

WORKPLACE EXPECTATIONS

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GLOBAL STATEMENT

Provide our customers with the lowest cost, most reliable and environmentally responsible electricity service in urban America.

How we achieve that vision is as important as the vision itself. In everything we do, we are guided by the following core corporate values:

- Investment in Employees
- Environmental Stewardship
- Financial Responsibility
- Accountability
- Teamwork
- Community
- Excellence
- Safety
- Integrity
- Mutual Respect

The vision and values are the product of an extensive strategic planning process involving employees at all levels of the organization. They are part of both the Strategic Corporate Plan and Business Plan, which set the direction for the utility in the years to come.



These workplace expectations are an effort to provide a shared understanding of how we demonstrate our values on a daily basis. This document provides concrete examples of how the values guide us toward meeting that goal. Most of the expectations apply to everyone in the utility, regardless of their role or position. Some apply specifically to the additional roles and responsibilities of supervisors and managers.



Existing Citywide and departmental policies and procedures, as well as union contracts, contain standards that tell us how we can expect to be treated and what is expected of us. This document consolidates much of that information into a single source that is more accessible and easier to review periodically.

Workplace expectations also derive from our basic need to respect and be respected by one another. In order to work harmoniously, we should refrain from behaviors toward customers and fellow employees that they would consider discriminatory, harassing, or disrespectful.

As City Light's mission and our own jobs become more challenging, and as the workforce increases in diversity, it is important that these expectations become firmly rooted in our organization's culture.

CUSTOMER SERVICE

Our success depends on our customers. It is our primary commitment to meet our customers' needs, including reliability, quality, service, and price, in a manner that anticipates and exceeds their expectations.

EXPECTATIONS FOR ALL EMPLOYEES:

Represent City Light in a professional, polite, and competent manner when you interact with customers, the general public, or other City employees.

Respond to all customers in a timely manner, and establish clear expectations of when a customer's request will be resolved.

Show respect and appreciation for the diversity of our internal and external customers.

Listen actively to praise and criticism from customers, and share feedback appropriately with coworkers and supervisors.

Seek solutions to job-related problems that get in the way of customer service.

EXPECTATIONS FOR SUPERVISORS & MANAGERS:

Assist employees in learning customer service skills by demonstrating and teaching appropriate behavior consistently in the workplace.

Evaluate feedback from customers and employees for ways to continually improve the quality of customer service, and act promptly on that feedback.



INVESTMENT IN EMPLOYEES

We believe our employees are Seattle City Light's greatest asset. We invest in our employees to be successful in our mission. Our investment through training, employee involvement, and strategic human resources planning is aimed at preparing employees to meet the challenges of today and tomorrow.

EXPECTATIONS FOR ALL EMPLOYEES:

Work with your supervisor to develop an annual training plan to address key skill development, job enhancements, and career development.

Actively seek out, on your own, opportunities to attend classes or workshops that would increase skills or productivity and enhance job mobility.

EXPECTATIONS FOR SUPERVISORS & MANAGERS:

Orient, train, and provide support to new and recently promoted employees in adjusting to their new position.

Seek effective training opportunities for staff and secure budget to meet staff needs.

Give constructive performance feedback to employees on a continuous basis. Where performance is below acceptable standards, develop a corrective plan with the employee.

Encourage employees to attend classes or workshops that would increase skills or productivity and enhance upward mobility.

Provide cross-training for unit effectiveness and upward mobility.

Encourage employees to follow up on and implement new skills.

Anticipate vacancies. Fill vacant positions promptly and in keeping with applicable policies.



Support City Lights's Affirmative Action Program. Increase employment opportunities for protected groups through affirmative recruitment, training, and other programs.

Communicate workplace and job expectations clearly when employees begin job assignments, and refer to these expectations consistently during performance reviews.

Encourage communication, creativity, and problem-solving among employees.

Regularly seek employee feedback, and respond to employee feedback or suggestions in a timely manner.

Work with employees to develop an annual training plan to address key skill development, job enhancements, and career development.

ENVIRONMENTAL STEWARDSHIP

We believe in building, operating, and maintaining our facilities in a manner that is consistent with the long-term sustainability of the ecosystems we affect. We seek to be proactive and innovative in finding solutions to environmental problems. We are committed to promoting and supporting efficient use of electricity to minimize the need for new sources of generation.

