

WSSC WATER
WORKFORCE REPORT
and
**Human Resources Office
Annual Activity Report**



Reporting Period
July 1, 2020 – June 30, 2021

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WORKFORCE REPORT

and

Human Resources Office Annual Activity Report

Reporting Period
July 1, 2020 – June 30, 2021

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INTRODUCTION

WSSC Water has a dynamic workforce that supports the mission and vision of WSSC Water: to provide safe and reliable water, life's most precious resource, and return clean water to our environment, all in an ethical, sustainable, and financially responsible manner.

This Workforce Report provides details of WSSC Water's workforce composition from various perspectives. The Human Resources Office (HRO) Annual Activity Report provides data related to human resource (human capital) activities, processes, benefits options and participation and retirement eligibility.

The data presented for the July 1, 2020 – June 30, 2021 reporting period, includes all "merit" and "non-merit" employees. Interns and temporary consultants, along with employees in Leave of Absence, Personal Injury/Illness, or Workmen's Comp Injury/Illness assignment status are not included. Commissioners are included only when referring to employees by major units and by race/ethnicity.

A "merit employee" is in a position that confers upon its incumbent merit system status as provided in the Public Utilities Article, Title 18, Personnel, Annotated Code of Maryland. An employee with merit system status has the rights, responsibilities and benefits realized as a condition of employment, including protection from dismissal except for cause.

A "non-merit employee" is in a position that does not confer upon its incumbent merit system status as provided in the Public Utilities Article, Title 18, Personnel, Annotated Code of Maryland. Except where a written agreement between the parties specifies otherwise, "non-merit" system employees have the same rights, responsibilities and benefits as merit system employees except for protection from dismissal.

Both merit and non-merit positions are included in the annual budget from year to year. Positions at WSSC Water may be either full-time or part-time. Full-time means 1.0 work year, part-time anything less than 1.0 work year. Merit and non-merit employees are eligible for all WSSC Water benefits.

WORKFORCE DEMOGRAPHICS - SUMMARY

The workforce demographics reflect WSSC Water's organization and workforce as it existed on June 30, 2021. At that time, the total complement, including Commissioners, was 1,684, a net increase of nine from the calendar year (CY) 2019 reporting period. For this report, the overall total of WSSC Water employees reflects 1,679 unless noted otherwise.

- The principal units include the Production, Utility Services and Engineering and Construction departments and account for 1,134 employees or almost 68% of the total workforce.
- Of the entire workforce, 71% are males, and 29% are females.
- A workforce diversity analysis reveals that 48% are African American, 37.1% are Caucasian, 6% are Asian, 6.1% are Hispanic, 0.5% Native American, and 2.3% other.
- The average length of service of WSSC Water employees is 11.5 years.
- The average age of WSSC Water employees is 46.9 years.

WSSC Water's compensation plan uses a system of five grade schedules, including executive, general, union hourly, career ladder, and IT salary schedules. The executive salary schedule has six levels from EX.0 to EX.5. The general salary schedule has 16 grades, from GS.01 to GS.16, and the union hourly schedule has 15 grades from UH.04 to UH.18. The career ladder salary schedule currently has only one grade, CL.03. The IT salary schedule has eleven grades from IT.02 to IT.12. Each grade is associated with a minimum and maximum rate of pay.

- The overall average salary for WSSC Water employees was \$87,779.63. Appendix B shows the average pay for each grade. The highest number of general salaried employees are in grade GS.13; the highest number of union hourly employees are in grade UH.13.
- Fewer than nine percent of WSSC Water employees are paid less than \$50,000 per year.

WORKFORCE DEMOGRAPHICS REPORT

The Workforce Report provides general descriptive statistics of WSSC Water’s workforce for the Fiscal Year (FY) 2021 reporting period (July 1, 2020 –June 30, 2021). At the end of the reporting period, there were 1,679 employees.

TOTAL WORKFORCE – BY BRANCH

Branch	# Employees	Percentage
Operations	1,179	70.22%
Strategy & Partnerships	175	10.42%
Administration	269	16.02%
Other *	56	3.34%
Total	1,679	

*Other includes General Manager’s Office, Corporate Secretary’s Office, and General Counsel’s Office, as well as those not on active assignment due to injury or illness.

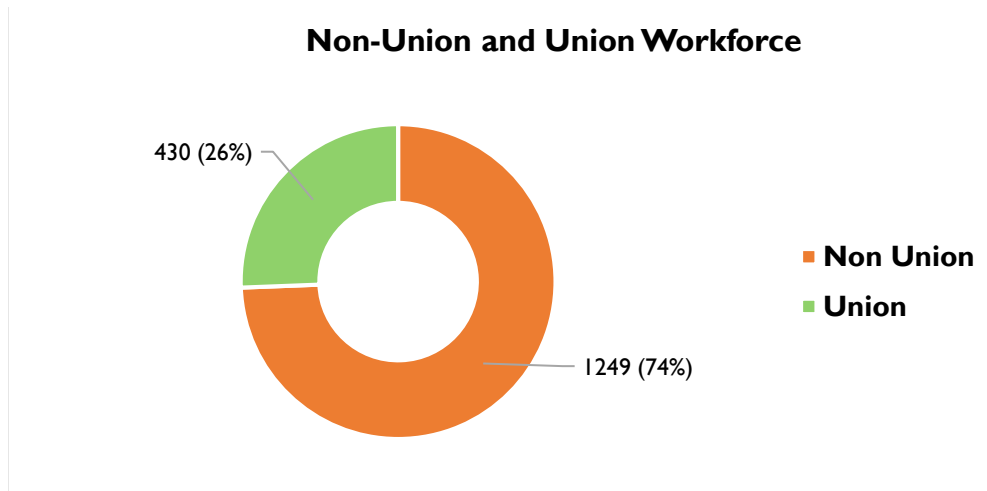
TOTAL WORKFORCE – BY DEPARTMENTS/MAJOR WORK UNITS

Department	# Employees
Asset Management Office	6
Commissioners' Office/Corporate Secretary's Office	2
Communications and Community Relations Office	15
Customer Service Department	108
Engineering & Construction Department	350
Finance Department	60
General Counsel's Office	25
General Manager's Office	8
General Services Department	87
Human Resources Non-Department**	10
Human Resources Office	31
Intergovernmental Relations Office	4
Office of Inspector General	11
Office of the Chief Information Officer	90
Police & Homeland Security Office	35
Procurement Department	23
Production Department	311
Strategy & Innovation Office	17
Supplier Diversity & Inclusion Office	9
Utility Services	475

**Employees who fall under the Human Resources Non-Department work unit are on Injury Illness. Employees on Injury Illness are disabled by either on-the-job or personal injury or illness.

NON-UNION AND UNION WORKFORCE

Of the total population of WSSC Water employees, 430 (26%) are in the bargaining unit (union employees covered by a collective bargaining agreement), and 1,249 (74%) were not in the bargaining unit (non-union).

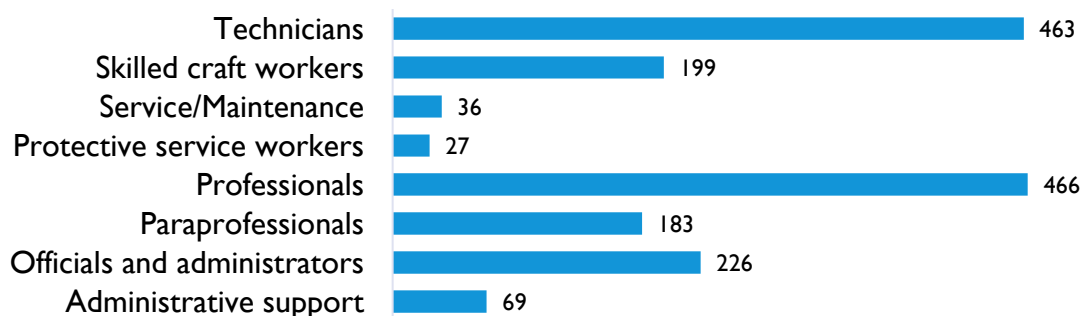


EEO-4 JOB CATEGORIES

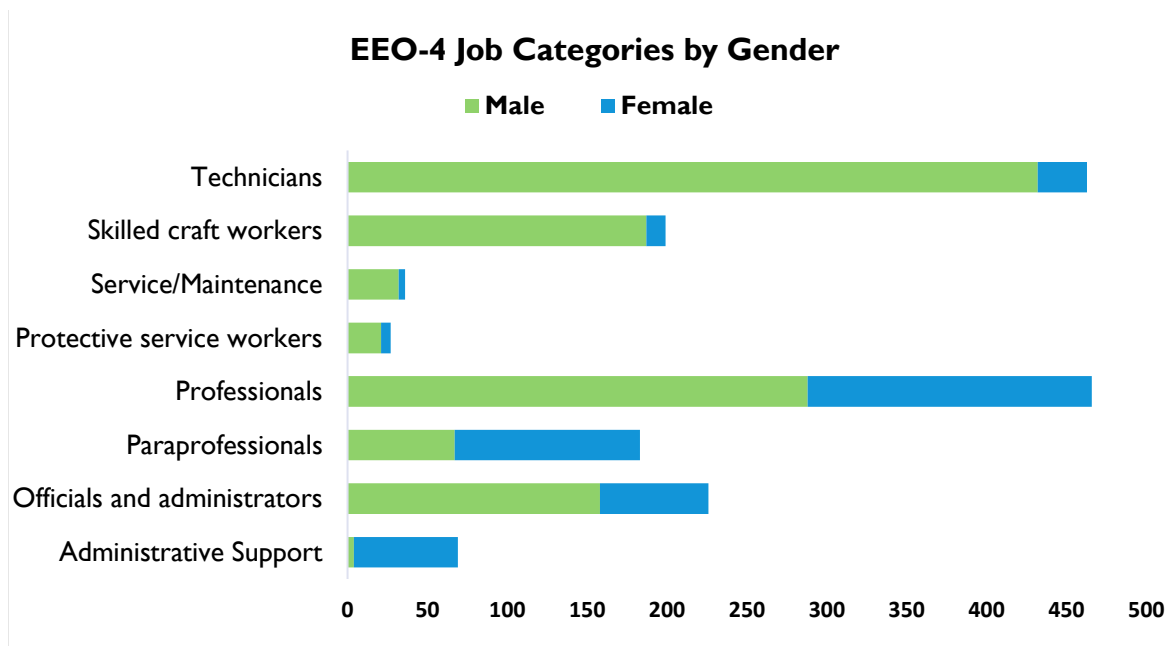
The WSSC Water job categories are based on the Equal Employment Opportunity Commission’s (EEOC) occupational categories for State and Local Governments (EEO-4). WSSC Water’s workforce is divided into eight job categories: Technicians, Skilled craft workers, Service/Maintenance, Protective service workers, Professionals, Paraprofessionals, Officials and administrators, and Administrative support. Appendix A provides a full definition of WSSC Water job categories.

The Professionals job category comprised 28% (466) of the total workforce. The Protective service workers job category has the smallest percentage of employees at 2% (27).

EEO-4 Job Categories - Overall

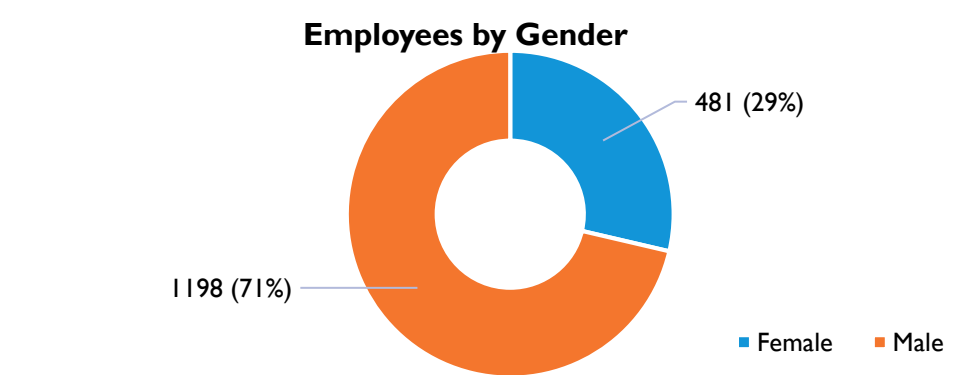


Males make up the largest percentage of all EEO-4 Job Categories, with the exception of Paraprofessionals and Administrative support.



