



DATE: 05/14/2025

TIME: 9:45 a.m.

LOCATION: Executive Boardroom

COMMITTEE MEMBERS: Janet Howard, Chair | Tamika Duplessis, Ph.D. | Joseph Peychaud |

| Maurice Sholas, M.D., Ph.D. | Chadrick Kennedy |

# Operations Committee Meeting Agenda

## PUBLIC MEETING

All meetings are open to the public, and we encourage your attendance.  
Those interested can join in person or virtually.

**Join In-Person:** Executive Board Room, Second Floor  
625 St. Joseph St., New Orleans, LA 70165

**Join Virtually:** <https://www.swbno.org/BoardMeetings>

E-Public comments will be accepted via <https://www.swbno.org/BoardMeetings>.  
All e-public comments must be received at least 2 hours prior to the meeting. Comments  
will be read verbatim into the record.

## I. Roll Call

## II. Presentation Item

- A. The Human Resources Road Map (2025-2028). – Kimberly Batiste, Interim Director of Human Resources

## III. Public Comment

## IV. Adjournment

# THE HR ROAD MAP

Implementation Road Map 2025-2028

SWBNO HR: *Empowering People, Building Excellence!*



SWBNO HR

# HR ROADMAP SUCCESSES AT A GLANCE

- Before there was the People Plan, SWBNO HR created an HR Roadmap of initiatives, which included:
  - Onboarding Expansion Project
  - Management Training & Accountability Modules
  - Satellite HR Across Major Locations
  - Morning Brew Sessions
  - Lunch & Learn with the Benefits Department
  - HR Connect Communication
  - Employee Kiosk Installation
  - Employee Electronic Information System
  - Branding of SWBNO HR Forms
  - Retiree Newsletter
  - Pension Portal
  - Develop Employee Recognition/ Appreciation Programs
  - HRIS System
  - Annual Organizational Assessment Survey
  - Job Fair: Filling Workforce Gaps Since 2022
  - Performance Review Participation Increase
  - Merit Pay Proposal to Civil Service
  - HR Professional Series Proposal to Civil Service
  - Classification & Compensation Study
- SWBNO HR is turning the page to forge a new chapter - one focused on progress, purpose, and building a forward-thinking team of professionals who drive lasting organizational impact.



***We're not just fixing gaps - we're building a culture of excellence.***



# ONBOARDING EXPANSION PROJECT



Orientation Day 2

## Orientation has Been Expanded to Include a Second Day

- Enhanced Orientation
- Second Day On-site Orientation Underway
- Career Path & Certification Information
- Expanded orientation with detailed job site visits, safety briefings, policy overviews and introductions to job expectations
- Improved new-hire integration and satisfaction

## Surveys for Continuous Improvement via HR Connect

- Post Orientation/30/60/90 Day Surveys
- Ensures SWBNO HR efficiency and effectiveness in onboarding efforts

### SWBNO POST ORIENTATION FEEDBACK

Thank you for attending SWBNO orientation! Please take a moment to share your feedback.

1. On a scale of 1 to 5, how prepared do you feel to begin your role after today's orientation?

1 2 3 4 5  
Not prepared Slightly Prepared Somewhat Prepared Mostly Prepared Fully Prepared

2. Did you find the orientation content helpful and relevant to your role?

Yes Somewhat No

3. Was the information presented in a clear and engaging way?

Yes Somewhat No

4. Was there any topic you wish had been covered or explained in more detail?

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5. Do you have any other questions/concerns before starting your role?

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# MANAGEMENT TRAINING & ACCOUNTABILITY MODULES

## Mid-Level Manager Training Syllabus - 3<sup>rd</sup> Quarter Rollout

- Developing a comprehensive syllabus covering administrative processes, policy updates, conflict resolution, performance review strategies, and effective feedback delivery to strengthen competencies and accountability

## Regulatory Training - 3<sup>rd</sup> Quarter Rollout

- Currently in the development stage of increased HR training
- Focused training on HR regulations including FMLA, ADA, PDA, and workplace accommodations, enhancing compliance and awareness

## Civil Service Classes - Currently Ongoing

- SWBNO has obtained approval to host civil service classes here on-site at SWBNO
- Dedicated to continued growth and education of our employees

## Leadership Essentials Boot Camp - Currently Ongoing

- A certified external training provider will be brought in to deliver leadership development workshops for mid-level managers
- Sessions will follow a custom syllabus developed by HR, with content tailored to department-specific needs
- Leadership Essentials Cohorts
  - Leading Self, Leading Others, Leading SWBNO, Leading Change

## HR as the Anchor

- HR will manage the continuity between sessions The Leadership Essentials Boot Camp sessions and the Sloan Group- tracking progress, reinforcing key themes, and offering support tools
  - We are building consistency and accountability across the organization

## A Long-Term Investment Since 2022

- This is more than training - it's a cultural shift
- Empowering our mid-level leaders is key to operational success and long-term growth





# SATELLITE HR ACROSS MAJOR LOCATIONS



Benefits at Carrollton Water Plant



HR Helping Navigate Intranet Using Central Yard Employee Kiosks

- Established Satellite HR offices at Central Yard and Carrollton Water Plant
- Improved employee access to HR services, including payroll and benefits assistance




# MORNING BREW SESSIONS



Morning Brew Session

Increased visibility and approachability of HR through Morning Brews and Pop-Up sessions

- Morning Brew is SWBNO's version of Employee Townhalls
- Began in 2022 under the direction of Kimberly Batiste
- SMEs (Subject Matter Experts) deliver targeted, relevant updates fostering continuous learning and operational effectiveness



## Morning Brew

Hi SWBNO Team,


Start your day with a little caffeine and SWBNO HR!  
We're bringing the coffee, the updates, and all the answers to your HR questions straight to you.

Mark your calendars and join us for Morning Brew- a casual onsite gathering to share the latest news, discuss important matters, and keep you in the loop.

Here's the Scoop:	What's in it for you?
<ul style="list-style-type: none"><li>• Pension Portal Rollout</li><li>• Presentation</li><li>• How to Access Your Information</li><li>• Other Announcements</li></ul>	<ul style="list-style-type: none"><li>• Fresh coffee &amp; treats</li><li>• Key updates &amp; announcements from HR</li><li>• A chance to ask questions &amp; share your feedback</li></ul>

We can't wait to connect with you over coffee and conversation. Come ready to sip, learn, and chat!