EXPECTATIONS FOR ALL EMPLOYEES:

Be an advocate for the environment.

Anticipate potential adverse impacts as well as opportunities to improve City Light's environmental stewardship, and work appropriately with your supervisor to address these issues.

Understand how work practices can affect environmental quality, and comply with regulations applicable to your job or work areas.

Understand and maintain records necessary for environmental compliance.



EXPECTATIONS FOR SUPERVISORS & MANAGERS:

Understand applicable regulations, permit requirements, and licensing conditions, and ensure that basic compliance responsibilities are adequately covered in your unit.

Encourage consideration of new work practices that will reduce environmental impact and minimize compliance requirements.



FINANCIAL RESPONSIBILITY

We believe in managing City Light in the best long-term interest of our ratepayers through prudent financing and management of our capital assets. We are committed to maintaining low rates consistent with the long-term financial stability of the Utility.

EXPECTATIONS FOR ALL EMPLOYEES:

Use equipment, supplies, and property safely, properly, and wisely.

Avoid misuse, damage, or destruction of equipment and property of City Light and your coworkers.

Look for and suggest ways to reduce costs.

Understand and plan accordingly for scheduling impacts of environmental and other permitting requirements.

Keep the long-term interests of City Light in mind, don't overspend for short-term results.



EXPECTATIONS FOR SUPERVISORS & MANAGERS:

Allow appropriate lead times and try to anticipate potential problems so that you can complete work within deadlines.

Use workload management tools and techniques when scheduling material or assigning work, and match the work force to the work to be completed.

Use available workload and accounting data to help you look for ways to reduce costs while maintaining service levels and productivity.

Use resources efficiently by coordinating work with others inside and outside City Light.

Actively involve employees in cost-saving efforts, and respond promptly to customers' and employees' ideas for cost savings.

Live within your budget. If needs arise which are not covered in your budget, take responsibility for developing a solution.

Regularly inform employees of City Light's financial picture. Explain the "big picture" and translate it into meaningful unit-level behavior.



ACCOUNTABILITY

We believe in taking full responsibility for our performance as individual employees and as an organization. We will be accountable through establishing goals and measuring our performance in achieving those goals.

EXPECTATIONS FOR ALL EMPLOYEES:

Set work priorities and practices that support the achievement of department, division, and work unit performance goals.

Report to work as scheduled, on time, and willing and able to work a full shift.

Report to work fit for duty and able to exercise good judgement, in order to ensure safe job performance and protect the safety and health of yourself and others.

Perform all assigned job duties effectively and productively, and within the standards set for your position. Do not leave the workplace during working hours without your supervisor's knowledge and permission.

Request the resources and guidance you need to get your job done correctly.

Use sick leave appropriately: when illness, injury, or a medical or dental appointment affecting you or an immediate family member make it impossible or extremely unwise for you to report to work.

Comply with vacation scheduling procedures and break and lunch time provisions.

Maintain an overall attendance record that is consistent with the needs of City Light to accomplish your work responsibilities.

Notify your supervisor or his/her designee of a planned absence as much in advance as possible and in accordance with established policies and procedures and directions given by your supervisor.

Notify your supervisor when backlogs or unexpected priority work threaten to delay essential tasks.

Know in advance what expectations the Department may have for you in the event of snow and ice or other emergencies. Make every effort to report to work in these circumstances.

Resolve schedule and work assignment conflicts with your supervisor and coworkers in a constructive manner.



ACCOUNTABILITY



EXPECTATIONS FOR SUPERVISORS & MANAGERS:

Accept authority delegated to you, and responsibility for the work assigned to you and your subordinates.

Provide clear assignments and delegation to your subordinates.

Make decisions within the scope of your responsibility and follow through as required, including providing appropriate information to the manager or director to whom you report.