GENDER

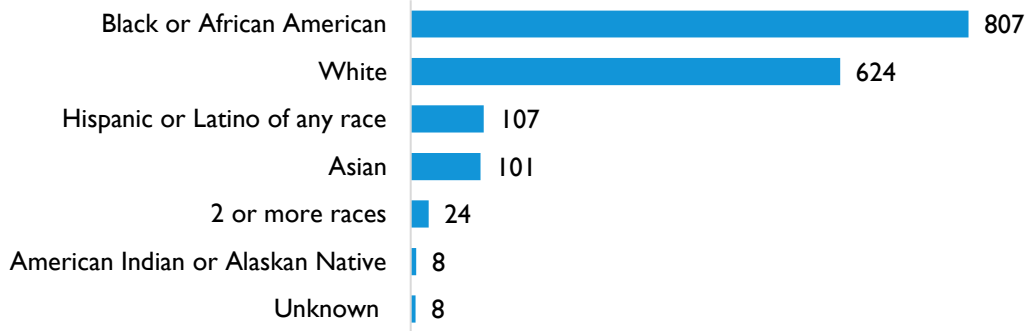
Males make up the largest percentage of employees. Of the total employee population, 481 or 29% were female, and 1,198 or 71% were male.



ETHNICITY/RACE

Of WSSC Water’s 1,049 known minority employees, fewer than 1% identified themselves as American Indian/Alaskan Native, 6% as Asian, 37% as White, 6% as Hispanic/Latino, 1% as Unknown and fewer than 1% as two or more races (multiple races). Employees who identified themselves as Black or African American comprised most of the workforce (48%).

Employees by Ethnic Origin

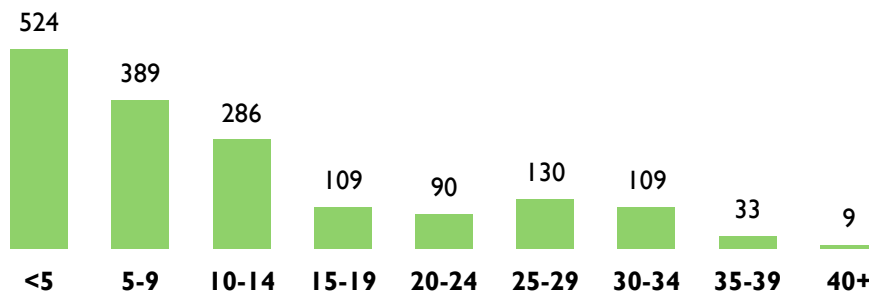


Note: Those with multiple ethnic origins are categorized as 2 or more races. Anyone who identified as Hispanic or Latino (regardless of whether they elected more than 1) is identified as Hispanic or Latino

YEARS OF SERVICE

Employees with fewer than five years of service are 31% of the total workforce. The group with the lowest number is employees 40 or more years of service (fewer than 1%). The average is 11.50 years of service. Groups

Employees by Years of Service

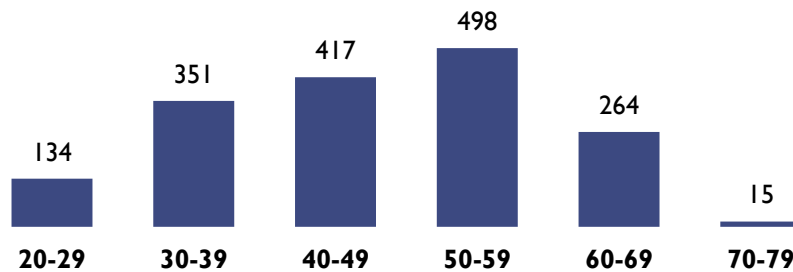


Note: For the purposes of this table, years of service equals years of continuous service.

AGE/GENERATIONAL DIVERSITY

Employees between the ages of 50-59 make up 30% of the total workforce, followed by employees between the ages of 40-49 who make up 25% of the total workforce.

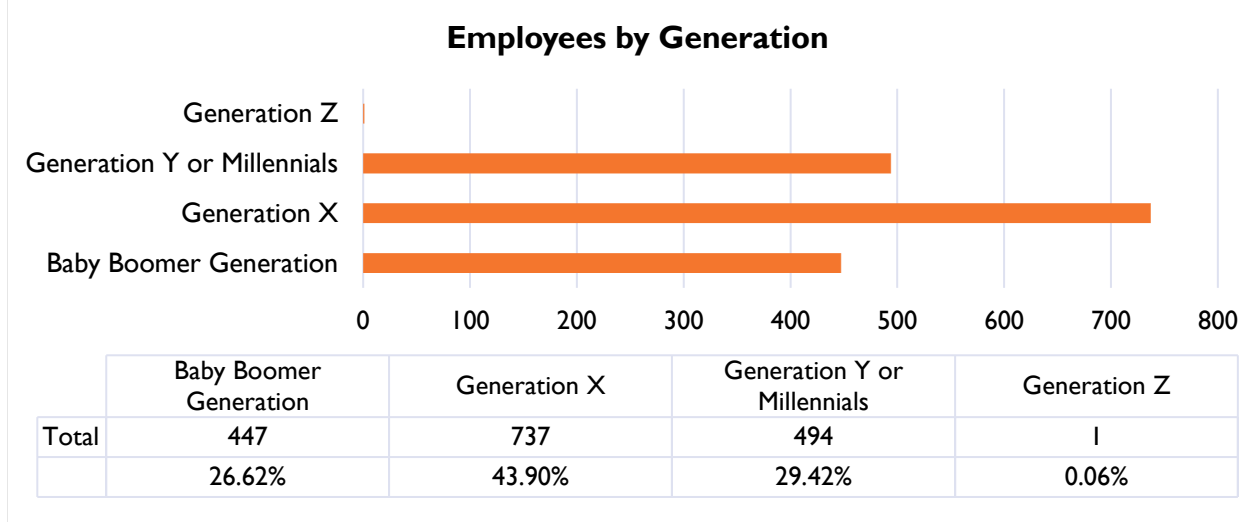
Employees by Age



Generations have different values, ideas, ways of getting things done, perceptions of leadership, ways of communicating, reward/motivational expectations, learning styles, and even technical abilities. Therefore, to work effectively and efficiently, increase productivity and quality as well as maximize the potential of all employees within the organization, the WSSC Water community must understand generational characteristics.

According to the Pew Research Center, millennials are the largest generation in the U.S. labor force (<https://www.pewresearch.org/fact-tank/2018/04/11/millennials-largest-generation-us-labor-force/>).

The table below shows WSSC Water has a higher-than-average percentage of Generation X within its workforce with approximately 44% (737). We have only one employee in the Generation Z category.



For a more in-depth Generational Diversity summary, see Appendix B.

RESIDENCY

The majority of WSSC Water employees resided in the state of Maryland (93%). Only 43% resided in the WSSC Water service area with Montgomery having the lowest percentage at 11%.

RESIDENCY OVERVIEW	
Category	Total
Total Employees	1679
Maryland Residents	1554 (93%)
DMV Residents (DC, DE, MD, VA)	1643 (98%)
Resided in WSSC Water Service Area	716 (43%)
	Montgomery Co. 191 (11%)
	Prince Georges 525 (32%)

COMPENSATION

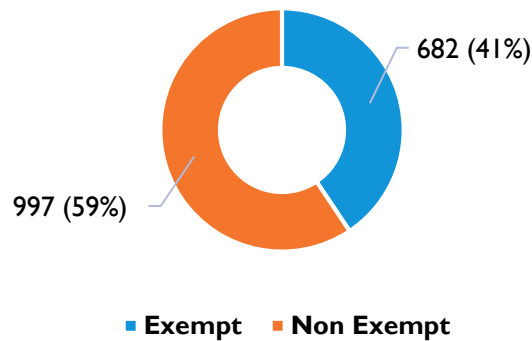
Fair Labor Standards Act Classification

The Fair Labor Standards Act (FLSA) is a federal labor law of general and nationwide application, including Overtime, Minimum Wages, Child Labor Protections, and the Equal Pay Act. The FLSA requires overtime compensation (at time and one-half) for all hours worked over a prescribed threshold (40 hours per week for Maryland) for non-exempt employees. Employees whose jobs are governed by the FLSA can be either exempt or non-exempt. Non-exempt employees are entitled to overtime pay. Per the FLSA, exempt employees are not. WSSC Water employees are paid in accordance with the FLSA and our Classification and Pay Planning Standard Procedures (noted below). Employees in the bargaining unit are paid in accordance with the Collective Bargaining Agreement.

- Chapter 9.200, Compensation for Standby and Callback
- Chapter 9.210, Off-Hours/Sunday Differential Pay
- Chapter 9.215, Overtime Procedures

The majority of the WSSC Water employee population (997 or 59%) work in non-exempt positions.

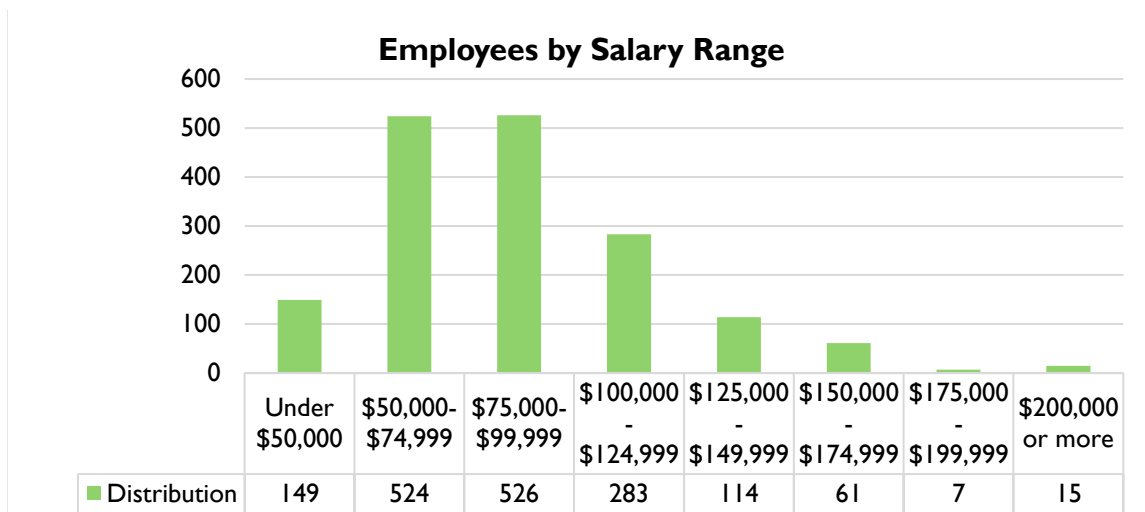
Employees by Exemption Status



Compensation Overview

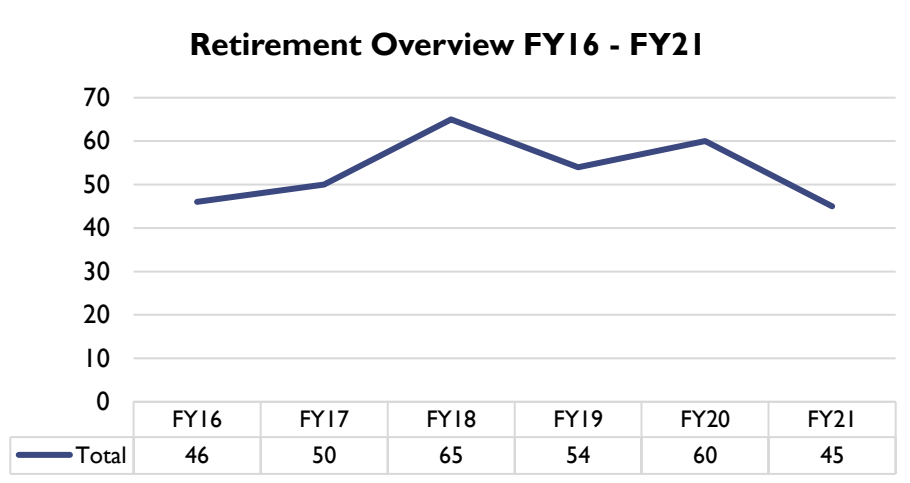
The overall average salary for WSSC Water employees was \$87,779.63. See Appendix B for Average Salary by Pay Grade.

