



**DISTRICT OF COLUMBIA
WATER AND SEWER AUTHORITY**

Board of Directors
Human Resources and Labor Relations Committee

Wednesday, January 8, 2020
11:00 am

- 1. Call to Order... Emile Thompson
Chairperson
- 2. Union Topics Union Presidents
Barry Carey, AFSCME 2091
Michele Hunter, NAGE R3-06
Barbara Milton, AFGE 631
Jonathan Shanks, AFGE 872
Calvert Wilson, AFGE 2553
- A. Upgrade and Reclassify Wastewater Treatment Operators RW-09 positions**
- B. District of Columbia Laws for Worker’s Compensation**
- C. Open Discussion**
- 3. Succession Development Nina Love and Nicole Spriggs
Program Managers, Talent and Development
- 4. Parental Leave.....Ron Lewis
Manager, Benefits
- 5. Executive Session*.....Emile Thompson
Chairperson
- 6. AdjournmentEmile Thompson
Chairperson

1 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)(2); legal, confidential or privileged matters under D.C. Official Code § 2-575(b)(4)(A); 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); train and develop members of a public body and staff under D.C. Official Codes § 2-575(b)(12); 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.

Succession Development Pilot

Employee Experience



Keith Lindsey, Acting EVP People & Talent

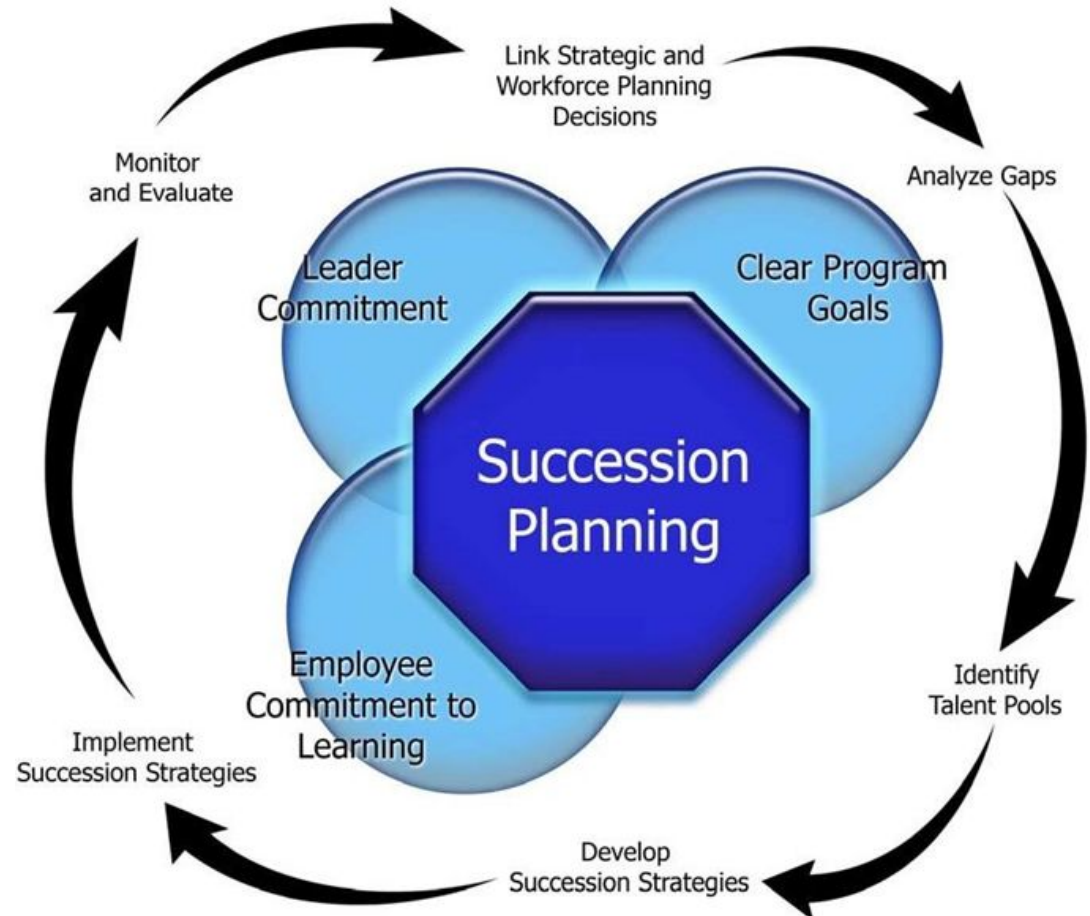
Nina Love, Program Manager Succession Planning and Performance Management