See you there!  
SWBNO Human Resources Department



Morning Brew Announcement



# LUNCH & LEARN WITH THE BENEFITS DEPARTMENT

- Informative training seminars hosted by the Benefits Department
- Led by industry experts
  - Financial advisors
  - CPAs
  - Realtors
  - Life Insurance Agents
  - and more!
- Speakers connect their expertise to SWBNO's pension and benefit offerings
- Occurring monthly since 2022
- Enhance employee understanding and utilization of available benefits





# HR CONNECT COMMUNICATION

- Established as SWBNO's primary HR Communication channel
- Regularly disseminates key information, updates, and resources to employees
- Employees report higher levels of engagement and interaction with HR announcements

## ORIENTATION REMINDER

**MAY 15TH & MAY 16TH**

Your support and collaboration are crucial in making this initiative a success. By working together, we can create an onboarding experience that reflects SWBNO's commitment to excellence and employee success.

As a reminder our two day training initiative aims to:

- Strengthen new hire confidence and engagement
- Communicate job duties, expectations, and safety protocols
- Foster a welcoming environment that reduces turnover and promotes organizational alignment

To help you plan ahead, we have attached the 2025 Orientation Calendar to this email for your reference.

Best regards,  
SWBNO HR



### LIGHTHOUSE

## Obtaining Information. Delivering Solutions.

See something?  
**SAY SOMETHING!**

Call our **ANONYMOUS REPORTING HOTLINE**  
**833-800-0040**

All calls are confidential and the identity of the caller will remain anonymous.


or go to:  
[www.lighthouse-services.com/swbno](http://www.lighthouse-services.com/swbno)

Sewerage & Water Board of New Orleans provides a reporting hotline for employees to anonymously report any of the following incidents:

• Ethical Violations	• Improper Conduct	• Conflict of Interest
• Wrongful Discharge	• Discrimination	• Misuse of Company Property
• Unsafe Working Conditions	• Conduct Violations	• Theft and Embezzlement
• Internal Controls	• Alcohol and Substance Abuse	• Violation of Company Property
• Quality of Service	• Threats	• Violation of the Law
• Vandalism and Sabotage	• Fraud	• Falsification of Contracts, Reports or Records
	• Bribery and Kickbacks	

\*Regular business issues and matters not requiring anonymity should be directed to the employee's supervisor or HR department.\*

A SERVICE PROVIDED BY LIGHTHOUSE SERVICES, Inc.  
Confidentiality Commitment



## HR CONNECT W-2 GUIDE

As tax season approaches, we want to ensure you have the resources you need to accurately review your W-2. To assist you, we are providing a detailed guide on "How to Read Your 2024 W-2."

We encourage you to use the attached guide to support a smooth and informed tax filing process. For any further questions, please feel free to reach out to payroll.

[payroll-hr@swbno.org](mailto:payroll-hr@swbno.org)  
504-585-2324

**SWBNO HR**



# EMPLOYEE KIOSKS

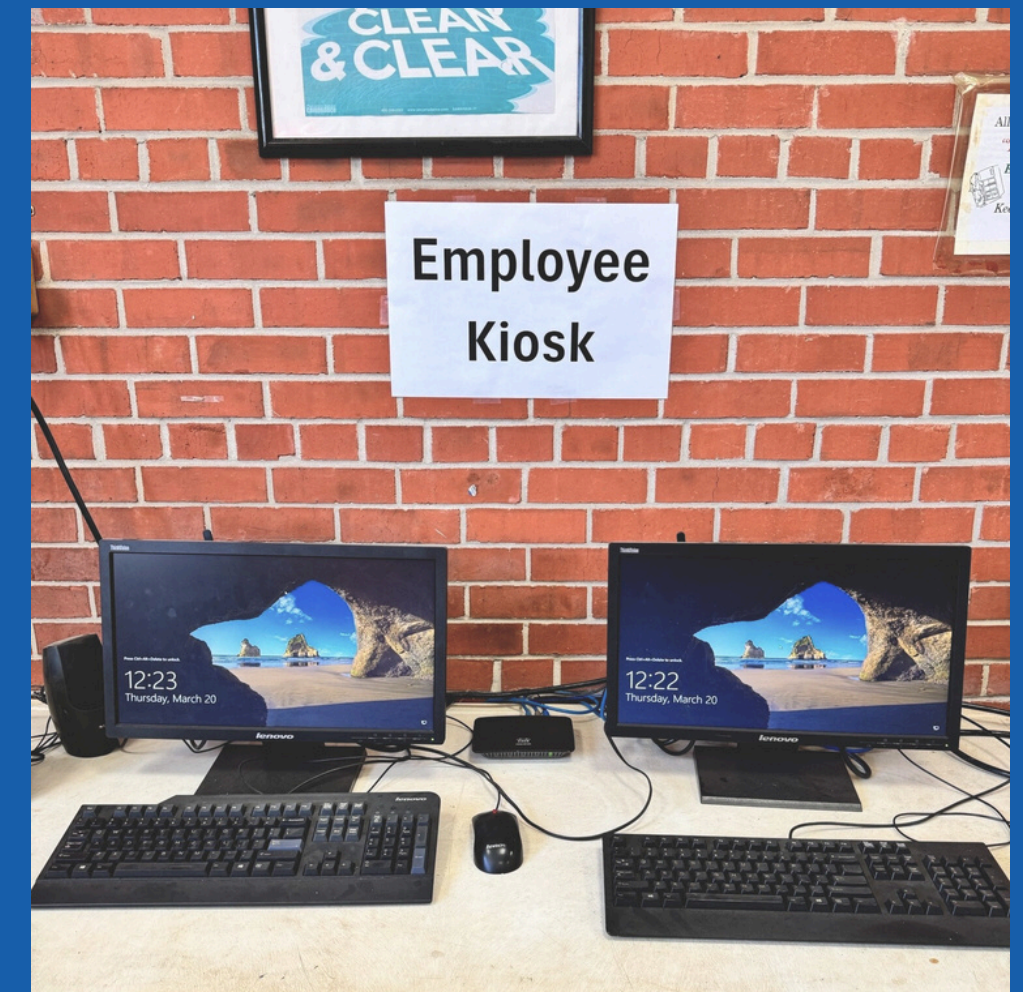
- Provided digital access to training modules, organizational participation, and employee email
- Connecting our employees with the resources they need to follow the modernization of SWBNO HR
- Enhanced employee connectivity and engagement
- Phase 1 complete
  - Expansion ongoing