Over 48% of employees earn between \$75,000 - \$124,999. Less than 1% earn \$200,000 or more.



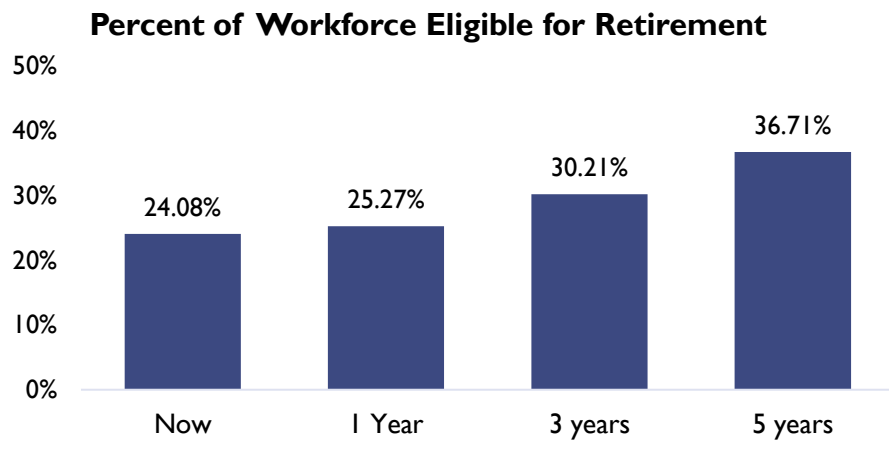
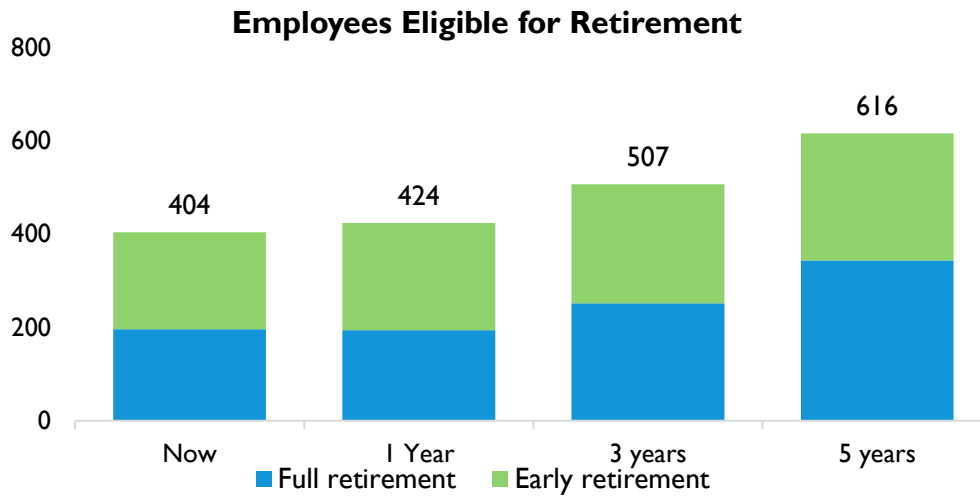
RETIREMENT INFORMATION AND STATISTICS

Retirement eligibility was determined using the criteria outlined in the WSSC Employees' Retirement Plan. In FY 21, there were a total of 45 retirements. Between FY16 and FY21, FY18 had the largest number of retirees at 65.



Within the next 5 years, 37% or over one-third of WSSC Water's current employees are eligible to retire (i.e., full retirement or early retirement).

EMPLOYEES ELIGIBLE FOR RETIREMENT				
	July 1, 2021	1 Year	3 years	5 years
Full Retirement (FR)	196	194	252	344
FR Percentage	12%	12%	15%	21%
Early Retirement	208	230	255	272
Total Eligible to Retire	404	424	507	616
Overall % of workforce	24%	25%	30%	37%



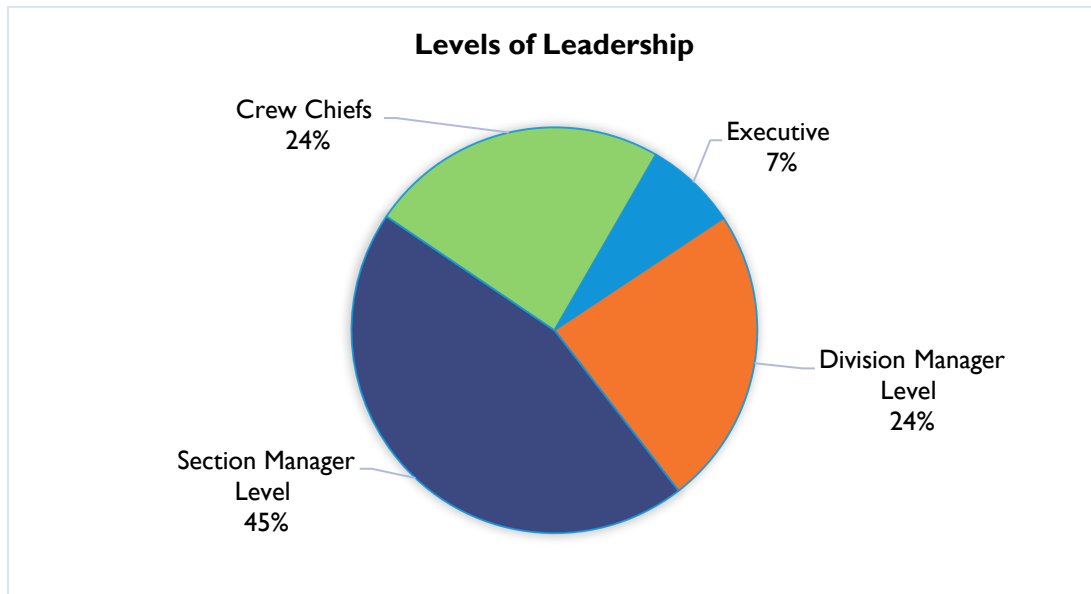
LEADERSHIP DEMOGRAPHICS

Levels of Leadership

There are 327 employees occupying positions of leadership at WSSC Water (i.e., managers and supervisors with direct reports). This is approximately 19% of WSSC Water’s employee population, at WSSC Water. The average age is 52, and the average years of service 14. More than 68% of WSSC Water leaders are below the Division Manager Level. *Reference Chart – Composition of WSSC Water Leadership Levels*

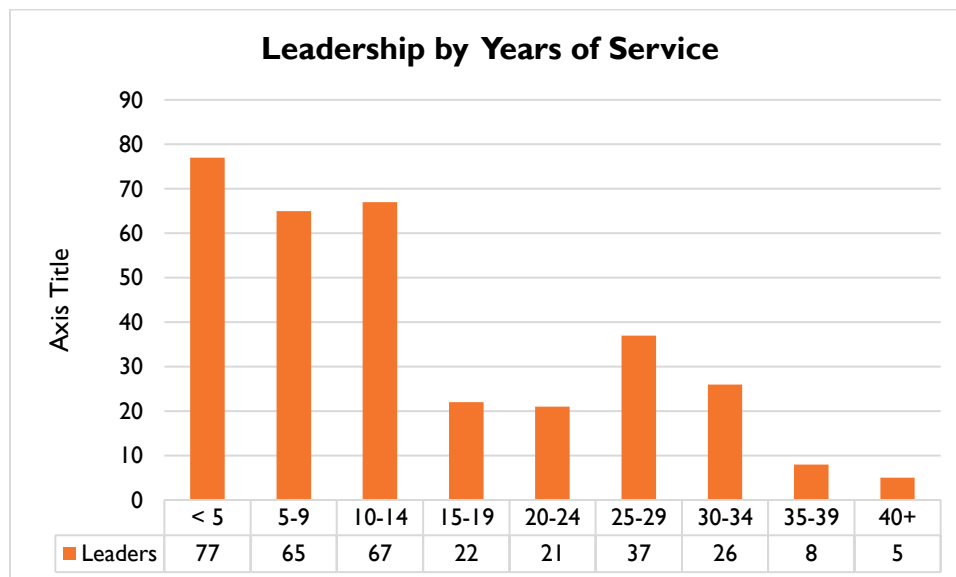
Leadership Level	Total #	Percentage
Executive	24	7%
Division Manager Level	78	24%
Section Manager Level	147	45%
Crew Chiefs	78	24%
Total	327	100%

Composition of WSSC Water Leadership Levels					
Executive	EX.1	EX.2	EX.3	EX.4	EX.5
Division Manager Level	GS.15	GS.16	IT.11	IT.12	
Section Manager Level	GS.12	GS.13	GS.14	IT.9	IT.10
Crew Chiefs	GS.10	GS.11			



Years of Service of Leadership

The largest percentage of leaders (23.5%) had fewer than five years' service. This is equal to leaders with more than 25 years or more of service. A formal succession planning program is being developed to establish clear strategies for knowledge transfer and organizational readiness when leaders transition due to retirement, resignation or another separation reason.

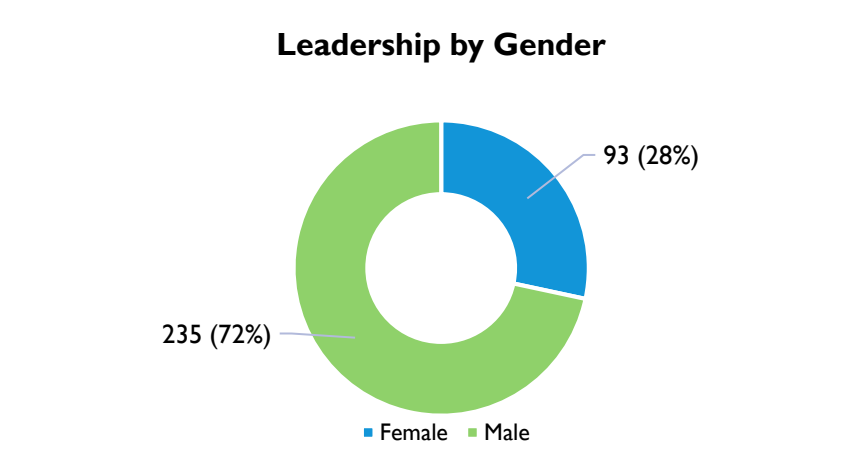


Note: For the purposes of this table, years of service equals years of continuous service.

