



**DISTRICT OF COLUMBIA
WATER AND SEWER AUTHORITY**

BOARD OF DIRECTORS

Human Resources and Labor Relations
Committee

May 9, 2012

MEETING MINUTES

Committee Members Present

Alan Roth
Carla Reid
Howard Croft
Kathleen Boucher

DC Water Staff Present

George Hawkins, General Manager
Christopher Carew, Chief of Staff
Katrina Wiggins, AGM – Support Services
Randy Hayman, General Counsel
Linda R. Manley, Board Secretary

Union Presidents Present

Jonathan Shanks, AFGE 872
Charles White, AFGE 2553
Michelle Hunter, NAGE
James Ivey, AFSCME 2091
Barbara Milton, AFGE 631
Leroy Staten, Executive Vice President,
AFGE 631

Guest Presenters

Doug Bean, Sunesis
Gerry Wexelbaum, Sunesis

1. Call to Order

Kathleen Boucher called the meeting to order at 11:12 a.m. She welcomed new Union President, Charles White, AFGE 2553, and presented an overview of the agenda issues to be discussed. James Ivey and Jonathan Shanks notified the committee of an error their union affiliates listed on the agenda. Linda Manley confirmed that changes were noted and made for future documentation.

2. Union Presidents

A. Response to comments made by Chris Carew about the Labor Management Relationship at DC Water

Barbara Milton spoke on behalf of AFGE 631, by reading her response to the committee on statements made by Mr. Carew during his "State of Labor Relations at DC Water" presentation at the last committee meeting. Its overall compilation highlighted unions' concerns on management's breach of the working conditions provision of the Collective

Bargaining Agreement, to include union leadership in all Authority initiatives, like the Team Blue Safety program operations.

Another area of her response dealt with the ambiguity of the P.A.C.T. initiative that management deployed, and their assumptions that union leadership does not work in tandem with its labor force. Ms. Milton reemphasized that the principle of P.A.C.T. has always been a practice amongst workers within the Authority, as they have sought to promote positive outcomes to issues and problems. A recommendation to conduct a union leadership and senior management retreat was proposed to readdress the overall objectives of the organization. Ms. Milton left the meeting due to external commitments, and appointed Leroy Staten as her representative.

Ms. Boucher asked Union Presidents if they had any comments to add to Ms. Milton's presentation. No response was given; however, Mr. Shanks spoke on behalf of AFGE 872, commending the Labor Relations department for its open-door policy and expeditious responses to union issues. He also suggested that the Support Services along with the Human Capital Management offices readdress the matter of personnel protocol (i.e. leave slip requests) being managed through the Labor Relations channels vs. employee arbitrary notifications, etc. Lastly, he would like the senior management to include union leadership input in its overall initiatives, particularly as it affects the union population. Michelle Hunter relayed that NAGE was omitted from the March 14th presentation, and would like fair representation in future union highlights. She also supported Mr. Shanks on the benefits they have gained from the Labor Relations Department.

Ms. Boucher acknowledged and accepted the comments of the Union Presidents. She also reviewed the February 2nd arbitration results regarding DC Water's breach of the Collective Bargaining Agreement (Working Conditions - Article 5b and 12), which ordered DC Water to cease and desist from the functions of the Team Blue Safety working groups. Management was given an opportunity to respond, and Mr. Hawkins spoke of the compliance plan to follow orders of arbitration: by notifying employees of the discontinuation of Team Blue Safety working groups, collaborating with the safety committee to present a plan to the union for approval, and implementing a new approved plan. Ms. Boucher asked that the committee is provided with the compliance plan at its next meeting. Chris Carew requested that the unions send a letter of acknowledgment of the compliance plan before proceeding to final implementation. Mustaafa Dozier relayed DC Water's compliance process was to assess actions to be taken by management, and address work product and recommendations associated with the Team Blue Team Safety Team, and use recommendations for implementation. All recommendations from arbitration will be adhered to.

B. Issue regarding jersey walls at Bryant Street

Mr. Shanks spoke of the safety and security concerns that absence of jersey walls pose for employees at Bryant Street. His conviction is that DC Water should not be a

vulnerable eye to the community but rather look like a secured facility, as other DC Government facilities portray. Mr. Hawkins reassured him that the executive team is currently working on a comprehensive review and analyses of the overall security system, with both the Environmental Quality and Sewerage Services and Water Quality and Water Services committees. He extended an invitation to the Union Presidents, to attend future meetings so all will be abreast of its progress.

3. Open Discussion

No open discussion items.

4. Action Item: Contract No. WAS-08-030-AA-MB, Option Year Four – AON Consulting

Mr. Hawkins introduced rehire Otho Milbourne, as the new Benefits Manager to the committee and new AFGE 2553 Union President, Charles White. Mr. Milbourne explained that Aon Consulting provides health care consulting services (vendor selections, fee schedule, etc.) to the Authority, and asked that the Board exercise Option Year 4. Mr. Hawkins will forward motion to Board for execution.

5. Strategic Plan Assignment/Discussion

Sunesis representatives, Doug Bean and Gerry Wexelbaum distributed the 2012 Strategic Plan Strawman framework results from the February 2012 Board retreat. The vision, mission and values were highlighted along with various tasks assigned to management for a mid-June follow-up. They also requested the committee to review the presentation and affirm that its content coincided with the initial expectations relayed in February.

The Committee discussed the strawman objective "develop high performing workforce" and recommended that it be changed to "develop and maintain a high performing workforce".

The Committee decided that the straw man metrics for measuring achievement of this goal needed further review and asked for further input from Sunesis and the General Manager going forward. Sunesis agreed to provide information regarding performance measures in this area that are viewed as best practices in the industry and the General Manager agreed to provide additional information about DC Water's current performance measures in this area. The Committee specifically requested additional information relating to metrics for the following objectives: (1) efficiency and productivity (e.g., work output); (2) training (e.g., number of programs, training plan, licenses and certifications); (3) performance evaluations (e.g., number that exceed expectation, highly successful, successful); (4) succession planning (e.g., turnover rate, internal promotions, transition from union to management positions, continuity and lack of disruptions); (5) customer satisfaction -- both internal customers (e.g., legal, procurement, and IT) and external customers (# of water main breaks, timeliness of customer calls).

Mr. Wexelbaum reassured the committee that many of strategies were derived from comparable client-matrixes within the industry. Ms. Reid, and Misters Croft and Roth inquired about performance measures relating to employee promotions and customer service

standards. Mr. Carew proposed that management prepare a presentation off its Asset Management and Performance Management programs to provide clarity to Board members. Mr. Bean summed up the overall 2012 Strategic Plan Strawman framework, to be a process that will improve DC Water's workforce, training, and overall customer service systems.

6. Executive Session

No executive session commenced.

At 12:41 p.m., the meeting was adjourned.

ACTION ITEMS: Mr. Hawkins to present Aon Consulting 4th Year Option plan to Board for approval.