Carrollton Water Plant  
Machine Shop



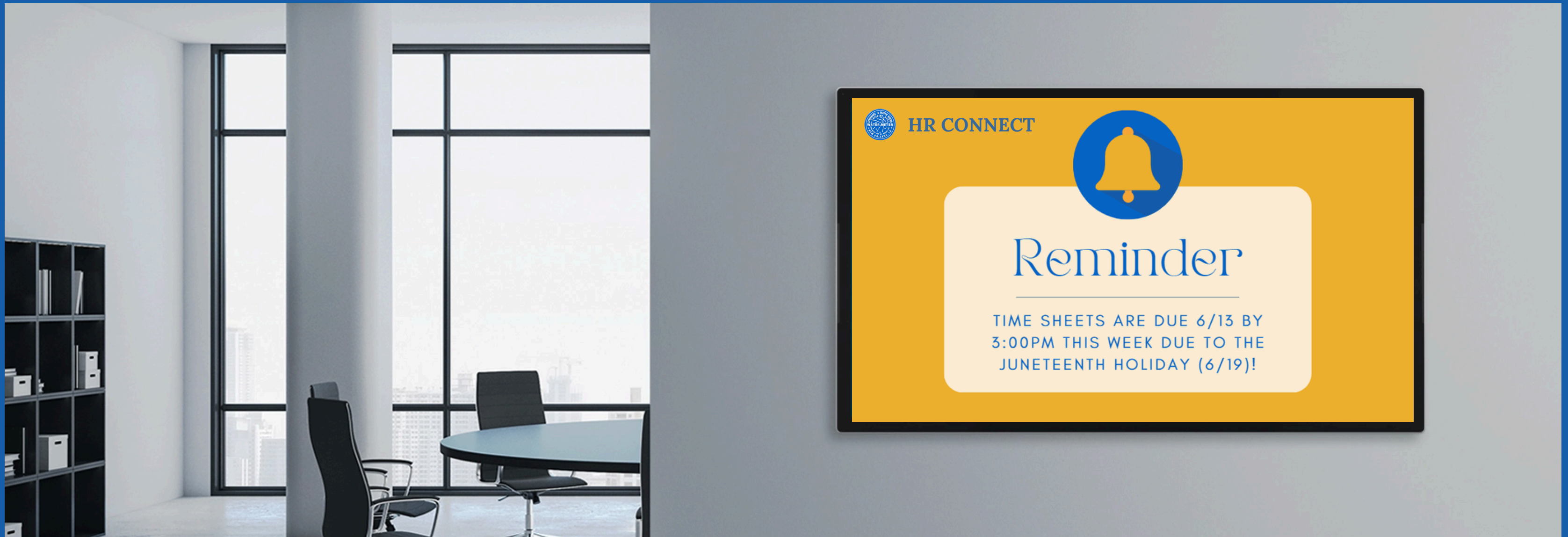
Central Yard  
RM. 104



Carrollton Water Plant  
Electric Shop



# EMPLOYEE ELECTRONIC INFORMATION SYSTEM



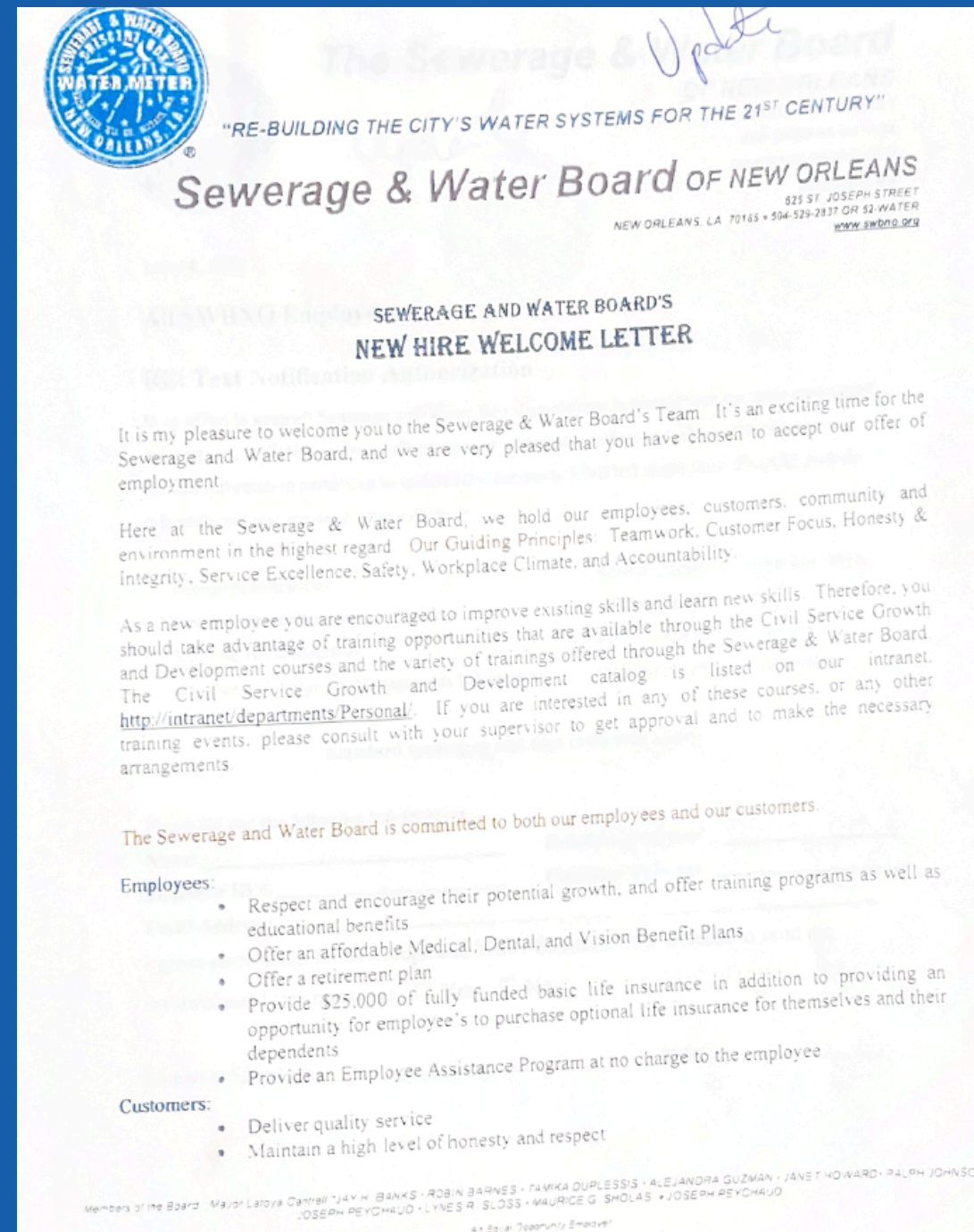
- Board-wide networked electronic signage that will carry rotating HR Connect and other critical employee information
- System objective is to put the info “in the faces” of employees in common spaces, break rooms, etc., with an emphasis on areas where employees may not access e-mail, desktops computers as much as others
- Additional feature to run it to all board computes as a screen saver function
- Currently in beta testing phase, initial phase complete by May 31<sup>st</sup>, followed by additional expansion phases around SWBNO