Leadership by Gender

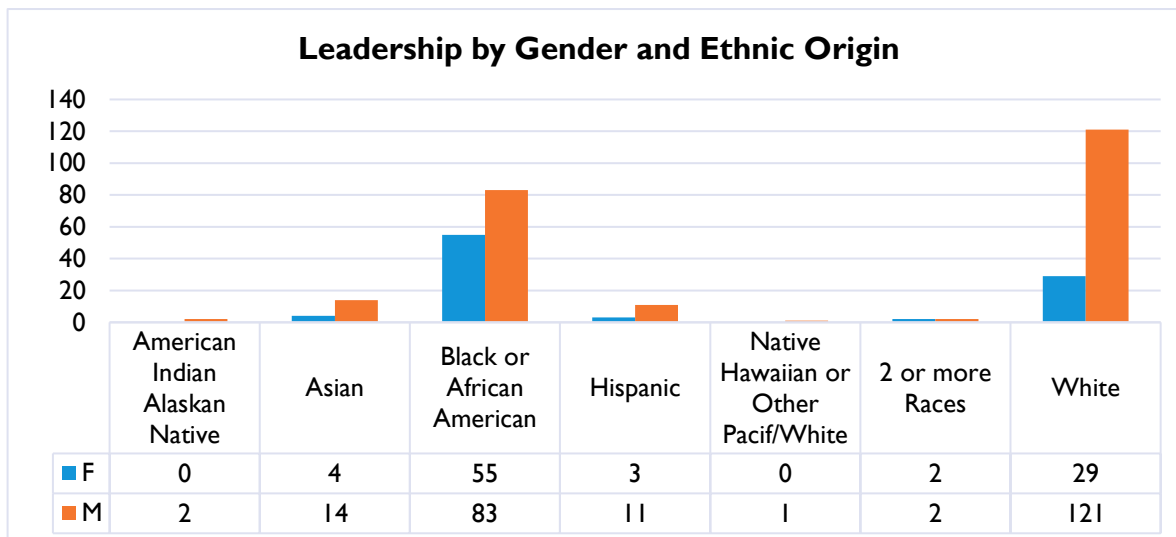
Leadership consists of 234 (72%) men and 93 (28%) women, making it about a 2.5:1 ratio.

Leadership by Gender	
Gender	Total
M	234
F	93



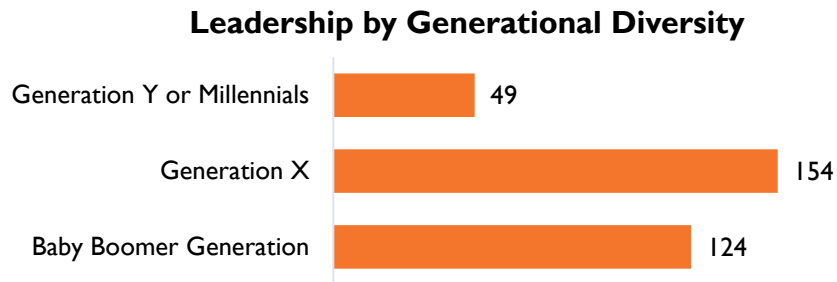
Leadership by Ethnic Origin

Having diversity in leadership communicates to staff, especially diverse staff, that there is a pathway to leadership. One of the best investments WSSC Water can make is to further increase the diversity in leadership by establishing strategies to recruit, retain and promote diverse professionals. The overall leadership at WSSC Water is well balanced between minority and non-minority.



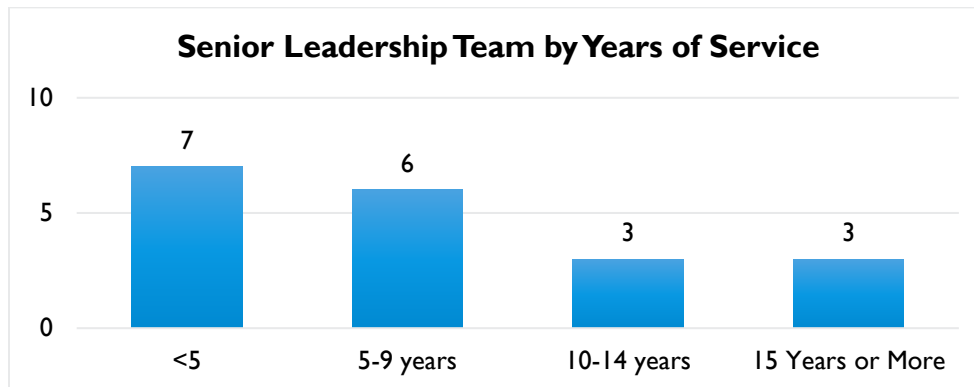
Leadership by Generational Diversity

WSSC Water has no leader who falls in the Silent Generation or Generation Z. WSSC Water is currently developing a leadership development program.



Senior Leadership Team Demographics

- Total on Senior Leadership Team (SLT) = 19
- Average age = 54
- Average Years of Service = 10
- More than half of the Senior Leadership Team have fewer than 10 years of service



Note: For the purposes of this table, years of service equals total years of combined service.

Senior Leadership Team by Ethnic Origin

There is limited overall minority representation at the Senior Leadership Team (SLT) level. SLT predominantly consists of either Black/African American females or White males.

Ethnic Origin of SLT		
Gender	Female	Male
Black or African American	7	1
White	2	9
Grand Total	9	10

Note: SLT does not include Commissioners, Corporate Secretary or Office of the Inspector General.

HUMAN RESOURCES OFFICE - ANNUAL ACTIVITY REPORT

Unless otherwise noted, data presented is based on WSSC Water’s Active Employee Profile as of June 30, 2021.

GENERAL OVERVIEW

The following table summarizes key human resources actions or activities during the data reporting period (July 1, 2020 – June 30, 2021).

ACTION/ACTIVITY	RESULTS	COMMENTS
Job Titles	491	Unique job titles used
Pay Grades	49	Note: 44 in use during FY21
Org Names	68	
Job Groups	8	EEO-4 Categories for State and Local Governments
Active Regular Employees	1679	
New Hires	90	14 FY21 New Hires separated during FY21
Promotions	54	
Transfers	11	
Employment Separations	123	Includes retired & deceased employees
Recruitments	148	Number of Job Postings
Applicants	11,040	Total Qualified Applicants = 8,208
Positions Filled	183	
Talent Development	163	Classes offered during reporting period

RECRUITMENT & HIRING ACTIVITY

During the reporting period, recruitment activity yielded 90 new hires, with an average of 55 qualified applicants per recruitment. The online recruitment system, People Admin, implemented in 2012 continued to enhance the overall recruitment process and support the hiring process. Hiring Managers access applicant materials online and all related recruitment manuals, guides and forms on the HRO Intranet.

Recruitment Overview

	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Active Recruited Vacancies	59	55	47	47	51	55	48	52	62	80	72	76
Positions Filled	11	25	17	7	16	12	15	8	17	21	18	16

Applicants/Total Qualified Applicants (Candidates)

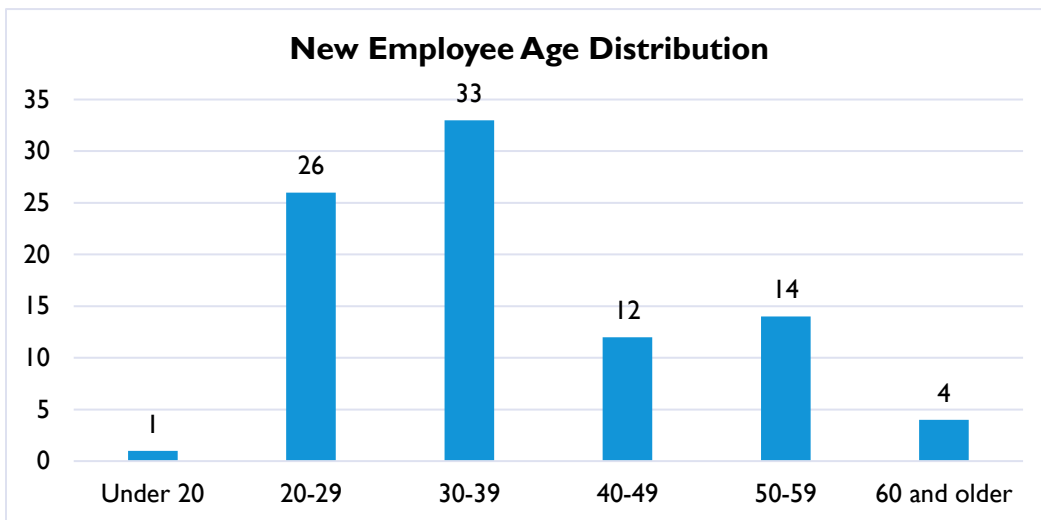
Total Applications Compared to Qualified Applicants	
Total Applications Received	11,040
Qualified Applications Received	8,208

About 74% of those who applied for a position at WSSC Water met the minimum job requirements for the position (i.e. considered a qualified applicant).

NEW EMPLOYEE DATA

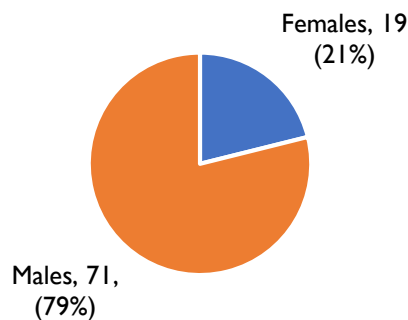
Even with WSSC Water’s State of Emergency due to the COVID-19 Pandemic, the Human Resources Office continued to WSSC Water’s recruit processes supporting the hiring, processing, onboarding and orientation of new employees. A total of 90 new employees were hired during FY21.

New Hires by Department	Count
Customer Service Department	6
Engineering & Construction Department	11
General Services Department	6
Office of Inspector General	1
Office of the Chief Information Officer	4
Police & Homeland Security Office	4
Procurement Department	3
Production Department	18
Utility Services Department	37
Grand Total	90

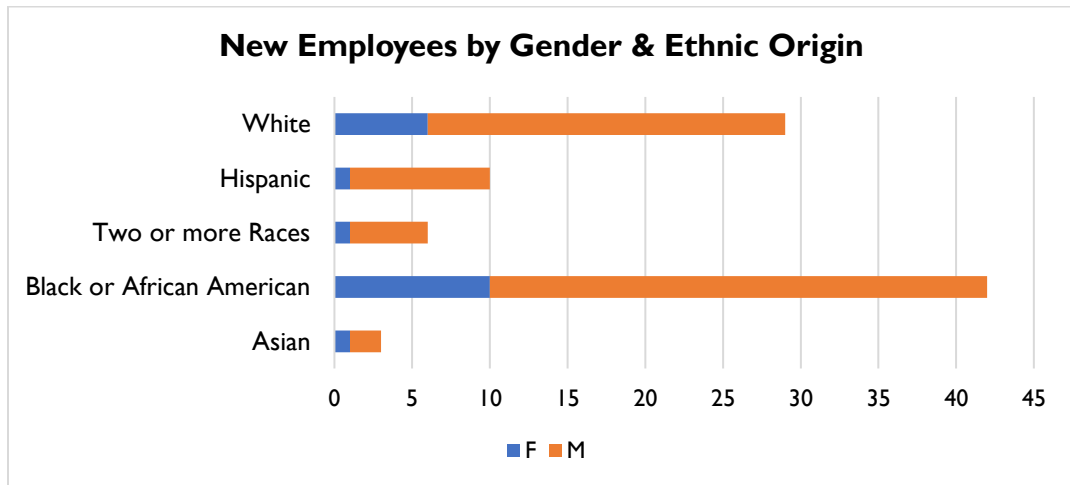
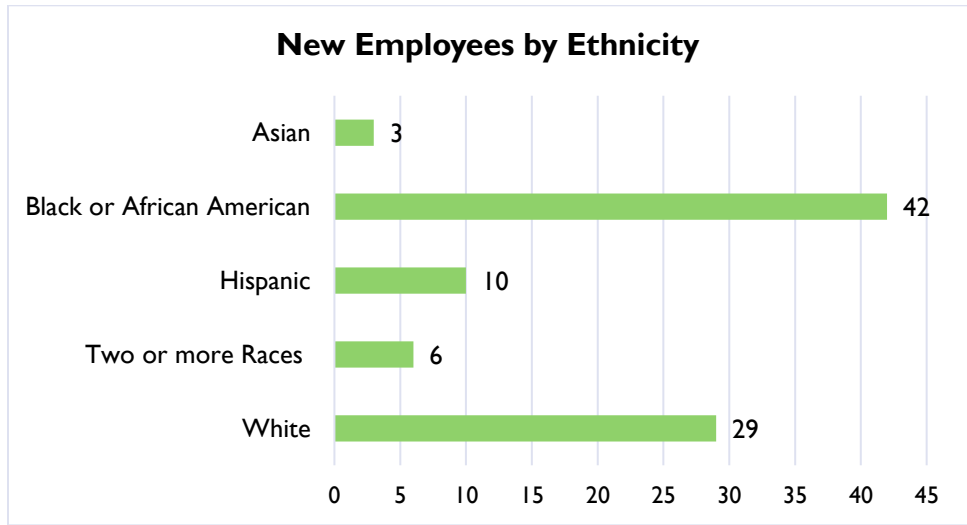


Males accounted for the largest percentage of new hires at 79% (71).

