



DISTRICT OF COLUMBIA
WATER AND SEWER AUTHORITY

Board of Directors

Human Resources and Labor Relations Committee

Wednesday, September 12, 2012
11:00 a.m.

- 1. Call to Order..... Kathleen Boucher
Vice-Chair
- 2. **Team Blue Safety Recommendations** Christopher Carew
Chief of Staff
- 3. Union Presidents..... James Ivey, AFSCME 2091
Barbara Milton, AFGE 631
Jonathan Shanks, AFGE 872
Michelle Hunter, NAGE R3-06
Charles White, AFGE 2553

Notification to the Committee that AFGE Local 631 has filed a grievance regarding the Team Blue Safety Work Group Recommendations – merits of the case will not be discussed.

Update on grievance status chart for AFGE Local 631

Promotion and hiring practices, including CDL requirements, in the Water Department

Discussion of a labor and management retreat –the Union is interested in setting up date(s) for a retreat to help improve union and management labor relations at DC Water and to address the overall objectives of the organization; as discussed at the May 22, 2012 Committee meeting. See 1st paragraph of page 2 of the Committee minutes.

- 4. Open Discussion
- 5. Executive Session..... Kathleen Boucher
- 6. Adjournment..... Kathleen Boucher



SAFETY FIRST!

**RECOMMENDATIONS TO ADVANCE A WORLD-
CLASS SAFETY PROGRAM AND CULTURE AT
DC WATER**



Why and how did **safety** become a priority?



- General manager identified enhancement of safety as a priority
- Executive staff – “leadership team” – identified it as an organizational goal to establish a “world class” safety program through team initiative (Team Blue)
- Board of Directors –finalizing new strategic plan with “enhancement of safety program” as a strategic objective



**What has been done so far
under General Manager
Hawkins to enhance safety?**



- Safety program organization and staff changes
- Response to site visits – facility upgrades
- Response to internal audit recommendations
- Improvements to business practices
- Procurement of safety management information system



How were safety recommendations developed?



- Team Blue Safety Team established by executive leadership team
- Early meetings focused on team-building and consensus decision-making to create positive, constructive environment for dialogue – everyone had an “equal voice”
- Group established mutual trust and respect; shared honest viewpoints; worked toward common goals related to safety of employees and everyone entering a DC Water facility.



- Educational process: Consultant engaged to provide context of best practices and how an organization can incorporate them
- Small teams toured DC Water facilities
- Site visit to Grace Chemical to learn about best practices and “safety culture”
- HCM training gap analysis
- Sharing what we know and learned with one another – open exchange of ideas



Agreement that a world-class safety program needs to do the following:

- Identify and incorporate best practices
- Clarify individual roles and responsibilities
- Identify and provide proper training for all
- Effectively communicate goals and expectations to entire organization



**What are the
recommendations of the
Team Blue safety team to
advance a world-class **safety**
program and culture?**



A world class safety program should:

- Incorporate best practices
- Identify roles and responsibilities
- Provide proper training
- Communicate goals and expectations



Best practices:

- Shared ownership by management and unions: everyone needs to be both engaged in safety and accountable for it
- Safety observations: Understand the risks and behaviors that currently exist
- Collect and organize data about current safety practices to understand training and other safety resource needs



Roles and Responsibilities:

- Safety is everyone's responsibility
- Need to clarify roles and responsibilities at individual and department level
- Seek from union leaders their view on their roles and responsibilities relative to safety



Individual roles and responsibilities:

- Identify safety roles/responsibilities by job title.
- Clarify safety impacts of a job's daily activities (for example, ergonomics, electrical, potential unsafe site conditions, etc.)
- Clearly define an individual's safety obligations (for example, PPE, safe vehicle operation, etc.)
- Definition of roles/responsibilities reflect activities already specified in position descriptions



Department roles and responsibilities:

- Include prioritization of safety in each department's mission statement
- Safety Department sets policy, supports departments, and monitors activities
- Operational and support departments perpetuate a safety culture and ensure compliance among their staff members



Training:

- Develop a Professional Education and Development Program focused on OSHA-required training, as well as other externally-and internally-required training
- Complete all OSHA-required training within two years (per HCM gap analysis)
- Safety-trained supervisors



Communication:

- Tailor communication messages and methods to each location
- Safety video for the Visitor's Center, to educate visitors about safety expectations and practices.
- Use creative and eye-catching visuals
- Have DC Water employees deliver messages about importance of safety
- Ask unions to reinforce importance of safety to their members



**What are proposed next steps
to advance a world-class
safety program and culture?**



Proposed next steps:

- Receive feedback from union management safety committee today
- Chief of staff and safety director present recommendations to leadership team for feedback and approval
- Management implement recommendations that are adequately developed (example: training requirements per HCM gap analysis)
- Work with Office of Chief Financial Officer on all initiatives requiring funding



Union engagement sought

- Committed to invite union presidents to the presentation to the leadership team
- Requested feedback from unions on proposed recommendations
- Requested feedback from unions for a process or processes for engagement to further develop recommendations into actions
- Committed to report on any developments related to safety strategy to union management safety committee, for feedback



QUESTIONS AND COMMENTS