



## District of Columbia Water and Sewer Authority Board of Directors

**Human Resources and Labor Relations Committee** March 12, 2025 / 9:30am

**Microsoft Teams meeting**

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Meeting ID: 229 496 054 58 Passcode: KD9LT9JJ

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Phone Conference ID: 293 511 42#

1. **Call to Order** .....Jed Ross, Chairperson
2. **Roll Call** ..... Michelle Rhodd, Board Secretary
3. [HR Update](#) .....Amber Jackson, Chief People Officer and EVP
4. **Executive Session\*** ..... Jed Ross
5. **Adjournment** ..... Jed Ross

This meeting is governed by the Open Meetings Act. Please address any questions or complaints arising under this meeting to the Office of Open Government at [opengovoffice@dc.gov](mailto:opengovoffice@dc.gov).

1The 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 certain matters, including but not limited to: matters prohibited from public disclosure pursuant to a court order or law under D.C. Official Code § 2-575(b)(1); terms for negotiating a contract, including an employment contract, under D.C. Official Code § 2-575(b)(2); obtain legal advice and preserve attorney-client privilege or settlement terms under D.C. Official Code § 2-575(b)(4)(A); collective bargaining negotiations under D.C. Official Code § 2-575(b)(5); facility security matters 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); third-party proprietary matters under D.C. Official Code § 2-575(b)(11); train and develop Board members and staff under D.C. Official Codes § 2- 575(b)(12); adjudication action under D.C. Official Code § 2-575(b)(13); civil or criminal matters or violations of laws or regulations where disclosure to the public may harm the investigation under D.C. Official Code § 2-575(b)(14); and other matters provided under the Act.



## Human Resources and Labor Relations Committee Meeting - HR Update

March 12, 2025

DC Water's Enterprise Human Capital Strategy focuses on attracting, developing, and retaining talent to fulfill its mission. The strategy includes initiatives in various areas such as compensation, succession planning, performance management, and talent acquisition. Below are updates on a variety of People & Talent topics that have occurred since the last report.

### I. Employee Pulse Survey

On February 3, 2025, DC Water launched an Employee Pulse Engagement Survey. The survey provided employees with the opportunity to give valuable feedback on the DC Water workplace culture, environment, the Authorities strengths and areas for improvement. The initial survey closed on February 21 with an impressive 494 responses, representing 42.8% participation. This was a strong response rate for DC Water's first internally produced pulse survey, and marks an important step toward establishing more frequent pulse surveys.

The success of this effort was made possible through the collaborative partnership between People & Talent (P&T) and the Office of Marketing and Communications (OMAC), with OMAC leading marketing and communications efforts to drive awareness and engagement and the P&T team leading engagement events and Union outreach. Their seamless coordination, from content creation to production, contributed significantly to the survey's impact.

### II. Compensation Update

DC Water is committed to fairly compensating all employees. DC Water's compensation approach is designed to support sustained and competitive salary growth through various compensation activities to include promotions, reclassifications, merit, and bonus pay for non-union employees, bonuses for union employees, internal pay equity (people), pay equity (grade) adjustments, and the establishment and maintenance of competitive pay structures (i.e. salary ranges).

P&T initiated the launch of a Career Framework and Compensation Assessment Program – Classification & Compensation Study. This initiative focuses on non-union employees compensation and enterprise-wide career framework and commence in 2024 to achieve the following key business objectives:

- Ensure fairness in DC Water's compensation for all employees;
- Enhance DC Water's existing compensation philosophy and approach to reflect current market conditions and competitiveness with comparable organizations regionally and nationally;
- Implement career paths that supports a performance-oriented culture; and
- Provide flexibility to respond to economic, organizational and talent demands.

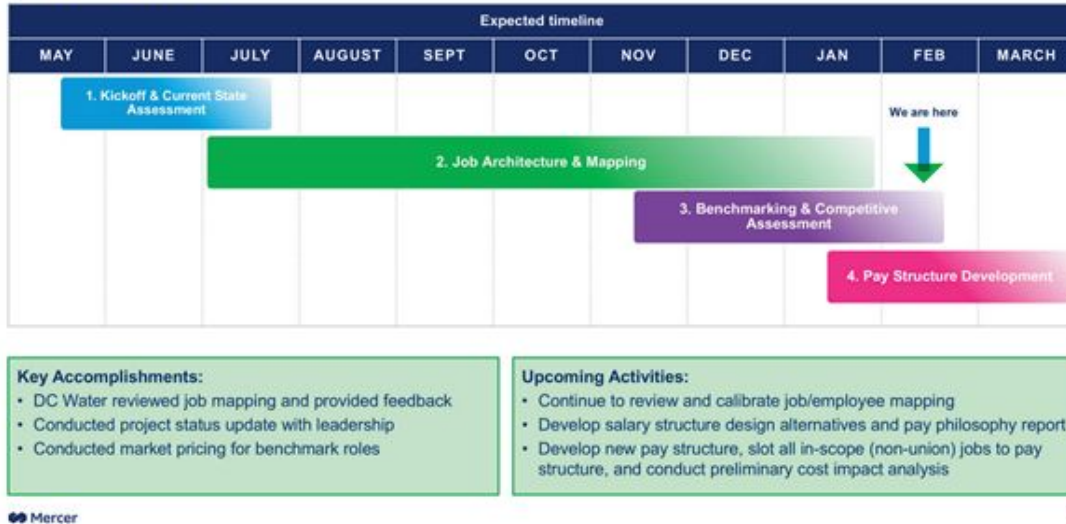
We have successfully updated a total of 226 job descriptions as part of our ongoing project. This milestone reflects our commitment to ensuring that all roles are accurately defined and aligned with current organizational needs.