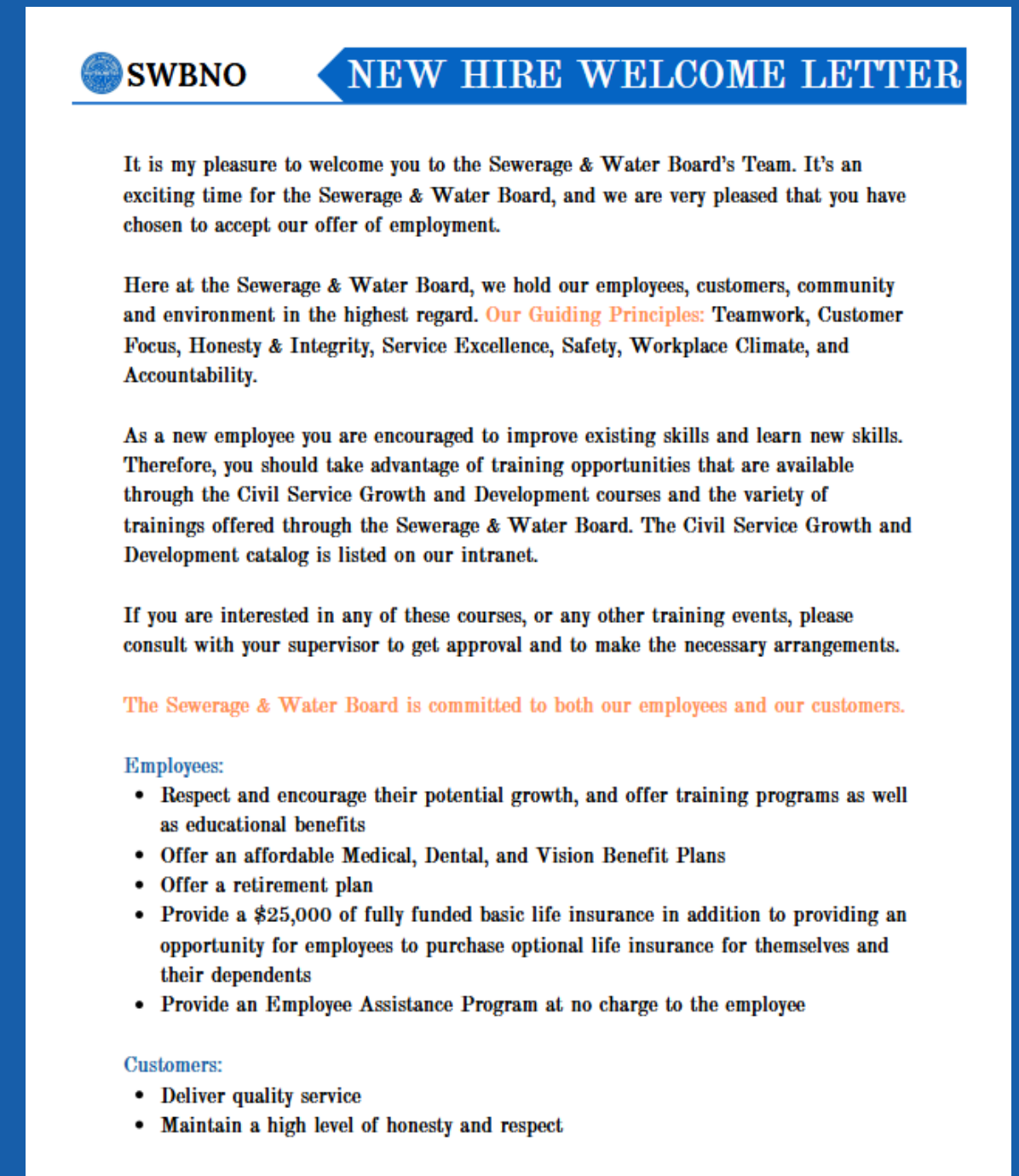
# BRANDING OF SWBNO HR DOCUMENTATION

## Updated HR Forms via HR Connect

- Replacing outdated documentations with new branded documentation for a consistent organizational experience
- Streamlined administrative process, enhancing efficiency



Original



Modernized

# NEW RETIREE NEWSLETTER

## Pensioner Newsletter

- Keeping our pensioners connected with SWBNO
- Includes:
  - Important SWBNO Updates
  - Newly retired employees
  - In memoriam notifications
  - Holidays & events going on at SWBNO
- Launching start of Q3, July 2025
  - Will help drive pension election participation

HR CONNECT | VOL. I

# PENSIONER NEWSLETTER

### SWBNO CHANGES & UPDATES!

Exclusive Perks are now here! SWBNO has partnered with Working Advantage to offer an exclusive go-to platform for unbeatable savings on things such as theme parks, special events, travel, wellness, and shopping. The Pension Portal for retirees is currently pending release!