Nicole Spriggs, Program Manager Workforce Planning

Succession Development Pilot

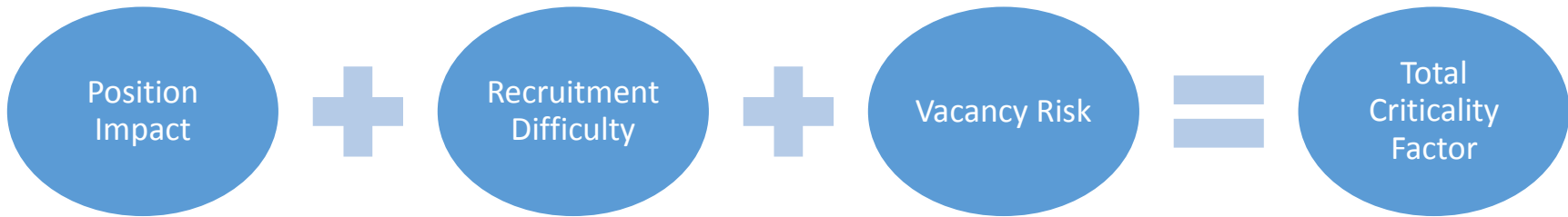
2019 Overview

- Criticality Assessment
- 9 Box High Performer Assessment
- Professional Development Assessments and Coaching
- 53 Critical Positions
- 69 High Performers
- 10 Promotions

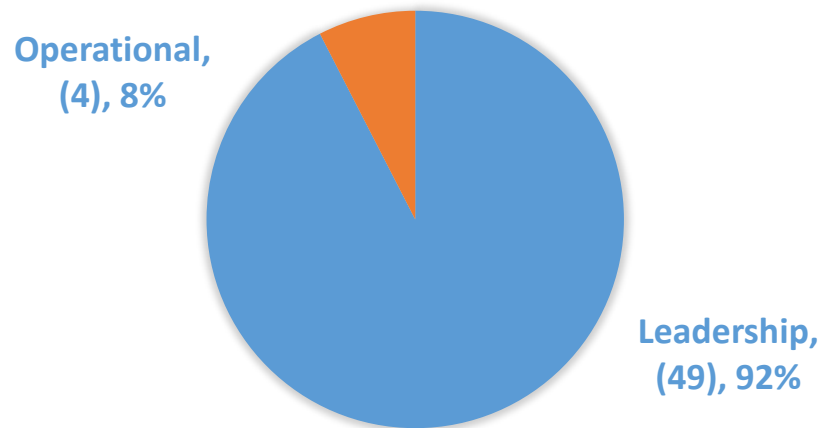


Succession Development Pilot

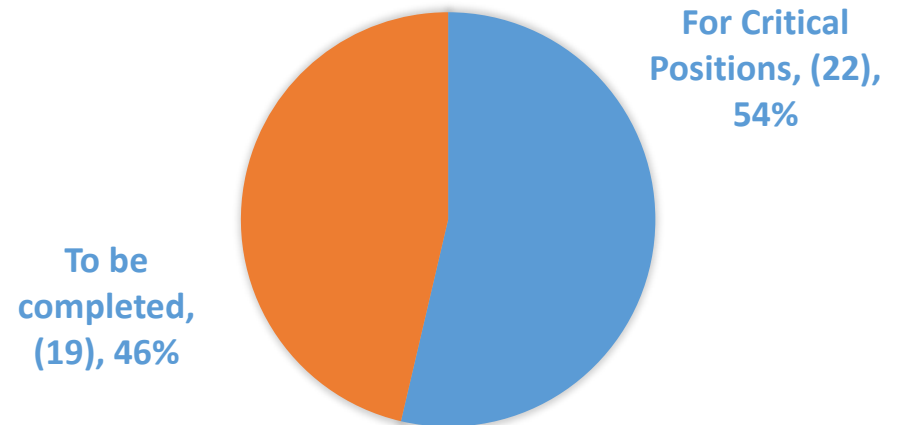
Snapshot: 53 Critical Positions



POSITION TYPES IDENTIFIED



DEPARTMENTS WITH SUCCESSION PLANS FOR CRITICAL POSITIONS



Succession Development Pilot

Identifying Critical Positions



Total Criticality Factor

(Estimated effort & urgency to the delivery of programs & services)

