



**DISTRICT OF COLUMBIA  
WATER AND SEWER AUTHORITY**

**Board of Directors  
Human Resources and Labor Relations Committee**

Wednesday, January 11, 2017  
11:00 a.m.

- 1. Call to Order ..... Bradley Frome  
Vice Chairman
- 2. Executive Session – To discuss personnel matters pursuant to D.C. Official Code  
Section 2-575(b)(10)..... Bradley Frome  
Vice Chairman
- 3. Union Topics..... Union Presidents  
Barry Carey, AFSCME 2091  
Barbara Milton, AFGE 631  
Jonathan Shanks, AFGE 872  
Calvert Wilson, AFGE 2553  
Michelle Hunter, NAGE R3-06
  - A. Abolishment of Flushing Positions
  - B. Union Meeting with committee on quarterly basis
- 4. **HCM Presentation**..... Mustaaafa Dozier  
Chief of Staff  
Roger Brown Jr.  
HCM Director
- 5. Adjournment..... Bradley Frome  
Vice Chairman

\* The DC Water Board of Directors may go into executive session at this meeting pursuant to the District of Columbia Open Meetings Act of 2010, if such action is approved by a majority vote of the Board members who constitute a quorum to discuss: matters prohibited from public disclosure pursuant to a court order or law under D.C. Official Code § 2-575(b)(1); contract negotiations under D.C. Official Code § 2-575(b)(1); legal, confidential or privileged matters under D.C. Official Code § 2-575(b)(4); collective bargaining negotiations under D.C. Official Code § 2-575(b)(5); facility security under D.C. Official Code § 2-575(b)(8); disciplinary matters under D.C. Official Code § 2-575(b)(9); personnel matters under D.C. Official Code § 2-575(b)(10);proprietary matters under D.C. Official Code § 2-575(b)(11); decision in an adjudication action under D.C. Official Code § 2-575(b)(13); civil or criminal matters where disclosure to the public may harm the investigation under D.C. Official Code § 2-575(b)(14), and other matters provided in the Act.

# Achieving

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# World-Class

## *Agenda*

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- HCM Structure and Team Roles
- Metrics and Maturity
- Snapshot of Workforce
- Focus for 2017

