



**DISTRICT OF COLUMBIA
WATER AND SEWER AUTHORITY**

BOARD OF DIRECTORS
*Human Resources and Labor Relations
Committee*

March 14, 2012

MEETING MINUTES

Committee Members Present

Anthony H. Griffin, Chair
Alan Roth
Carla Reid
Howard Croft
Kathleen Boucher

DCWater 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

Other Board Member

Howard Gibbs

1. Call to Order

Anthony H. Griffin, Chairman, called the meeting to order at 11:04 a.m.

2. Team Blue Communications

Christopher Carew delivered a PowerPoint presentation on communications and the state of Labor Relations at DC Water. He began his presentation by providing an overview of the five strategic initiatives currently underway at DC Water. He noted that DC Water's management team adopted the Team Blue PACT pledge – Positive Attitude, Accountability, Communication and Teamwork.

Mr. Carew stated that most labor issues are resolved at the department level without involvement from the General Manager or Labor Relations. The Assistant General Managers (AGM) maintains an open-door environment and communicates through monthly labor/management meetings. Mr. Carew presented information on each of the AGM's, their areas of responsibility, direct reports and number of union employees within each department. He outlined the labor/management communications conducted within each division.

Mr. Carew said that the tone for communication and collaboration is set by the Office of the General Manager. The General Manager has made communications a top priority. Mr. Carew

Human Resources and Labor Relations Committee
Minutes for March 15, 2012
Page 2 of 3

outlined some of the communications efforts that have been undertaken since Mr. Hawkins was hired as General Manager. Mr. Carew noted that management and unions are working together to solve problems and communication is the bridge to resolution.

At the conclusion of the presentation, Ms. Boucher expressed her appreciation for the information on DC Water's senior management team and requested that a copy of the final presentation be uploaded in board books. She also asked if DC Water monitors and tracks issues and resolutions. She proposed that this type of information should be provided to the committee on a regular basis.

Mustaafa Dozier, Labor Relations Manager, responded that information is available for formal issues only. Informal issues are not tracked.

A discussion ensued about the type of information that should be included in the report. Mr. Griffin noted that he receives a report from his HR office on a quarterly basis. Mr. Hawkins asked Mr. Griffin to share the format of the report with DC Water. A review of the information that is currently tracked by DC Water's Labor Relations Department will be conducted. At the next meeting, a report will be provided to the committee that shows the type of information available.

Mr. Gibbs expressed his appreciation for the safety aspect of the presentation. Mr. Carew gave highlights of DC Water's safety campaign. He noted that all senior staff meetings begin with a safety moment. He also cited his disappointment with the dissolution of the Safety Project Team due to a grievance that was filed by union representatives. Mr. Croft asked what could be done to foster credibility with unions. Mr. Hawkins responded that he meets with union representatives once per quarter to discuss their issues; however, his approach going forward will be proactive. He will create his own agenda of items to discuss with the unions to create dialog.

Mr. Griffin stated his observation is that management tries to communicate directly with the employees rather than communicating through the union leaders. He also noted that it is difficult to have five unions in an organization of 1,000 employees. It will take continued effort and time to resolve.

Mr. Roth provided insight by stating that sometimes process can get in the way of substance. Individuals can use a process to take advantage of a situation, both good and bad. He proposed challenging union representative to take the PACT pledge as a means of showing their willingness to work collaboratively with management.

Mr. Croft agreed with the Chairman's comment about communicating through union leadership. He cited his prior union experience and stated that management should consider how their comments play on the ear of union leader. He recommended that both groups need to try walking in each other's shoes and respect each other's roles for the greater good of the organization.

Human Resources and Labor Relations Committee
Minutes for March 15, 2012
Page 3 of 3

Mr. Hawkins agreed and reiterated his goal to engage with the unions.

Mr. Griffin suggested that management consider a retreat with union presidents, similar to the retreat that was done with the Board. The idea is to discuss ways of working together to achieve the objectives of DC Water.

Mr. Hawkins informed the committee that DC Water issued bonds yesterday and locked in a good interest rate. However, it was discovered that the date of bond maturity in the prospectus is different from the date in the Board resolution. He needs Board approval to change the date in the resolution so that it matches the prospectus.

A discussion took place about the logistics for obtaining Board approval.

Prior to adjourning, Mr. Griffin advised the committee of his need to convene an Executive Session with the committee.

At 12:21 p.m., the Committee went into Executive Session to discuss personnel matters.

At 12:41 p.m., the Committee returned from its Executive Session and the meeting was adjourned.

ACTION ITEMS: Determine the information that is currently available for creating a report that tracks and monitors formal labor issues.