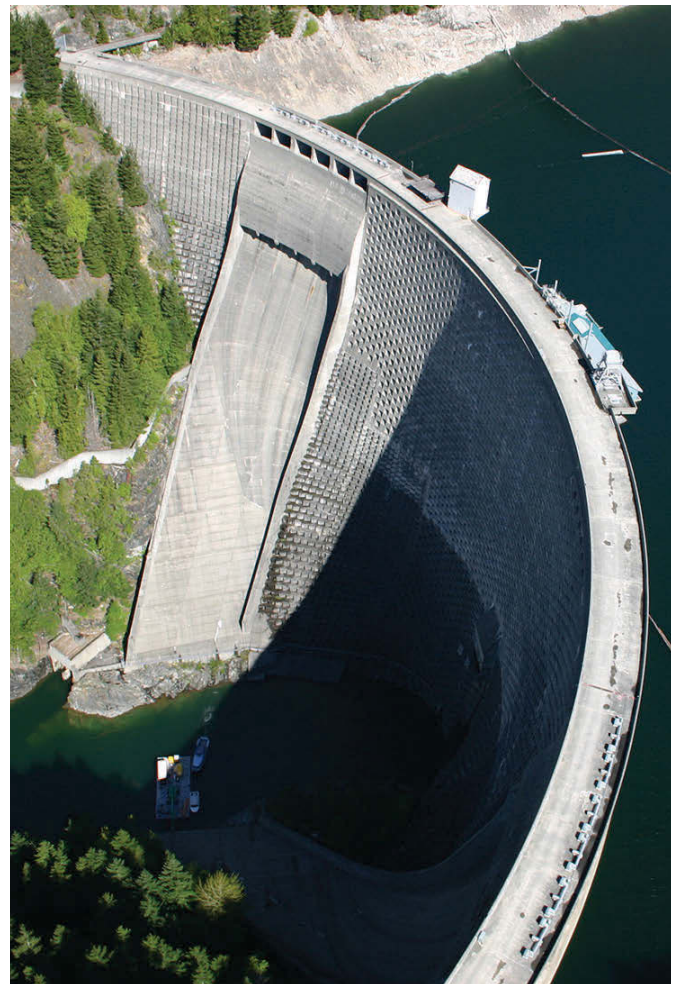
Comply with all appropriate Personnel Rules and labor contracts.

Be aware of the City's Personnel policy directives and priorities and incorporate them into your work program.

When an incident calls for disciplinary action, take that action as soon after the incident as possible. Seek advice from your manager or director and keep them informed.

Measure work progress and communicate it effectively to employees, management, and the rest of City Light.

Delegate responsibility appropriately.



TEAMWORK

Working together in cooperative and productive partnerships with each other and our customers, labor organizations, and other stakeholders is integral to the success of our organization. We as individuals can only be successful if the utility as a whole is successful. We believe excellence is achieved through a commitment to work as a team.

EXPECTATIONS FOR ALL EMPLOYEES:

Promote open communication with your coworkers, supervisor, subordinates, customers, and the public.

Try to resolve issues before they become problems. When you discuss job concerns, actively listen to your coworkers, supervisor, customers, and the public.

Try to resolve conflict through open and respectful discussion of the problem directly with the individuals involved.

EXPECTATIONS FOR SUPERVISORS & MANAGERS:

Give clear instructions to your subordinates. Make sure that they understand your instructions and complete their assigned tasks.

Cooperate with other supervisors by establishing a problem-solving atmosphere that is respectful, supportive, and free from personal biases.

Seek out and implement employee suggestions for improved work environment and conditions.



COMMUNITY

We believe City Light has an obligation to assist our community in meeting its social and educational needs through fostering partnerships in the community, supporting Combined Charities fundraising, and encouraging the voluntary community efforts of our employees.

EXPECTATIONS FOR ALL EMPLOYEES:

Take advantage of opportunities to engage in the community activities that complement the City's priorities or City Light's primary mission of providing excellent energy services to our customers.

Recognize the community efforts of coworkers, supervisors, and subordinates.

Support the City Light's efforts to make the community our partner in planning and problem-solving.



EXPECTATIONS FOR SUPERVISORS & MANAGERS:

Support the community involvement efforts of employees and balance those efforts with the need to get the work done.



EXCELLENCE

We believe excellence is the standard for all we do and is achieved by serving our customers with quality, reliability, and efficiency. We are committed to continuously seeking and applying new methods and technologies to improve our productivity and our services.



EXPECTATIONS FOR ALL EMPLOYEES:

Work to the best of your own abilities. Take responsibility for your own job performance.

Offer suggestions, through your supervisor and other established means, for improving the performance of your work unit and City Light as a whole.

Accept organizational change. Maintain an open mind to new initiatives and ideas, encourage a creative environment that fosters new ideas, and assist positively in the implementation of change.

Recognize excellent work performance you observe in the workplace, and recognize successes in achieving goals and improving processes.