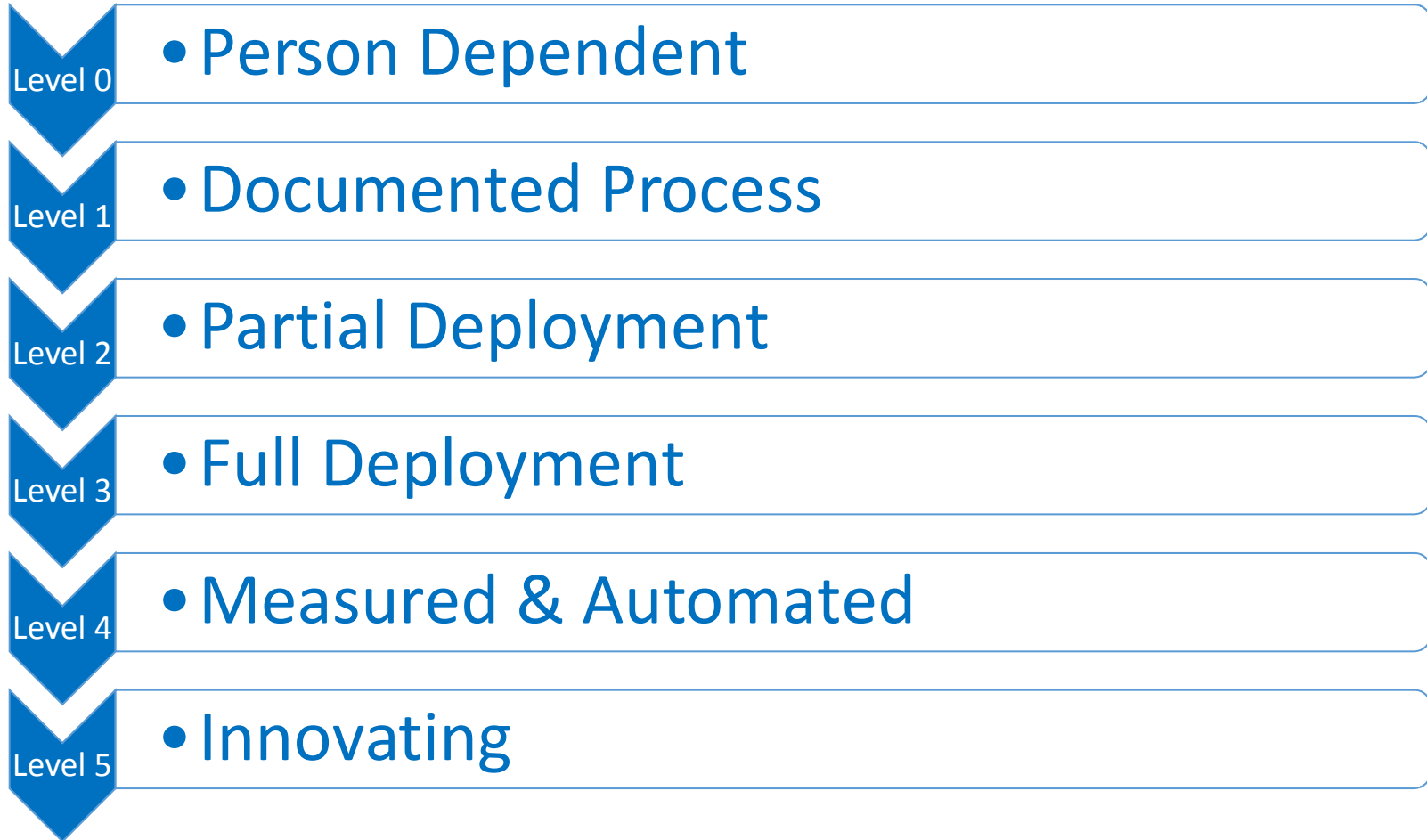


**2017**

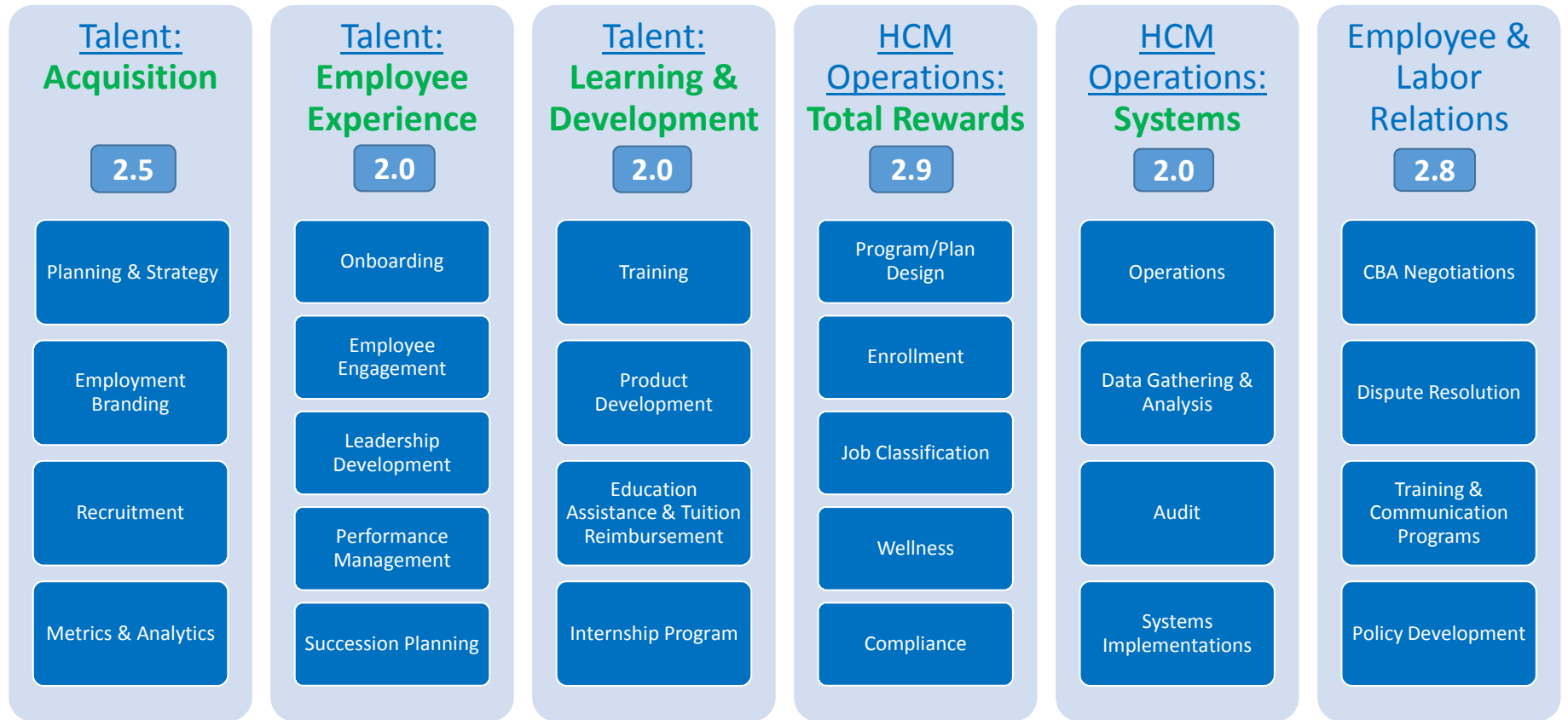


Human Capital  
Management







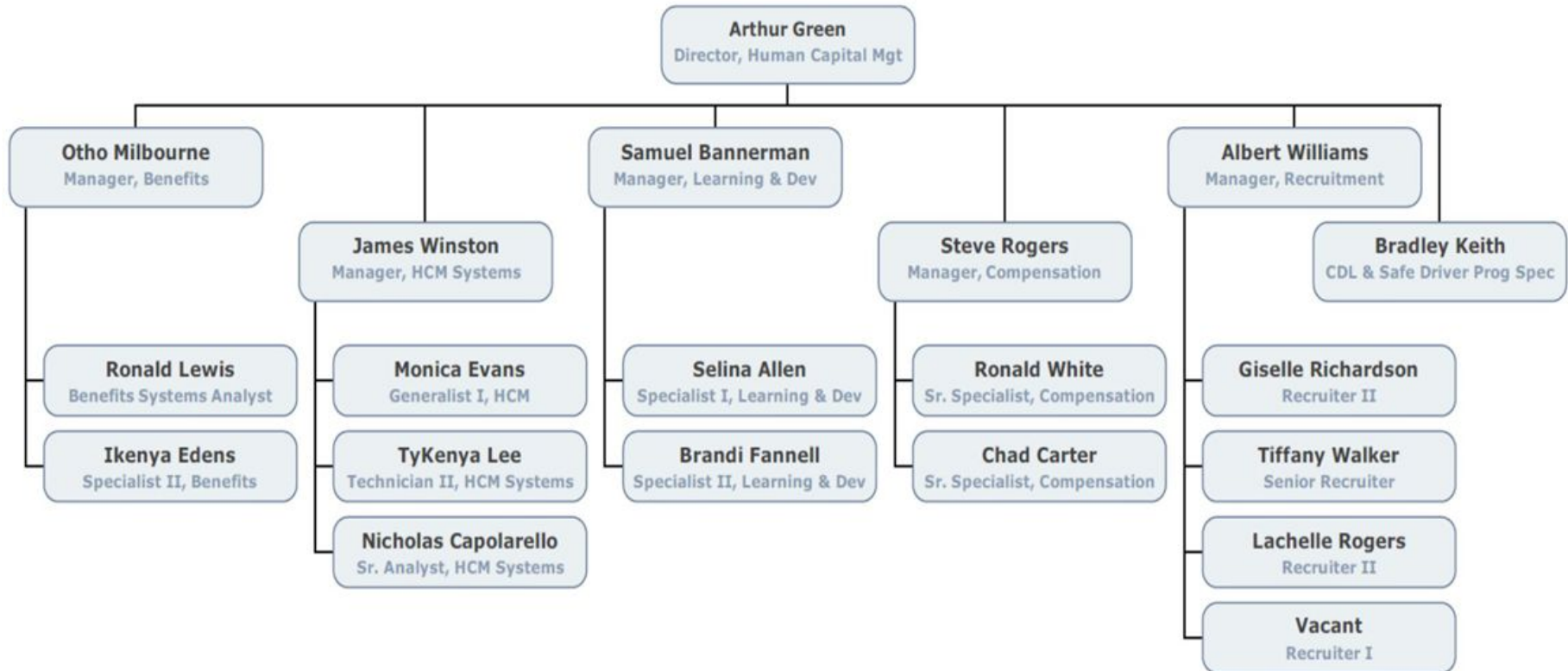


6 Key Business Processes | 26 Sub-processes

## Maturity Assessment Key Findings

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- Fully documenting and updating existing policies, procedures and protocols will bring many sub-processes to Level 3.
- Meaningful metrics, reporting schedules and revised RACI's needed.
- Measurement is greatest barrier to Level 4.
- Identifying key metrics should be a top priority. Because many of these metrics have never been tracked, HCM will need to establish a baseline before targets can be set.
- Some processes with low levels of maturity are due to the programs being in the early phases of program development. Maturity should increase as the programs take shape.
  - Leadership development
  - Succession planning
  - Employee engagement
  - Onboarding



## Achieving World-Class Human Capital Management

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...,today's HR function has a new set of challenges: A mandate to drive the talent agenda and help attract the best in the market; the need to drive alignment, culture, and performance; the opportunity to better leverage technology and analytics. And the need to support and build a deep leadership pipeline...

Organizations now expect HR not only to be efficient in their delivery of core services but also set the talent agenda and drive performance and engagement. The “traditional” ways of delivering HR capabilities are not getting there.

*The High-Impact Operating Model: HR has a mission. Here is the plan*

## High Impact Human Capital Management

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### 1. High-Impact HR Organizations Develop an Enduring and Relevant HR Philosophy and Mission.

