



**DISTRICT OF COLUMBIA
WATER AND SEWER AUTHORITY**

Board of Directors

Human Resources and Labor Relations Committee

Wednesday, March 13, 2013
11:00 a.m.

1. Call to Order..... Kathleen Boucher
Chairperson

2. HCM/Labor Relations Roles & Responsibilities.....Rick Green, Director, HCM
Otho Milbourne, Manager, Benefits
Steve Rogers, Manager, Compensation
Mustaafa Dozier, Manager, Labor Relations/Compliance Programs
Stephanie Black, Manager, Learning & Development
James Winston, Manager, HCM Systems
Denyse Jeter-Williams, Manager, Talent Management

3. Acting AssignmentsRick Green, Director, HCM

4. Hiring/Promotion Statistics.....Steve Rogers, Manager, Compensation

5. Open Discussion

6. Adjournment..... Kathleen Boucher

Human Capital Management OPERATIONS

HR Labor Relations Committee
Kathleen Boucher – Chair
March 13, 2013

INTRODUCTION

- **Arthur R. Green, Jr. CCP, Director**
- **C. Mustaaafa Dozier, Esq., SPHR, Manager, Labor Relations/Compliance**
- **Otho T. Milbourne CEB, Manager, Benefits**
- **Stephanie E. Black, Manager, Learning & Development**
- **Denyse Jeter-Williams, Manager, Talent Management**
- **Steve Rogers, Manager, Compensation**
- **James Winston, Manager, Human Capital Management Systems**

Our Mission and Motto

● Mission

- To ensure that DC Water has the workforce necessary, both now and in the future, to accomplish the goals and objectives of DC Water. By aligning with refining and improving internal business processes in the area of safety, environmental compliance and remediation, project management, performance and occupational health.

● Motto

- Human Capital Management is the new HR at DC Water

BENEFITS

- Benefits Branch is dedicated to offering a comprehensive benefits package at competitive rates. We strive to administer benefits consistently and fairly while delivering excellent customer service to the employees of DC Water. Our programs include:
 - Health and Welfare
 - Retirement
 - Wellness
 - Ancillary/Worklife Benefits
 - Federal Benefits

COMPENSATION

- Provide support to the Labor Relations Branch on all Compensation matters including negotiation of the Compensation Agreements for all union employees
- Provide Compensation analysis and recommendations to all requests for reorganizations throughout the Authority
- Administration of Performance Management Programs for 1000+ union and non-union employees
- Provide on-going Performance Management training for employees, supervisors/managers and executive staff
- Gather/Analyze comparable external and internal pay-related information to develop the annual non-union merit increase recommendation
- Develop and maintain current job descriptions for all 300+DC Water positions

LABOR RELATIONS and COMPLIANCE Programs

Establishes and maintains Labor Relations and Compliance Program which includes:

- Employee Grievances, Mediation and Arbitration
- Collective Bargaining
- Disciplinary Actions
- Employee Counseling
- Fitness for Duty
- Substance Abuse Testing
- ADA, FMLA, and EEO
- Affirmative Action

LEARNING & DEVELOPMENT

- Mission is to develop a world class learning program, committed to facilitating an intentional learning environment.
- Vision is to make learning the goal rather than an incidental outcome and to develop informed, empowered, and accountable team members.
- Supports accomplishing the Authority's strategic goals and satisfying stakeholder expectations.
- Establish a tradition of excellence in education, by providing professional development services and training opportunities for individuals throughout the Authority.

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LEARNING & DEVELOPMENT

- Operates on the foundation of five key elements:
 - Needs and Skills Assessments
 - Job Specific Training
 - Mandatory Training
 - Professional Development (internal and external training)
 - Higher education opportunities (through the enhanced tuition assistance and reimbursement)

HCM SYSTEMS

- Records Administration
- Position Control and Organizational Charts
- Cornerstone On Demand Security Administration
- Ceridian Recruiting Solutions Security Administration and Custom Reporting
- Verification of Employment
- Custom Reporting, etc
- Monthly Reporting
- HCM/Payroll Processing
- HCM/Payroll Monthly Audit Reports

TALENT MANAGEMENT

- The Talent Management Branch is dedicated to the recruitment and retention of a high performing workforce by facilitating the recruitment, staffing, placement and onboarding of talent. We strive to develop and implement processes, programs and policies that are aligned with the business priorities of the authority to ensure that the services are delivered in a timely, value-added and cost –effective manner. We achieve this by:
 - Constantly striving to improve everything that we do through continuous learning.
 - Benchmarking which provides additional learning that can be applied immediately.
 - Building a strong partnership between the recruiter and the hiring manager.
 - Creating and cultivating a captivating employer brand.
 - Actively managing the entire candidate experience.
 - Focusing on high return-on-investment (ROI) resources.
 - Screening for knowledge/skills, and interviewing for behaviors.

Human Capital Management

Acting Assignments

January 2012

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Response to HR/LR information request regarding Acting Assignments

I. Criteria for selection

The appropriate manager selects the employee for the acting assignment and forwards a Personnel Action Report to the Compensation unit to initiate the process. These assignments are subject to Human Capital Management (HCM) review to ensure minimum qualifications are met and to determine appropriate compensation.

II. Compensation

Employees selected for acting assignments are compensated based on the Authority's promotion policy.

Non-union acting compensation is 8% per grade increase

A union employee's acting compensation depends on the pay scale they are currently under along with pay scale of the "acting position. The union employee must be in the acting position for more than 20 consecutive workdays to receive the higher pay.

The minimum increase for a union employee moving into an acting assignment is 4%.