### HOLIDAYS & EVENTS

Independence Day -  
July 4<sup>th</sup>, 2025

Labor Day -  
September 1, 2025

### NEWLY RETIRED!

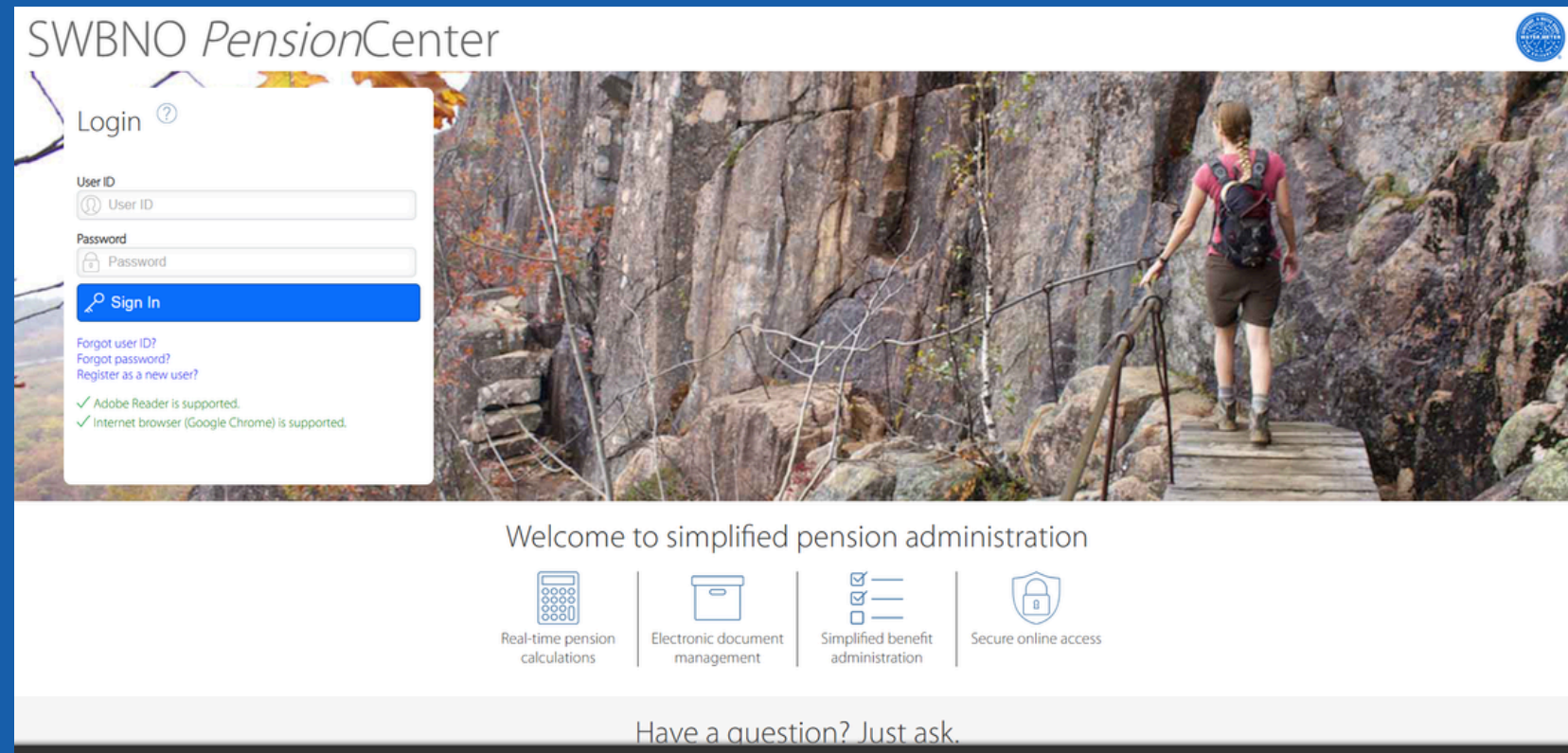
<b>January</b>	
Tracy Taylor 10 Years of Service	Michael Corley 7 Years of Service
Clifton Jacobs 10 Years of Service	Cecil Butler 40 Years of Service
Rose Payne 12 Years of Service	Tony Muscara 16 Years of Service
<b>February</b>	
Michael Perry 38 Years of Service	Edward Morris 6 Years of Service
<b>March</b>	
Glenn Woodruff 38 Years of Service	Scott Finney 14 Years of Service
	Wilbert Johnson 18 Years of Service

SWBNO would like to thank you all for your hard work, dedication, and years of service!