High-impact HR organizations tend to commit themselves to creating work environments that enable employees to thrive both as individuals and as contributors to business success. They strive to create positive employee environments, and clearly communicate these expectations in the HR philosophy and mission. **The most effective philosophies focus on fostering innovation and collaboration, or creating the best place to work, while the least effective philosophies focus narrowly on efficiency or cost-cutting efforts.**

## High Impact Human Capital Management

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### **2. Nimble is key. When HR demonstrates agility, flexibility, and coordination, it unlocks high business performance throughout the organization.**

High-impact HR organizations are flexible and agile. Like earthquake-proof buildings, they are structured to allow adaptive movement if the ground shifts. Fancy organization charts and designs are fine – provided that you also have a culture which recognizes the need to adapt structurally when business needs and challenges change, as well as an HR staff that is capable of making those changes.

## High Impact Human Capital Management

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### **3. Development of Internal HR Team Members is a priority for High-Impact HR teams.**

As they focus on programs to develop employees companywide, HR organizations often neglect the development of their own team members. High-impact HR organizations must invest the time and money needed to ensure team members' competence grows in such disciplines as change management and relationship management. Efforts must also focus on developing team members' business acumen, industry knowledge and command of current best practices in all areas of talent management, as well as the use of social networking tools and other HR technology..

