



**DISTRICT OF COLUMBIA
WATER AND SEWER AUTHORITY
BOARD OF DIRECTORS**

*Human Resources and Labor Relations Committee
July 11, 2012*

MEETING MINUTES

Committee Members Present

Kathleen Boucher, Chairperson
Alan Roth
Carla Reid
Howard Croft

DC Water Staff Present

George Hawkins, General Manager
Christopher Carew, Chief of Staff
Randy Hayman, General Counsel
Linda R. Manley, Board Secretary

Other Board Member

Joseph Cotruvo

1. Call to Order

Kathleen Boucher called the meeting to order at 11:45 a.m., and presented an overview of the agenda issues to be discussed.

2. Amendments to the 401(a) and 457(b) Retirement Plans

Otho Milbourne informed the Board of the amendments to the 401(a) and 457(b) Retirement Plans, which eliminates the clause that employees must cash out their plans 90-days after leaving DC Water. On June 8th, George Hawkins signed off on the new language that supports employees maintaining funds within accounts after departing. This new plan lowers administrative fees and is a cost savings to the authority.

3. Compliance Plan – Arbitration Decision – Team Blue

Mustaafa Dozier updated the Board about the status of the compliance plan, ordered from the February 2012, Team Blue Arbitration decision.. Arbitrator Barbara Franklin's decision required that the Authority: 1) Post notice of her arbitration decision for 30 consecutive days; 2) Discontinue meetings of the Team Blue Safety Team; and 3) Present safety matters appropriate for labor management consideration to the Article 12H Safety Committee. To date the Authority has complied with all requirements, and will be making a presentation of recommendations that the Team Blue Safety Committee was considering before being disbanded to the Union Management Safety Committee on Friday, July 20, 2012. Kathleen Boucher inquired as to whether union representatives were satisfied with the Authority's follow-up and Mr. Hawkins and Mr. Carew expressed their view that union representatives were satisfied with the steps taken thus far by management.

4. Grievance & Arbitrations Update – Tracking & Monitoring

Mustaafa Dozier presented a general grievance report highlighting grievances spanning from 2008 thru 2012. He also presented a status report for the outstanding items covered during that timeframe. Howard Croft recommended that reports be broken down by union representatives

as well as departments. He also inquired of DC Water's arbitration practices and shared concerns for potential expense. Mustaafa Dozier referenced the shift in grievances within 2011 and 2012, and attributed its outcome to his open-door-dialogue philosophy. Mr. Dozier agreed to create a new spreadsheet for quarterly reporting to the Committee that shows: filing date, issue, status, closure date, union, union president, DC Water function or division. The Committee noted that the purpose of the quarterly report was to keep the Committee focused on patterns and trends in this area rather than the merits of particular individual grievances.

5. Strategic Plan Review

Kathleen Boucher reminded the Committee about its recommendations regarding the "straw man" strategic goals objectives, and initiatives that were presented by Sunesis at the Committee's May 2012 meeting and asked whether Committee members felt that those recommendations were reflected in the strategic plan which was presented by Sunesis to the Board at its June 2012 meeting. She noted that Board Chair, William Walker, along with various members recommended that DC Water staff utilized the summer months to sort through goals, objectives, and additional initiatives for the HR and Labor Relations Committee.

Ms. Boucher noted that, at the Committee's May 2012 meeting, the Committee recommended that succession planning be included as a strategic objective for the goal of Developing, Maintaining, and Recruiting a High Performing Workforce. However, this objective was not included in the strategic plan presented to the Board in June 2012. The prior Committee discussion reflected a belief that succession planning, including implementation of best practices and performance measures, was a Board level issue.

In response to the Committee's inquiry regarding a succession plan, Chris Carew spoke of nine goals presented to Board, and highlighted three progress items as it relates to developing, maintaining and recruiting a high performing workforce. Mr. Roth made a suggestion to include succession planning into the framework by revising the first initiative relating to the Goal of Enhancing Operational Excellence Through Innovation and Adoption of Best Practices to read "Identify and prioritize critical business processes and performance metrics, *including a succession plan*". After discussion, Mr. Hawkins recommended that succession planning be viewed as a method of maintaining productivity in the face of personnel changes and be added as an initiative to support the workforce productivity objective for the goal of Developing, Maintaining, and Recruiting a High Performing Workforce. The Committee agreed to revise that objective to read as follows: "Develop and implement a comprehensive training and development plan to include *a succession plan*, Leadership Academy and skills development".

6. Executive Session

Executive session commenced at 12:34pm.

7. Adjournment

At 12:55 p.m., the meeting was adjourned.

ACTION ITEMS:

1. Mr. Dozier agreed to create a new template spreadsheet for quarterly reporting to the Committee that shows: filing date, issue, status, closure date, union, union president, DC Water function or division.
2. With regards to the strategic plan framework, the Committee agreed that initiative one of goal one should be revised to read "Develop and implement a comprehensive training and development plan to include a succession plan, Leadership Academy and skills development"