New Employees by Gender



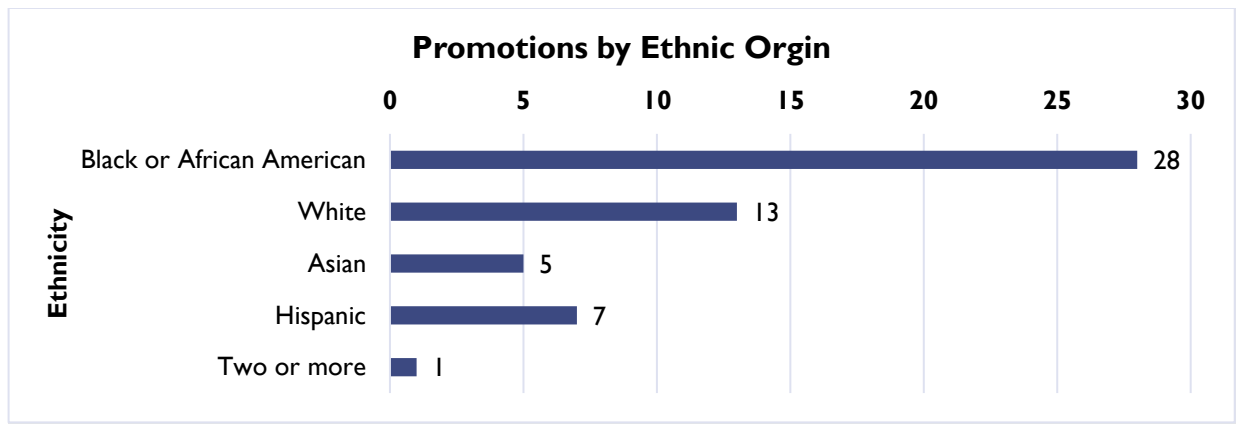
Black or African Americans accounted for 47% of the new hires. WSSC Water did not hire anyone who fell into the American Indian/Alaska Native (AN) category during FY21.



WSSC Water uses various advertising methods and is continuously striving to increase its recruitment efforts. Standard publications and websites are used as well as diversity-specific publications and websites. HRO maintains a list of recruitment resources that have been used or are available for use.

EMPLOYEE PROMOTIONS

There were 54 promotions in FY21. Of the 54 employee promotions, approximately 52% identified themselves as Black or African American.

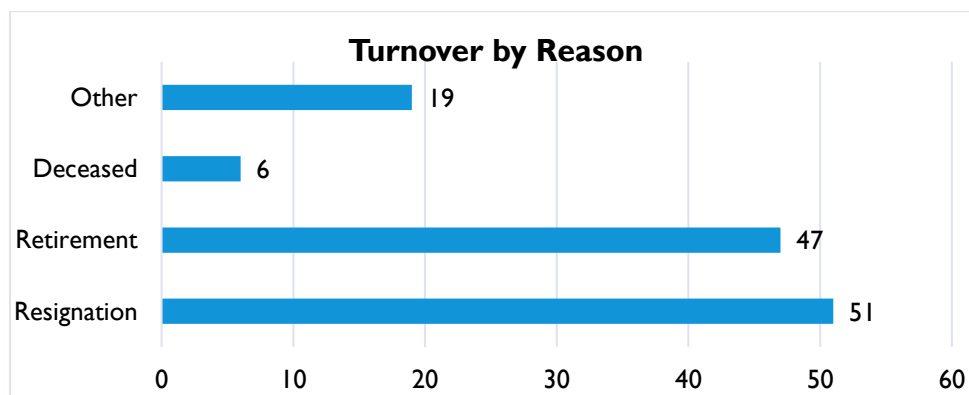


EMPLOYMENT SEPARATIONS

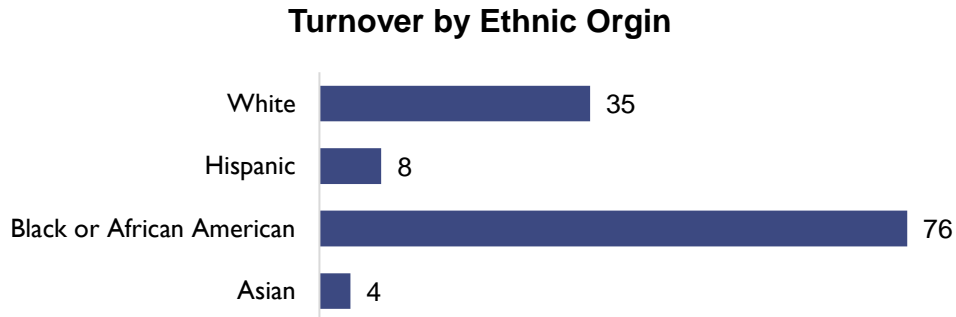
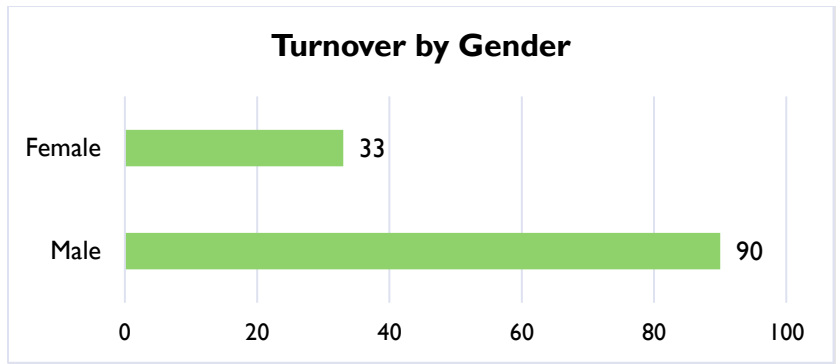
Turnover is defined as the number of full-time regular employees who separate from employment because of retirement, resignation, death or other reason. Turnover does not include employees who transfer or are promoted to another job. Almost an equal number of employees retired or resigned.

For FY21, the reported turnover rate for WSSC Water was 7% calculated as the number of employees divided by the number of separations. When reporting turnover, WSSC Water turnover calculations do not include deceased employees.

Term Type	# of Terms	Turnover %
All Terms	123	7.3%
Terms not including Deaths	117	7.0%
Terms not including Retirement	76	4.5%
Terms not including Death or Retirement	70	4.2%



We expect more males to separate employment since males make up the majority of the WSSC Water workforce (71%).

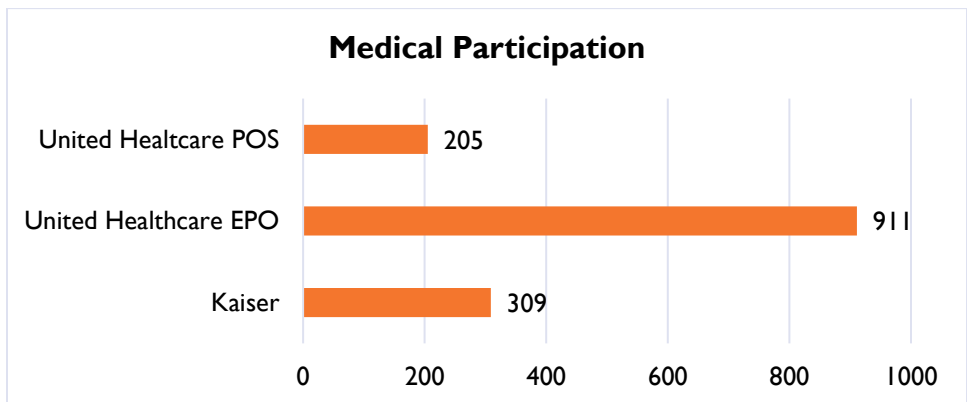


EMPLOYEE BENEFITS/GROUP INSURANCE

WSSC Water offers various benefit programs as part of an employee total compensation package, including retirement, medical, dental, vision, flexible spending accounts, life insurance, disability insurance, and an employee assistance program (EAP).

HEALTH INSURANCE

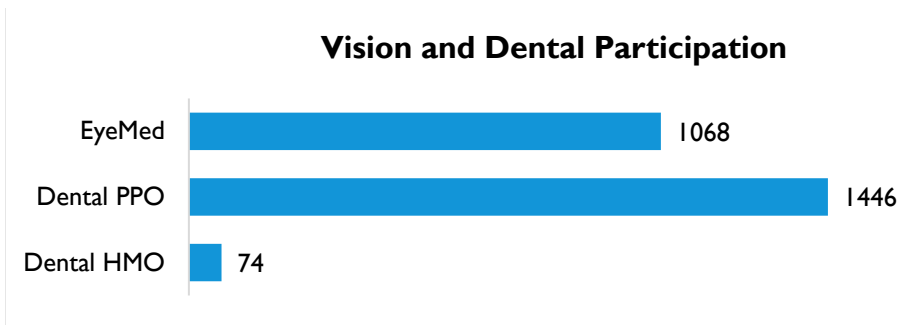
WSSC Water offered three health plan options; United Healthcare Plus POS, United Healthcare Select EPO and Kaiser Permanente. Prescription drug coverage for employees who participate in a health insurance option is provided by CVS Caremark.



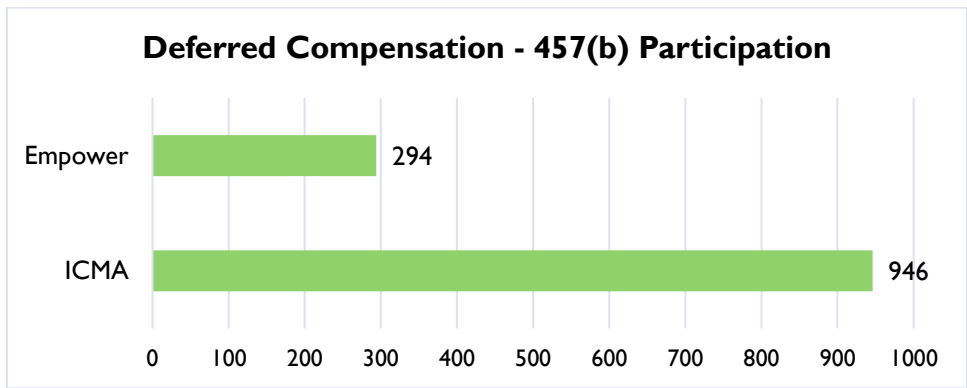
DENTAL AND VISION

About 91% of WSSC Water employees participate in two dental plans offered: Delta Dental PPO and Delta Dental HMO. Most favored among the workforce is the Dental PPO plan, with an 86% participation rate.

WSSC Water offered one vision insurance plan, EyeMed. Participation in vision insurance was approximately 64% of the total workforce. The vision insurance plan offered is 100% employee paid.



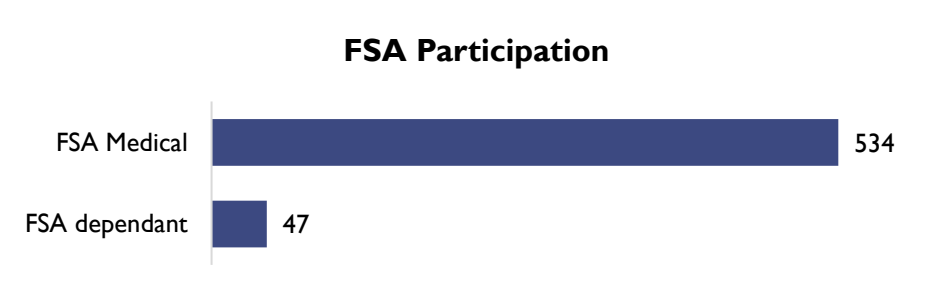
For calendar year 2021, WSSC Water offered two deferred compensation plans - 457(b): ICMA and Empower. ICMA had the highest overall participation rate of 56%, with 73% employees participating in a deferred compensation plan.