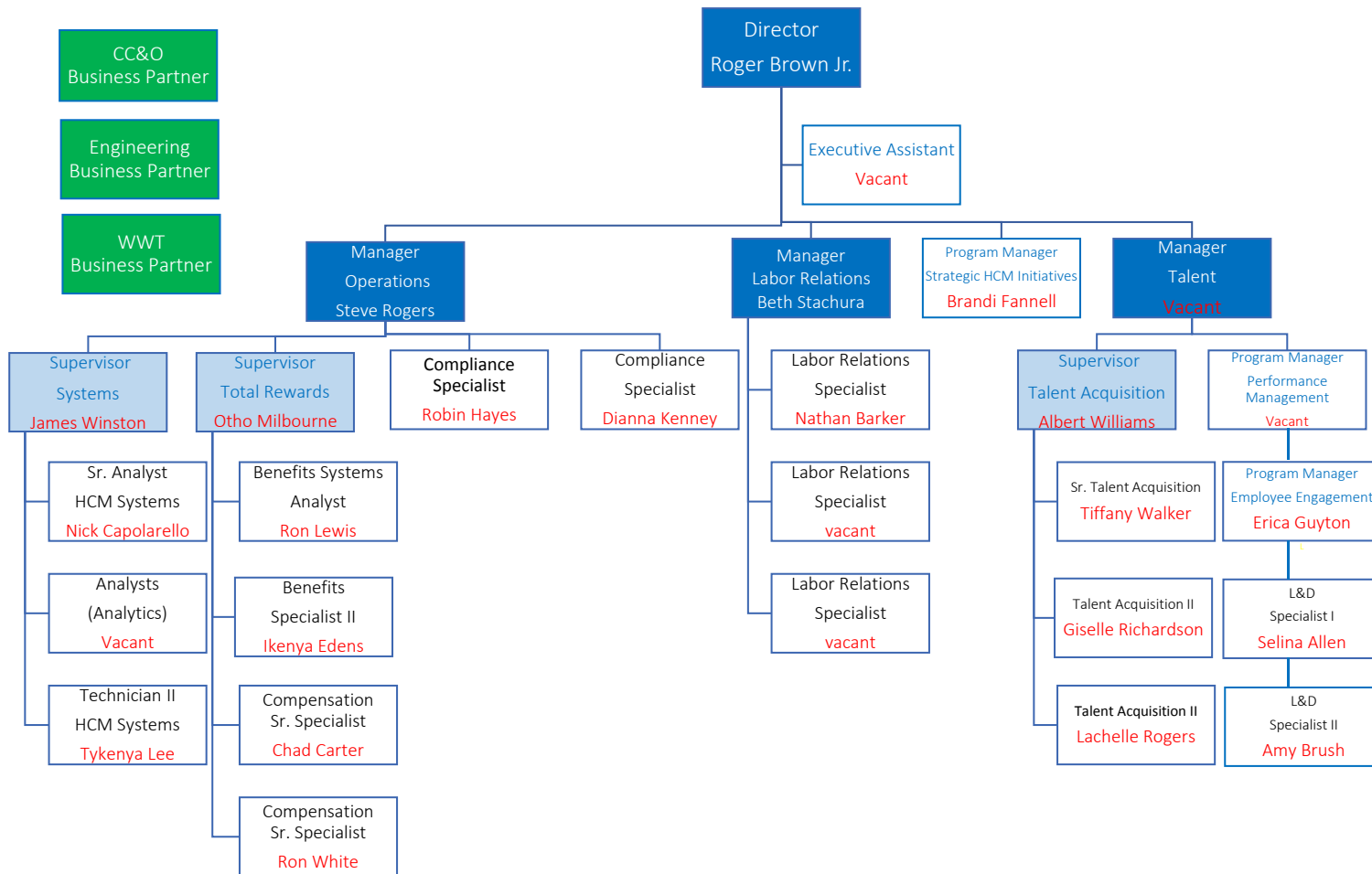
## Achieving World-Class

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In order to add significant value to a business, HR must be able to support and enable the execution of strategy through building organizational capability. This is a role that cannot be automated, shared as a service, offshored or outsourced. It comes from an intimate knowledge of a business's strategy and the existing capabilities of the organization. The great advantage that HR has in this area is that, ultimately, all strategy is executed by people – people who need to be supported, trained and equipped to fulfill the strategic vision. This is the real role of HR,...

Brian Hults: HBR *Why HR Really Does Add Value*





CC&O  
Business Partner

Engineering  
Business Partner

WWT  
Business Partner

**Roger Brown, Jr. – Director**

**Steve Rogers - Manager, Operations**

**Elizabeth Stachura - Manager, Labor Relations**

**Brandi Fannell - Strategic Initiatives/Change Management**

**Erica Guyton - Employee Engagement**

## *Recruiting Key Positions* **Team Blue**

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- **Manager, Talent and Development**
- **Program Manager, Performance Management**
- **Labor Relations Specialist(s)**
- **Executive Assistant**
- **HCM Business Partners**

Human Capital  
Management



## Intended Measures

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### Talent Development

- *Advancing* Blue performance ratings
- Performance trends of supervisor/managers vs. employees
  - Top Performers: who they are; are we losing top performers; are we compensating top performers?
  - Under Performers: chronic under performers; under-performing supervisors; improved performance; are we losing under performers?
- Career mobility: internal transfers and workforce stability (time in job or in org) by organization.
- Learning: training course offerings, enrollment, course type, completion rates and scores
- Monitor certifications, licenses, and other requirements for a job or position.

# Intended Measures

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## Talent Acquisition

- Recruiter effectiveness: # of vacancies, % of positions per recruiter, Vacancy Rate
- Fill Rate/Time To Hire
- % of Temp/Acting Assignments, length of time to fill
- # of Offers Made/Declined/How often negotiation took place
- Pipeline summary per recruiter
- Quality of hire by assessing new hire retention and performance by source
- Where we post positions, cost of post, diversity postings, diversity marker
- # of positions that go back out for search
- Terminations before first service Milestone (why not 2, 3 & 4)
- # of Promotions / # of Promotions before key milestones

## Intended Measures

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### Operations

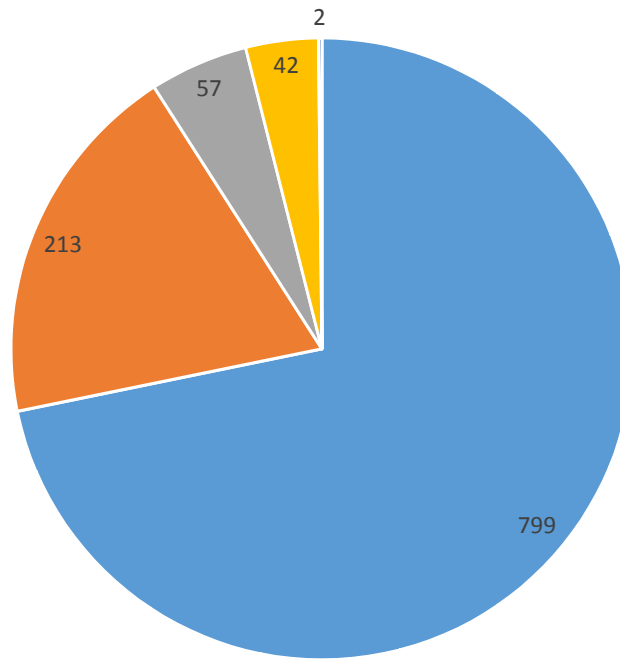
- Absence rate, type, duration
- Accrual Balance
- Salary compensation within grades, between jobs, by tenure
- Relationship between compensation/promotions and employee performance ratings
- Demographics: headcount distribution by job/position type, gender; FTE and contingent labor percentage; promotions and external hires and terminations.

