



DISTRICT OF COLUMBIA  
WATER AND SEWER AUTHORITY

Board of Directors

*Human Resources and Labor Relations  
Committee*

*Wednesday, June 8, 2011  
11:00 a.m.*

- 1. Call to order ..... Anthony Griffin  
Chair
- 2. Introduction of new labor relations manager.....Katrina J. Wiggins  
Assistant General Manager, Support Services
- 3. Union presidents ..... Anthony Griffin  
  
DC Water’s hiring practices  
  
We would like to discuss DC Water’s transparency. There appears to be a lack of transparency in the current administration; for example the Team Blue Project and non-competitive promotions.  
  
Open discussion
- 4. [Update: Team Blue Projects](#).....Christopher J. Carew  
Chief of Staff
- 5. Adjournment.....Anthony Griffin



# The Team Blue Project

Status Report for the  
Human Resources and Labor Relations Committee  
DC Water Board of Directors

**Christopher J. Carew, Chief of Staff**

June 8, 2011



**DCWATER.COM**



**GOAL:**

Transform DC Water from a very good utility to the best in the world.

**HOW:**

Leverage the most important and valuable asset we have – **our people** – to advance, together, the interests of our organization as a whole, and the individuals who comprise it.



**PHILOSOPHY:** The best decisions are the most well-informed decisions; the best outcomes reflect buy-in from *the people who do the work.*

Critical to advance and promote opportunity, responsibility and accountability within the organization.

Teamwork and open lines of communication key to becoming the best.



**BENEFITS:** *Uses internal communication – a “free resource” – to create value*

- More efficiently deployed resources
- More efficient business processes
- Better performance outcomes
- A positive work environment
- Committed and engaged workforce



## WHAT IS THE TEAM BLUE PROJECT?

Based on organizational development methodology of engagement:

- Inclusion and diversity of perspective
- Consensus decision-making process
- Commitment to the team and its mission
- A structured response to the request for better communication identified during the original Team Blue meetings



**A systematic approach to identifying, prioritizing and addressing critical issues.**

- Leadership team sets the direction – identifies critical needs
- Establishment of teams and team concepts
- Consensus decision-making
- Education: Learn what “best in class” looks like



**A systematic approach to identifying, prioritizing and addressing critical issues.**

- Establish clearly-defined objectives
- Develop and implement a plan to make changes
- Articulate well-developed recommendations for improvements





**TEAM  
BLUE** 

**What has happened so far?**



### Leadership team established.

- Team building; personality/preference type indicators instrument; understand the process
- Identification of issues and priorities
- Selected **safety** and **asset management** as the first two projects – both have enterprise-wide impact
- Teams selected
- Commitment to: overall process, support staff participation and provide other resources as needed



### Why the Leadership team selected Safety:

- The safety of our employees, contractors and visitors is essential to our success – it impacts **everyone**, every day
- Safe facilities and work practices are best developed through involvement of employees from every department and level in the Authority
- The process will create eighteen more safety advocates, who can connect directly with their co-workers continuously to inform and critique decisions



### **Why the Leadership team selected Asset Management:**

- Asset Management is the name given to the process of optimizing the effectiveness of every asset entrusted to our care by our customer/owners
- From design/selection, through use and maintenance, to rehabilitation/final disposal, the value and usefulness of every asset is tracked and optimized



### **Why the Leadership team selected Asset Management:**

Research has shown an effective Asset Management program can dramatically improve system reliability while extending the life of expensive assets dramatically

Because Asset Management affects every aspect of the work of DCWater, the Leadership team realized developing a best in class program will create most of the changes required for DCWater to be recognized as “best in the world”



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**Asset Management Team up and running.**

- Charged with developing a plan and schedule to implement a “Best in the World” asset management program and culture for DC Water
- Began work in the beginning of April – has already met six times
- Team-building exercises
- Training on asset management best practices by a senior team of consultants from EMA, Inc, nationally-renowned experts in helping water utilities create an asset management culture



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**Asset Management Team up and running.**

- Beginning the “gap” assessment phase of the project
- Leverage existing efforts
- Materials Management Team addressing materials acquisition, storage and disbursement
- Maximo Team addressing the management of work
- All three teams will be prepared to present detailed plans, schedules and budgets to senior management during the coming budget preparation cycle



### What's next.

- Identify and procure contract support for Safety Team
- A recent leadership change in the newly-established Department of Occupational Health and Safety delaying slightly our start to that important work
- Changes to team membership determined by teams
- “Issue teams” created as needed
- Move toward Team Blue Project model to drive future decisions in all operational areas – make constant pursuit of excellence a way of life