FLEXIBLE SPENDING ACCOUNTS

Per Section 125 of the Internal Revenue Code, Flexible Spending (Reimbursement) Accounts (FSA), employees elect to establish a Health Care Reimbursement or Dependent Care Reimbursement Account to pay for eligible expenses with income that is not taxable. Administration of these accounts is governed by Section 125 of the Internal Revenue Code.

WSSC Water has a low FSA participation rate, with FSA medical at 32% and FSA dependant at less than 3%.



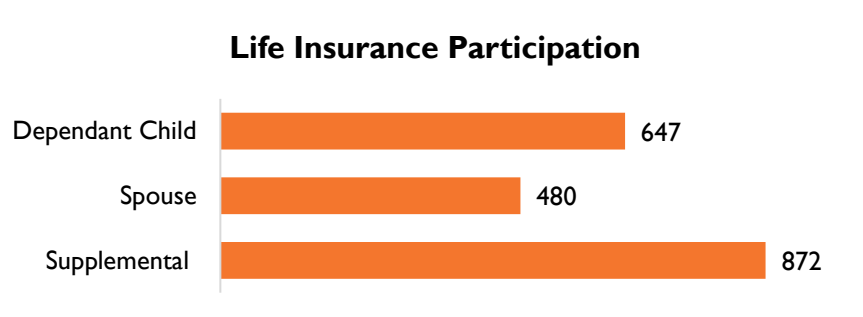
Note: Funds withheld on a pre-tax basis to pay for unreimbursed health care and dependent care expenses. These funds are exempt from federal, state and FICA taxes.

ADDITIONAL INSURANCE OPTIONS

The WSSC Water life insurance provider is MetLife. Basic Life Insurance is a term insurance policy provided to every permanent employee at no cost to the employee and enrollment is automatic. Basic Life Insurance is valued at two times their basic annual earnings (including longevity pay, if applicable), rounded to the next higher \$1,000. The maximum Basic Life Benefit is \$400,000. Basic Life Insurance Coverage is pro-rated for part-time employees.

Supplemental Life Insurance is an optional term life insurance policy permanent employees could purchase to provide extra coverage beyond the amount provided through WSSC Water's Basic Life and AD&D insurance package. Elected by the employee, the Supplemental Life Insurance coverage had a maximum of \$500,000. Coverage was available in \$10,000 increments between \$10,000 and \$200,000, or the employee could elect one of the three higher options of \$300k, \$400k or \$500k. The cost of the coverage was based on the employee's age and elected coverage amount.

In addition, employees could purchase dependent coverage for a spouse and each dependent child. For the Spousal Life Insurance coverage, the employee could select coverage in multiples of \$10,000 with a maximum life benefit of \$100,000. The cost of coverage is based on the employee age and coverage amount. Child Life Insurance was offered for eligible children up to 26 years of age in the amount of \$15,000.



WSSC Water offers a free, company-sponsored Employee Assistance Program (EAP). The benefit program provides employees and their household family members with five free, confidential counseling sessions per problem episode for counseling, legal and financial consultation, work-life assistance and crisis intervention services. WSSC Water's EAP provider, ComPsych, also provides support to managers through its online portal offering a vast array of resources and an excellent MyLife Wellness Program.

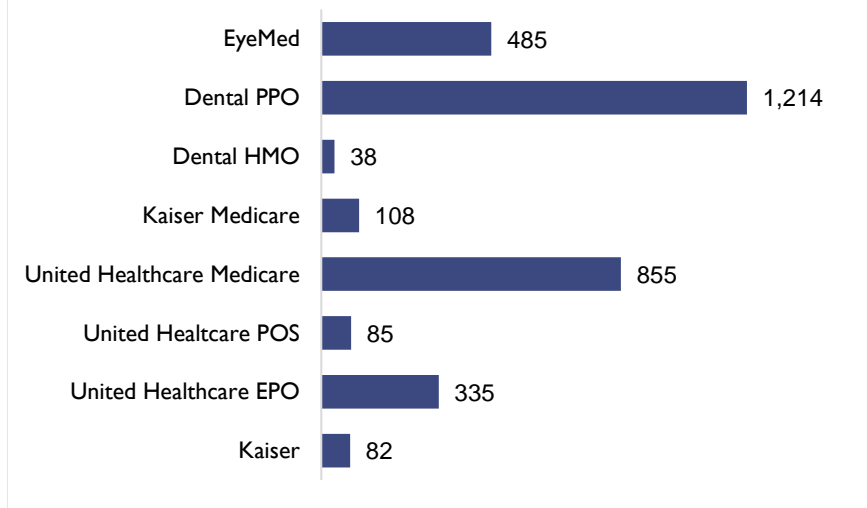
RETIREE BENEFITS INFORMATION

We have 1,656 people being serviced by retiree benefits plans:

- 1,386 retirees
- 270 beneficiaries

A breakdown of retiree participation in our health benefit plans is provided below.

Retiree Health Plan Information



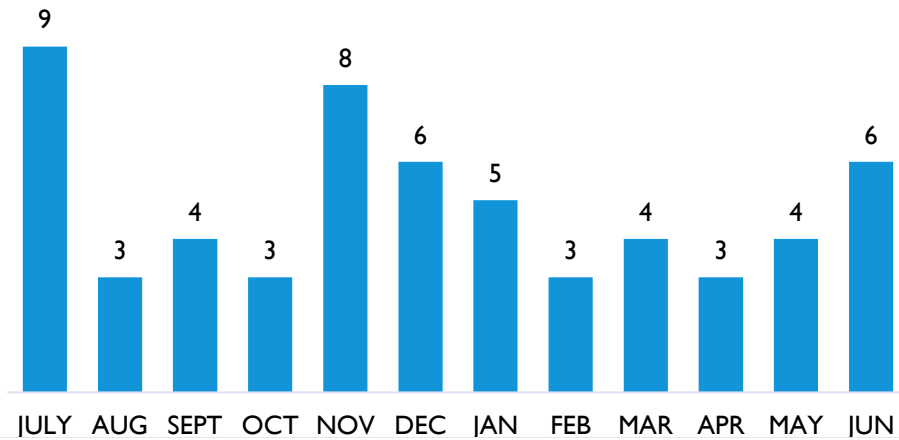
OCCUPATIONAL SAFETY & HEALTH STATISTICS

The Occupational Safety & Health (OSH) Division is responsible for developing, implementing, and improving programs, plans and procedures for workplace safety. This includes conducting workplace safety inspections and risk assessments across the organization and identifying OSH related training needs in the workplace. OSH also ensures WSSC Water remains compliant with all local, county, state and federal safety legislation.

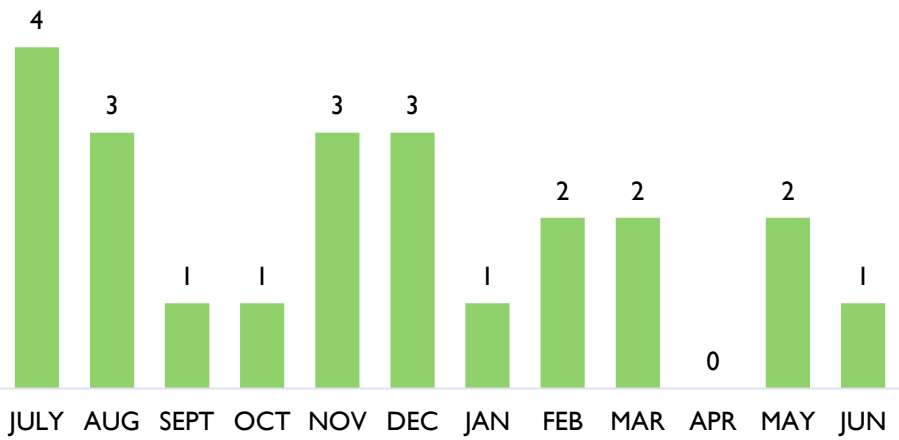
Below is a summary of key Occupational Safety & Health (OSH) activities for FY21. The data is based upon the monthly OSH report dated June 30, 2021.

Occupational Safety & Health Division Key Actions (Totals as of the end of FY21)	
New Employee Emergency Medical Training (i.e., CPR, 1 st Aid, Oxygen, AED Certificates)	16
Total Employees Participating in Medical Programs (new & renewal)	699
Inspections and Audits (e.g. Plants, Depots, pump stations, job sites, tanks, vehicles)	453
Reported Safety Violations (OSH determines corrective action)	238
Active WSSC Driver License Records (employees with WSSC Water license)	1,345
Active CDL License Records (employees with a commercial driver's license)	331
Safety Classes Offered	1,342
Vehicle/Equipment Accidents – Reported and Reviewed	392
Ergonomic Evaluations	21

