



**DISTRICT OF COLUMBIA
WATER AND SEWER AUTHORITY**

BOARD OF DIRECTORS

*Human Resources/Labor Relations
Committee*

November 29, 2005

MEETING MINUTES

:

Committee Members

Bruce F. Romer, Chair
Alfonso Cornish
Alexis Roberson
Howard Gibbs
Stephanie Nash

WASA Staff

Jerry N. Johnson, General Manager
Linda R. Manley, Board Secretary
Barbara A. Grier, Human Resources Director
Stephen Cook, Labor Relations Manager
Otho Milbourne, Benefits Manager
Arthur Green, Compensation Manager
Avis Russell, General Counsel

Bruce F. Romer, Chairman, called the Human Resources/Labor Relations Committee (the Committee) to order at approximately 9:05 a.m.

Mr. Romer asked the Committee members to review the status of the Committee's 2003-2005 Strategic Plan goals. There were no questions or comments. Mr. Romer stated that he would make a progress report at the next Board meeting. Committee member Alexis Roberson inquired about the status of labor negotiations. Mr. Romer advised that labor negotiations would be discussed during executive session. Mr. Romer introduced the Human Resources Staff Report and complimented the staff on the report. He then asked Committee members if there were any questions. There were none.

At approximately 9:15 a.m., Mr. Romer convened an executive session for a briefing on labor negotiations, and to review litigation and personnel matters.

The general session was reconvened at approximately 9:50 a.m. Jerry N. Johnson, General Manager, informed the Committee that Dr. Dan Cable would present the results of the Employee Climate Survey. Dr. Cable, a professor at the University of North

Carolina, conducted the survey and analyzed the data. Mr. Johnson advised the Committee that the unions filed an unfair labor practice complaint regarding the survey but noted that he would be communicating the results to employees. Terry Gilmore, Training Manager, provided the Committee with an overview of the purpose and approach for the Employee Climate Survey.

Dr. Cable presented his analysis of the responses (copy of presentation is attached). The analysis revealed the following:

- WASA's response rate was approximately 30% of workforce, which exceeds that necessary for a valid survey. WASA's response rate was slightly higher than that of comparable utilities.
- WASA employees indicated that job security is not as important to them as it is to employees at comparable utilities.
- WASA employees indicated that relationships in the workforce are less important when compared to responses for other utilities.
- WASA employees perceived that variety in their jobs is more important when compared to other utilities.
- WASA employees perceived that being "World Class" is a core value.
- WASA employees were neutral with regard to quitting – they are not anxious to leave but are also not committed to staying.
- Employees were satisfied with their jobs.
- Employees were slightly positive about the ability of management.
- Employees were unsure about the benevolence of management – they were unsure as to management's concern about their welfare.
- Employees had neutral to slightly positive attitudes about the integrity (fairness) of management.

A summary of the findings and conclusions are as follows:

- Employees recognize and accept the "World Class" concept as a value of the organization. To complete the "World Class" objective, WASA must achieve 80% on work outcomes (job satisfaction and organization commitment).
- Perceptions about management integrity and benevolence should improve with better communication with employees.
- Morale varies across departments.

Dr. Cable recommended the following:

- Conduct period "health check-ups" to identify positive and negative changes in

the workforce.

- Compare high scoring values to strategic goals and implement initiatives to move toward ideal organizational culture.
- Communicate the Strategic Plan down through the employee level and continue to communicate positive changes.
- Market unique characteristic to attract new employees that are a good fit for the organization's core values.

Dr. Cable emphasized that this survey is a snapshot of the organization. The results should not be interpreted as good or bad; rather as indicators of potential issues to be addressed by both employees and management. He recommended that an action plan be developed and encouraged the use of focus groups as a means of involving employees in the development the action plan.

Mr. Romer thanked Dr. Cable for his presentation and noted that it was both informative and useful. Mr. Romer asked if the respondents knew the definition of management. Specifically, whether the employee knew whether the questions referred his/her immediate supervisor or management in general. Dr. Cable responded that the survey did not define management as either immediate supervisor or senior management. Dr. Cable stated that it was likely that employees responded with their immediate supervisor in mind. Committee member Alfonso Cornish stated that management should immediately communicate the results to the employees and begin developing the action plan. Dr. Cable agreed. Mr. Johnson stated that employee meetings were already scheduled, the first one with managers and supervisors immediate following the Committee meeting. Mr. Romer stated that the follow up/action plan for the Employee Climate Survey should become a regular item on the Committee's agenda.

Otho Milbourne, Benefits Manager, presented the 2006 Health and Welfare renewal rates. Overall, rates increased by 10.76%, slightly below current healthcare trends.

Mr. Romer presented two (2) action items: (1) One (1) year extension of the contract with MAMSI Life and Health Insurance Company; and, (2) Amendment of the Non-union Pay Structure to establish Executive Pay Grades. The creation of Executive Pay Grades will not result in an increase in pay for incumbents. The Committee unanimously approved both items.

Mr. Romer thanked the members of the Human Resources and Labor Relations Committee for attending.

The meeting was adjourned at approximately 10:35 a.m.