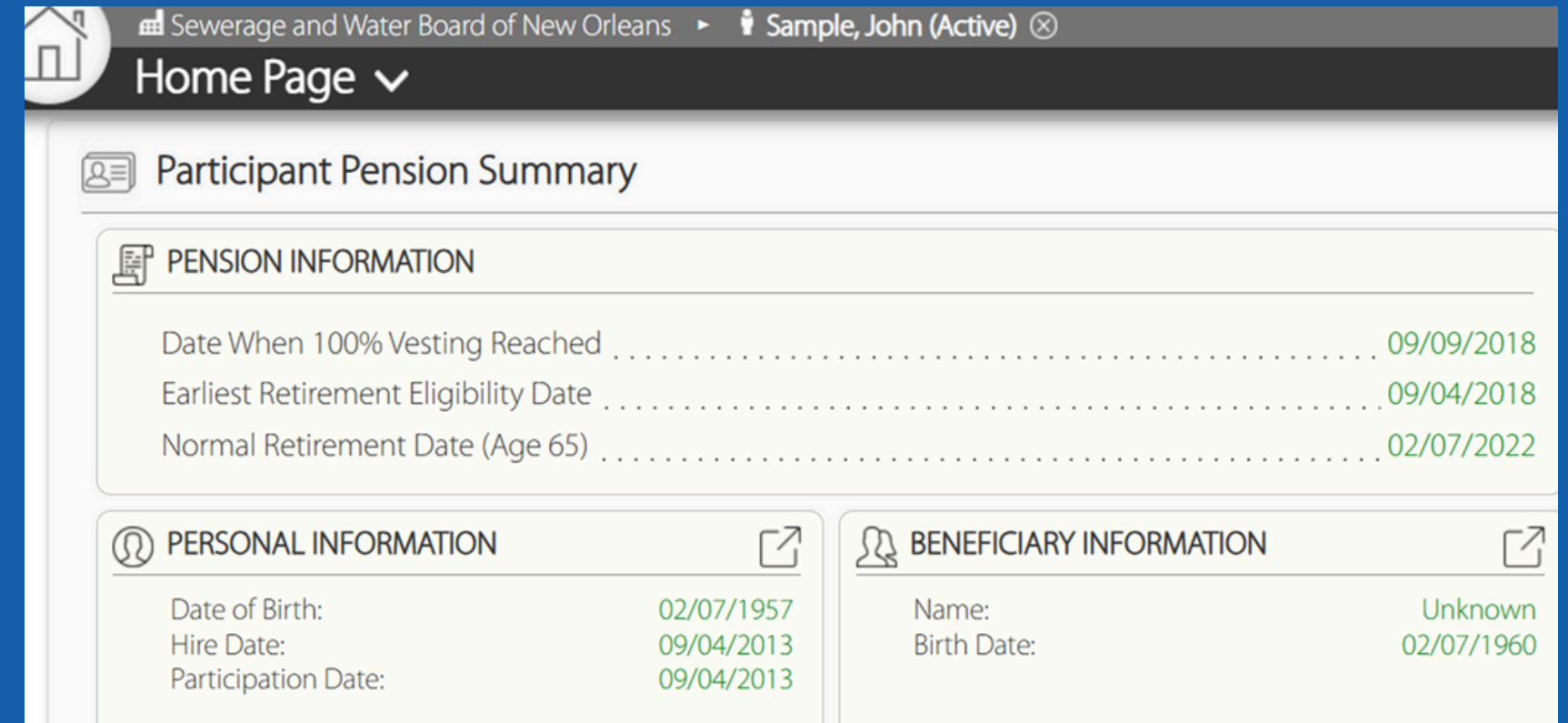




# PENSION PORTAL

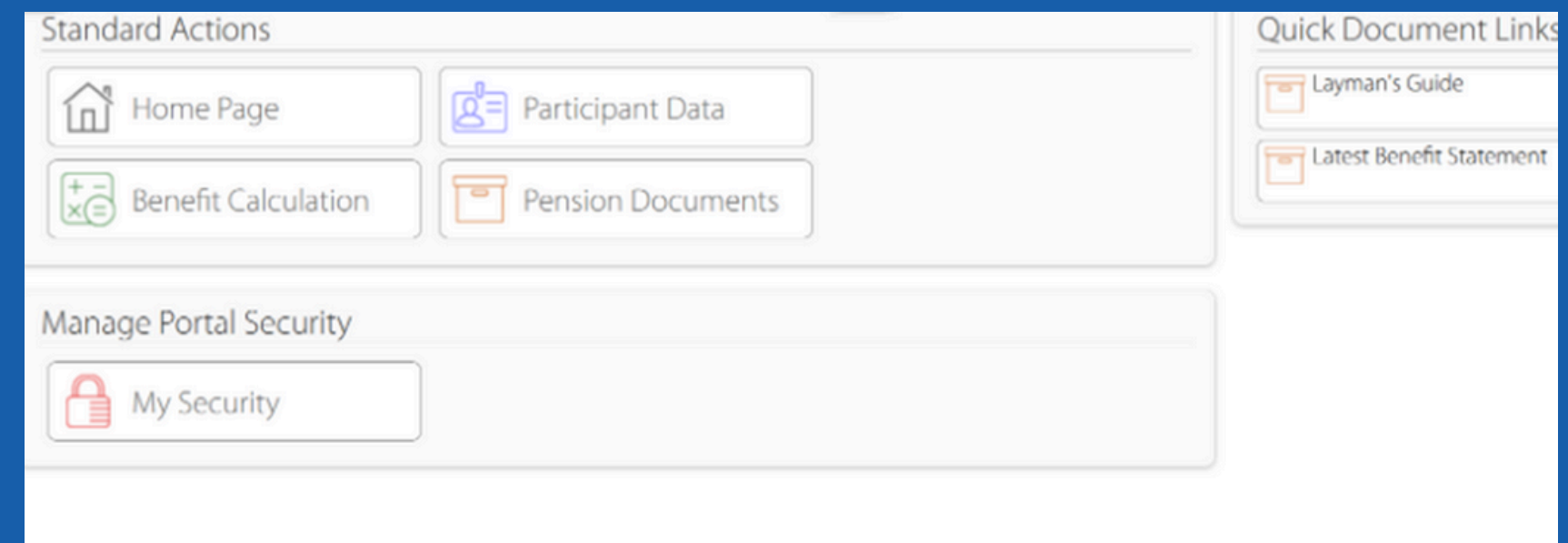


SWBNO Pension Center Log In Page



Pension Portal Home Page

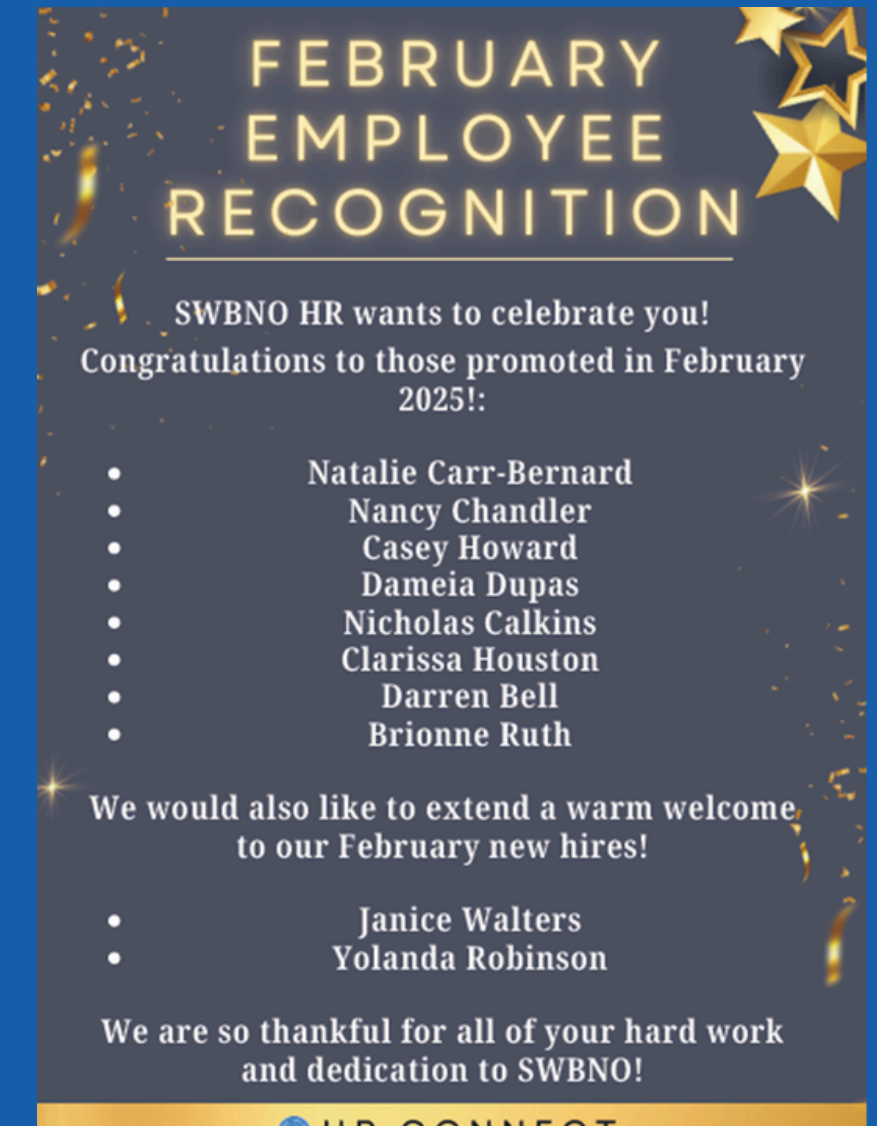
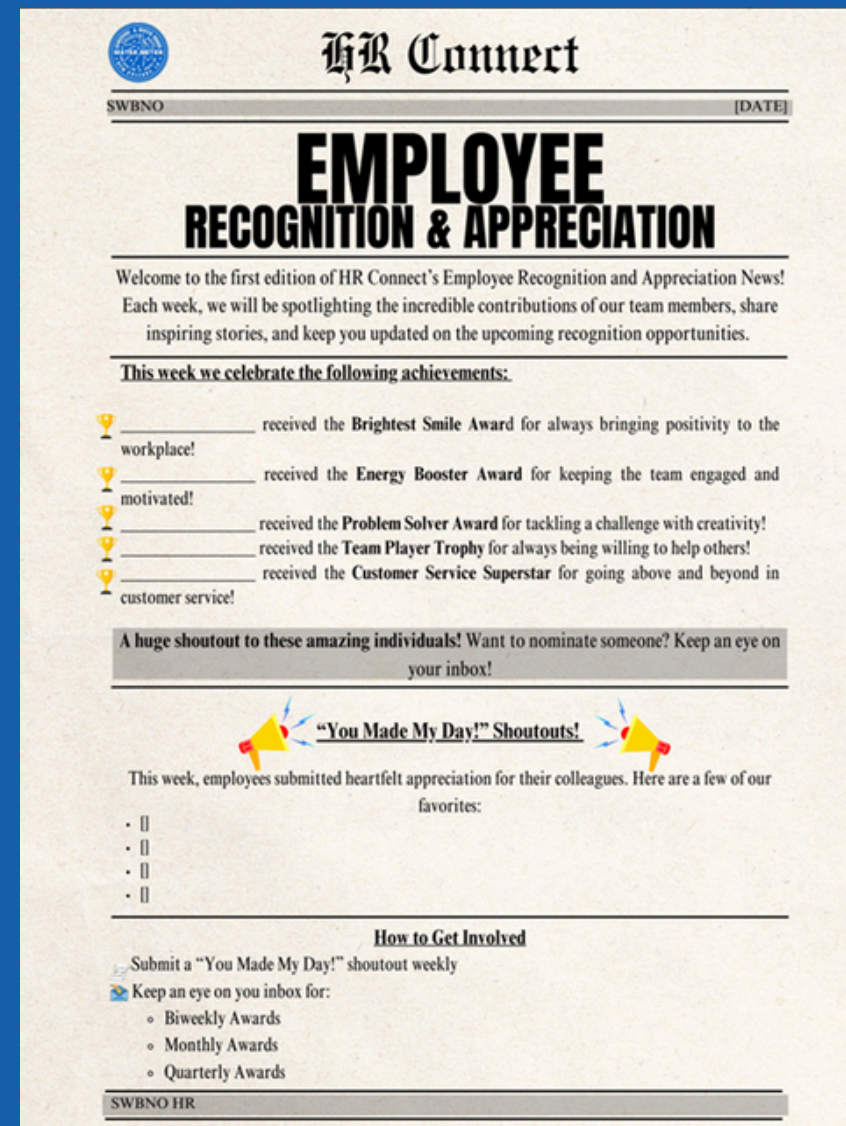
- New Pension Portal
- Modernized access to benefits
- Allows for employee self-service and access to:
  - Participant Data
  - Benefit Calculation
  - Pension Documents
- Currently Operational!
  - Went live March 1, 2025