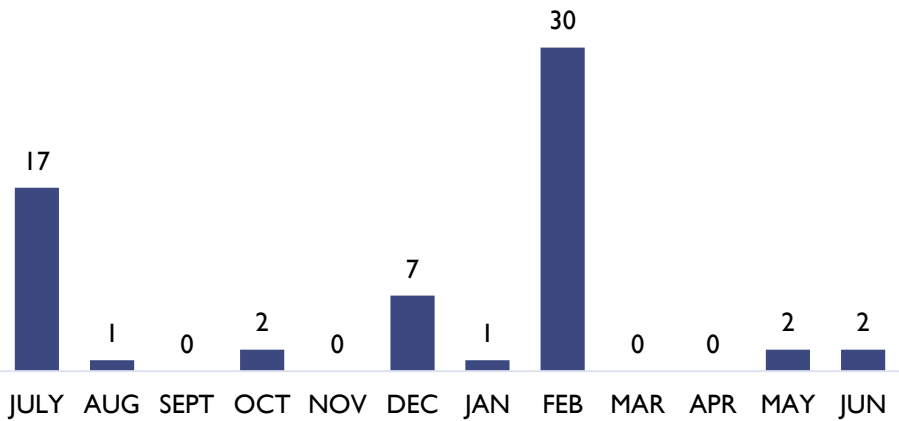
Occupational Injuries Reviewed



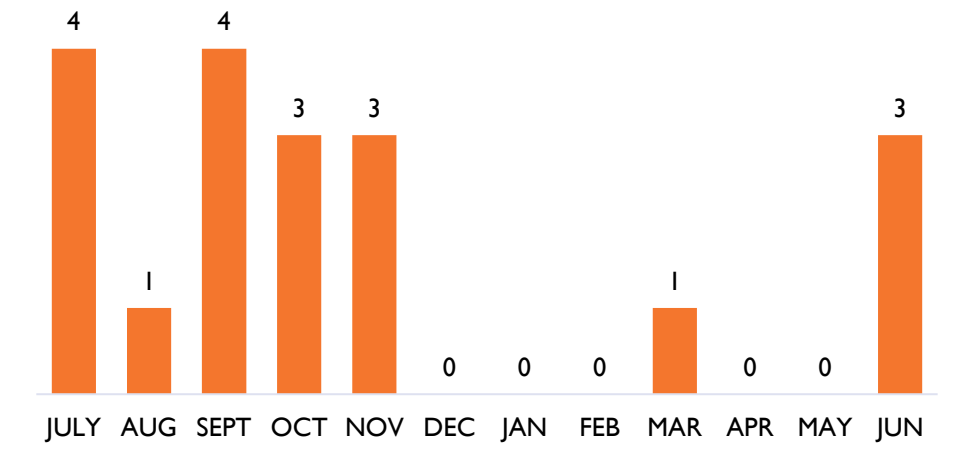
OSHA Reportable Cases



Total Lost Work Days



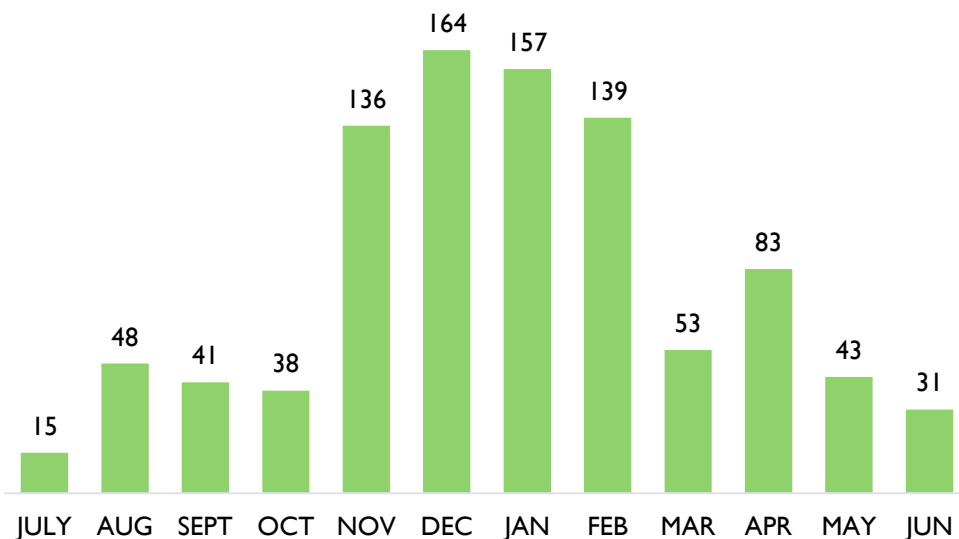
Open Occupational Injury Reports



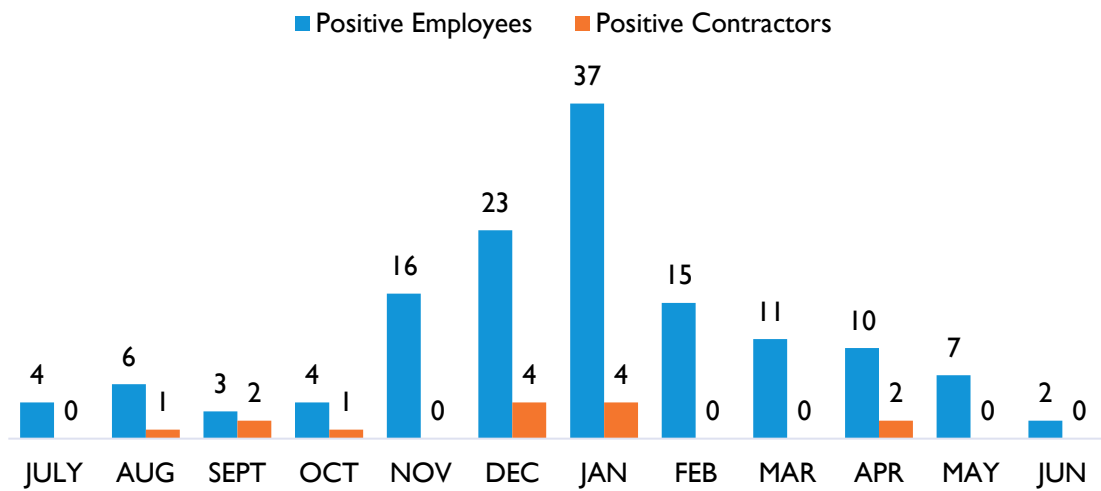
COVID-19 HUMAN RESOURCES ACTIVITY

The COVID-19 pandemic affected the operations of HRO and changed how the Human Resources team delivered its service. As always, the goal was to effectively and efficiently serve H2O People while operating safely within the approved guidelines of WSSC Water, the State of Maryland and the Centers for Disease Control and Prevention (CDC). The Human Resources Office played a critical role in supporting WSSC Water’s COVID-19 activities pivoting to support the ever-changing regulatory requirements from CDC and the State. A list of key FY21 COVID-19 related responsibilities and actions are outlined in Appendix B.

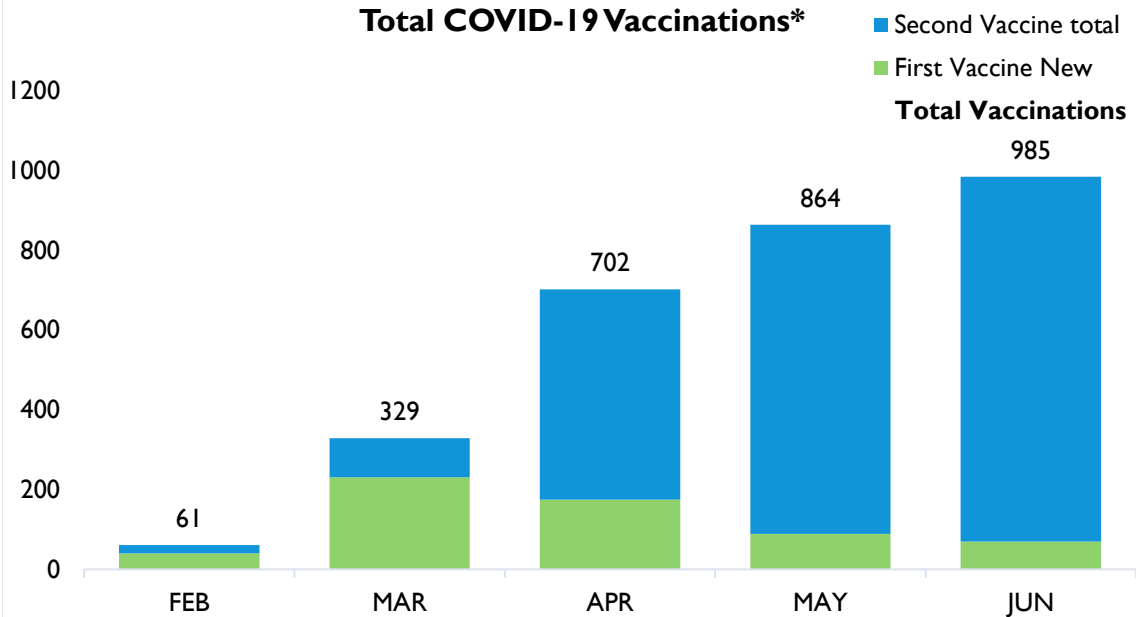
Number of Potential COVID-19 Cases Investigated



COVID-19 Positive Contractors and Employees



Total COVID-19 Vaccinations*



*Total Vaccinations includes contractors

APPENDIX A

WSSC WATER EEO-4 Job Categories

<u>CATEGORY</u>	<u>INCLUDES</u>
Officials and Administrators	General Manager, Executive Staff/Officers, Directors, Division Managers, Plant Superintendents, Section Managers
Professionals	Engineers, Accountants, Auditors, Attorneys, Analysts, Specialists, Investigators, Contract/Project Managers, Supervisors
Technicians	Engineering Assistants, Inspectors, Lab Technicians, Estimators, Photographers, Electrical and Mechanical Technicians, Collection, Facility, Pipe and Utility Technicians, Fleet Technicians
Para-Professionals	Procurement Assistants, Customer Service Correspondents, Graphics Specialists, Legal Assistants, Account Specialists, Permit Agents/Specialists
Administrative Support	Administrative Assistants, Clerks, Contract Support Technicians, Customer Service Advisors, Mail Processors
Skilled Craft	Electricians, Welder/Fabricators, Machinists, Mechanics, Carpenters, O/M Technicians, Field Service Representatives, Plumbing Inspectors
Service & Maintenance	Equipment Operators, Meter Installers, Meter Readers, Materials Handlers, Crew Leaders, Instrument Operators, Maintenance Workers
Protective Service	Police Officers, Security Officers, Watershed Visitor Guides

APPENDIX B

Generational Diversity Overview

The table shows the different age groups in the labor force today. It describes their traits and characteristics and how they are frequently stereotyped.

	The Silent Generation	Baby Boomer Generation	Generation X	Generation Y or Millennials	Generation Z
Born	1922–1945	1946–1964	1965–1980	1981–2000	1995–2015
Core Values	Respect for authority Compliance Dutiful Custom	Optimism Acceptance Workaholism Stimulation	Stimulation Self-reliance Informality Skepticism	Realism Self-direction Goal-focused Purpose	Uniqueness Authenticity Creativity Shareability
Work ethic	Discipline Hard work Loyalty	Questions authority Self-centered Crusading causes	Task-oriented Autonomous Work-life balance	Multitasking "What's next?" Eagerness	Flexibility Self-reliant Personal freedom
Communication Preferences	Written Formal	One-on-one Telephone	Direct Email Text messaging	Text messaging Social media	Digital natives Hand-held devices
Feedback Preferences	No news is good news Take pride in a job well done	Not keen on feedback	Direct	Require lots Instantaneous	Bite-sized Immediate Real-time
Stereotypes	Old-fashioned Practical Rule followers	Ambitious Optimistic Wealthy	Self-centered Risk takers Cynical	Job hoppers Tech-dependent Work to live	Constantly connected Distracted Apathetic Multitaskers

Source: <https://www.mindtools.com/pages/article/multigenerational-workplace.htm>

APPENDIX C

Average Employee Salary by Pay Grade

Blank = No one currently assigned to a position at that grade level.

Grade	Minimum	Midpoint	Maximum	Average Employee Salary
CL.03	\$ 41,100.80	\$64,958.40	\$ 88,857.60	\$ 66,608.86
EX.0	\$ 86,700.00	\$134,640.00	\$ 183,090.00	\$ 109,034.80
EX.1	\$ 127,776.00	\$159,666.00	\$ 191,664.00	\$ 173,397.30
EX.2	\$ 140,469.00	\$175,665.00	\$ 210,755.00	\$ 200,994.80
EX.3	\$ 154,547.00	\$193,157.00	\$ 231,873.00	\$ 205,113.80
EX.4	\$ 171,505.00	\$214,488.00	\$ 257,364.00	\$ 231,771.70
EX.5	\$ 232,513.00	\$276,242.00	\$ 319,970.00	\$ 294,308.80
GS.01	\$ 25,973.00	\$30,197.00	\$ 34,419.00	
GS.02	\$ 29,866.00	\$ 34,724.00	\$ 39,583.00	
GS.03	\$ 30,292.00	\$ 38,267.00	\$ 46,241.00	\$ 50,368.58
GS.04	\$ 33,322.00	\$ 42,094.00	\$ 50,865.00	\$ 38,301.11
GS.05	\$ 36,653.00	\$ 46,303.00	\$ 55,952.00	\$ 41,576.52
GS.06	\$ 40,318.00	\$ 50,933.00	\$ 61,548.00	\$ 59,715.84
GS.07	\$ 44,349.00	\$ 56,026.00	\$ 67,702.00	\$ 59,665.68
GS.08	\$ 48,784.00	\$ 61,628.00	\$ 74,472.00	\$ 67,372.12
GS.09	\$ 53,664.00	\$ 67,791.00	\$ 81,919.00	\$ 73,744.97
GS.10	\$ 59,030.00	\$ 74,571.00	\$ 90,110.00	\$ 79,358.51
GS.11	\$ 64,933.00	\$ 82,028.00	\$ 99,124.00	\$ 89,633.11
GS.12	\$ 71,426.00	\$ 90,229.00	\$ 109,033.00	\$ 98,182.09
GS.13	\$ 78,567.00	\$ 99,252.00	\$ 119,936.00	\$ 110,283.00
GS.14	\$ 90,353.00	\$114,141.00	\$ 137,928.00	\$ 128,750.70
GS.15	\$ 103,905.00	\$131,260.00	\$ 158,617.00	\$ 146,014.90
GS.16	\$ 114,296.00	\$144,386.00	\$ 174,478.00	\$ 160,466.90
IT.01	\$ 43,554.00	\$ 54,570.00	\$ 65,280.00	
IT.02	\$ 48,042.00	\$ 60,078.00	\$ 72,012.00	\$ 62,052.95