Human Capital  
Management

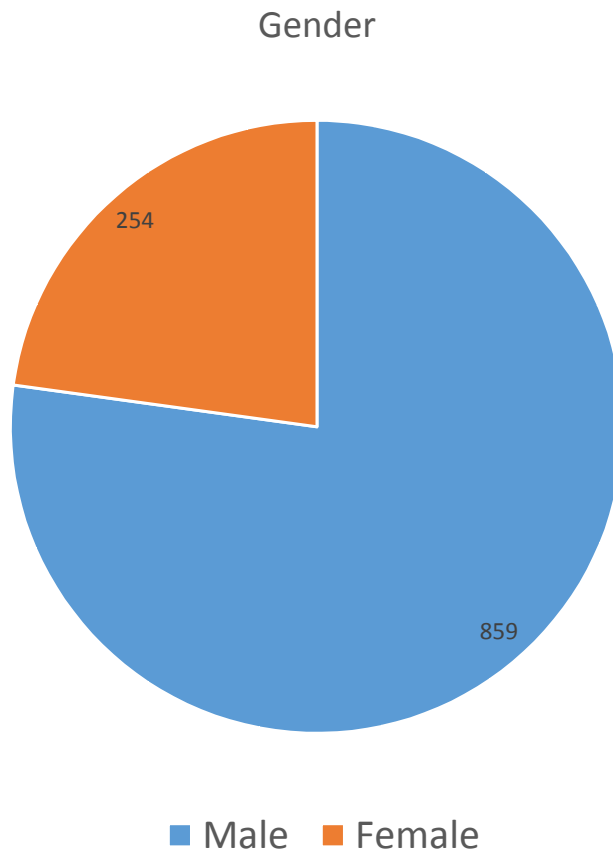
# Snapshot of Workforce

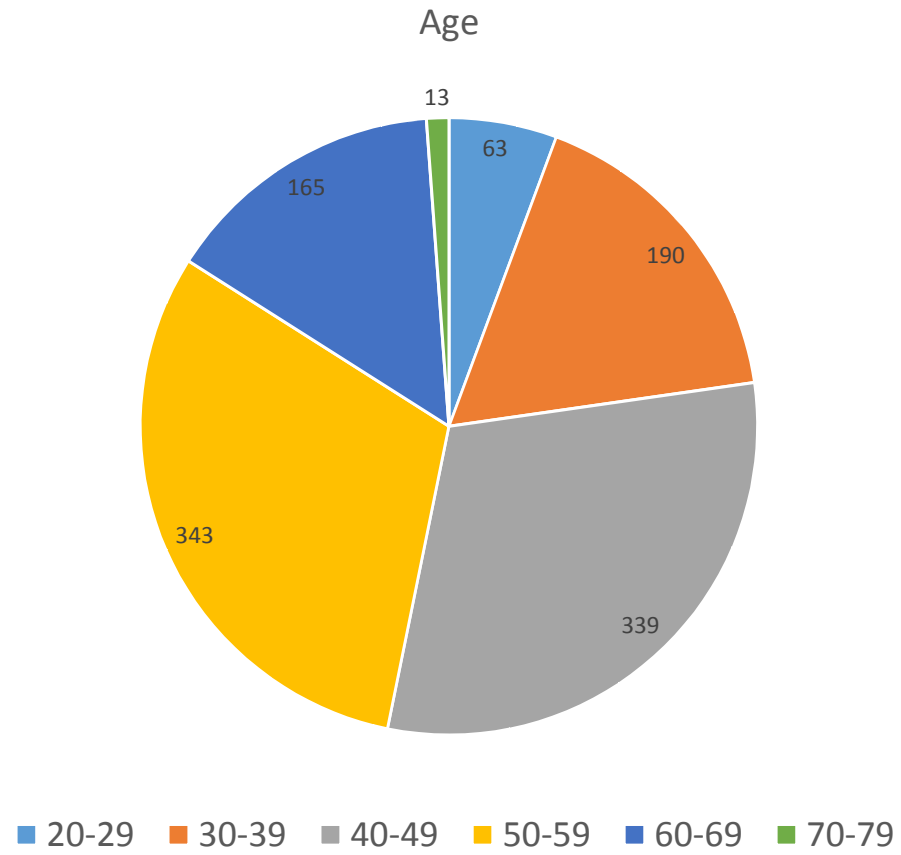


Racial Makeup of DC Water

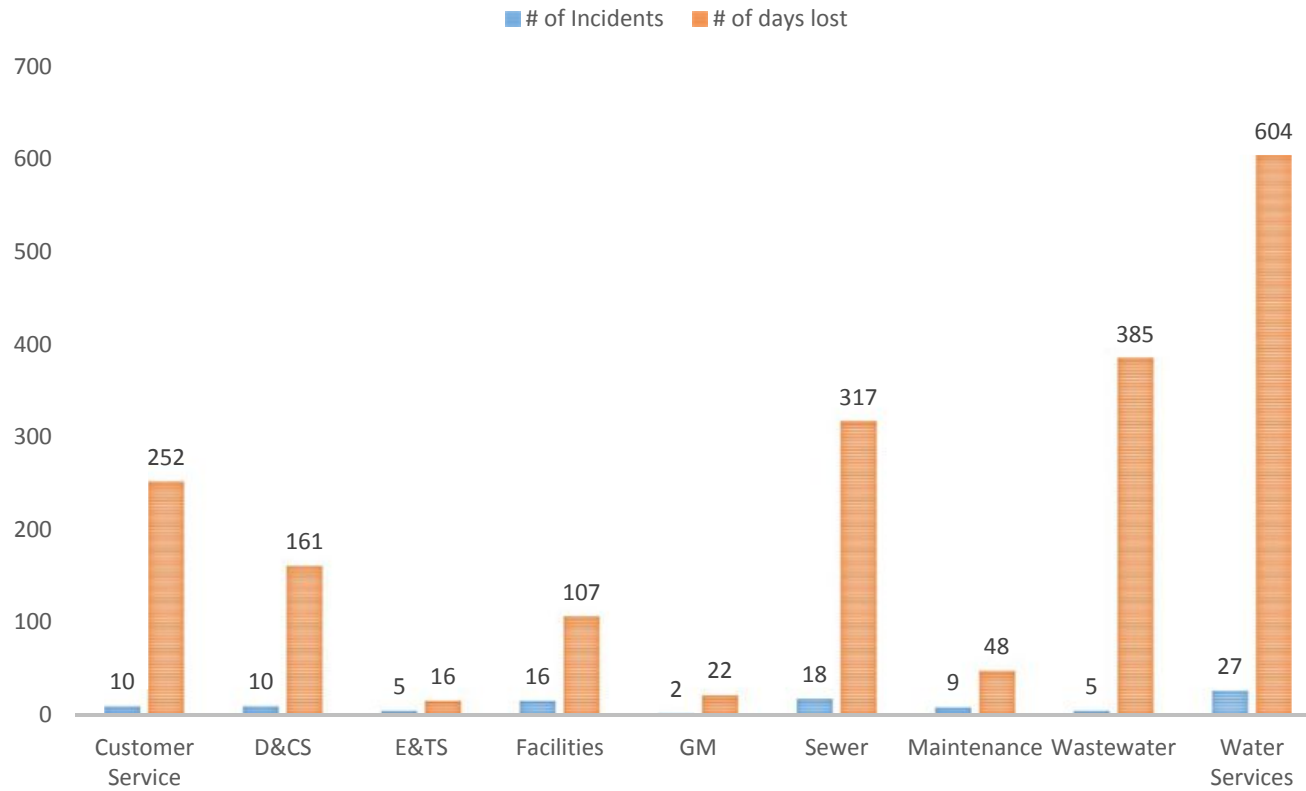


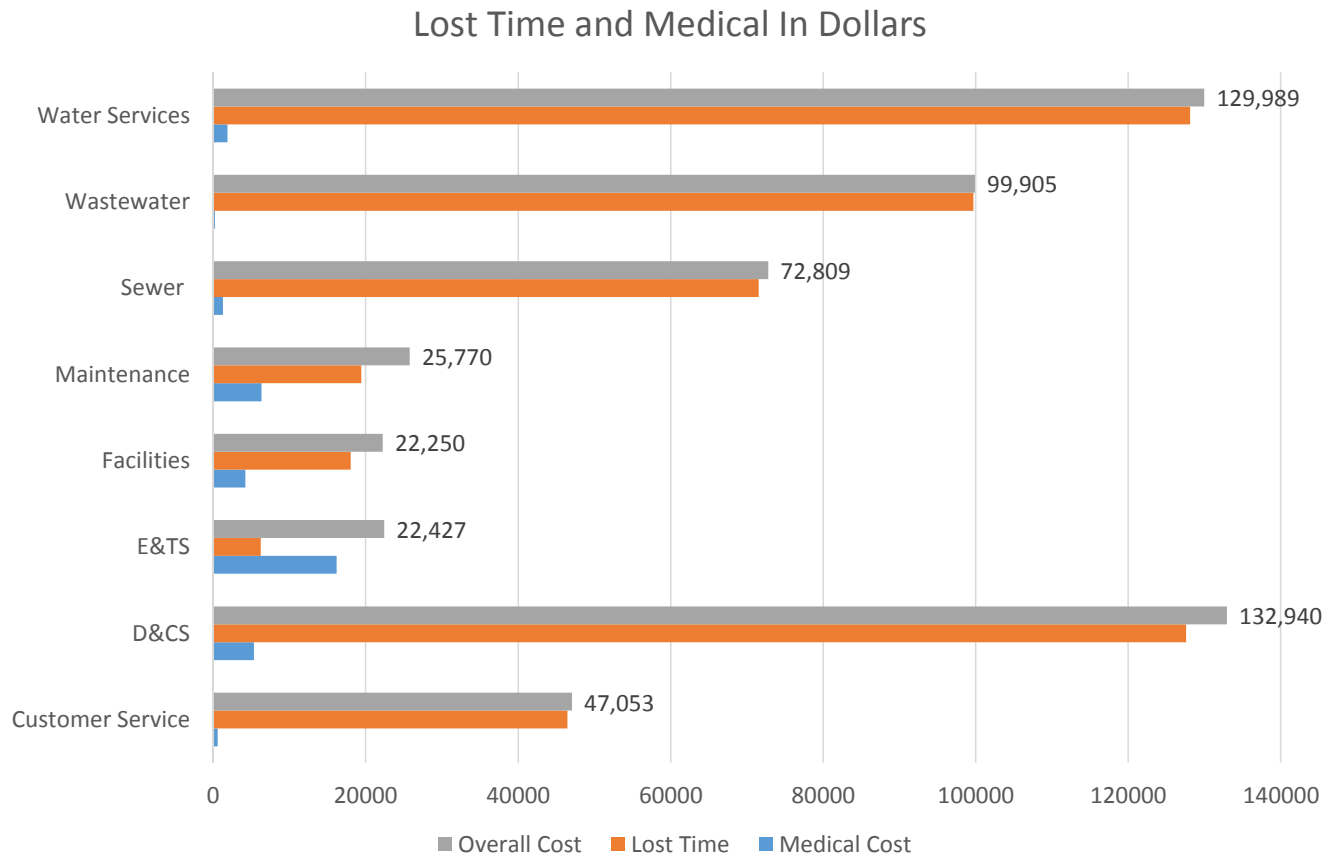
■ African American   ■ White   ■ Asian   ■ Hispanic/Latino   ■ American Indian