Pension Portal Actions Page



# DEVELOP EMPLOYEE RECOGNITION/ APPRECIATION PROGRAMS



## Employee Recognition Framework

- Monthly employee recognition emails began going out in January 2025
- Created a bi-weekly, monthly, and quarterly recognition schedule to be implemented starting Q3
- Promotes engagement and motivation across the organization
- Broad distribution/visibility via newsletters, EEIS announcements, HR Connect
- Coming soon: Fall Fair 2025 & Spring Fair 2026



# CONTINUED MODERNIZATION OF SWBNO HR : HUMAN RESOURCES/PAYROLL INFORMATION SYSTEM (HRIS)

- This project will ultimately result in SWBNO obtaining a tier one , employee centric, Human Resources and Payroll Information System (HRIS)
- We currently have a tier two HRIS system, which is not automated and requires a high level of manual input
- We have entered phase 2 of the RFP selection process after down selecting to 4 proposals containing 3 major software system choices
- Phase 2 will include proposal/software demonstrations to the selection committee
  - By June 30, 2025
- This project represents a quantum leap away from our present limited tier two HRIS capability





# ANNUAL ORGANIZATIONAL ASSESSMENT SURVEY

- Investment in the health of the organization
- Diagnostic tool that looks at a spectrum of areas related to organizational culture, employee satisfaction, employee engagement, effectiveness of processes, retention factors, employee engagement, etc.
- Third party, customized to provide meaningful actionable data and insights for leadership and strategic planning
- Establishes a predictable cycle of feedback
- With this assessment, we aim to:
  - Identify current culture/benchmark for the future
  - Determine what employees appreciate about the culture
  - Assess what undermines the culture
  - Foster transparency and communications w/employees
  - Demonstrate commitment to valuing employee input
  - Empower change and drive improvement at SWBNO





# JOB FAIR: FILLING WORKFORCE GAPS SINCE 2022

- **2022 & 2023 Successes:** The first SWBNO annual job fair was created and facilitated by Kimberly Batiste in 2022
  - Successfully addressed key workforce gaps
  - Continued leadership and strategic oversight through 2023 ensured sustained effectiveness and high engagement
- **Challenges in 2024:** Civil service delays led to the inability for SWBNO to schedule candidates for testing, causing reduced participation
- **2025 Strategy:**
  - Due to new Smart Meters, SWBNO HR is turning to internal job fair options
  - Finding a place for our existing employees
  - Aims to show our employees they are valued and SWBNO cares about them



Former SWBNO Executive Director Ghassan Korban at Job Fair



SWBNO Annual Job Fair Marquee 2022



SWBNO Annual Job Fair 2023



# PERFORMANCE REVIEWS

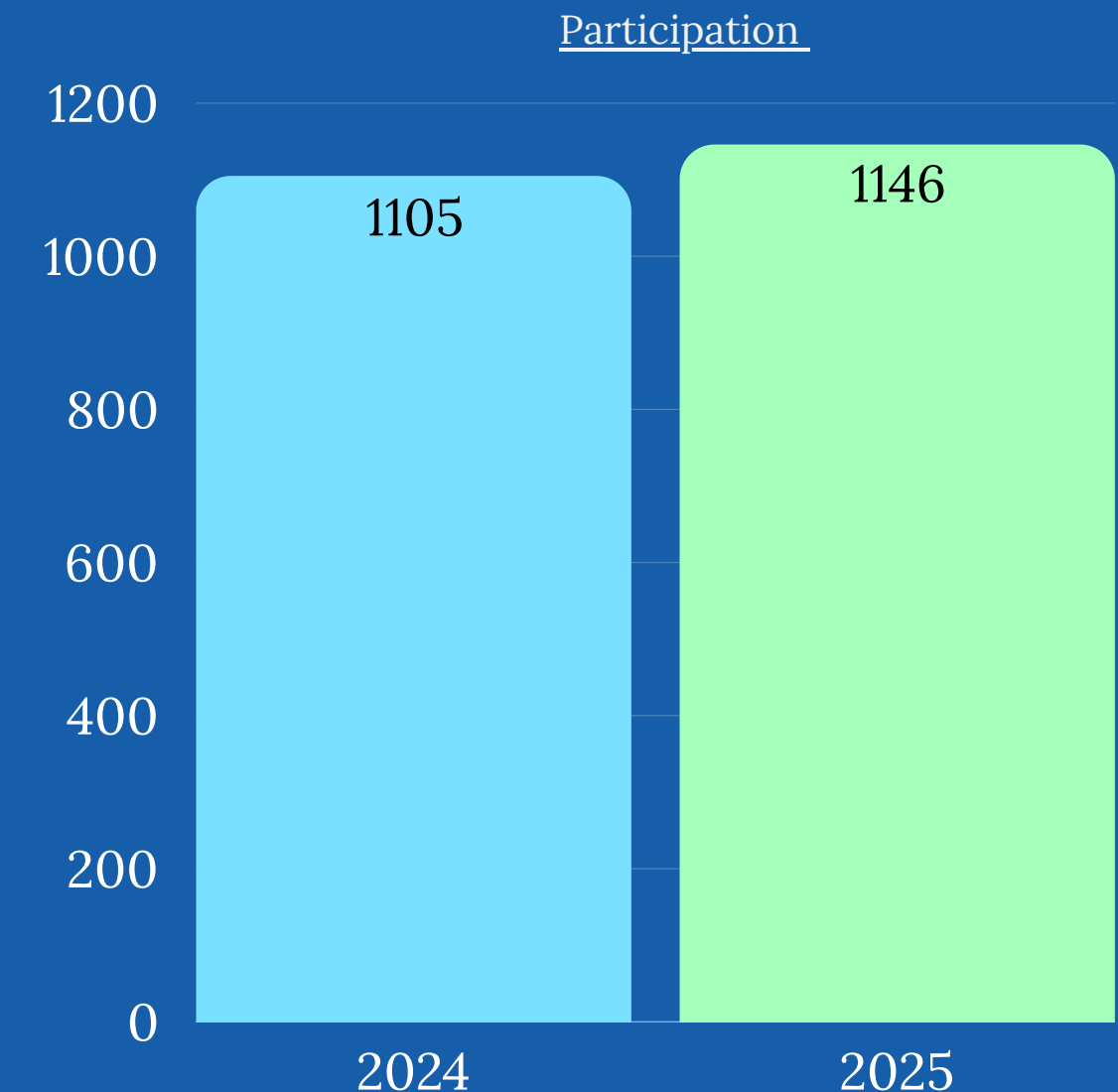
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## Participation