Grade	Minimum	Midpoint	Maximum	Average Employee Salary
IT.03	\$ 52,836.00	\$ 66,096.00	\$ 79,254.00	\$ 77,506.50
IT.04	\$ 58,140.00	\$ 72,624.00	\$ 87,210.00	\$ 82,730.33
IT.05	\$ 63,954.00	\$ 79,968.00	\$ 95,880.00	\$ 88,190.00
IT.06	\$ 70,380.00	\$ 87,924.00	\$ 105,468.00	\$ 91,650.30
IT.07	\$ 77,316.00	\$ 96,696.00	\$ 116,076.00	\$ 108,834.10
IT.08	\$ 85,068.00	\$ 106,386.00	\$ 127,704.00	\$ 119,736.50
IT.09	\$ 93,636.00	\$ 116,994.00	\$ 140,454.00	\$ 129,867.40
IT.10	\$ 103,020.00	\$ 128,724.00	\$ 154,428.00	\$ 145,229.20
IT.11	\$ 113,220.00	\$ 141,576.00	\$ 169,932.00	\$ 156,585.40
IT.12	\$ 124,644.00	\$ 155,754.00	\$ 186,864.00	\$ 178,229.00
UH.04	\$ 27,289.60	\$ 37,190.40	\$ 47,070.40	\$ -
UH.05	\$ 28,600.00	\$ 38,937.60	\$ 49,233.60	\$ -
UH.06	\$ 29,952.00	\$ 40,768.00	\$ 51,500.80	\$ 43,950.40
UH.07	\$ 31,387.20	\$ 42,598.40	\$ 54,288.00	\$ 48,036.66
UH.08	\$ 33,176.00	\$ 45,032.00	\$ 56,763.20	\$ 47,378.24
UH.09	\$ 35,110.40	\$ 47,486.40	\$ 59,904.00	\$ 54,750.80
UH.10	\$ 37,107.20	\$ 50,190.40	\$ 63,398.40	\$ 61,534.20
UH.11	\$ 39,270.40	\$ 53,040.00	\$ 66,809.60	\$ 54,535.99
UH.12	\$ 41,496.00	\$ 56,076.80	\$ 70,616.00	\$ 63,725.74
UH.13	\$ 43,929.60	\$ 59,280.00	\$ 74,672.00	\$ 68,073.06
UH.14	\$ 46,508.80	\$ 62,628.80	\$ 78,811.20	\$ 72,669.82
UH.15	\$ 49,129.60	\$ 66,206.40	\$ 83,408.00	\$ 83,408.00
UH.16	\$ 52,478.40	\$ 70,636.80	\$ 88,857.60	\$ 82,648.46
UH.17	\$ 56,097.60	\$ 75,462.40	\$ 94,806.40	\$ -
UH.18	\$ 59,883.20	\$ 80,475.20	\$ 101,129.60	\$ 100,136.60

APPENDIX D

HUMAN RESOURCES OFFICE FY21 COVID-19 RESPONSIBILITIES/ACTIONS

CATEGORY	PRIMARY HRO TEAM MEMBER(S)	COMMENT(S)
COVID-19 Case Management	Sharon Jones-Cody	Record, review and access all reported COVID-19 cases and travel (symptoms, quarantine/isolation, positive and return to work).
Contact Tracing (General)	Sharon Jones-Cody Michael Lewis	Perform contact tracing on all COVID-19 positive cases, potential positives and suspected close contacts.
Contact Tracing Certification	Michael Lewis Sharon Jones-Cody Olivia Higgins Shaima Amini	COVID-19 Contact Tracing certification course offered by the Johns Hopkins University.
COVID-19 Case Log	Michael Lewis Deanna Thomas Khayla Branch Susan Menefee	Developed log of all positive COVID-19 cases, potential positives, close contact and traveling employees.
COVID-19 Travel Notifications	Michael Lewis Sharon Jones-Cody	Record all travel cases, answer questions, interpret policy and clear for Return to Work (RTW).
COVID-19 Reporting (Miscellaneous Actions)	DeAnna Thomas Loann Bui Linda Rogers Susan Menefee	
IBM/NIH Testing (Beta Testing Only)	Loann Bui Sharon Jones-Cody Michael Lewis Olivia Higgins DeAnna Thomas Susan Menefee	Participated in meetings to define HR requirements and learn how to use the program. Began using program to track COVID-19 cases through the IBM/NIH program.
IBM/NIH Implementation	Loann Bui Sharon Jones-Cody Michael Lewis	Started using IBM/MIH program for tracking and logging COVID-19 cases.

CATEGORY	PRIMARY HRO TEAM MEMBER(S)	COMMENT(S)
	Olivia Higgins DeAnna Thomas Susan Menefee	
Families First Coronavirus Response Act FFCRA	Regina Rodriguez Susan Menefee	Benefit modifications for employees (e.g., Emergency FMLA, flexible spending account changes).
Learning Management System (LMS)	Nana Olibris Olivia Higgins Robert DeFrank	<ul style="list-style-type: none"> • Increased use of online courses resulting in increased technical support for employees. • Creation of courses has resulted in hundreds of hours dedicated to implementation, technical support, troubleshooting and continual improvement.
New Normal Task Force	Dena Richmond Lee McDonough Olivia Higgins Dean Hoffmeyer Susan Menefee DeAnna Thomas	<ul style="list-style-type: none"> • Hours dedicated to research and product (PPE) enhancement. • Weekly meetings and Subcommittee meetings to support COVID initiatives and activities.
Personnel Policy Taskforce	Michael Lewis Sharon Jones-Cody Susan Menefee DeAnna Thomas	Policy editing and changes, notifications.
Pre-Employment	Tina Robinson Bella Taylor Junita Hughes	<ul style="list-style-type: none"> • Addition of COVID-19 testing as a pre-employment requirement. • Negotiate contract amendment with Concentra to support COVID-19 testing. • Amend offer templates to include COVID-19 testing requirement; send amended offer letters to candidates • Alert new hires of safety protocols upon arrival on first day • Work with temporary vendors to incorporate COVID-19 testing for contractors. • Engage with candidates who have tested positive; make process adjustments until status is cleared.

CATEGORY	PRIMARY HRO TEAM MEMBER(S)	COMMENT(S)
		<ul style="list-style-type: none"> • Provide coaching to interview teams for maintaining safety during in-person interviews.
Policy Review Team	Olivia Higgins DeAnna Thomas	<ul style="list-style-type: none"> • Researching, finding old SPs and determining how/why the old guidance was in place. Asking members of management for feedback regarding policies and ensuring policies are consistent. • Determining if policies are consistent with local, state, federal law as well as the authorities having jurisdiction.
Operational Continuity Team	DeAnna Thomas	Weekly meetings to update team on status of personnel policy changes.
COVID-19 All-Employee Briefings	DeAnna Thomas	Bi-weekly participation to present policy changes to employees and answer questions from employees.
Disciplinary Actions	Dena Richmond Chris Gaskins	COVID-19 related actions warranting discipline
Wellness/MyLife Support	Lee McDonough Angela Costalas Regina Rodriguez	<ul style="list-style-type: none"> • COVID-19 Benefits page • Increased marketing of ComPsych EAP • Enhanced wellness resources • Development of the HUB platform virtual presence for MyLife
Onboarding	Chris Gaskins Khayla Branch DeAnna Thomas	<ul style="list-style-type: none"> • Managed bi-weekly onboarding including room setup and general sanitization throughout the entire pandemic • New Employee Safety Kit
Orientation	Cynthia Parker-Bolden Nana Olibris Demetria Mercer Susan Menefee	Transitioned from in-person to virtual learning.
Talent Development Intranet - Orientation Page	Demetria Mercer Nana Olibris Cynthia Parker-Bolden	Creating intranet page for new hires to use to complete information gathering, view video presentations, learn about WSSC Water
Advanced Sick Leave Administration	Susan Menefee Linda Rogers	<ul style="list-style-type: none"> • Approving applications for advanced sick leave. • Frontloading leave balances and processing paybacks to the amount provided.
Vaccinations	Olivia Higgins	<ul style="list-style-type: none"> • Reporting, documenting, reporting out weekly (sometimes twice weekly) to members of ELT. Following up, answering legal/HIPAA questions, requesting additional documentation or data from employees.

CATEGORY	PRIMARY HRO TEAM MEMBER(S)	COMMENT(S)
		<ul style="list-style-type: none"> • Created guidelines for posting to the Coronavirus web page. • Filtering of questions or other documentation not vaccine related; sending them to appropriate parties. • Researching, presenting/ providing CDC data, State, Montgomery County, and Prince George’s County vaccination guidance/ guidelines. • Worked with IT Security to establish “hashtag secure” use globally. • Created guidance for use on the WSSC Water Coronavirus web page.
Union Safety Management	Sharon Jones-Cody Michael Lewis Rodney Buterbaugh Linnie Jackson Olivia Higgins Robert DeFrank	<ul style="list-style-type: none"> • Regular quarterly meetings included discussions and information to the Union related to COVID-19 safety and health issues, changes and policy updates as a result of the pandemic.
Teams Initiatives	Robert DeFrank	<ul style="list-style-type: none"> • Boat Safety Initiatives: <ul style="list-style-type: none"> ○ Training tools ○ Job Safety Analysis development ○ Inspection checklists ○ DocuSign follow-ups • Design Review workshops • Drone FAA strategies
Webpage Enhancements	Robert DeFrank Olivia Higgins	<ul style="list-style-type: none"> • OSHD: Telework resources • Forms: Fillable online format • Training: PPE resources • Links: iPhone safety apps • Publications: Bulletin updates
Remote Learning	Olivia Higgins Robert DeFrank Dean Hoffmeyer	<ul style="list-style-type: none"> • Worked with vendor and internal Contract Manager to establish classes for Drug & Alcohol program. • Worked with IT to find a solution to remote learning that met standards put in place by authorities having jurisdiction; went through numerous potential technologies (WebEx, GoToMeeting, Zoom). Driver Improvement Class • Performed required training for new employees / contractors at Production Team locations.

CATEGORY	PRIMARY HRO TEAM MEMBER(S)	COMMENT(S)
Waterworks and Waste System Operators (WWSO) Board	Olivia Higgins	<ul style="list-style-type: none"> • Drafted, wrote, and submitted letter to the WWSO Board to obtain approval for safety courses to be delivered On Demand through LMS. • Describe the platform being used (e.g., WebX) – Learning Management System (LMS)
Web Ordering Safety Shoes	Olivia Higgins	Established web ordering procedures, guidelines, and worked with the vendor to determine how COVID-19 procedures were being handled.
Distance Learning	Demetria Mercer Cynthia Parker-Bolden Nana Olibris Carolyn White	<ul style="list-style-type: none"> • Worked with vendors to provide relevant virtual training addressing remote working & managing, plus other topics relating to the challenges of working in a pandemic world. • Worked with vendor to complete mandatory WSSC Water-wide EEO training by scheduling & supporting all classes on Teams, including technical and production support. • Identified tools for remote training presenting. • Perfected skills to support training on Zoom, Adobe Connect, WebX & Teams platforms. Created Survey Monkey virtual class evaluation for ease in employee's response. • Enhanced the LMS. • Created assigned curriculum in the LMS using Skillssoft online training.
Learning Together Initiative	Nana Olibris Carolyn White	<ul style="list-style-type: none"> • Created Learning Paths for all employees using online training in the LMS. • Created 7 Habits Coach episodes in LMS • Presented learning plan to all employees encouraging learning together
Intranet Page Enhancement	Demetria Mercer	<ul style="list-style-type: none"> • Enhanced the Talent Development page with online answers and solutions to training. • Developed online interactive training calendar.
Unemployment	Dena Richmond Chris Gaskins	Responding to over 100 suspicious unemployment claims filed during the fiscal year as a result of COVID-19.

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