8 – 9 High

5 – 7 Medium

3 – 4 Low

Succession Development Pilot

53 Critical Positions

Administration

Executive Vice-President, Administration

Customer Experience

Director, Enterprise Solutions
Director, Customer Care
Director, IT Infrastructure
Executive Vice President, Customer Experience
Manager, Revenue Assurance
Manager, Customer Services
Manager, IT Customer Svc
Program Manager, SAP
Vice President, Information Technology
Vice President, Marketing and Communications

Performance

Executive Vice-President, Performance

Legal Affairs

EVP, Legal Affairs
Principle Counsel

Finance

Chief Financial Officer and Executive Vice-President,
Finance and Procurement
Controller
Director, Budget
Director, Finance
Director, Rates and Revenue
Manager, Mtn & Svcs Parts Materials
Supervisor, Purchasing Admin
Vice-President, Procurement and Compliance

People and Talent

Director, Labor Relations
Executive VP, People & Talent
Manager, Comp and Benefits
Manager, Talent & Development
Program Manager, Compl Programs
Program Manager, PM and WP
Program Manager, Talent Mgmt

Sewer Operations

Manager, Const and Repair

Wastewater Operations

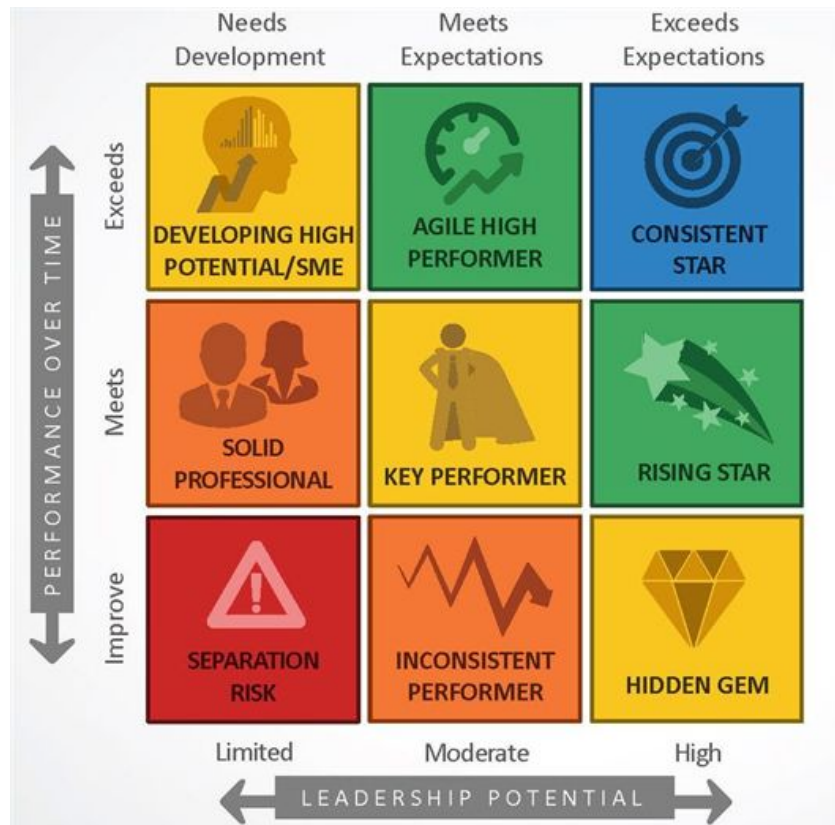
Director, DCW Resource Recovery
Director, Maintenance Services
Executive Vice-President, Operations and
Engineering
Manager, Res Rec Oprs Biosolids
Manager, WQ & Pretreatment
Manager, Process Engineering
Senior Vice-President, Operations and Engineering
Vice-President, Wastewater Operations
Director, Water Quality
Manager, Water Quality
Senior Director, Water Operations