Departments	JDs Completed As of 10/2024	JDs Completed As of 11/2024	JDs Completed As of 12/2024	JDs Completed As of 01/2025	JDs Completed Yearly
Administration	33	0	5	2	40
Customer Experience	0	0	2	2	4
Engineering	5	2	0	0	7
Finance, Procurement, and Compliance	2	0	0	0	2
Government and Legal Affairs	2	0	0	1	3
Independent Offices	4	0	0	0	4
Marketing and Communications	6	0	0	0	6
Operations	16	9	4	7	36
People and Talent	13	1	0	0	14
Varies	2	2	46 (Summer Intern JDs)	0	50
Accenture Project	60				60
<b>Totals</b>	<b>143</b>	<b>14</b>	<b>57</b>	<b>12</b>	<b>226</b>

Compensation Study: Mercer completed their benchmarking review of 200 jobs (covering 283 non-union employees), and is in the process of completing their competitive assessment of DC Water's pay structure of DC Water's pay structure. The Goal for completion of the project was changed from December 31, 2024 to March 31, 2025. It should be noted that there was no additional cost to DC Water for this extension. The chart below represents the entire timeline for the Compensation Study assessment.

## Project Status & Update

### High Level Overview



### III. Talent Acquisition Update

Since the start of FY-25, Talent Acquisition filled a total of **54** positions throughout the Authority – **52% external, 48% internal**.

Twenty-one (**21**) positions have been filled since the last report. Currently, there are a total of **62** positions actively under recruitment.

Filled Positions (1/1/2025 to 2/28/2025)			
	External	Internal	TOTAL
January	3	2	5
February	7	9	16
<b>TOTAL</b>	10	11	<b>21</b>

### IV. Learning and Development Update

#### Succession Planning:

- We have implemented a succession planning process that is transparent, cultivates equity and trust in the process, and helps employees see potential career trajectories for their role. We have **82** critical positions, and **164** successors identified.

Readiness Level	Count of Employee
Ready Now	59
Ready in 1-2 Years	99
Ready in 3-5 Years	67
<b>Grand Total</b>	<b>225</b>

\* Some employees are listed for more than 1 position

#### Tuition Assistance/Reimbursement:

- All full-time employees who have been with DC Water for at least a year are allowed up to \$5,000 to use towards degree seeking programs and/or external training that is related to the work we do at DC Water. FY25 year to date we have 35 employees who have taken advantage of this benefit. The table below captures the total cost and participation rate.

Metric	Oct	Nov	Dec	Jan	FY25 YTD
Total cost of external training	\$4,095	\$4,295	\$2,299	\$4,095	\$14,784
Total # of employees participating in external trainings	1	1	1	1	4
Total cost of tuition assistance/reimbursement	\$12,006.34	\$4,626	\$14,659.25	\$54,074.03	\$85,365.62
Total # of employees participating in tuition assistance/reimbursement	4	1	7	19	31

#### Training:

- We continue to develop and grow our employees through enterprise-wide learning and development opportunities. Below are some of the training participation numbers.

Metric	Oct	Nov	Dec	Jan	FY25 YTD
Total # of employees completing online training	123	5	21	56	205
Total # of employees completing instructor-led training	66	53	27	130	276

#### V. HR Business Partners (HRBP)

The HRBP Team partnered with the departments to communicate and operationalize the following re-organizations effective February 23, 2025:

- SCADA department transfer from COO division (Pumping and Sewer Operations) to CIO division: 10 employees
- Meter Operations department transfer from CAO division (Customer Care) to COO division (Water Operations): 35 employees

An additional re-org involving Engineering and the Office of the COO is forthcoming with a target effective date of March 9, 2025.

Vacancy Rate (as of January 31, 2025)

Metric	Oct-24	Nov-24	Dec-24	Jan-25
Vacancy Rate+	9.8%	8.7%	7.6%*	7.3%*

\*Reflect recommended position eliminations in the proposed FY26 Budget

KPI Definition	Business Relevance
<p>+ Vacancy Rate = <math>1 - (\text{Filled Positions} / \text{Total Headcount})</math>; then converted into a percentage</p> <p>Total Headcount = Budgeted Headcount – Vacancies Greater than 180 Days Old</p>	<p>This KPI measures the organization's vacancy rate related to vacancies that are in the process of being filled (i.e., under management review before recruitment - OR- under recruitment)</p>

Vacancy Rate has steadily declined to 7.3% as of January 2025, as positions are filled and turnover rate holding steady around 7-8%. The December 2024 and January 2025 vacancy rates reflect the recommended position eliminations in the proposed FY26 Budget.

The HRBP Team will also play a significant role in analyzing the information gathered in the recent Employee Engagement Survey and then working with the departments to develop action plans to address any issues identified.