EXPECTATIONS FOR SUPERVISORS & MANAGERS:

Be a role model; set a good example for all City Light employees to follow.

Foster teamwork and high employee morale through pride in performance and accountability.

Take the initiative; be proactive instead of reactive, and solve problems before they become big problems.

Encourage excellence through the use of oral and written recognition of a job well done.

Manage employees using a positive and constructive focus rather than a controlling or critical approach.



SAFETY

We believe that ensuring the safety of our employees and the public is an overriding responsibility. We express this value through our commitment to complying with regulations, working proactively to reduce workplace hazards and prevent accidents, and training our workers.



EXPECTATIONS FOR ALL EMPLOYEES:

Accept safety as a personal responsibility.

Attend safety training and participate in safety programs.

Understand and comply with applicable government and City Light safety regulations.

Secure and renew proper certifications or licenses required for your job.

Wear protective clothing and use all appropriate safety equipment as required in the performance of your job duties.

Utilize good defensive driving practices at all times.

Report all accidents, injuries, or hazardous conditions to your supervisor immediately.

Keep all weapons off the job site except as specifically authorized by the General Manager.

EXPECTATIONS FOR SUPERVISORS & MANAGERS:

Provide a workplace free of recognizable hazards. Supervisors and managers who are not in the field should perform regular site visits to ensure compliance with safety and health policies.

Communicate all safety and health policies and procedures within your branch, division, or organizational unit. Actively enforce those policies and procedures.

Develop and enforce policies on the use of protective equipment.

Provide adequate training to employees on accident prevention, required safety programs, hazardous materials, and industrial injury reporting procedures.

Encourage employees to take responsibility for recognizing and solving potential safety hazard issues.

Encourage open communication among employees, management, contractors, and the public on safety issues.

Promptly and appropriately address safety issues raised by customers or employees.



INTEGRITY

It is imperative to our success as a utility for us to conduct business with the highest ethical and legal standards. An excellent reputation is established by honesty, fairness, trustworthiness, and sincerity in all of our activities.

EXPECTATIONS FOR ALL EMPLOYEES:

Read, become familiar with, and comply with the City's Code of Ethics and policies regarding ethical standards. Avoid the appearance of conflicts of interest or other unethical behavior.

If you are unsure of how to act ethically in a specific situation, ask your supervisor for information or clarification regarding ethical standards.

Work honorably and professionally. Provide a full day of good effort for a full day of pay.

Speak honestly and preserve your credibility.

Give consistent information to everyone in the organization, whether they are your peers, supervisors, or subordinates.

Do not use City tools, equipment, supplies, funds, or other resources for personal use.



EXPECTATIONS FOR SUPERVISORS & MANAGERS:

Provide a consistent example of ethical behavior for all employees.

Do not show favoritism; treat all employees fairly and with respect.

Maintain a work environment that encourages employees to ask you for information or clarification regarding ethical standards.

Make available to employees copies of the Code of Ethics and related policies.



MUTUAL RESPECT

We value every person with whom we work. We treat each other with dignity, respect the diversity among us, and recognize the value each of us brings to our professional relationships.

EXPECTATIONS FOR ALL EMPLOYEES:

Act and speak positively about City Light, your job, and your coworkers.

Read, become familiar with, and comply with the City's nondiscrimination and anti-harassment policies.

Do not engage in or condone any behavior, whether verbal or physical, that insults, demeans, slanders, embarrasses, harasses, or is disrespectful to another employee.

Recognize human worth and cultural differences; do not engage in or condone conversation or behavior that devalues human dignity.

Handle conflict appropriately. Use open and respectful communication, good judgement, and a willingness to seek compromise and build upon mutually held goals.

Bring up your concerns in the appropriate venue.



EXPECTATIONS FOR SUPERVISORS & MANAGERS:

Encourage creativity from your staff to work on job related challenges, issues, or problems.

Promote an atmosphere of open communication with subordinates and other supervisors and managers.

Promote a work environment free from discrimination or harassment. Investigate any allegations of discrimination or harassment, and take corrective action when required.

Set realistic standards for your subordinates. Clearly communicate expectations and any need for improvement to your subordinates.

Praise in public, correct in private.

Handle unpleasant or volatile situations with employees in a manner that resolves the problem and defuses the situation.

When discipline or other personal issues arise, protect the confidentiality of all involved to the maximum extent appropriate.

Do not penalize employees for registering their opinions.