Engineering

Director, Clean Rivers
Director, DCW Permit Operations
Director, DETS
Director, Infrastructure Management
Director, Wastewater Engineer
Manager, Blue Plains Construction
Manager, Design
Manager, Developer Engineering Review
Manager, Planning
Manager, Program Services
Senior Vice-President and Chief Engineer

Succession Development Pilot

Snapshot: 69 High Performers

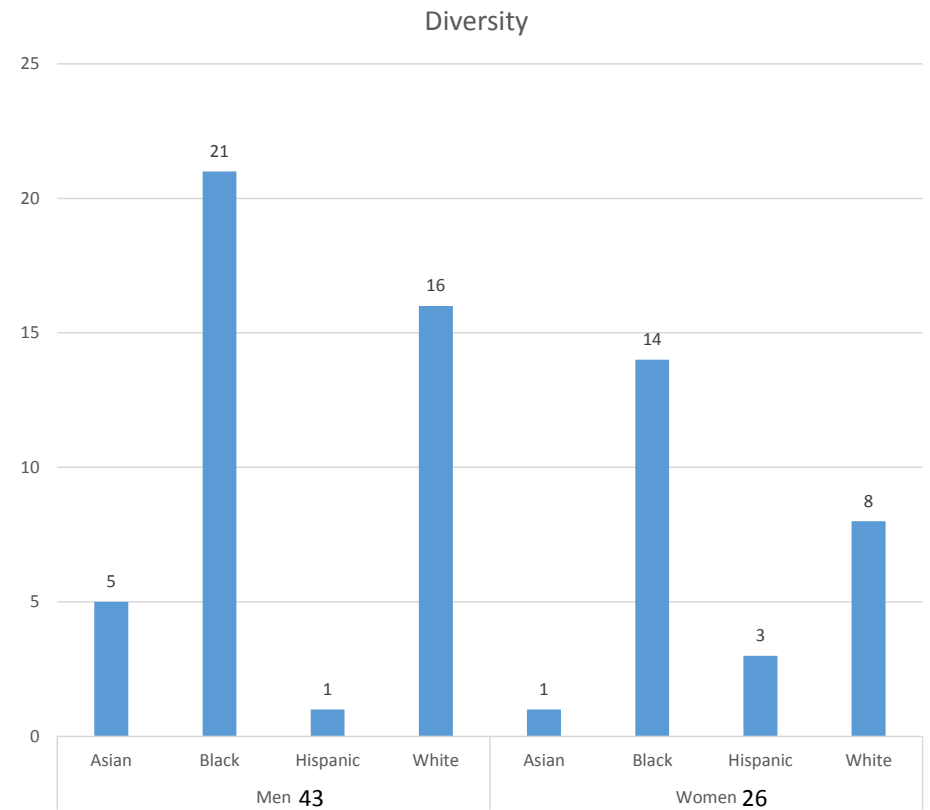
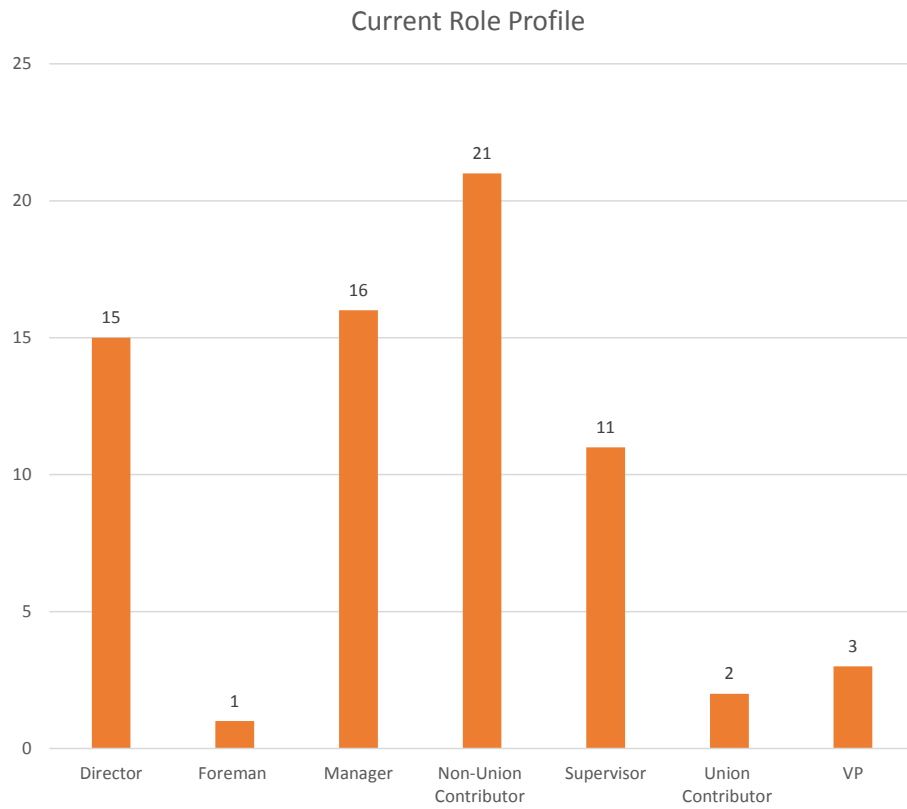