- SWBNO HR has been working hard to increase performance review participation in the last two years. In 2024, we had 1,105 participants. Continuing the upward trend, we currently have 1,146 participants in 2025.
- 90<sup>th</sup> percentile
- Among the highest in CS

## Civil Service Merit Pay Proposal

- Proposed a merit-based performance review incentive
- Reward progression and growth
- Culture change starts with employee value
- Redefining "meets expectations" to highlight consistently strong performance will elevate organizational standards





# MERIT PAY PROPOSAL TO CIVIL SERVICE

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## What SWBNO is asking for:

- **We propose a shift to a tiered performance incentive structure that allocates reward funds across multiple levels of performance. For example:**
  - \$2,000 for "Exceeds Expectations"
  - This is a spectrum
    - Above average employees at various levels deserve recognition
  - \$0–\$1,500 for "Meets Expectations" (at managerial discretion)
- **This structure allows us to:**
  - Maintain high standards, while recognizing consistency, effort and growth.
  - Broaden engagement by ensuring employees feel valued
  - Drive continuous improvement
- **Why this matters:**
  - This system incentivizes steady progress, demonstrating that improvement at all levels is appreciated and encouraged.
  - Tiering incentives allows us to connect effort and improvement directly with recognition, even if the top benchmark hasn't yet been reached.
  - If we are serious about shifting the culture of SWBNO, we must first put value in our employees. Recognition is powerful for cultural transformation. A tiered system gives us the ability to demonstrate that all levels of positive performance are meaningful and seen.





# CLASSIFICATION & COMPENSATION STUDY

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- Foundational to any attempt or approach to compensation increases
- Civil Service currently conducting one, but does not include ALL classifications
- Has not survived budget for past 3 years
- Must be budgeted for and undertaken in 2026
- Scope of Services and RFP development in 3<sup>rd</sup> quarter 2025





# HR PROFESSIONAL SERIES PROPOSAL TO CIVIL SERVICE

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## **Purpose:**

To advocate for competitive salary increases for SWBNO Human Resources and Payroll positions by clearly comparing salaries with peer organizations, accounting for cost-of-living differences.

## **Desired Outcome:**

Approval and implementation of salary adjustments to align SWBNO salaries with market benchmarks, enhancing employee satisfaction, retention, and organizational effectiveness.

## **Key Implications**

SWBNO HR and Payroll positions are consistently paid below the peer organization average when adjusted for cost-of-living.

The current pay gap negatively impacts SWBNO's ability to competitively recruit and retain top HR and Payroll talent.

Currently, there is no Civil Service HR Classification, only general classifications.

Salary adjustments are recommended to align SWBNO's compensation with market benchmarks, ensuring competitive positioning, improved employee retention, and overall organizational effectiveness.



# HR PROFESSIONAL SERIES PROPOSAL TO CIVIL SERVICE

## EXAMPLES

Example 1: Utility HR Manager

Category	SWBNO	Savannah, GA	Nashville, TN	St. Petersburg, FL
Job Title	Utility Services Manager	Human Resources Manager	Human Resources Manager	HR Support Services Coordinator
Salary	\$85,112	\$76,972-\$119,382	\$106,923-\$165,731	\$81,639-\$130,837
Cost of Living	12% Higher than national average	16.6% Lower than New Orleans, LA	11.2% Lower than New Orleans, LA	15% Lower than New Orleans, LA
Adjusted Income	\$75,993	\$82,404-\$127,807	\$95,466-\$147,974	\$85,755-\$137,434
% Difference of Adjusted Income		-34.8%	-56.1%	-45.6%

Example 2: Utility HR Analyst I & II

Category	SWBNO	Savannah, GA	Raleigh, NC	St. Petersburg, FL
Job Title	Management Development Analyst I & II	Human Resources Analyst	Human Resources Analyst	Human Resources Analyst
Salary	\$45,169-\$51,144	\$57,437-\$89,084	\$49,837-\$92,198	\$52,696-\$83,733
Cost of Living	12% Higher than national average	16.6% Lower than New Orleans, LA	12.3% Lower than New Orleans, LA	15% Lower than New Orleans, LA
Adjusted Income	\$40,329-\$45,664	\$61,490-\$95,371	\$50,738-\$93,865	\$55,353-\$87,955
% Difference of Adjusted Income		-82.4%	-68.2%	-66.7%

\*Cost of living is based on national average

\*\*To fairly compare salaries across different geographic regions, we adjust each salary to account for regional differences in living expenses. This adjusted figure helps us understand the actual purchasing power and competitive positioning of each salary.

\*\*\*% Difference (Adjusted Salary): This percentage shows how SWBNO’s adjusted salaries compare directly to those of peer organizations. A positive percentage indicates that SWBNO pays above the market average, while a negative percentage indicates our salaries are below market standards





# THANK YOU

We look forward to hearing  
your thoughts and answering  
any questions you may have.



SWBNO HR