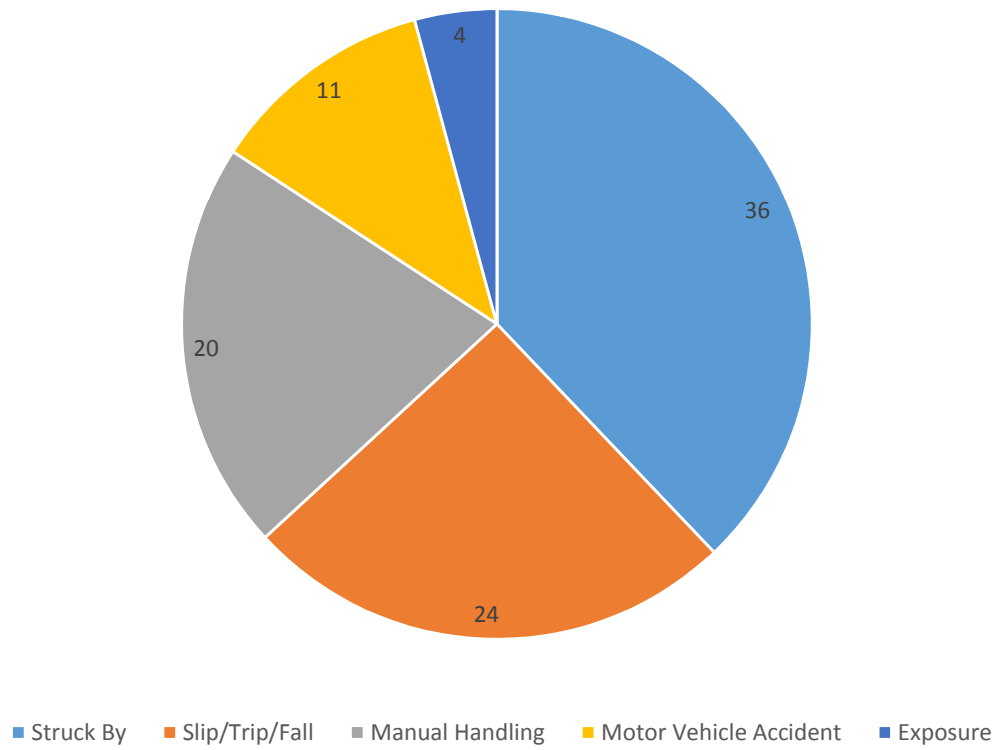


## WORKERS COMP INJURIES

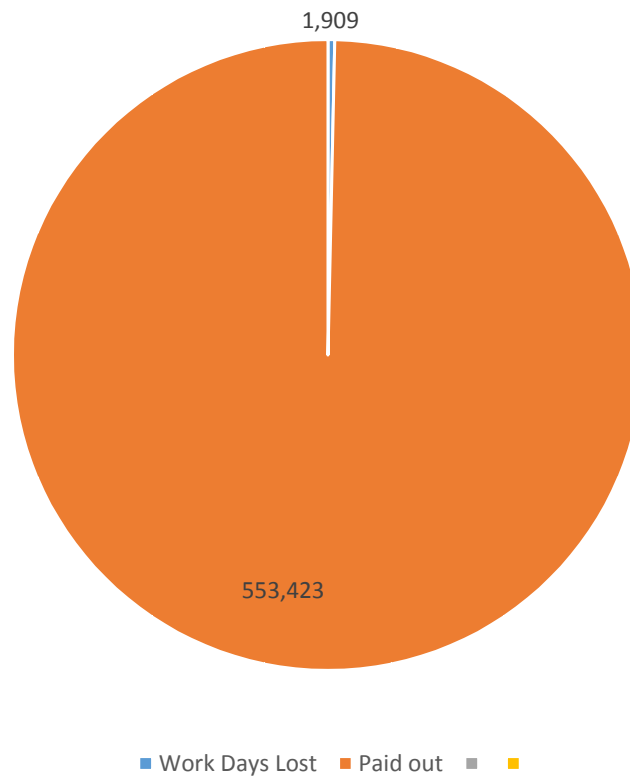


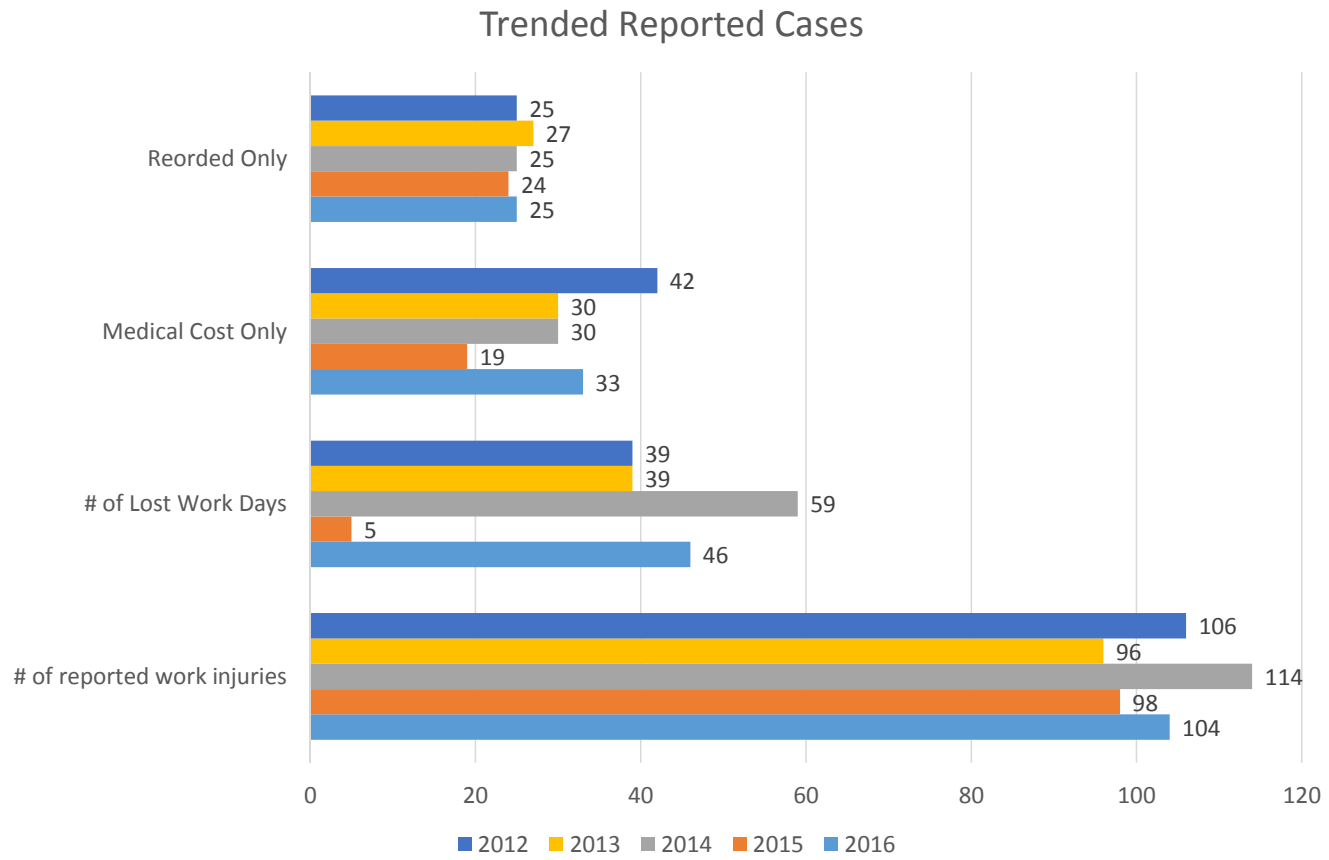


Type of Incidents



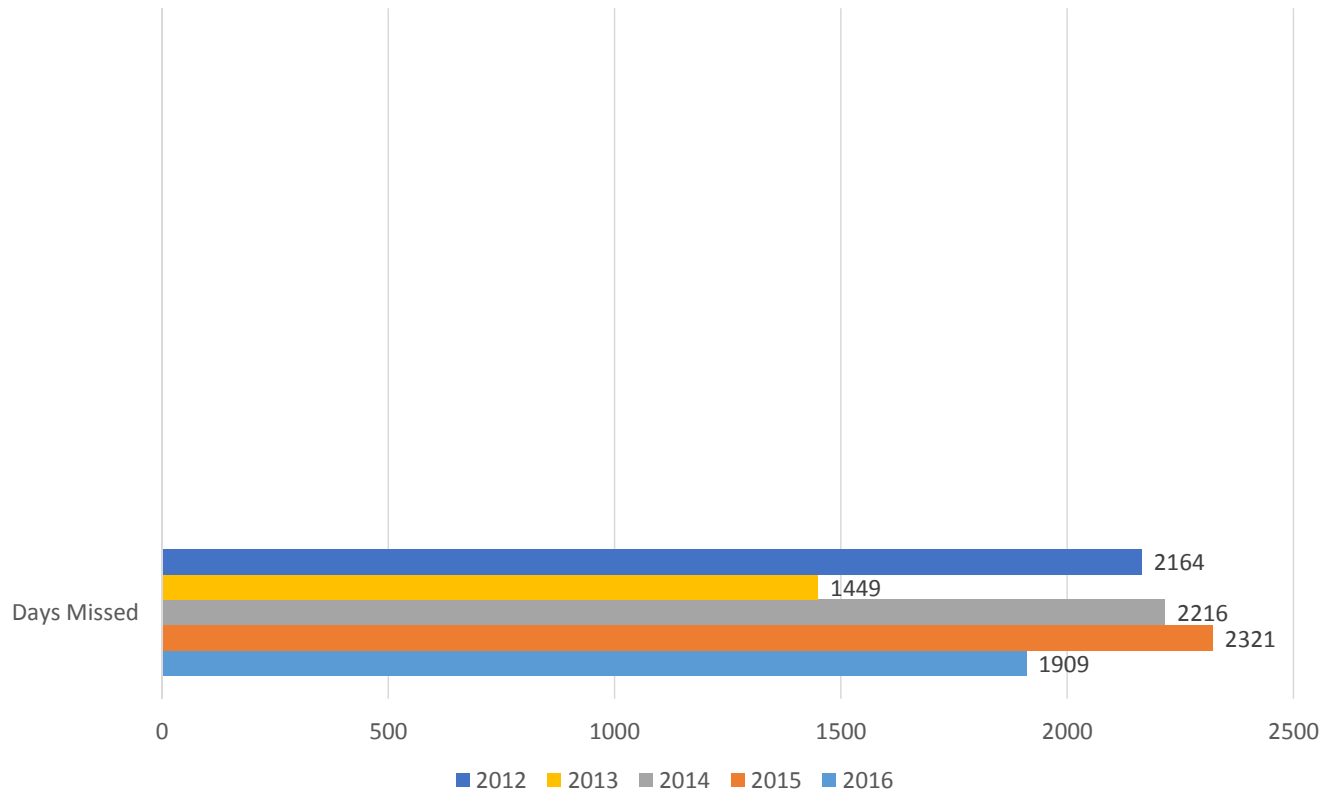
### Lost Days to Overall Cost



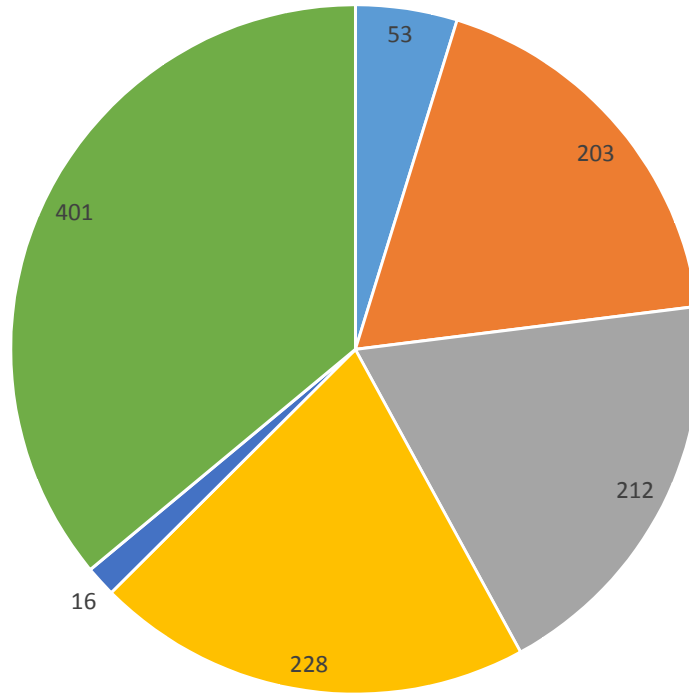




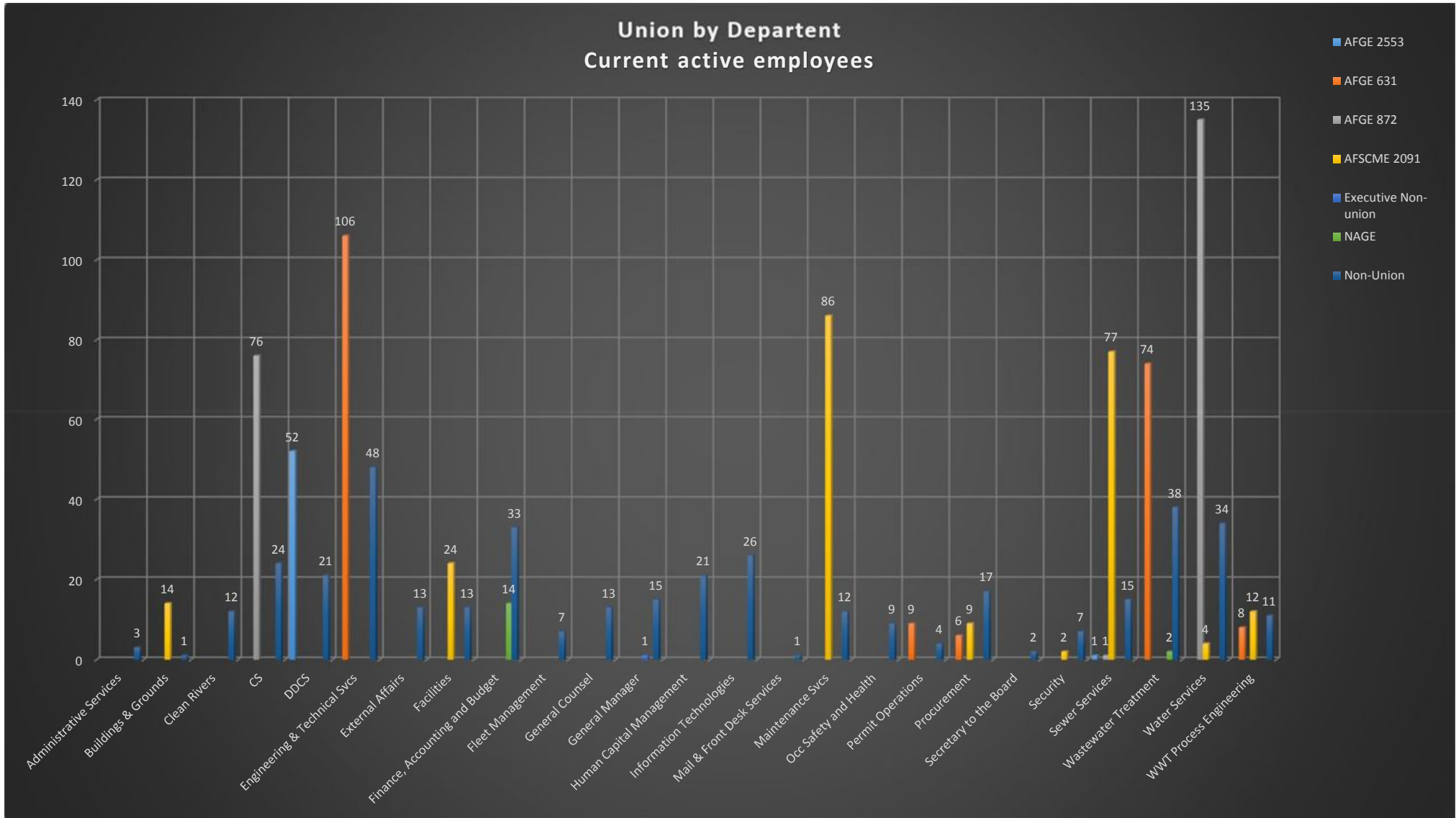