Individual Development Plans

- Coaching
- 360 & Leadership Assessments
- DCW Sponsors
- Education & Training
- Cross Training & Special Projects
- Peer Mentoring Groups

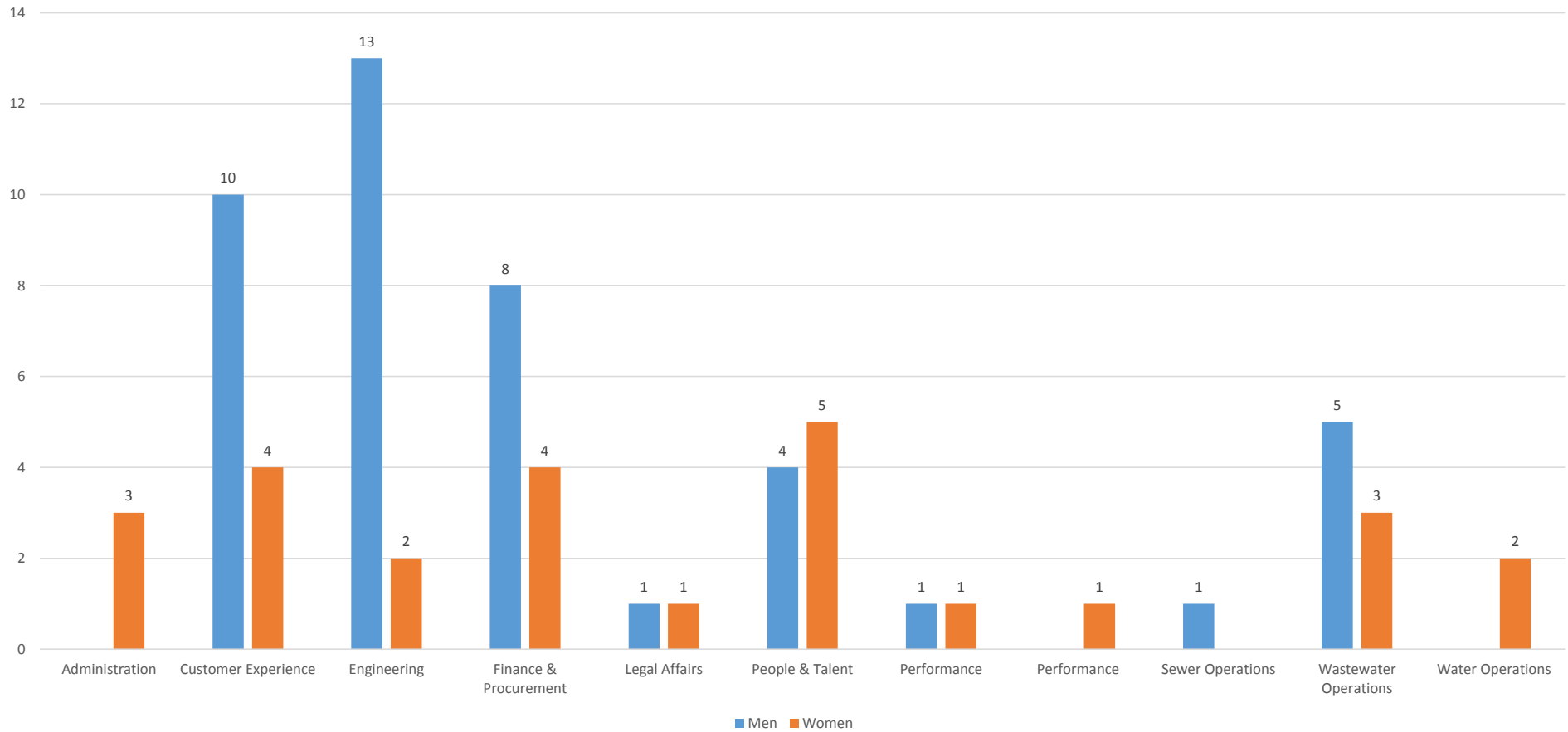
Succession Development Pilot

Snapshot: 69 High Performers



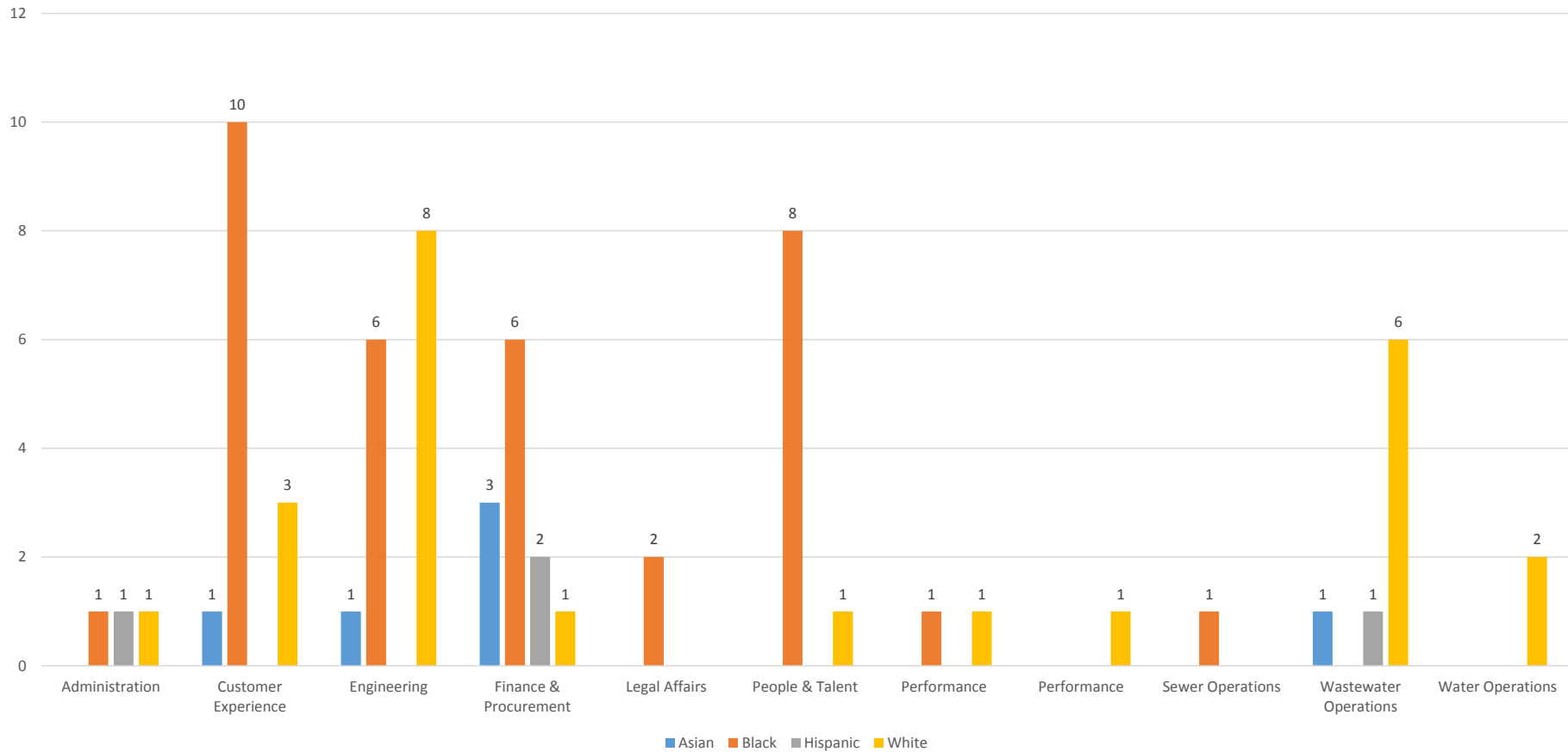
Succession Development Pilot

Snapshot: 69 High Performers – Gender Profile



Succession Development Pilot

