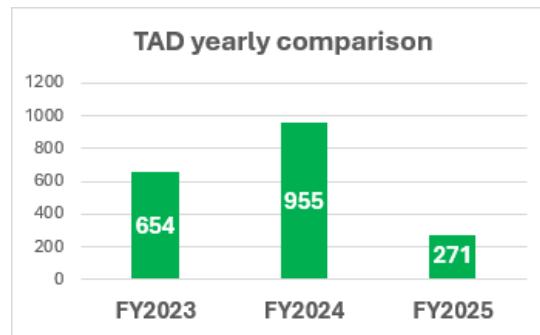
During October of 2024, the Labor Relations team completed negotiations with DC Water's labor unions to produce a finalized draft of the Master Compensation Agreement. The Agreement was executed by the Authority, Board and Unions on November 7, 2024. Subsequently, the Labor Relations team facilitated implementation of the wage increases and retroactive payments required under the Agreement. The wage increases and retroactive payments were due to be made by December 10, 2024, however, DC Water delivered those payments on November 26, 2024- fourteen (14) days early.

### **Workers' Compensation Metrics – Fiscal Year**

The Stretch and Flex Program assisted with the reduction of claims overall, severity of injuries reported and reduced the length of time away employees had 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. The total TAD days for FY2024 was 955 total days, which surpassed the totals for the prior two fiscal years, yielding a savings of nearly 175k.



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
<b>Non-Union</b>				
	8	15	1	27
<b>Yearly Subtotal</b>	<b>9</b>	<b>24</b>	<b>8</b>	<b>52</b>

\*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