



SEATTLE CITY COUNCIL

July 15, 2019

Bobby Humes, Director
Seattle Department of Human Resources
Seattle Municipal Tower
700 5th Avenue, Suite 5500

Dear Mr. Humes,

Congratulations on your recent appointment as Director of the Human Resources Department by Mayor Durkan. Thank you for your willingness to serve the people of Seattle and City employees. To be successful, a director needs to work constructively with both the Executive branch and the City Council. A positive working relationship requires a director to be responsive to Council needs and priorities.

To that end, as part of the Council's confirmation process, we want to communicate to you our expectations for your job performance should you be confirmed. The expectations (listed below) are intended to enhance your accountability to the Council. The expectations also provide a basis for Council evaluation of your performance if and when the Mayor reappoints you for another term in the future. Council expectations are intended to add to the Mayor's expectations and your responsibilities established in Seattle Municipal Code.

A copy of this letter has been placed in Appointment Record 1370 which contains Mayor Durkan's request for your confirmation as director of the Human Resources Department.

I. City Council General Expectations for Bobby Humes as Director of the Seattle Human Resources Department:

A. Relationship with Council. First and foremost, we expect the Director to maintain a constructive working relationship with the Council through prompt responses to Council inquiries, faithful implementation of Council policy direction and proactive updates on operational concerns and financial matters.

B. Management Skills. Mr. Humes is expected to demonstrate strong management skills, with particular focus on the following Council priorities:

1. Public communication

- a. Conduct inclusive outreach to relevant stakeholders.
- b. Implement a strong ethic of customer service.
- c. Make information available so that the public can track the Department's performance in delivering services.

2. Organizational management

- a. Coordinate productively with other City departments.

- b. Maintain strong working relationships with other governmental entities.
- c. Operate within budget constraints and pro-actively manage expenditures.
- d. Provide a fair and equitable approach to the award of City contracts.

3. Personnel management

- a. Develop and maintain strong morale among employees.
- b. Provide an inclusive work environment that offers equitable opportunities.
- c. Address issues of succession planning and the professional development of existing staff.
- e. Ensure departments can fill vacancies in a timely manner with baseline recognition although individual situations will cause some level of variances, a strong recruit team can close-out a recruitment within 30 to 45 days

4. Service delivery, including both routine operations and emergent situations

- a. Ensure that on-going, day-to-day services are provided effectively and efficiently, and that the Department tracks its performance in delivering such services.
- c. Make certain the Department can deal with localized emergencies or service disruptions and has thoroughly planned how to manage its operations in case of a City-wide emergency.

A. Program leadership

- a. Develop and management the Department's budget of approximately \$19 million and 112 employees.
- b. Develop bargaining/labor relations team to effectively represent the City in labor negotiations.
- c. Serve as member of the City's Retirement Board (SCERS) and identify leading environment, social and corporate governance investments that represent City employee values and yield promising long-term returns.
- d. Institute ways to make the City of Seattle Voluntary Deferred Compensation Plan (457 Comp Plan) more approachable and accessible to employees; coordinate information sharing.
- e. Provide leadership in advancing the City's green job initiative through implementation of Resolution 31712. Support the creation of jobs that preserve or enhance environmental health as well as the economic and social well-being of people and communities; center on communities most negatively impacted by climate change; and pay a living wage while providing career pathways. Take specific steps to provide community members with access to green jobs in our city.

B. Equity.

- a. Promote and enhance programs that improve workplace equity across all City departments.
- b. Establish, measure, and share benchmarks for work place equity to increase transparency, understanding, and accountability.

C. Race and Social Justice.

- a. Further the City's Race and Social Justice Initiative to end institutionalized racism and race-based disparities in City government.
- b. Promote hiring and employment practices that close race and gender pay gaps; vigilantly examine data to assess the City's progress in meeting these goals.
- c. Be open and accountable to employees about incorporating racial equity into Department programs and decisions; authentically engage the Department in conducting four or more racial equity toolkits.
- d. Achieve quantifiable and qualitative progress on measures to improve race and social justice outcomes for City employment.

D. Promote a Safe and Healthy Work Environment.

- a. Take actionable, measurable steps to ensure that all City employees work in a safe, healthy, positive, equitable and harassment free environment.
- b. Focus on workplace safety and develop mechanisms for improving employee safety outcomes.
- c. Ensure that SDHR and other City departments create environments that support employee reporting of harassment and discrimination without fear of retaliation; create systems that effectively address misconduct; and cooperate with the Office of Employee Ombud on their recommendations for addressing individual concerns and systemic issues that may have a broader systemic impact on the City.
- d. Develop and implement the recommendations and directives from the Anti-Discrimination/Anti-Harassment Inter-Departmental Team (IDT) and Executive Order 2018-04.
 - i. Establish Citywide Workplace Expectations.
 - ii. Improve the City's Response to Misconduct Allegations.
 - iii. Create an Office of the Employee Ombud.
 - iv. Develop anti-harassment and anti-discrimination training.
 - v. Ensure Accountability.

E. Policy and Strategic Goals.

- a. Identify areas where the City's policies and goals are either lacking or need strengthening in order to provide a comprehensive vision of what the City expects to achieve in the area of human resources. Policies should be applicable Citywide while also recognizing the needs unique to individual departments.
- b. Identify trends in Department operations and create strategies that help close gaps and remove exposure to liability.
- c. Ensure that the City's policies align with Seattle's local labor standards and anti-discrimination requirements. Consult with the Office of Labor Standards and Office for Civil Rights, as necessary, to ensure compliance and knowledge of these requirements among management and staff.
- d. Implement new state legal requirements such as state paid family medical leave and new pay equity legislation; create new systems and trainings as necessary, to

ensure compliance and knowledge of these requirements among management and staff.

- e. Foster a workforce that is knowledgeable of their workplace rights, comfortable asking questions, and confident sharing concerns in an on-going dialog with co-workers and management.
- f. Improve recruitment and retention strategies across City employment; create a strong brand image internally and externally to attract top talent; and promptly fill critical skill shortages in human resources regarding class compensation and labor relations.

F. Performance Management.

- a. Assist departments in the development and implementation of effective performance management strategies.
- b. Review internal human resources operations through organizational management approaches that build strategy, consistency, accountability, empowerment, visual storytelling, and stewardship.

G. Specific, Measurable Outcomes

- a. Implement and sustain direction from Executive Order 2018-04 City-wide; monitor implementation and perform quality assurance audits.
- b. Implement effective, shared governance model for oversight of City-wide human resources systems with a focus on human resources information system upgrades, leave administration, talent acquisition and retention, anti-harassment and anti-discrimination training, policy developments and updates, and employee development.
- c. Repurpose existing resources to meet the needs of City-wide initiatives led by the Department on a priority basis, including (1) state paid leave requirements; (2) labor relations bargaining, ratification, and management training; and (3) emergency management preparation development.
- d. Implement expectations and support systems to build foundational knowledge, skills and abilities among all Department employees.

The City Council looks forward to working cooperatively with you to ensure that these expectations are met.

Sincerely,



Bruce A. Harrell, President
Seattle City Council



Sally Bagshaw, Chair
Finance and Neighborhoods Committee