Snapshot: 69 High Performers – Ethnicity Profile



Succession Development Pilot

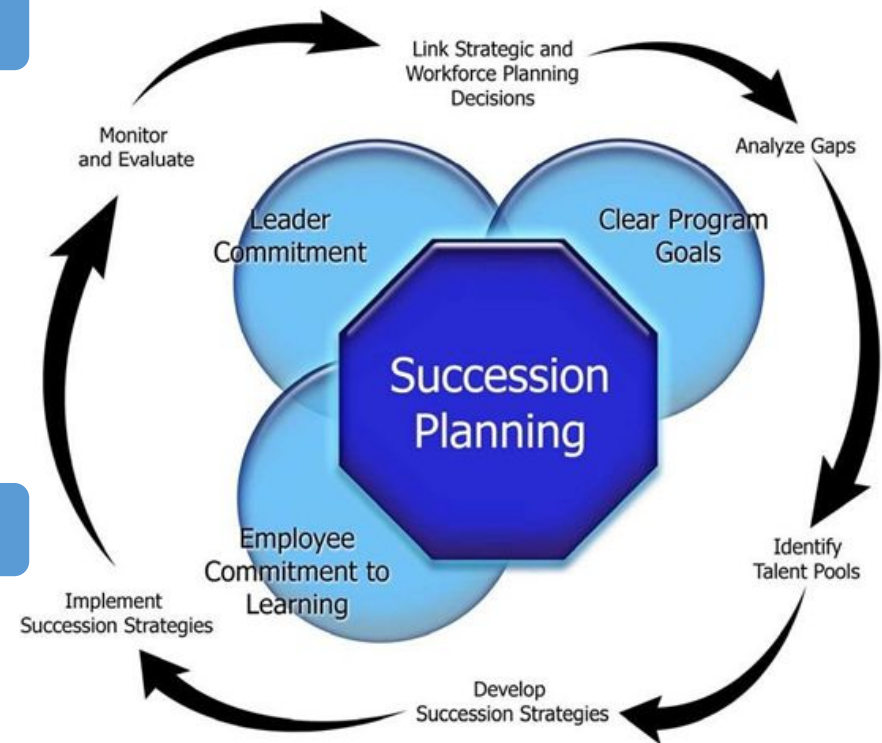
Phase II

Evaluate & Adapt

- Outcomes
- Focus Groups & Program Evaluations
- Processes and Tools
- Advisory Committee (Union, HR Business Partners, Representation from all levels and across the Authority)
- Update Plan Objectives and Benchmarks
- Develop and Launch Succession Plan & Change Management Strategy

Launch

- Expanded Capacity and Accessibility
- Engage Human Resource Business Partners
- Continuous Engagement and Development
- Additional Tools and Resources





Parental Leave Program





Agenda

Team Members

- 1.Importance of Parental Leave
- 2.What is Parental Leave
- 3.DC Paid Leave Act
- 4.Difference Between Benefits
- 5.Benefit Comparison
- 6.Eligibility
- 7.Application Process
- 8.Decision Process
- 9.Financial Impact
- 10.Next Steps
- 11.Q&A