III. Experience Consideration

An internal applicant must be in an acting assignment for a minimum of 4 months to be counted towards the experience requirement for the position

IV. Assignment Duration

Per the collective bargaining agreement, union employees' acting assignments shall not exceed 120 days.

Non-union employee assignments are not restricted to the 120 day assignment limit.



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V. Comparison to other local organizations

10 organizations surveyed (no response received from PEPCO)

Organization	Formal policy	Consider Acting Exp in hiring	Add'l compensation
WSSC	Yes	Yes	Yes
Prince George's County	Yes	Yes	Yes
DC Gov't	Yes	Yes	Yes
Prince Wm Cty	Yes	Yes	Yes
BGE	Yes	Yes	Yes
Loudon Cty	No	N/A	N/A
Fairfax Cty	No	N/A	Yes
Montgomery Cty	No	N/A	Yes
Constellation Energy	No	N/A	N/A

Human Capital Management

Hiring & Promotion Statistics

October 2009 – October 2012

HR Labor Relations Committee
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DC Water
Positions Filled
October 2009 - October 2012

Positions Filled:	388	
Promotions:	152	39.2%

DC Water

Union Promotions Report: October 2009–October 2012

The data below shows where union positions were promoted into, covering Oct 09 – Oct 12

- During this period 21 out of 97 (22%) union promotions were into a non-union position
- 76 incumbents were promoted into non union positions, of which 21 (28%) were union employees.

Summary

From Union	# of Positions	Promoted to...
AFGE 2553	3	AFGE 2553
AFGE 2553	1	AFGE 872
AFGE 2553	1	Non Union
Total AFGE 2553	5	
AFGE 631	12	AFGE 631
AFGE 631	8	Non Union
Total AFGE 631	20	
AFGE 872	33	AFGE 872
AFGE 872	3	AFSCME 2091
AFGE 872	9	Non Union
Total AFGE 872	45	
AFSCME 2091	1	AFGE 2553
AFSCME 2091	1	AFGE 631
AFSCME 2091	2	AFGE 872
AFSCME 2091	19	AFSCME 2091
AFSCME 2091	3	Non Union
Total AFSCME 2091	26	
NAGE	1	AFGE 631

DC Water

Union Promotions Report: October 2009–October 2012

Union	Previous Job Title	Count
AFGE 2553	Technician II Instrumentation	1
AFGE 2553	Utility Systems Operator 08	3
AFGE 2553	Utility Systems Operator 09	1
Total		5
AFGE 631	Civil Engineer 12	1
AFGE 631	Civil Engineering Tech 11	1
AFGE 631	Contract Specialist I	1
AFGE 631	Engineer II, Civil (Design)	1
AFGE 631	Engineer III Civil Design	1
AFGE 631	Engineer III, Civil (Design)	1
AFGE 631	Foreman, Industrial Equip Mech (Acting)	1
AFGE 631	Foreman, Instrument (Acting)	1
AFGE 631	Foreman, Wastewater Treatment (Acting)	1
AFGE 631	Mechanical Engineering Tech 13	1
AFGE 631	Office Assistant III (Union)	1
AFGE 631	Technician II, Const Civil Eng	1
AFGE 631	Technician II, Dsgn Civil Eng	1
AFGE 631	WWT Plant Operator 07	5
AFGE 631	WWT Plant Operator 09	2
Total		20
AFGE 872	Assistant General Manager (Acting)	1
AFGE 872	Collections Analyst II	4
AFGE 872	Commercial Care Associate	1
AFGE 872	Customer Care Associate	3
AFGE 872	Customer Service Dispatcher 08	1
AFGE 872	Meter Technician I	3
AFGE 872	Office Assistant III (Acting)	1
AFGE 872	Technican, Water Quality	1

DC Water

Union Promotions Report: October 2009–October 2012

Union	Previous Job Title	Count
AFGE 872	Technician Asset Management	1
AFGE 872	Technician III, Const Civil Eng	2
AFGE 872	Water Quality Worker 07	3
AFGE 872	Water Quality Worker 09	1
AFGE 872	Water Services Worker 06	12
AFGE 872	Water Services Worker 08 CDL	1
AFGE 872	Water Services Worker 08/CDL	1
AFGE 872	Water Services Worker 10 CDL	6
AFGE 872	Water Services Worker 10/CDL	2
AFGE 872	Water Services Worker 11	1
Total		45
AFSCME 2091	Bldgs and Grnds Maint Wrkr/CDL	1
AFSCME 2091	Civil Engineering Tech 09	1
AFSCME 2091	Engineering Equip Oper 11/CDL	1
AFSCME 2091	Laborer	11
AFSCME 2091	Mechanic I, Process Systems	3
AFSCME 2091	Screening Removal Operator 09	1
AFSCME 2091	Sewer Const Repair Work Ldr	1
AFSCME 2091	Sewer Const Repair Worker/CDL	1
AFSCME 2091	Sewer Const Repair Worker-CDL	2
AFSCME 2091	Sewer Lateral Worker 07	1
AFSCME 2091	Sewer Lateral Worker 10 (Acting)	1
AFSCME 2091	Sewer Services Worker 09/CDL	2
Total		26
NAGE	Accounting Technician 08	1
Non Union		55

DC Water

Union Promotions Report: October 2009–October 2012

Total Promotions Summary

Union	Total # employees promoted
AFGE 2553	5
AFGE 631	20
AFGE 872	45
AFSCME 2091	26
NAGE	1
Total Union promotions	97
Total Non- union promotions	55
All promotions	152