### Total Lost Working Days

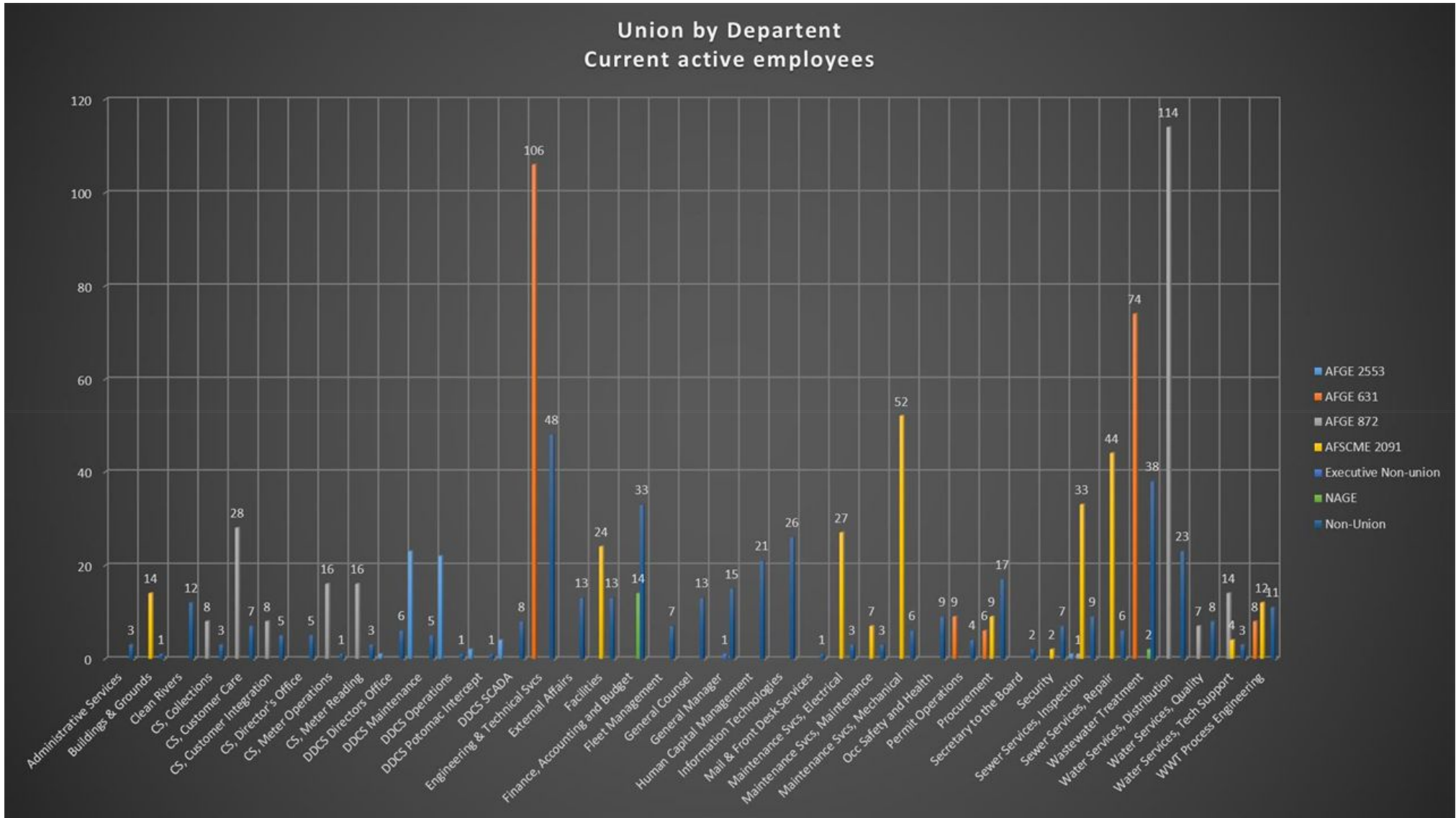


### Union Representation



■ AFGE 2553 ■ AFGE 231 ■ AFGE 872 ■ AFSCME 2091 ■ NAGE ■ Non-Union





## Focus for 2017

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# Strategic Human Capital Management

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Assess where you are.