Parental Leave Team

People & Talent

- Keith Lindsey
- George Spears
- Dianna Kenney
- Ronald Lewis
- Kenya Zeigler
- Pamela Austin

Finance

- Matthew Brown
- Lola Oyeyemi
- Cassandra Redd
- Marvin Jones
- Pade
Zuokemefa

General Counsel

- Gregory Hope





Why this is important

- Aligns with our People, Place, and Pay cultural element
- Keeps DC Water Competitive
- Other Employers are offering this benefit
- Supports work life balance
- Contributes to keeping DC Water an employer of choice



What is Parental Leave

- Allows employees to bond with a new child
- It may be taken up to 8 weeks
- It may be taken continuously or intermittently
- Paid for by DC Water





The DC Paid Leave Act

- Beginning July 1st 2020 DC Government is implementing 8 weeks of paid Parental Leave benefits for private employers supported by an additional tax.
- The maximum weekly benefit will be \$1,000.
- DC Water is excluded from the DC Government Paid Leave Act as explained in the legal opinion provided by “Ius Laboris USA Global HR Lawyers, Ford Harrison”



Differences between Benefits

	DC Water Parental Leave	DC Paid Leave Act	FMLA	DC Government	Disability
Duration	8 weeks	8 weeks-child bonding 6 weeks-family medical 2 weeks-personal illness	16 weeks Unpaid May use sick or annual leave	8 weeks	6 weeks-normal delivery 8 weeks-Caesarean
Amount	Current Salary	Maximum \$1,000/ week	Unpaid: May use sick and or Annual leave	Current Salary	50% or 60% of base pay depending on election
Cost Covered by:	Employer	Employer	Employer	Employer	Employee
Coverage	Income replacement for child birth, adoption	Income replacement for a medical condition for self and family, child birth, adoption	Job protection for a medical leave for self and family, child birth, adoption	Income replacement for a medical condition for self and family, child birth, adoption	Income replacement for a medical condition



Benefit Comparison

	DC Water Parental Leave	Current Benefits	
	Parental Leave	Disability Benefit	FMLA
No Cost to Employees	✓		✓
8 Weeks of Paid Coverage	✓		
Coverage available for Mothers	✓	✓	✓
Coverage available for Fathers	✓		✓
Excluded from Preexisting Conditions	✓		✓
Improves morale and makes DC Water an employer of choice	✓		



Eligibility

- DC Water eligible employees
- Employed at least 12 months
- Must qualify for Family Medical Leave Act (FMLA) having worked at least 1,000 hours within the past 12 months
- Must experience one of the following events:
 - Childbirth
 - Adoption
 - Permanent placement of a child



Application Process

- Apply for FMLA with Cigna
 - Website: (www.cigna.com)
 - Phone: (800) 362-4462
- Provide supporting documentation
- Communicate with direct supervisor/manager to inform:
 - Intent to use parental leave benefit
 - Estimated additional time taken
 - Request for parental leave code to be used





Decision Process

- Employees and Managers will receive approval/disapproval notification from Cigna
- Managers/supervisors will enter Parental Leave payroll code into Dayforce
- Leave approved by Cigna will be monitored by Compliance.





Financial Impact

Average Cost: Paid Leave Per Employee

	Survey Findings		First Year	
	Data 3 Yrs	Annual	Scenario #1	Scenario #2
Total participants	63			
Avg # of participants		21	30	40
Avg salary for 8 weeks		\$98,868	\$98,868	\$98,868
# of weeks (8)		0.15	0.15	0.15
Subtotal Salary cost		\$319,419	\$456,314	\$608,418
Additional cost				
Overtime cost-7 Ind.	\$9,211	\$3,070	\$8,284	\$12,426
Temp support-4 depts.	\$28,000	\$9,333	\$56,000	\$74,667
Subtotal additional cost	\$37,211	\$12,404	\$64,284	\$87,093
Grand Total		\$331,823	\$520,598	\$695,511₁₂



Next Steps

- Finalize Parental Leave Policy and obtain CEO approval
- Amend personnel regulations to include new leave category
- Obtain Board approval



- Add the Parental Leave Program to Pipeline
- Communicate Parental Leave Program to employees