Understand who you are and where you want to go.

Learn how to get there.

Make the journey.

Check your progress.

# Strategic Leaders

*Anticipate* changes in environment by staying closely connected to customers and partners.

*Challenge* assumptions and the status quo by surrounding themselves with people who think outside the box and are open to new ideas.

*Interpret* a wide array of data and viewpoints rather than looking only for evidence that confirms prior beliefs.

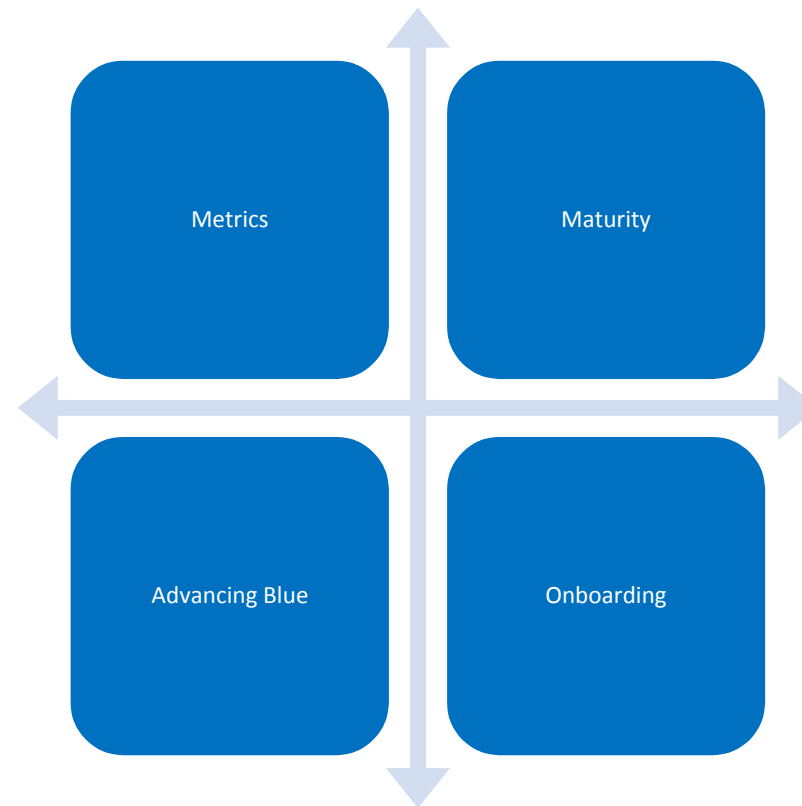
*Decide* what to do after examining options and then exercising courage to get it done rather than waffling or belaboring the decision-making process.

*Align* the interests and incentives of stakeholders, based on understanding different views, rather than relying on their power or position.

*Learn* from success and failure by experimenting, making small bets, and mining the lessons from both the good and the bad outcomes to create quick learning cycles.

## Focus for 2017: HCM Big 4

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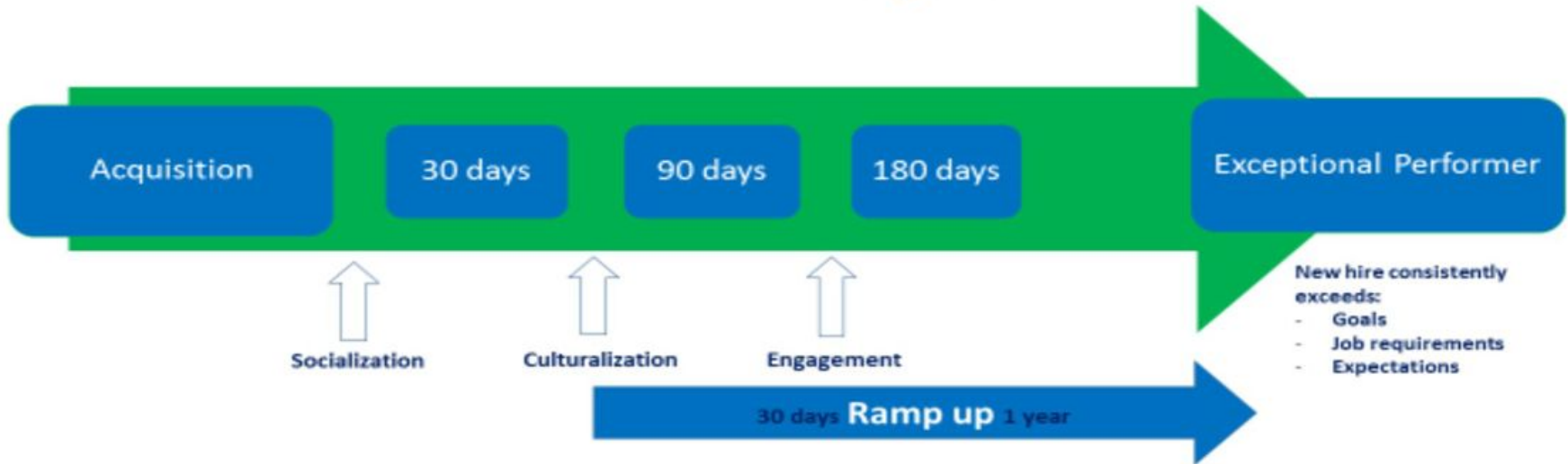




# Focus for 2017: Onboarding

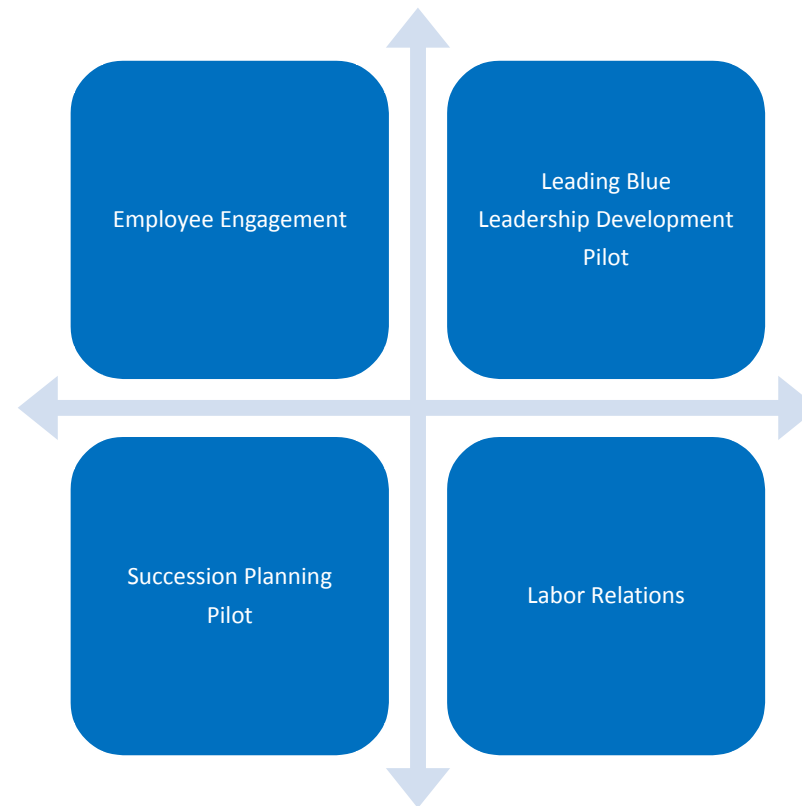


## Onboarding Assessment & Integration



## Focus for 2017

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The greatest waste in the world is the difference between what we are and what we could become.

- Ben Herbstler



# Questions

